

# Attachment A

## LEMAS 2020 Expert Panel Report

The Law Enforcement Management and Administrative Statistics (LEMAS) survey, administered by the Bureau of Justice Statistics (BJS), is the most comprehensive source of national data on law enforcement agencies in the U.S. The LEMAS survey gathers information on several topics such as agency staffing, operations, budget, policies, technology and equipment. The results are used to provide an overview of law enforcement nationally, identify trends, and provide a representative benchmark for individual agency comparison.

Working with partners RTI International (RTI) and the Police Executive Research Forum (PERF), BJS convened a group of academic and practitioner experts (Appendix I) for a day-and-a-half long meeting to discuss potential changes to the LEMAS survey for 2020. This meeting took place on July 18-19, 2018 at the Office of Justice Programs building (810 Seventh St NW, Washington DC). Since no sheriffs were able to attend the July meeting, BJS and PERF held two conference calls on November 5<sup>th</sup> and 8<sup>th</sup> in order to solicit feedback from four sheriffs.

BJS is considering changes to the LEMAS survey for two reasons. First, the survey has remained largely unchanged since it was first administered in 1987, and many aspects of policing in the U.S. have changed considerably since that time. Survey items must be updated to better reflect the data needs of law enforcement today. Second, agencies are receiving an increasing number of survey requests and have limited resources to comply with those requests. The LEMAS survey takes agencies, on average, about three hours to complete. To the extent redesigning the survey can reduce this burden, agencies may be better able to participate.

This report summarizes the discussion from the July 2018 expert panel meeting and follow-up calls with sheriffs' offices in November 2018.

### Goals of the Expert Panel Discussions

The LEMAS survey has been conducted approximately every three to four years since 1987 and is one of the primary BJS data collection initiatives. The survey is administered to a sample of over 3,000 general purpose local and state law enforcement agencies. All agencies employing 100 or more sworn officers are included in the LEMAS sample along with a nationally representative group of smaller agencies. Data are collected on several topics such as personnel, operating expenditures, operational characteristics, policies and procedures, equipment and technology, and community policing.

There are two significant challenges for the LEMAS survey. The first is response time. Response rates for surveys, including LEMAS, have declined in recent decades, which has implications for building national estimates. The data collection period for LEMAS must be limited so that the survey provides timely information) and that the survey is not an excessive burden for respondents (to encourage response rate). The proliferation of surveys has made survey research an increasingly challenging endeavor. One option is to field the LEMAS survey for a longer period of time. However, this strategy results in older, less timely data at much higher costs, neither of which is acceptable for a national data collection. Therefore, the best option available to encourage response, given the time and cost restraints, is to reduce the scope of questions and subsequent burden for agencies, thereby lessening the amount of time and/or effort required to take the survey. **Thus, the first goal of the expert panel meeting was to identify essential items that would form a LEMAS "core," including data on topics that are currently addressed and on topics that would be new to the LEMAS.**

The second challenge for the LEMAS survey is whether the data collected are useful. There are three key constituencies for the LEMAS: 1) the general public, 2) the academic community, and 3) the law enforcement community. However, only the law enforcement constituency has the burden of completing the survey. If law enforcement does not see practical use for the data, then the likelihood of contribution will decline, impacting the other two constituencies. Therefore, buy-in from law enforcement is essential for successful iterations of the LEMAS survey. Expert panelists were asked to consider the need to ask the same question over time along with the need to capture information on the evolving nature of law enforcement. Panelists were also asked to consider whether the full range of LEMAS questions are appropriate for all agency types, or whether agency-specific supplements would be more appropriate. As law enforcement continues to become more reliant on data, it is critical that the LEMAS survey ask meaningful questions to serve as a valuable resource of information for practitioners. Often, law enforcement agencies orient themselves towards data that are already collected; in other words, agencies often benchmark themselves against what is measured. However, it is also valuable to think about what agencies should benchmark themselves against and then attempt to collect relevant data. **Thus, the second goal of the expert panel meeting was to obtain feedback on data that are useful and relevant to law enforcement, compare against what data are currently collected and what data are not collected in the LEMAS, and identify strategies to more effectively disseminate LEMAS findings and promote the use of archived LEMAS data.**

### **Expert Panel Meeting July 18-19, 2018**

The in-person expert panel meeting was held at the Office of Justice Programs for 1.5 days on July 18<sup>th</sup> and 19<sup>th</sup>. The panel gathered in the Executive Conference Room on the 3<sup>rd</sup> floor. To start off the meeting, Jeri Mulrow, BJS Principal Deputy Director, welcomed the attendees and moderated the introductions.

Kevin Scott, BJS Law Enforcement Statistics Unit Chief, then provided a brief overview of the goals of the expert panel meeting. The discussion began by relaying the two primary challenges for the LEMAS: 1) balancing a reasonable field period, burden and response rate; and 2) collecting relevant and useful data to law enforcement agencies and other users of LEMAS data. It concluded with conveying what BJS hopes to gain from the expert panel. First, feedback from a variety of perspectives about what data are useful to the law enforcement community. Second, thoughts on how BJS can help collect, analyze and disseminate those data. Lastly, ideas on how to minimize the demands of responding to a survey such as the LEMAS.

### **Law Enforcement Data Discussion**

Sean Goodison from PERF led the first open discussion with the panel. Experts were asked to comment on three topics:

- 1) Data their agencies currently use and collect
- 2) Benchmarking – if it is done, how it is done, and how it affects decision making; and
- 3) Data that they would like to see collected.

Attendees described a wide range of data that are currently collected by law enforcement agencies, above and beyond traditional information contained in a computer-aided dispatch (CAD) or records management systems (RMS), such as number of calls for service, response times, or arrest incidents. Specifically, they discussed myriad data on topics such as hiring and retention, overtime usage, use of force incidents, internal affairs complaints, disciplinary incidents, training, pursuits, traffic-

related incidents, homelessness contacts, and clearance rates. Participants also noted several topics that are less commonly addressed in data systems, but which would be useful: traffic and parking, violence against police, and public sentiment and community satisfaction.

Law enforcement agencies increasingly rely on data to drive decision-making. One expert stated that they are constantly improving their data collection capacity to measure their success. Another attendee explained how data have allowed their agency to operate in almost real-time, re-allocate resources and respond to situations before they turn into more intractable problems. One data challenge that experts noted, particularly for large agencies, is that data may sometimes exist with internal silos, making it difficult to leverage across units within the same organization. Another challenge is that law enforcement agencies respond to a broad range of social problems that simultaneously fall under the auspices of other government actors (e.g., social services, public health or, code enforcement). Thus, several participants stressed the importance of forming partnerships to facilitate data sharing and coordinate responses. Such partnerships enable access to data sources that agencies need to identify and understand problems and formulate appropriate solutions.

## **LEMAS Background**

Travis Taniguchi from RTI led a presentation on history of the LEMAS. This presentation included LEMAS characteristics, historic response rates, and instrumentation. This presentation is included in Appendix II.

Following a discussion of the history of LEMAS, participants were asked to consider three questions:

- 1) Why are LEMAS response rates declining?
- 2) Why are municipal police agencies more likely to respond to LEMAS than sheriff's offices?
- 3) How can response rates be improved?

The experts identified a range of possible reasons for the declining response rates in recent decades for the LEMAS survey. One expert suggested that some law enforcement executives may avoid LEMAS because the benchmarks it provides can frustrate efforts to achieve certain goals, such as hiring new officers. Another expert, referring to a recent study on surveys in policing that identified declining response rates,<sup>1</sup> suggested it might be an industry-wide trend whereby survey research has become less valued in policing over time. A third expert explained that participation in the LEMAS survey may reflect broader national trends in resisting tasks seen as unfunded federal requests for information, especially in light of perceived declines in availability of federal funding to state/local organizations and national staffing shortages across law enforcement.

Several meeting participants, however, agreed that survey fatigue is one important factor. Many law enforcement executives who attended the meeting stated that they receive survey requests on a regular basis as technology has made the process cheap and easy. Subsequently, sorting through the survey requests and identifying what should be prioritized has become difficult, and incredibly resource-intensive for agencies.

The experts believed that another major reason for declining response rates is lack of perceived value in participating. According to the experts, this is likely to be particularly true for smaller, rural agencies. One expert with experience in both urban and rural agencies noted surprise at how many of the questions on the LEMAS survey did not seem to be relevant to those in a rural setting; given that

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<sup>1</sup> Nix, J., Pickett, J. T., Baek, H., & Alpert, G. P. (2017). Police research, officer surveys, and response rates. *Policing and Society*, <https://doi.org/10.1080/10439463.2017.1394300>.

many questions are not applicable, the expert believed that leaders of small agencies may feel that their responses do not matter. Another expert described their experience fielding a national survey of sheriffs' offices and receiving only an 18% response rate, despite including a letter of support from the National Sheriffs' Association with the survey request. The expert noted that larger, more wealthy counties were more likely to complete the survey. This suggests that a lack of resources may also be a barrier in smaller agencies.<sup>2</sup>

Similarly, several attendees agreed that one of the possible reasons why LEMAS response rates may be lower among sheriff's offices specifically is because the questions are not applicable. As one expert explained, "the authority of the sheriffs and its relationship to the questions of the LEMAS survey depends on the jurisdiction." For example, some sheriff's agencies function similarly to municipal agencies, in that they have the traditional duties of patrol and investigations, whereas others are primarily custodial. The same expert also explained that, as constitutional officers and thus elected officials, they may be reluctant to provide information for a national survey.

To overcome these issues, the experts suggested that the LEMAS should be marketed more widely and effectively to show its value. One expert explained that it is simply about fostering awareness of the survey – letting agencies know about the LEMAS, how they can benefit from it, and how easy it is to utilize as a resource. According to the experts, partnering with professional organizations such as the International Association of Chiefs of Police, the National Sheriffs' Association, the Police Executive Research Forum, the Major Cities Chiefs Association, and the National Organization of Black Law Enforcement Executives, in addition to various state-level associations, would be a good way to spread the word about the LEMAS. Experts specifically recommended events with these organizations whereby LEMAS findings could be presented to demonstrate their value to the law enforcement community. Another participant suggested utilizing media outlets.

Other attendees suggested marketing the LEMAS by disseminating findings or other work products to agencies to demonstrate how LEMAS data are used. One option that experts recommended would be to create short (i.e., 1-page), easily digestible reports with graphs and charts to highlight interesting or important insights gleaned from the LEMAS. The primary goal of these documents would be to capture the attention of law enforcement leaders and then provide links to further information about the LEMAS. Some participants suggested disseminating these products just before fielding the LEMAS survey, whereas others recommended providing infographics to show how data will be used after the survey is submitted.

Another idea offered by experts was to build a data explorer tool similar to the one created by the Federal Bureau of Investigation for the National Incident Based Reporting System. Providing an easy-to-use interface to preview and obtain data would allow executives to leverage LEMAS data to answer specific questions and compare their agency with similar agencies across the country. A data portal would make the information collected by the LEMAS actionable and relevant to the practitioner community.

Finally, at the end of survey, experts recommended asking respondents what part of the survey would be most valuable to them and how they would use it, as well as what other questions they would like to see on future iterations of the LEMAS survey.

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<sup>2</sup> This suggestion conforms with the findings from the 2016 LEMAS investigation of reasons for late response and nonresponse.

## Changes to the 2016 LEMAS

Shelley Hyland, BJS Statistician and LEMAS program manager, walked participants through the 2016 LEMAS instrument and highlighted some of the preliminary findings. Since the findings were preliminary, they are not included in this summary. After the detailed overview of the 2016 LEMAS, BJS and PERF conducted two brainstorming sessions. The first brainstorming session was led by Shelley Hyland and focused on what to retain from the 2016 LEMAS. For this session, expert panel members were asked to break into smaller groups. Each group was to pick the top 5 2016 LEMAS items that should be retained in rank order and 5 items that should be dropped. Table 1 provides a summary of the items selected and dropped.

**Table 1. 2016 LEMAS Items Selected for Retention and Removal**

Section	Keep (# of votes)	Drop (# of votes)
I. Descriptive (6 items)	1 (3), 4 (4)	2 (1), 3 (2), 6 (1)
II. Personnel (12 items)	7a (2), 11 (1), 14 (4)	None
III. Operations (2 items)	None	18 (1)
IV. Community Policing (8 items)	25 (reword)	20 (1), 22 (1), 23 (2)
V. Equipment (9 items)	Combine 28 & 30 (2), Add life saving equipment to 28	29 (3)
VI. Technology (8 items)	None	38 (1), 39 (1), 40 (1)
VII. Policies (6 items)	46 (3), add 31 & 34	None
VIII. Special Tasks (1 item)	51 (2)	N/A

### *Questions to keep and/or further develop*

**Questions 1 (authorized and actual paid employees by full/part-time status) and 4, (full-time personnel by primary responsibility)** though identified as items to keep, were thought by the experts to be amenable to modifications that would make them easier for respondents to answer. For example, one expert suggested finding a way to combine these two questions. As currently written, there may be discrepancies between the answers given for question 1 versus question 4, which may frustrate respondents and reduce participation in the survey. Thus, attendees recommended that questions about personnel be combined into a single table so that the appropriate figures are easily ascertained for the survey. Another advantage of combining questions 1 and 4 is that the figures can be easily summed for a single total, which can then be used to calculate proportions of personnel primarily assigned to each job responsibility.

Regarding the components of question 4, the meeting participants recommended removing the term “operations” from “field operations” and removing the term “technical” from “technical support.” Another expert noted that including the chief or sheriff within administration may create confusion as well, as some agencies may consider the top executive part of operations (removing “field” from “field operations” would allow for the executive to logically fall into this category). The attendees also suggested adding crime analysts under the “support” category. In addition, they recommended including “intelligence” in question 4, but explained how in some cases these individuals could fall under “support” and in other cases they could fall under “operations,” even within the same agency. Ultimately, experts agreed that personnel classification can be difficult, especially for larger agencies with a variety of functions, and flexibility for assignment to categories may need to be built into the question. Two categorical groupings were offered for this item: 1) executive staff, administration,

support services and operations (i.e., investigations and patrol) or 2) use CALEA categories: operations, administration, and support.

Another category the participants thought might be interesting to ask about is the number of personnel assigned to federal task forces. One attendee explained that federal task forces often offer a substantial financial benefit, as compared to state or local task forces. So, while it would be interesting to learn about personnel operating with both spaces, questions about federal task forces should be the priority. Experts also thought it would be informative to ask about the frequency with which agencies receive and provide assistance from other agencies outside of a task force (e.g., mutual aid agreement) as well as the types of assistance they exchange. Type of assistance is critical because some agencies, such as state law enforcement, provide assistance to local agencies on a daily basis through, for example, crime labs. Other types of non-routine assistance should be included, such as staffing for special events.

The experts thought **question 46 (policies and procedural directives)** should be retained and modified, like questions 1 and 4. For example, one participant questioned the need for including an option for foot pursuits. However, a near consensus reflected a need to add more response options, such as whether agencies have a policy or procedural directive for obtaining accredited status. Other worthwhile policies and procedures identified by the attendees include employee wellness, opioid issues (fentanyl), blood borne pathogens, marijuana (legalization) enforcement, evidence and property handling, de-escalation, secondary employment, BWCs, office-involved shooting (which is different from firearm discharge), investigation of OIS, EEO, sexual harassment and hostile work environment. One expert noted that the International Association of Chiefs of Police published a comprehensive set of model policies that could potentially serve as a resource for additional response options. They suggested pulling out maximum # of hours allowed as its own item in order to capture the actual number of hours.

**Question 51 (specialized units)** was another item that experts believed should be kept on the LEMAS survey with limited revisions. The meeting participants offered several response options to add to the question to more appropriately cover the range of problems dealt with by law enforcement. Specific topics mentioned by the experts include crisis intervention training (CIT), communications, homelessness, traffic enforcement and crash prevention, parking, internal affairs, agency standards, human trafficking, and sexual assault. Some items were recommended for removal from the question, such as drug education. Though, other experts suggested keeping this option, but revising it to “engagement in schools.” Victim assistance was also identified as an option to remove, though some attendees suggested they have full-time staff dedicated to victim assistance and thus it is important to retain. It was also suggested there be more specificity on certain items such as human trafficking, internal affairs and firearms.

Other suggestions for revisions to question 51 include allowing for information to be entered about part-time staff dedicated to these issues, in addition to full-time staff. Another suggestion was to ask about the number of personnel assigned to each task. One issue identified by the experts to consider is that respondents may view the options listed under “type of problem/task” as distinct, when the agencies may operate only a single unit to address multiple problems. Finally, some participants suggested revising the fifth column, “agency’s jurisdiction does not have this problem,” with wording less declarative, such as “agency does not formally address this problem.”

Since many of the topics listed in question 51 are likely to be related to only the larger agencies, experts discussed the idea of only presenting the long form to them. However, meeting participants noted that, from a research perspective, it makes sense for all agencies to get the same form. Other experts stated that it makes sense for all agencies to receive the long form because all agencies generally have the same liability on the issues. Experts suggested removing bias/hate crime and adding opioids.

*Questions to remove*

Meeting attendees highlighted a few groups of questions that could be removed from the LEMAS survey. The first group included **questions 18 (calls for service received and resulting in dispatch) and 19 (types of patrol)**, which the experts considered too broad, although one expert noted that could be broken down further by asking for the total number of citizen contacts, traffic stops, investigations, etc. Experts stated that calls for service needed to be better defined.

Experts suggested removing **question 6 (asset forfeiture funds)** because DOJ audits this. Experts also suggested asking about grant funding (e.g., JAG funds) in order to get a more complete picture on resources.

Another group of questions that the participants thought could be removed included those related to firearms under the section of the survey covering equipment. Experts believed that these questions were outdated (e.g., many experts suggested that few, if any, agencies utilize revolvers, but they are included under **question 29**) and served little purpose. For example, one expert noted that most agencies make firearm-related decisions on the needs/characteristics of their own agency, and are not likely to be overly concerned with what other agencies are doing. Experts also noted that rather than type of firearm, ammunition caliber is often what makes the determination of what is restricted.

The final group of questions was included under the section covering community policing. While the experts thought it was still important to ask about community policing, the questions as currently posed across **questions 20-27** were perceived to be outdated and too broad. Instead, the questions should be revised to use more modern language that focuses on specific activities capturing whether agencies are actively engaging communities, collecting community input and incorporating it in policies and programs, and taking steps to be open and transparent. In other words, the experts said the focus should be on *how* agencies are doing community policing, rather than asking them if they are (see next section below for further recommendations on which questions are missing).

Experts also discussed removing or revising **Q37-40** in the technology section. One expert suggested keeping Q37 and Q38 but making it more simple—Do you have a website (yes/no)? Do you use social media (yes/no)? It was also suggested to reconfigure **Q39** by asking what are you using data to do? (e.g., deploy officers).

## **What is missing from the LEMAS survey?**

The second brainstorming session on day 1, led by Sean Goodison, focused on what was missing from the 2016 LEMAS. The experts suggested a number of new items for the LEMAS core. Small groups were asked to brainstorm and provide item/topic suggestions for the following categories: Descriptive, Personnel, Community Factors, Predictive Policing, Technology, Equipment, Policies, Agency Performance, Operations, Special Topics, and Other. The detailed results of these brainstorming sessions is provided in Appendix III.

Based on the suggestions from Day 1, Travis Taniguchi presented a sample of items based on the primary themes to emerge from these brainstorming boards. These items are shown in Appendix IV. These items were discussed with the panel and what follows are the results of these discussions.

### *Recruitment, Selection, and Retention*

One expert panelist noted that a significant issue today facing law enforcement agencies is the difficulty of recruiting individuals into the policing profession. Yet, because there are limited empirical data to support this notion, the expert suggested adding questions to LEMAS to track the number of applicants and the number of positions filled by each agency. Other participants further suggested including questions about *who* is applying, specifically the demographic diversity of applicants and how

that changes over time. The meeting attendees also noted it would be useful to ask how often agencies recruit, if incentives are offered, what methods agencies use to recruit individuals, and where those strategies are targeted. Suggestions on incentives included compensation (how this compares to median salary in the community), benefits and salary. For example, one expert expressed interest in specifically asking whether agencies have a formal recruitment team and how it is structured (i.e., the number of staff dedicated to the team, full- and part-time status). The experts further suggested that recruitment questions include some consideration of volunteers. It was also suggested to include a question on whether the agency uses civil service for hiring, including the use of an assessment center.

In terms of selection, participants suggested asking about the length of the selection process employed by agencies and whether agencies use civil service exams and/or interviews. Another expert recommended asking about assessment centers, which are often used to determine promotions, but less often used during the hiring process.

Regarding retention, the meeting attendees generally thought it would be helpful to ask about compensation and benefits offered to employees, including whether they have a pension plan and what type (i.e., defined benefit versus defined contribution). However, they noted that any questions about retirement benefits should consider that younger generations of officers may have different options than older generations of officers. Experts also thought there should be questions about specific programs that are designed to bolster retention, such as formal mentoring programs, career development plans, or educational incentives.<sup>3</sup> Another proposed line of questions included whether or not agencies conduct periodic performance evaluations and the criteria used for evaluation.

Another topic of interest is whether agencies conduct exit interviews, and if so, who conducts them. Experts noted the latter question is key because the types of responses given during an exit interview can be influenced by the position held by the person asking the questions. Building off the exit interview questions, some attendees suggested it would be valuable to learn about the reasons why individuals are going to other agencies or leaving the profession altogether (experts admitted that this would be difficult to ascertain). One participant thought it was important to include management issues as an option. Though, some experts noted that individuals who leave their agencies before they are eligible for their pension would be most important to identify. Another option would be to count the number of individuals separated from their agencies by years of experience.

Finally, some attendees discussed the need for questions about the number of (and reasons for) terminations, the number of indictments for crimes, and the number of de-certifications (this is tracked at the state level by POSTs).

### *Training*

Many suggestions made about questions related to training mirrored those made about recruitment, selection, and retention. The primary interest focused on the *types* of training programs offered by agencies. One participant outlined four types of existing training – pre-service, in-service, specialized, and advanced (i.e., management) – and that it would be ideal to assess what is being done in all four areas. The participants pointed to the Census of Law Enforcement Training Academies (CLETA) as a good model, but noted that the focus is primarily on pre-service training; questions about in-service training would be helpful. In terms of specific training programs, the experts mentioned crisis intervention training (CIT) and mental health as important programs to ask about, including *who* is being trained in these programs.

### *Officer Safety and Wellness*

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<sup>3</sup> One expert defined a “formal” program as one that has an assigned person and has established protocols and policies in place to govern its operation and structure.



The attendees highlighted several officer safety and wellness programs that the LEMAS survey could ask about such as critical incident stress management, employee assistance programs, mental health services, physical fitness programs, incentive programs, peer-to-peer programs and training for management to recognize signs of stress.<sup>4</sup> Meeting participants suggested a similar approach to that used in question 51 of the 2016 LEMAS and list a range of officer safety and wellness programs for respondents to indicate what is offered in their agency. This would allow for a national inventory of current practices. Other experts, however, suggested including questions that ask how often these programs are used (or perhaps if agencies measure utilization at all), or in other cases, *when* these programs are used (e.g., services offered proactively versus those offered after problems become apparent).

Many participants agreed that safety and wellness questions should not be restricted to sworn law enforcement personnel only. Instead, questions should consider programming and services for non-sworn personnel and the families of law enforcement officers. For example, programs offered for civilians and sworn personnel differ and it would be worth capturing those differences. As another example, non-sworn dispatchers are also exposed to stress, and so it would be valuable to know what agencies are doing to support them. In a similar vein, several experts noted that families of law enforcement officers also experience the rigors of the job, and thus it would be important to learn about the programs are in place specifically for them.

### *Predictive Policing*

Given the growing use of predictive policing, the meeting attendees were asked to consider if there were questions that the LEMAS survey could ask about its deployment. They identified a number of general questions including:

- Do you use predictive policing?
- Which predictive policing program do you use?
- What data elements does your predictive policing program consider?
- What are your targets (i.e., crimes, people) and,
- How do you use the information produced by your predictive policing program?

A key task, according to the participants, is to accurately define what predictive policing means within the context of the LEMAS survey. One expert noted that policing is prone to buzzwords and, as such, many agencies may think they are doing predictive policing when they are doing basic crime analysis (e.g., hot spots). Thus, participants suggested using specific terms like algorithms or machine learning to define predictive policing. Some attendees cautioned against identifying particular predictive policing vendors, whereas others noted that some agencies have internal programs that would need to be covered by the survey. Another concern was whether or not agencies would have access to the data elements utilized in their predictive policing programs if they were using a private vendor and proprietary software. Though, one expert explained that agencies typically know which data elements are used, they do not know the weight each element has in the algorithm. Finally, some attendees had concerns about prevalence of predictive policing among small agencies, and thus suggested only asking larger agencies (FTS  $\geq$  100) about this topic.

### *Operations*

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<sup>4</sup> One expert noted the paucity of research regarding effective programs for officer safety and wellness. The expert recommended caution when thinking about which programs to ask about, in the case that the questions implicitly encourage agencies to consider adopting programs that may not be effective (or worse, have iatrogenic effects).

Although questions about operations are currently included in the LEMAS survey, the group of experts identified several potential additions to this section. For example, one participant pointed out that there are no questions about K-9 units; questions in this regard might include “what types of K-9s are permitted (e.g., tracking, narcotics, explosives, tactical, public relations)” and “how many K-9’s are deployed by your agency?” Attendees also recommended adding questions about the type of investigative or operational services provided by agencies, such as general investigations, vice, narcotics, tactical, and aviation. Another item suggestion included the number of officers assigned in federal task forces (e.g., multijurisdictional vs local).

Other topics that experts thought would be useful for LEMAS to explore were arrest-related deaths, deaths in custody, and use of deadly force that does not result in injury or death. Finally, the group recommended including questions about the resident population, such as size, race/ethnicity, and whether there is seasonal variation, as well as square mileage of jurisdictions and street/highway mileage contained within jurisdictions.

### *Equipment and Technology*

There were some recommendations made by the working group about additional content on equipment and technology. For the former, they recommended combining questions 28 and 30 and retaining the focus of the new question on the types of equipment that are provided by agencies. For this question, the experts suggested adding response options, such as electronic control weapon (ECW) and secondary sidearm (e.g., long-gun). They also recommended clarifying the terms “not authorized,” as well as “fully automatic” and “semi-automatic.” It was suggested rewording **question 34**, to “Does your agency REQUIRE officers to wear their seat belt while in an agency vehicle?” In addition to firearms, they discussed the possibility of creating new questions focused on other types of equipment that agencies may provide, such as first aid kits, trauma kits, or naloxone.

In terms of technology, the panel recommended adding a question about whether agencies utilize a CAD system and a RMS system. For **question 37**, it was suggested to revise the question to: “Does your agency have a mechanism for providing the following?” and to remove the website reference. For **question 39 (use of computers by function)**, the attendees stated that “technology” could be substituted for “computers” to broaden the scope of the question. However, the more important critique of question 39 was that it should be re-tooled to ask questions that are geared towards understanding *how* agencies use data. Finally, one participant proposed changing **question 40 (primary method of transmitting criminal incident reports)** such that respondents could select more than one response since.

### *Community Factors*

As described above, the expert panel largely agreed that the questions contained within the community policing section should be substantially revised. To that effect, they offered suggestions for questions that should be added to this section. Several participants recommended including a question that asks if agencies allow the community to offer input on agency policy and operations, and further, whether this process is done informally or if it is formalized by the existence of a community advisory group. To gauge agencies’ seriousness about community policing, the meeting attendees suggested including a question about whether agencies have a budget line item for community engagement activities. They also suggested building off the questions about performance evaluations suggested above (see *Recruitment, Selection, and Retention*) and inquiring whether officers are evaluated in accordance with any community-oriented policing activities. Finally, one expert cautioned between

conflating community policing questions with questions that are fundamentally about crime reduction strategies (e.g., problem-oriented policing).

For **question 25 (problem-solving partnerships)**, the group recommended removing “problem-solving” from the question text and adding the following response options: other government agencies, victims’ services. Another proposal the experts made was to move **question 37 (website maintenance)** from technology to the community policing section. Further, they suggested re-framing the question to focus on transparency, re-wording it as: “Does your agency maintain or have a mechanism in place for any of the following?” Response options might include “input/output of data,” “citizen complaints,” and “access to crime statistics.” Finally, the original intent of question 37, as written, can be integrated with **question 38 (channels used to communicate with the public)**.

### *Policies and Procedures*

To modernize the section on policies and procedures, the experts proposed adding two new questions about body-worn cameras: “Does your agency have a mandatory activation policy?” and “Can your officers view body-worn camera video?” Other changes included moving **questions 31 (authorized weapons/actions), 32 (documentation with a weapon/action used), and 34 (required use of seat belts)** to the policies and procedures section.

### **A New LEMAS Design**

Shelley Hyland led a discussion with the panel about a proposed path for restructuring the LEMAS. The length of the LEMAS was highlighted and that the original LEMAS was developed with local police departments in mind. Although it is a law enforcement agency survey, it ends up ignoring the unique features that other general purpose agencies have. Additionally, since local police departments make up about 80% of general purpose agencies, they also take precedent when BJS disseminates findings. There have been 10 waves of LEMAS and the primary state police agencies have participated in every wave but BJS has never issued a report with the state police findings. BJS has also never produces a LEMAS report comparing agency types but it is known that agencies respond differently to certain items, indicating that some items may be less applicable to certain agency types. For example, sheriff’s offices and campus police departments are more likely to have officers with limited authority than local and state police. State police agencies are less likely to have a mission statement that includes community policing and fewer calls for service.

Having a product that is not applicable to many agency types results in lower response rates for these agencies. BJS noted that they have seen a decline in the number of sheriff’s offices and primary state police agencies that participate. BJS proposed that the LEMAS has a true set of core items applicable to every agency type--what the panel focused on over the course of the meeting. This core set of items would then be supplemented with items unique to certain agency types. By doing this, the LEMAS could be administered to special purpose agencies. This would allow campus police departments to be surveyed more regularly and other types of agencies such as park and transportation police to be surveyed. This format would also allow for more customizable report products that could be shared with these agencies. The panel all agreed with this approach.

## Follow-up Calls with Sheriffs

Since no sheriffs were able to attend the Expert Panel meeting in July, BJS and PERF hosted two calls with four sheriffs on November 5<sup>th</sup> and 8<sup>th</sup> 2018. Each call was approximately two hours and included the same brainstorming sessions as held at the July meeting. Sheriffs were asked about the types of data they currently collect and use, what to keep from the 2016 LEMAS, what is missing from the 2016 LEMAS and what should supplement the LEMAS core.

### November 5, 2018 Call

Two representatives from sheriff's offices participated on the first call:

- Lieutenant Deanna Carey – Pinellas County (FL) Sheriff's Office, Strategic Planning Bureau
- Captain Haans J. Vitek – Hennepin County (MN) Sheriff's Office, Professional Standards Bureau

### *Law Enforcement Data Discussion*

Participants discussed the types of data their agencies collect and use on a regular basis. Both reported using demographic data for recruitment and hiring considerations. They also said they compare themselves to other similar sized agencies (based on agency size and community size) for benchmarking purposes. They said they examined calls for service, types of services provided by the department, jail matters and Part 1 and Part 2 benchmarking purposes. One agency runs monthly reports on various aspects of agency operations, such as time detectives spend on the phone, on supplements, and on calls for service.

Participants were asked what additional types of data they would like to see collected, and both said that their agencies currently collect more data than can realistically be used for day-to-day decision making. One area in which participants thought comparison to other agencies might be valuable was in recruitment and hiring. Both agencies are experiencing challenges with recruitment and retention, and thought it might be useful to see whether other comparable agencies are experiencing the same challenges. They mentioned issues in hiring 911 operators and other positions as well as wanting to know about what recruiting efforts are being done elsewhere. They shared a desire to understand why these challenges were occurring, but were not sure whether a survey item could adequately address this question. Both agencies mentioned they conduct exit interviews for employee leaving and use the data.

### *What to keep from the 2016 LEMAS?*

Participants were asked to rank the top five items they felt were most important from the 2016 LEMAS, as well as the five they found least useful. In terms of the **most useful items**, participants agreed that items #31 and #32 regarding weapons and use of force provided important information. However, they noted that these could potentially be combined into a single question. Other items participants voted to keep included:

- #36: During the fiscal year including June 30, 2016, how many of the following types of video cameras were operated by your agency on a regular basis?
- #37: As of June 30, 2016, did your agency maintain a website for any of the following?
- #38: As of June 30, 2016, did your agency use any of the following social media channels to communicate with the public?

- #41: As of June 30, 2016, did your agency use any of the following technologies on a regular basis?
- #45: Which of the following best describes your agency's written policy for pursuit driving?
- #46: Does your agency have a written policy or procedural directives on the following?
- #47: As of June 30, 2016, does your agency require an external investigation in the following situations?

Items in the technology section (questions #37-44) were viewed as particularly useful, as this was thought to be more of an emerging issue that may be likely to change over time.

With regard to the items that were **less important**, participants didn't think item #15 regarding the sex, race, and origin of the sheriff would be very valuable to their agencies for comparison purposes since the sheriff is typically an elected position. In particular, questions #6 (asset forfeiture) and #7 (education requirements) were identified as not overly valuable for purposes of comparison against other agencies. Participants also agreed that some of the community policing questions (#21, #22, #23, and #25), as well as question #11 on pre-employment screening, were not as valuable for their agencies. They stated they do not train on these community policing topics such as SARA and that the pre-employment screening process was set by the state.

One participant noted that item #18 regarding calls for service would be more valuable if it could take into account agency or population size. One way to address this would be to ask for a ratio in that question – for example, calls for service per population. With regard to reporting on the population served by sheriff's offices, participants noted that they typically include only unincorporated areas (i.e., not cities within local police department jurisdiction). However, they also noted that jail services would apply to the entire county population, including police jurisdictions. This would be an important consideration to keep in mind for sheriff's offices when reporting on population served.

### *What is missing?*

Participants were asked what general topics were missing from the LEMAS that might provide useful data for their agencies. From a sheriff's office perspective, measuring the jail service function was identified as a potentially useful topic. For example, participants suggested items such as the ratio of jail population to population served, average daily jail count, and average length of stay. Participants also expressed that items pertaining to civil paper services, warrant services, diversions, and recruitment and retention could be valuable topics for sheriff's offices. With regard to recruitment and retention, participants were interested to know where agencies are recruiting and how they are attempting to increase diversity.

Participants were asked about potential emerging issues or "hot topics" that might be useful in the next iteration of the LEMAS. Suggestions included: use of force and use of force reporting; different up and coming technologies to include BWCs; mental health training, active shooter training/policies; and school security and recent related legislation. Technology specifically was identified as a topic of interest, with one participant suggesting questions pertaining to intelligence sharing and fusion centers. Participants also thought a question on accreditation for jail and department might be valuable.

With regard to use-of-force reporting, participants cautioned that some agencies may have different definitions or criteria for tracking incidents. It would therefore be important to provide a clear definition for purposes of a survey item. One participant noted that in sheriff's offices, there is a lot of use of "hands on" tactics in jails, which could potentially skew the data. This discussion led to an

important suggestion for future surveys to sheriffs: it might be useful to separate the jail function from the law enforcement function when asking questions about sheriff's offices.<sup>5</sup>

Participants also discussed potential items to measure community engagement. For example, "besides typical community policing, what is your agency doing to build trust (i.e., what types of events do you organize to engage the community)?" When asked about topics that might be valuable to the public, participants mentioned the number of complaints received, the number substantiated/sustained, as well as information on use of force training employed by the agency. They also mentioned the use of public relations bureau, citizen academy, range days, citizen advisory board, and citizen review board.

### *Supplements and Challenges*

Participants discussed the possibility of creating a LEMAS supplement specifically for sheriff's offices. This supplement could include items such as: the number of jails and facilities operated; the number of courthouses; the number of inmates escorted; whose responsibility it is to conduct weapons screenings at court facilities; and possibly some questions pertaining to 911 dispatch. One participant suggested creating a separate supplement on detention that could include judicial operations and diversion programs. Participants also thought it would be valuable to include items pertaining to warrants and civil processes as a ratio of the population served. In terms of other potential supplements, participants thought that use of force, citizen complaints, and public records requests could potentially fit together as a supplement. Another suggestion was a supplement on policy changes, with potential questions on whether policies were mandated (e.g., for accreditation purposes) or adopted voluntarily by the agency.

With regard to a LEMAS core, participants said they thought the current length was acceptable given that the survey is only administered once every four years. However, they thought some of the older topic areas could potentially be replaced with more emerging issues. With regard to supplements that would possibly be administered more frequently, participants agreed that they should not be more than a few pages long. They thought this would be a worthwhile investment of time if the resulting data would be useful to agencies.

Participants were also asked about the differences between jail and deputy officers. They noted that recruitment and retention differs for both and that turnover is different. Court officers are typically road deputies, not jail officers as currently noted in the LEMAS.

Participants noted that agencies are increasingly receiving a high volume of surveys, and they have to be selective about which ones they complete. Another potential issue is that there is often a substantial delay between the time a survey is completed and when the resulting data is available. As a potential strategy to increase response rates among sheriff's offices, participants suggested going to sheriff's conferences to advertise the LEMAS and seek input from agency leaders. Survey reminders could also potentially be helpful to assure offices that they will receive the results in a timely manner, and provide justification for why the survey is important.

### **November 8, 2018 Call**

Three representatives from two sheriff's offices participated on the second call:

- Sheriff Scott Parks – Marathon County (WI) Sheriff's Office

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<sup>5</sup> Participants noted that this distinction would also be important for other areas, including recruitment and retention.

- Marvin Butler – St. Mary’s County (MD) Sheriff’s Office, Chief of Staff
- Jim O’Neil – St. Mary’s County (MD) Sheriff’s Office, Crime Analyst

### *Law Enforcement Data Discussion*

Participants reported that their agencies are currently collecting and analyzing data from a wide variety of sources. One participant, for example, compares data pertaining to his agency’s logistic operations against that of other agencies in the state for benchmarking purposes. Both participants indicated that they track calls for service as well as non-emergency crime statistics, and that their agencies are moving toward incident-based reporting. Participants also reported that they keep track of detention or corrections data, such as the number of persons in custody and the number of people being housed outside the facility (due to a high volume of inmates). With regard to corrections data, participants also reported tracking the reasons individuals are staying in the jail, reasons for incarceration, and demographic variables such as gender and race.

Participants were asked what additional types of data they would like to see collected. One participant noted that he would like more data on asset forfeiture collection, as well as on the usage of unmanned aerial vehicles and use of force. Apparently these are two areas in which his agency has made recent changes, and the agency receives a lot of questions from the public about these topics.

### *What to keep from the 2016 LEMAS?*

Participants were asked to rank the top five items they felt were most important from the 2016 LEMAS, as well as the five they found least useful. In terms of the **most useful items**, participants said they particularly liked the questions related to technology (#37-44) and use-of-force policy (#46-50). They also thought the following questions were especially valuable, understanding that Q1 and 14 were already likely to be kept in future instruments:

- #7a: Indicate your agency’s minimum education requirement which new officer recruits must have at hiring or within two years of hiring.
- #7b: Does your agency consider military service as an exemption to this minimum education requirement?
- #8: Does your agency require a new officer recruits to be a U.S. citizen before hire?
- #10: On average, how many hours of in-service training are required annually for your agency’s non-probationary field/patrol officers?
- #11: Which of the following screening techniques are used by your agency in selecting new officer recruits?
- #31 & 32: Authorized use of force and reporting requirements
- #35: Motorized vehicles
- #39: Use of computers for any of the following functions.

In general, participants thought much of the content of the instrument was useful and said they would not necessarily remove any of the items. One participant expressed that if he had to remove something from the survey, he thought the community policing section was possibly not as valuable. Another participant noted that item #3 regarding reserve/auxiliary officers, and items #26 and #27 regarding citizen surveys were not as useful for his agency, but that was only because these items were not directly applicable to his agency. Both agencies also thought that item #13 (on personnel hired and separated by race and gender) was not directly relevant to their agencies. They said this is because they do not hire based on factors such as gender and race, but rather seek out the most qualified candidates

overall. They recommended replacing with recruitment focused questions. With regard to question #11 on screening techniques, participants acknowledged that some background and other pre-employment screening are mandated at the state level. However, they noted that every agency has different requirements.

### *What is missing?*

When asked what topics were missing from the LEMAS that might provide useful data for their agencies, participants listed communication centers, process serving, corrections, warrant services, and court services, although they acknowledged these would not be relevant for municipal police departments. If these topics were to be covered, potential items could include the number of units agencies have to cover the service of various documents (e.g., civil section, warrants units, units to serve bench warrants, child support, or domestic violence warrants). Further questions could be asked about the number of personnel in each unit and whether they are civilian or sworn.

Participants agreed that if a supplement were to be created for sheriff's offices, it would be important to make the distinction between detention deputies and road deputies. They suggested it would be important to capture information for both detention officers and road officers. For example, Q14 (race and sex) and Q31 (authorized use of force) should be captured for both types of officers. One participant proposed a question on whether jail personnel are considered "protective" employees under state law, as this would have implications for employee benefits and retirement eligibility. Another participant suggested creating an item to capture the various patrol shifts agencies are using, although participants recognized that this may not be valuable given the wide variety of patrol shifts at different agencies.

The opioid crisis was another topic of interest, as this has been an issue for both agencies in recent years. Participants suggested asking questions about the types of opioids that are most prevalent and the areas of the community facing the biggest challenges. Another important area identified was recruitment and retention, both within law enforcement agencies and communications centers. Participants thought recruitment and retention issues could make up a standalone supplement that could include items on innovative recruitment/retention strategies, where agencies are advertising, and what types of incentives they offer (e.g., retention bonuses, shift length and variability). In regards to communication centers, they noted that burnout is high.

### *Supplements and Challenges*

When asked about potential topics for supplements, participants thought that supplemental questions on use of force and officer wellness might be valuable. With regard to wellness, participants proposed items to assess whether agencies are offering various types of programs, incentives associated with certain equipment, membership at gyms, or other wellness initiatives. Since both agencies have experienced challenges with encouraging participation in wellness programs, they thought metrics to assess how often the programs are used and how many officers are enrolled in the programs might also be valuable.

In considering a potential supplement on training, participants noted that training requirements are often state-mandated (particularly at the academy-level), meaning agencies may have limited flexibility with regard to training they can provide. One participant expressed concern that smaller agencies would not look as favorable compared to larger agencies when responding to questions about training, since smaller agencies often have limited resources compared to larger agencies. Participants did express an interest in more information surrounding leadership training. For example, they suggested items to ask about various leadership academies that agencies are utilizing, how many



officers they have sent to these programs over the past few years, and whether it has been beneficial to the agency.

Participants discussed the possibility of creating a separate supplement specifically for sheriff's offices, which could include questions about the scope of an agency's duties. Participants thought creating such a supplement might encourage response rates since it would be directly relevant to sheriff's offices. They commented that many of the functions sheriff's offices engage in are not reflected on the survey. In addition, they thought changing the title of the supplemental survey to something like "Sheriff's Survey" instead of "LEMAS" might encourage participation among sheriff's offices. Finally, participants thought engaging with state and national sheriff's organizations or attending conferences to present on the survey might be an effective way to market the LEMAS to sheriff's offices.

### **Sheriffs Summary**

Over the course of the two meetings, some overlapping themes emerged. In regards to the types of data sheriffs' offices currently used, sheriffs from both meetings cited calls for service data, counts of individuals within detention facilities, population served, demographics of agency and community, and UCR crime data. Sheriffs from both calls also stated data are plentiful on many topics, though ability to leverage information may lag behind. They also stated that they wanted data on "hot topics," such as recruitment, use of force, or drone use.

Across the two calls, there was some overlap for the **most useful items** on the current LEMAS:

- #31 and 32 on use of force authorization and documentation...three of the four sheriffs suggested combining these items into one
- #36 video surveillance
- In general, the technology section (Q37-44) was seen as valuable, particularly: Q37, 38, 41
- Also, questions on policies (Q46-50) were highlighted, particularly: Q46 & 47

Three of the four sheriffs suggested dropping the community policing questions (Q20-27). Both groups suggested questions asking about race or gender as a topic (see Q13, 15) are less useful to them. However, it was suggested that Q14 should be asked for detention officers as well as road officers. Additionally, there was conflicting information on #11. Two sheriffs stated that the majority of standards for screening are mandated at the state-level and suggested removal. On the other call, the sheriffs noted that while some standards may be state mandated, each agency often sets their own standards and it would be helpful to see how agencies differ.

Sheriffs on both days stated the primary topics missing from the LEMAS were services that are unique to sheriff's offices, including measurement of court/detention functions (e.g. jail counts, warrant services, processing) and questions about communication centers/911 dispatch. Additionally, they felt the community policing topics were too geared toward local law enforcement efforts and should be broader to assess community engagement.


In regards to new topics, the sheriffs suggested incorporating items for recruitment and retention and officer safety and wellness. Both groups also identified technology and use-of-force issues as being important throughout the call.

All participants agreed there is a value to having a sheriffs' specific supplement, covering topics more applicable to sheriffs' offices. They suggested that jail officers and road deputies should be treated separately. Court officers should be treated as road deputies. Additionally, uses of technology and weapons may differ between jail and road deputies. Additionally, participants agreed in the value of topical supplements.

Overall, the sheriffs felt that having a survey that was more relevant to sheriffs would help boost response rates. They suggested BJS attend sheriff-related conferences, whether national or at the state level, to raise awareness of LEMAS/any supplements.

## Appendix I: July Attendees

Title	First	Last	Organization
Research Associate	Jeremy	Barnum	Police Executive Research Forum
Major	Patrick	Brinkley	Pennsylvania State Police
Statistician	Connor	Brooks	Bureau of Justice Statistics
Chief	Michael	Brown	Alexandria (Virginia) Police Department
Executive Vice President	Jim	Burch	Police Foundation
Statistician	Beth	Davis	Bureau of Justice Statistics
Deputy Director	Sean	Goodison	Police Executive Research Forum
Chief	Gina	Hawkins	Fayetteville (North Carolina) Police Department
Dr.	Shelley	Hyland	Bureau of Justice Statistics
Sergeant	Jeremiah	Johnson	Darien (Connecticut) Police Department
Chief	Pete	Kassetas	New Mexico State Police
Senior Research Assistant	Adam	Kemerer	Police Executive Research Forum
Dr.	Grace	Kena	Bureau of Justice Statistics
Dr.	William	King	Sam Houston State University
Dr.	Matt	Matusiak	University of Central Florida
Assistant Commissioner, Strategic Initiatives	Tanya	Meisenholder	New York City Police Department
Deputy Director	Jeri	Mulrow	Bureau of Justice Statistics
Dr.	Patrick	Oliver	Cedarville University
Chief, Law Enforcement Statistics Unit	Kevin	Scott	Bureau of Justice Statistics
Supervisory Social Science Analyst	Jessica	Scullin	Office of Community Oriented Policing Services
Director, Applied Social Sciences	Tim	Smith	RTI International
Chief	Henry	Stawinski	Prince George's County (Maryland) Police Department
Research Criminologist	Travis	Taniguchi	RTI International
Lieutenant	Rachel	Tobler	Redlands (California) Police Department
Statistician	Anthony	Whyde	Bureau of Justice Statistics
Dr.	Brian	Williams	University of Virginia/University of Georgia



# History of the Law Enforcement Management and Administrative Statistics (LEMAS) Survey

Travis Taniguchi, PhD ([taniguchi@rti.org](mailto:taniguchi@rti.org))

## LEMAS- Characteristics

- A periodic data collection
  - 1987, 1990, 1993, 1997, 1999, 2000, 2003, 2007, 2013, 2016
- Characteristics
  - Establishment survey
  - Multi-wave
  - Single point of contact
  - Continuity in agencies and items over time
- Data available from the National Archive of Criminal Justice Data

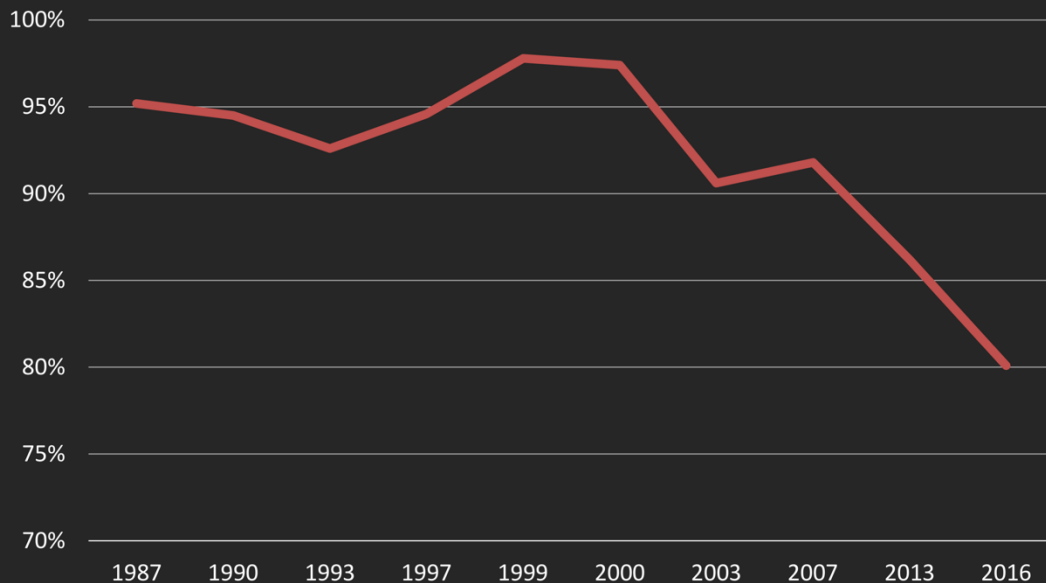
## LEMAS- Characteristics

- 3,000-3,500 agencies sampled
  - All agencies over 100+ sworn
  - Stratified random sample of agencies < 100 sworn
- Sampling frame
  - Pre-2003- All LEAs (~18,500 agencies)
  - 2003 and later- Only local police, sheriffs' offices and primary state police (~15,500 agencies)
- Most comprehensive survey of LEAs
  - Considerable (3 hours) burden for agencies
  - Historically high response rates



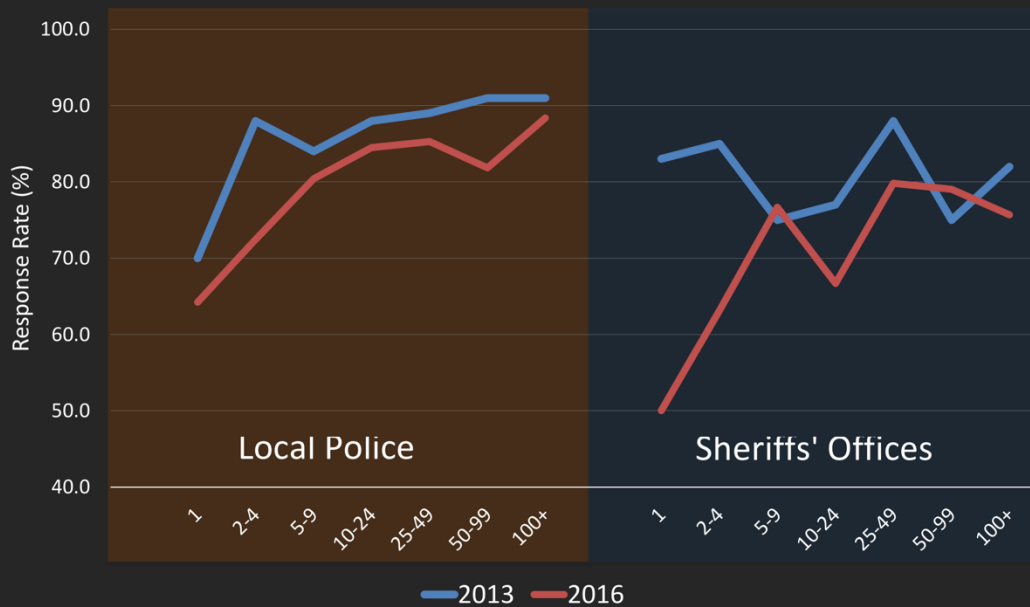
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## Response Rates by Year



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## Response Rates- 2013 vs 2016



## Response Rates- Discussion

- Response rates are higher for local police
- A downward trend in agency response rates...

### Questions

- *Why are local police more likely to respond?*
- *Why do you think response rates are declining?*
- *How can response rates be improved?*

## LEMAS Instrument

- 1987, 1990, 1993, 2000, 2003, 2007- Short and long forms
  - Short form sent to agencies with less than 100 FTS
    - Drops special topics, assignment across functions
    - Range: 23 (1987) – 47 (2003) items
  - Long form sent to agencies with 100+ FTS
    - Range: 38 (1987) – 62 (2003) items
- 1997- Long form, short form, & critical items only
- 1999, 2013, 2016- One form
  - 1999: limited survey on community policing
  - 2013: 80-items
  - 2016: 51-items



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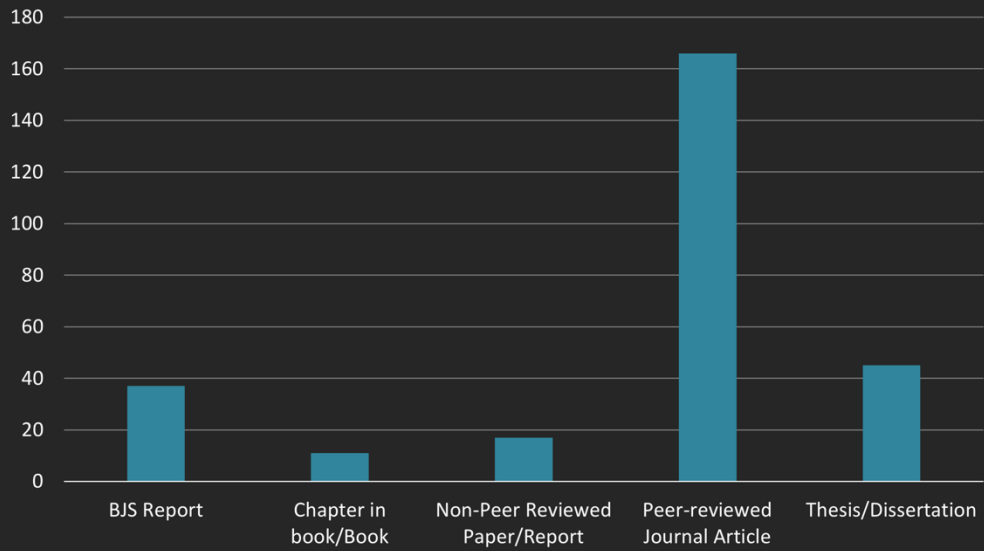
## LEMAS- Domains

- Organizational size
- Employee demographics
- Activities and specializations
- Budget
- Educational requirements
- Technology
- Equipment



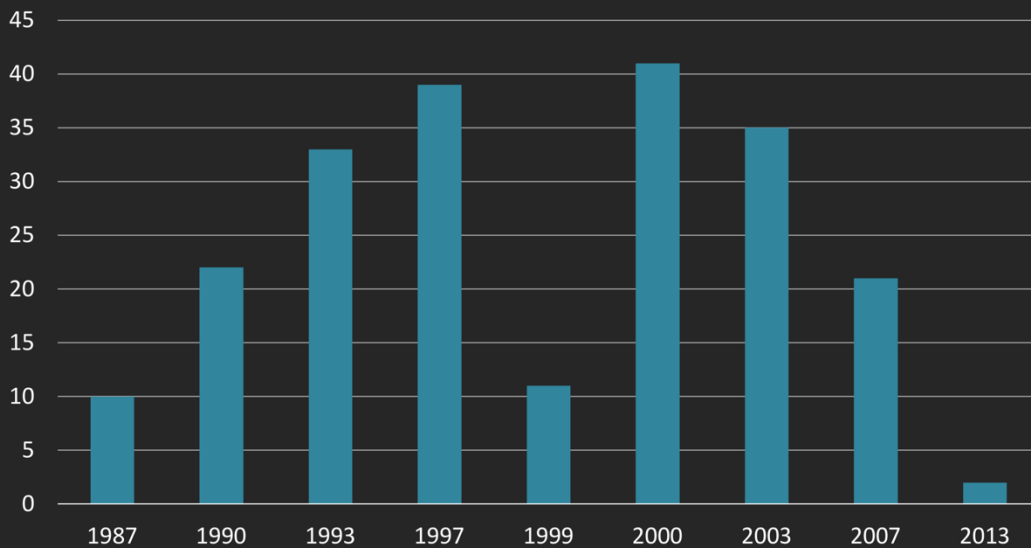
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# LEMAS Products



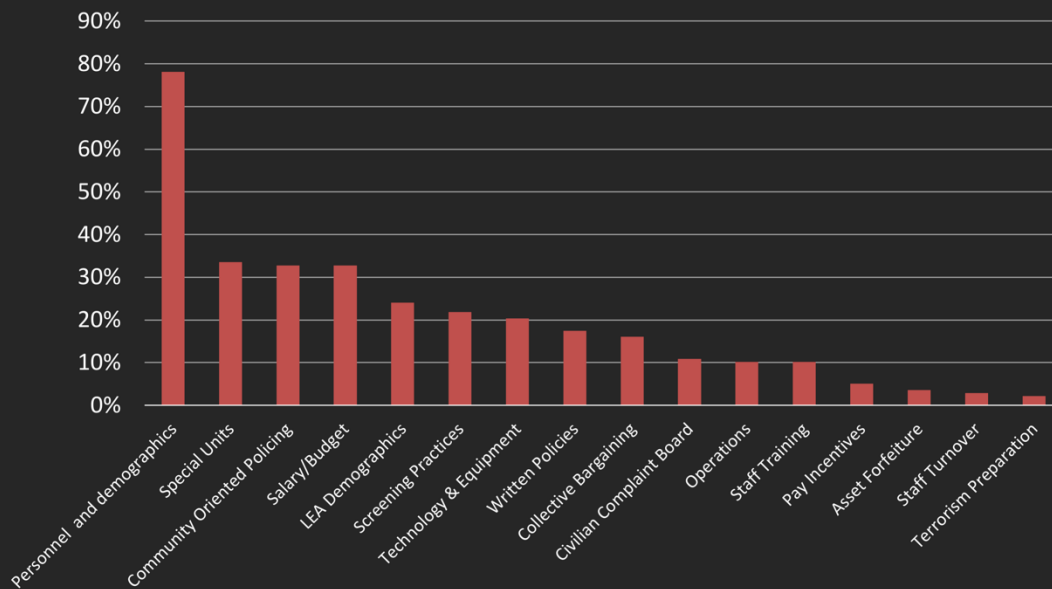
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# Frequency of Use (by LEMAS wave)



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## Percent of Articles using data category



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## Summary

- LEMAS content largely static over the past 30 years
- Limited to general purpose agencies
- Simplified to one instrument
- Response rates falling over time
  - BUT fielding time has decreased
- Excellent documentation on use of LEMAS data in academia
  - Agency size, demographics, specialized units and community policing most used



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## Summary

- We do not know how LEMAS data are used by law enforcement agencies

### *Questions*

- *Have you ever used LEMAS data?*
- *What stops you from using it?*

## Appendix III: What is Missing Brainstorming Session

### I. Descriptive (nothing new)

### II. Personnel

- Training & Professional Development
  - Number of officers who have received 40 hrs of training in CIT
  - Management training
  - Specialized training
  - In-service training hours by content type
  - Formal mentoring program
- Organizational height
  - Segmentation: # of ranks
  - Social distance: Salary differences across ranks, entry level to chief
  - Concentration: # of employee at each rank
- Volunteers
  - Demographics
  - Recruitment, selection, training
- Officer Health and Well-Being
  - Peer support program
  - Suicide/stress
  - # of officers assaulted on-duty
  - # of officers injured on-duty
  - Mental health services/EAP for LEOs
    - Do officers have access to (free/private) EAP?
  - Post critical incident for officers and families
  - Officer wellness practices
- Recruitment and Retention
  - Recruiting approaches
  - Compensation and benefits for officers
  - Type of pension/retirement system
  - Succession planning
  - Last complete hiring process, # of applicants and # of hires
  - Reasons of officer separation
  - # of officers submitted for de-certification in the last 3 years
  - # of officers terminated
  - Do FT employees receive a periodic performance evaluation?
  - Does a separate college education requirement exist for promotion to rank?
- Scheduling Practices
- Does agency have collective bargaining agreement that restricts sharing information with the public?

### III. Community Factors

- Reword 25 to include:
  - Academic partnerships
  - Government partnerships
  - External relationships (e.g., Police Foundation)
- Existence of Community Advisory Committee
- Is there a budgetary line item for community policing activities?
- How is the community engaged? (e.g., policy review, training, etc)

- To what extent does your agency share [x] with the community? (e.g., agency activities, crime problems, crime prevention tips)
- IV. Predictive Policing**
- How do you use data in your agency? (e.g., officer deployment and assignment, manpower levels, special team staffing)
  - Algorithms/analytics
    - Types of analytics deployed
    - Crime analytical approaches (time/space, epidemiology)
- V. Technology**
- Body-worn cameras
  - Operational use of technology
  - Do you use CAD?
  - Do you use RMS?
- VI. Equipment (nothing new)**
- VII. Policies**
- Development & dissemination
    - How are policies made? (e.g., Lexipol, IACP model policies, in-house, community involvement)
    - How are policies disseminated?
  - Topics (add to 46)
    - Incentive pay
    - Immigration enforcement
    - Autism
    - Dementia
    - Social media conduct for officers
    - Body-worn cameras
      - Release of video to public or media
  - Does agency track race, ethnicity and gender of drivers or pedestrians stopped?
  - Expand maximum number of hours worked to include what the maximum number is
- VIII. Agency Performance**
- The Pointer: over 3 years do the following metrics increase or decrease (crime, staffing, budget, complaints, use of force, population, jobs)
- IX. Operations**
- K9 unit and functions (tracking, drug, bombs, bites)
  - Task scope: Agency's primary tasks/functions (on CSLLEA)
  - What is the standard shift length for personnel assigned to patrol?
  - Does agency track officer discretionary time?
  - Part 1 & 2 clearance rates (FBI)
  - Traffic fatality/injury rates (NHTSA/FBI)
  - Traffic enforcement and crash prevention
  - Opioid issue—on patrol and partnerships
  - # of deadly force incidents in the last year and past 5 years
- X. Special Topics**
- Add to 51
    - Parking
    - Traffic
    - Mental health

- Opioid epidemic

**XI. Other**

- Population of service area & race/ethnicity composition of the area
- Square mileage of service area
- Accreditation status of agency
- Does your agency use LEMAS data?
- What questions do you think should be added to this survey?

## Goals

- We are going to review the questions proposed yesterday
- Do these questions apply to different kinds of agencies. Consider...
  - Agency size- Is this relevant to small and large agencies?
  - Agency type- Is this relevant to general purpose, sheriffs, state, and special purpose agencies?
  - Population served- Is this relevant to agencies serving different kinds of places?



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## Question Overview

Topic	Number of items
BWC use & policies	7
Officer health & wellness	2
Data use & analytics	1
Predictive policing	4
Recruitment & retention	9
Personnel development & benefits	7
Community engagement	2
Other	1



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## BWC

- Does your agency use any type of video recording equipment?
  - Yes
  - No
- What type of recording equipment?
- [IF AGENCY HAS BWC]
  - How are videos stored?
  - How are videos distributed?
  - Does your agency have a policy that governs the voluntary release of BWC footage to the public?
  - Does your agency have a mandatory BWC activation policy?
  - Can officers review BWC footage before writing reports or being questioned?



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## Officer Health & Wellness

- What programs are in place to address issues related to the physical health of officers?
  - Health reimbursement
  - Monetary reward
  - Policies
  - Civil service points
- What programs are in place to address issues related to the mental health of officers?
  - Peer assistance
  - Chaplain programs
  - Availability of service provider



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## Data Use & Analytics

- How are data being used in your agency?
  - Deployment of personnel
  - Patrol allocation
  - Staffing
  - Predictive policing
  - Intelligence
  - Budget
  - Targeted enforcement
  - Interdiction



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## Predictive Policing

- Does your agency conduct predictive policing analytics?
  - Yes
  - No
- [IF YES] What kind of predictive policing is used?
- [IF YES] What crimes or problems do you target with predictive policing?
  - Homicide
  - Violent crime
  - Drug markets
  - Traffic



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## Predictive Policing

- What data elements do you use in predictive policing?
  - RMS
  - CAD
  - Location
  - Time
  - Victim surveys
  - Population/Census/demographics



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## Recruitment & Retention

- What recruitment strategies are used by your agency?
  - Personnel or unit dedicated to recruitment
  - Social media
- Does your agency have a formal recruitment team?
  - Yes
  - No
- How many people are dedicated to recruitment?
  - Number full-time and part-time



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## Recruitment & Retention

- How long does the selection process take?
  - 0-3 months
  - 4-6 months
  - 7-9 months
  - 10-12 months
- What is the civil service process in your agency?
  - Exam
  - Exam and interview



Policing Research Program

## Recruitment & Retention

- Does your agency have a formal exit interview process?
- [IF YES] Who conducts the exit interview?
  - HR
  - Immediate supervisor
  - Chief
  - Other



Policing Research Program

## Recruitment & Retention

- How many officers are leaving your agency for the following reasons?
  - Family issues
  - Moving to another agency
- Indicate the number of officers who have separated from the agency by years of experience.
  - 0-1 year
  - 2-3 years
  - 4-5 years
  - 5 or more years



Policing Research Program

## Personnel Development & Benefits

- Do your fulltime civilian employees receive periodic performance evaluations?
  - Yes
  - No



Policing Research Program

## Personnel Development & Benefits

- Do your fulltime sworn employees receive periodic performance evaluations?
  - Yes
  - No
- [IF YES] What factors are included in assessing officer performance?
- [IF YES] Do performance evaluations recognize community oriented policing activities (e.g., non enforcement interactions with community residents)



Policing Research Program

## Personnel Development & Benefits

- Does your agency have a formal mentoring program?
  - Yes
  - No
- Does your agency have an educational incentive program?
  - Increase in pay
  - Tuition reimbursement
- Does your agency have a pension system?



Policing Research Program

## Community

- Does your agency allow community input on agency policy and operations?
  - Yes
  - No
- Does your agency receive assistance from a local police foundation or other local organization to address the needs of the department and community?
  - Yes
  - No



Policing Research Program

## Other

- How often do you request assistance from an allied agency (other than task force)?
  - List these agencies



Policing Research Program

# Attachment B

Form CJ-44

OMB No. 1121-0240: Approval Expires **XX/XX/201X**

## LAW ENFORCEMENT MANAGEMENT AND ADMINISTRATIVE STATISTICS (LEMAS)



LOCAL DEPARTMENTS AND PRIMARY STATE POLICE AGENCIES

In correspondence about this survey, please refer to the **Agency ID** number at the top left of this box. (Please correct any error in name and mailing address in the box below. If the label is correct, please check the box in the bottom right hand corner.)

Agency ID:

Password:

Name:

Title:

Agency:

The label is correct

### INFORMATION SUPPLIED BY

NAME				TITLE		
TELEPHONE	Area Code	Number	Extension	FAX	Area Code	Number
EMAIL ADDRESS						

### Completion and Return Instructions

- Unless otherwise noted, please answer all questions using **June 30, 2019** as a reference.
- **Please do not leave any items blank.** If the answer to a question is none or zero, write "0" in the space provided. When exact numeric answers are not available, please provide estimates.
- Use an **X** when marking an answer in a box.
- There are four ways to submit this survey:
  - Online at <https://TBD> Please use the Agency ID and Password listed above to access the survey on the secure, encrypted website. This method allows for the ability to save partial data and return at a later time. If you or another staff member needs to access the survey multiple times, please only "submit" the survey once it is complete.
  - Mail the survey to RTI International (RTI) in the enclosed postage-paid envelope
  - Fax each page of the survey to **XXX-XXX-XXXX** (toll free)
  - Scan and email the survey to [TBD@rti.org](mailto:TBD@rti.org)
- **Please submit your completed questionnaire by **XX XX, 2019**.**
- If you have questions about the survey, items on the questionnaire, or how to submit completed responses, please contact the Survey Team at RTI by email at [TBD@rti.org](mailto:TBD@rti.org) or call the Help Line at **XXX-XXX-XXXX** (toll free). The Help Line is available from 9:00 a.m. to 5:00 p.m. (EST). When communicating about the survey, please reference your Agency ID.
- If you have general comments or suggestions for improving the survey, please contact Shelley S. Hyland, LEMAS Program Manager, Bureau of Justice Statistics, by phone at 202-616-1706 or by email at [Shelley.Hyland@usdoj.gov](mailto:Shelley.Hyland@usdoj.gov).
- Please retain a copy of your completed survey for one year. Questionnaires completed through the online option can be printed for your records.

### Burden Statement

Public reporting burden for this collection of information is estimated to average **two hours** per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate, or any other aspects of this collection of information, including suggestions for reducing this burden, to the Director, Bureau of Justice Statistics, 810 Seventh Street, NW, Washington, DC 20531. The Omnibus Crime Control and Safe Streets Act of 1968, as amended (34 U.S.C. § 10132), authorizes this information collection. Although this survey is voluntary, we urgently need and appreciate your cooperation to make the results comprehensive, accurate, and timely.

## Section I: Personnel

Unless otherwise noted, please answer all questions using June 30, 2019, as a reference.

1. Enter the number of **full-time** and **part-time paid** agency employees for the pay period that included **June 30, 2019**. Count employees who are regularly scheduled to work less than 35 per week as part-time. If none, enter '0'.

	Full-time	Part-time
a. Sworn officers with general arrest powers	□ □ □ □	□ □ □ □
b. Non-sworn/civilian personnel	□ □ □ □	□ □ □ □
<b>c. TOTAL employees (sum of lines 'a' and 'b')</b>	□ □ □ □	□ □ □ □

2. Enter the number of **FULL-TIME SWORN officer vacancies** for the pay period that included **June 30, 2019**.

□ □ □ □ □ Number of full-time sworn officer vacancies

3. Enter the number of **FULL-TIME personnel** according to their **PRIMARY job responsibility** for the pay period that included **June 30, 2019**. Count each full-time staff person only once. If a person performs more than one function, enter that person's count in the job category in which s/he spent most of her/his time. If none, enter '0'.

	Sworn officers with general arrest powers	Non-sworn/civilian personnel
a. <b>Administration</b> -- Chief of police, assistants and other personnel who work in administrative capacity. <i>Include finance, human resources and internal affairs.</i>	□ □ □ □ □	□ □ □ □ □
b. <b>Operations</b> – Police officers, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. <i>Include traffic, patrol, investigations and special operations.</i>	□ □ □ □ □	□ □ □ □ □
1. Patrol/field officers only	□ □ □ □ □	□ □ □ □ □
2. Detectives/investigators only	□ □ □ □ □	□ □ □ □ □
c. <b>Support</b> – Dispatchers, records clerks, crime analysts, crime lab technicians and other personnel providing support services other than administrative. <i>Include communications, crime lab, fleet management and training.</i>	□ □ □ □ □	□ □ □ □ □
1. Dispatchers only	□ □ □ □ □	□ □ □ □ □
d. <b>Other</b> (e.g., crossing guards, parking enforcement, etc.)	□ □ □ □ □	□ □ □ □ □

4. Enter the number of FULL-TIME SWORN officers by RACE, HISPANIC ORIGIN and SEX for the pay period that included June 30, 2019. If none, enter '0'.

	Male	Female
a. White, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Black or African American, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Hispanic or Latino	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. American Indian or Alaska Native, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Asian, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Native Hawaiian or other Pacific Islander, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
g. Not known	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>h. TOTAL (sum 'a' to 'g')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

5. Enter the SEX, RACE and HISPANIC ORIGIN of the chief executive (i.e., Chief of Police, Commissioner) for the pay period that included June 30, 2019.

**a. Sex**

- Male
- Female

**b. Race and Hispanic Origin**

- White, non-Hispanic
- Black or African American, non-Hispanic
- Hispanic or Latino
- American Indian or Alaskan Native, non-Hispanic
- Asian, non-Hispanic
- Native Hawaiian or other Pacific Islander, non-Hispanic
- Not known

6. Enter the number of FULL-TIME SWORN officers by RACE, HISPANIC ORIGIN and SEX who held the following supervisory positions for the pay period that included June 30, 2019. If a position does not exist in your agency, enter 'N/A'. If none, enter '0'.

	Intermediate supervisor (below chief executive and above sergeant or first-line supervisor)	Sergeant or equivalent first-line supervisor
a. White, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Black or African American, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Hispanic or Latino	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. American Indian or Alaska Native, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Asian, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Native Hawaiian or other Pacific Islander, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
g. Not known	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>h. TOTAL (sum 'a' to 'g')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
i. Male	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
j. Female	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>k. TOTAL (sum 'i' and 'j')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

7. Enter the number of FULL-TIME agency personnel who were bi- or multilingual as of June 30, 2019. Full-time employees are those regularly scheduled for 35 or more hours per week. If none, enter '0'.

	Bilingual or Multilingual Full-Time Personnel
a. Sworn with general arrest powers	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Non-sworn/civilian personnel	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>



8. As of June 30, 2019, how did your agency address the following problems/tasks? Mark the most appropriate box for each problem/task listed below. Mark only one box per row.

Type of problem/task	(1) Agency HAS specialized unit with personnel assigned FULL-TIME to address this problem/task	Agency DOES NOT HAVE a specialized unit with full-time personnel			(5) Agency's jurisdiction does not have this problem (N/A)
		(2) Agency has designated personnel to address this problem/task	(3) Agency addresses this problem/task, but does not have designated personnel	(4) Agency does not formally address this problem/task	
a. Agency standards/accreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Bias/hate crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Bomb/explosive disposal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Child abuse/endangerment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Community policing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Crime analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Cybercrime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Domestic violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Firearms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Gangs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Homelessness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Human trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Impaired drivers (DUI/DWI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Internal affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Juvenile crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Mental health/crisis intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Missing children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Opioids	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Parking enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Public relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. Research and planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. School safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. Sexual assault	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Special operations (e.g. SWAT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Terrorism/homeland security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. Traffic enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. Victim assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section II: Budget

**9a. Enter your agency's total operating budget for the fiscal year that included June 30, 2019. If the budget is not available, provide an estimate and check the box below. Do NOT include building construction costs or major equipment purchases.**

\$   ,   ,   ,   .00

Please mark here if this figure is an estimate

**9b. Please indicate the date range of your agency's fiscal year that included June 30, 2019:**

Start   /    
M M / D D

End   /    
M M / D D

**9c. Did your agency's total operating budget for the fiscal year that included June 30, 2019 include a line item for community policing activities?**

- Yes  
 No

**10. Enter the total estimated value of money, goods, and property received by your agency from an ASSET FORFEITURE program during the fiscal year that included June 30, 2019. If data are not available, provide an estimate and check the box below. Include federal, state and local funds. If no money, goods or property were received, enter '0'.**

\$   ,   ,   ,   .00

Please mark here if this figure is an estimate

## Section III: Community Policing (LOCAL POLICE ONLY)

**11. During the fiscal year including June 30, 2019, did your agency have a problem-solving partnership or written agreement with any of the following?**

	Yes	No
a. Academic/university staff	<input type="radio"/>	<input type="radio"/>
b. Advocacy groups	<input type="radio"/>	<input type="radio"/>
c. Business groups	<input type="radio"/>	<input type="radio"/>
d. Federal law enforcement agencies	<input type="radio"/>	<input type="radio"/>
e. Law enforcement organizations (e.g., IACP, Police Foundation)	<input type="radio"/>	<input type="radio"/>
f. Neighborhood associations	<input type="radio"/>	<input type="radio"/>
g. Non-law enforcement government agencies	<input type="radio"/>	<input type="radio"/>
h. State or local law enforcement agencies	<input type="radio"/>	<input type="radio"/>
i. Victim service providers	<input type="radio"/>	<input type="radio"/>
j. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; height: 20px;" type="text"/>		

12. During the fiscal year including June 30, 2019, did your agency solicit feedback from the community for any of the following?

	Yes	No
a. Allocating resources to neighborhoods	<input type="radio"/>	<input type="radio"/>
b. Assessing community trust	<input type="radio"/>	<input type="radio"/>
c. Evaluating officer or agency performance	<input type="radio"/>	<input type="radio"/>
d. Informing agency policies and procedures	<input type="radio"/>	<input type="radio"/>
e. Prioritizing crime/disorder problems	<input type="radio"/>	<input type="radio"/>
f. Training development	<input type="radio"/>	<input type="radio"/>

13. During the fiscal year including June 30, 2019, which of the following did your agency do?

	Yes	No
a. Maintain a written community policing plan	<input type="radio"/>	<input type="radio"/>
b. Conduct a citizen police academy	<input type="radio"/>	<input type="radio"/>
c. Conduct citizen range days	<input type="radio"/>	<input type="radio"/>
d. Work with a Community Advisory Committee	<input type="radio"/>	<input type="radio"/>
e. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input type="text"/>		

### Section IV: Selection and Training

14a. Indicate your agency's minimum education requirement which new SWORN personnel recruits must have at hiring or within two years of hiring. *Mark only one response.*

- Four-year college degree required
- Two-year college degree required
- Some college but no degree required
- Total credit hours required:
- High school diploma or equivalent required
- No formal education requirement → **SKIP to #15**

→ 14b. Does your agency consider **MILITARY SERVICE** as an exemption to this minimum education requirement?

- Yes
- No

**15. Which of the following screening techniques are used by your agency in selecting new SWORN officer recruits?**

<b>Background check</b>	<b>Yes</b>	<b>No</b>
a. Credit history check	<input type="radio"/>	<input type="radio"/>
b. Criminal history check	<input type="radio"/>	<input type="radio"/>
c. Driving record check	<input type="radio"/>	<input type="radio"/>
d. Social media check	<input type="radio"/>	<input type="radio"/>
<b>Personal attributes</b>	<b>Yes</b>	<b>No</b>
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	<input type="radio"/>	<input type="radio"/>
f. Interpersonal skills assessment	<input type="radio"/>	<input type="radio"/>
g. Personality/Psychological inventory	<input type="radio"/>	<input type="radio"/>
h. Psychological interview	<input type="radio"/>	<input type="radio"/>
i. Polygraph exam	<input type="radio"/>	<input type="radio"/>
<b>Physical attributes</b>	<b>Yes</b>	<b>No</b>
j. Drug test	<input type="radio"/>	<input type="radio"/>
k. Medical exam	<input type="radio"/>	<input type="radio"/>
l. Vision test	<input type="radio"/>	<input type="radio"/>
m. Physical agility/fitness test	<input type="radio"/>	<input type="radio"/>
n. (If yes to #15m) Does your agency have different standards based on sex?	<input type="radio"/>	<input type="radio"/>

→ If no, **SKIP to #16**

**16. How many total hours of ACADEMY training and FIELD training (e.g., with FTO) are required of your agency's new (non-lateral) SWORN officer recruits? Include law enforcement training only. If no training of that type is required, enter '0'.**

	<b>Academy training hours</b>	<b>Field training hours</b>
a. State mandated hours	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>
b. Additional training hours	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>
<b>c. TOTAL hours of training (sum 'a' and 'b')</b>	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>

**17. What is the minimum annual number of in-service hours of training that is required for your agency's FULL-TIME SWORN officers? Include law enforcement training only. If no training of that type is required, enter '0'.**

	<b>Minimum annual hours per officer</b>
a. State mandated hours	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>
b. Additional training hours	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>
<b>c. TOTAL hours of training (sum 'a' and 'b')</b>	<input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/> <input type="text" value=""/>

## Section V: Hiring and Retention

- 18. Enter the number of FULL-TIME SWORN officers who were HIRED during the fiscal year including June 30, 2019. Include all full-time sworn personnel hired whether they are currently employed by the agency or not.**

	Number of Full-Time Sworn Officers Hired
a. Entry-level hires (non-lateral)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Lateral transfers/hires	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Other new hires	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>d. Total NEW HIRES (sum of rows a through c)</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

→ If #18a is 0, SKIP to #22 on page 10.

- 19. On average, how many total weeks does it take to hire an entry-level SWORN officer? Consider the time from application submission to offer of employment. Do not include basic academy training.**

Average number of weeks until hire

- 20. Which of the following types of applicants for entry-level SWORN officer hires were targeted through special recruitment efforts during the fiscal year including June 30, 2019?**

	Yes	No
a. 4-year college graduates	<input type="radio"/>	<input type="radio"/>
b. Military veterans	<input type="radio"/>	<input type="radio"/>
c. Multi-lingual speaking	<input type="radio"/>	<input type="radio"/>
d. People with prior law enforcement experience	<input type="radio"/>	<input type="radio"/>
e. Racial/ethnic minorities	<input type="radio"/>	<input type="radio"/>
f. Women	<input type="radio"/>	<input type="radio"/>
g. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; border: none;" type="text"/>		

- 21. Did your agency offer any of the following incentives for entry-level SWORN officer hires during the fiscal year including June 30, 2019?**

	Yes	No
a. Employment signing bonus	<input type="radio"/>	<input type="radio"/>
b. Free or reimbursed academy training	<input type="radio"/>	<input type="radio"/>
c. Salary paid during academy training	<input type="radio"/>	<input type="radio"/>
d. Training academy graduation bonus	<input type="radio"/>	<input type="radio"/>
e. Relocation assistance (e.g., moving, travel costs)	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; border: none;" type="text"/>		

22. Enter the number of FULL-TIME SWORN officers who separated from your agency during the fiscal year including June 30, 2019. If none, enter '0'.

	Number of Full-Time Sworn Officers Separated
a. Resignations	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Dismissals	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Medical/disability retirements	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. Non-medical retirements	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Probationary rejections	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Other separations (e.g. death)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>g. Total SEPARATIONS (sum 'a' to 'f')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

23. Which of the following best describes your agency's exit interview policy used to assess officers' reasons for departure? Mark [X] only one.

- Agency conducts exit interviews with officers selected by the agency
- Agency conducts exit interviews with officers if they request one
- Agency conducts exit interviews based on other policy
- Exit interviews typically not conducted

24. Enter the salary schedule for the following FULL-TIME SWORN positions as of June 30, 2019. If a position does not exist on a full-time basis in your agency, enter 'NA.' In cases where there is not a range in salary, please write the same salary for minimum and maximum.

	Base ANNUAL Salary	
	Minimum	Maximum
a. Chief executive (chief, director, sheriff, etc.)	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00
b. Sergeant or equivalent first-line supervisor	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00
c. Entry-level officer or deputy (post-academy)	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00

25. Did your agency authorize or provide any of the following special pay for SWORN officers during the fiscal year including June 30, 2019?

	Yes	No
a. Bilingual ability pay	<input type="radio"/>	<input type="radio"/>
b. Education incentive pay	<input type="radio"/>	<input type="radio"/>
c. Hazardous duty pay	<input type="radio"/>	<input type="radio"/>
d. Merit/performance pay	<input type="radio"/>	<input type="radio"/>
e. Military service pay	<input type="radio"/>	<input type="radio"/>
f. Residential incentive pay	<input type="radio"/>	<input type="radio"/>
g. Shift differential pay	<input type="radio"/>	<input type="radio"/>
h. Special skills proficiency pay	<input type="radio"/>	<input type="radio"/>

**26. Did your agency use any of the following methods to increase its retention rate for your FULL-TIME SWORN officers during the fiscal year including June 30, 2019?**

	Yes	No
a. College tuition reimbursement	<input type="radio"/>	<input type="radio"/>
b. Employee Assistance Program	<input type="radio"/>	<input type="radio"/>
c. Enhanced medical benefits	<input type="radio"/>	<input type="radio"/>
d. Enhanced retirement benefits	<input type="radio"/>	<input type="radio"/>
e. Extra overtime opportunities	<input type="radio"/>	<input type="radio"/>
f. Flexible hours to attend college	<input type="radio"/>	<input type="radio"/>
g. Free or financial allowance for uniforms	<input type="radio"/>	<input type="radio"/>
h. Housing allowance or mortgage discount program	<input type="radio"/>	<input type="radio"/>
i. Increased pay at specific service milestones	<input type="radio"/>	<input type="radio"/>
j. Job sharing or time splits	<input type="radio"/>	<input type="radio"/>
k. On-duty time allowance for fitness maintenance	<input type="radio"/>	<input type="radio"/>
l. Paid maternity leave	<input type="radio"/>	<input type="radio"/>
m. Paid paternity leave	<input type="radio"/>	<input type="radio"/>
n. Peer support program	<input type="radio"/>	<input type="radio"/>
o. Relaxed residency requirements	<input type="radio"/>	<input type="radio"/>
p. Take home vehicle	<input type="radio"/>	<input type="radio"/>
q. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; height: 20px;" type="text"/>		

**27. What is the standard shift length for SWORN PATROL/ROAD officers in your agency?**

Hours per Day

## Section VI: Equipment and Operations

**28. As of June 30, 2019, which of the following types of WEAPONS or ACTIONS were authorized for use by your agency's FULL-TIME SWORN officers?**

<b>Firearms</b>	<b>Authorized for full-time sworn officers:</b>		<b>Not authorized</b>
	<b>On duty</b>	<b>Off duty</b>	
a. Handgun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Shotgun or manual rifle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Semi-automatic rifle (e.g., AR-15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Fully automatic rifle (e.g., M-16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>Less-lethal</b>	<b>Authorized for full-time sworn officers:</b>		<b>Not authorized</b>
	<b>On duty</b>	<b>Off duty</b>	
e. Open hand techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Closed hand techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Takedown techniques (e.g., straight arm bar)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Hold or neck restraint (e.g., carotid hold)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Leg hobble or other restraints (not including handcuffs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. OC spray/foam	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Baton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Blunt force projectile (e.g., bean bag, rubber bullets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Other (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>			

**29. As of June 30, 2019, how many of the following types of video cameras were operated by your agency on a REGULAR basis? If none, enter '0'.**

	<b>Total Number</b>
a. Fixed-site surveillance in public areas	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
b. Mobile surveillance	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
c. On aerial drones	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
d. In patrol cars	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
e. On police officers (e.g., body-worn cameras)	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>
f. On weapons	<input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/> <input style="width: 20px; height: 20px;" type="text"/>



**30a. As of June 30, 2019, how many handlers and K-9s did your agency employ? If none, enter '0'.**

Handlers

K-9s

➔ *If your agency did not have any K-9s, SKIP to #31.*

**30b. (If at least one K-9) What types of activities did your K-9s engage in?**

Activity	Yes	No
a. Bomb/explosive detecting	<input type="radio"/>	<input type="radio"/>
b. Cadaver	<input type="radio"/>	<input type="radio"/>
c. Drug detecting	<input type="radio"/>	<input type="radio"/>
d. Person trailing	<input type="radio"/>	<input type="radio"/>
e. Public enforcement	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input type="text"/>		

## Section VII: Technology

**31. As of June 30, 2019, did your agency maintain a website?**

- Yes  
 No

**32. As of June 30, 2019, did your agency use social media to communicate with the public?**

- Yes  
 No

**33. As of June 30, 2019, did your agency use any of the following on a REGULAR basis?**

	Yes	No
a. Computer aided dispatch (CAD)	<input type="radio"/>	<input type="radio"/>
b. Record management system (RMS)	<input type="radio"/>	<input type="radio"/>
c. Automated Fingerprint Identification System (AFIS) or Next Generation Identification (NGI)	<input type="radio"/>	<input type="radio"/>
d. Geographic information systems (GIS)	<input type="radio"/>	<input type="radio"/>
e. Facial recognition	<input type="radio"/>	<input type="radio"/>
f. Infrared (thermal) imagers	<input type="radio"/>	<input type="radio"/>
g. License plate readers (LPR)	<input type="radio"/>	<input type="radio"/>
h. Tire deflation devices	<input type="radio"/>	<input type="radio"/>
i. Gunshot detection (e.g., Shotspotter)	<input type="radio"/>	<input type="radio"/>
j. Firearm tracing (e.g., eTrace)	<input type="radio"/>	<input type="radio"/>
k. Ballistic imaging (e.g., NIBIN, IBIS)	<input type="radio"/>	<input type="radio"/>

**34. As of June 30, 2019, did your agency use data for any of the following activities?**

	Yes	No
a. Budget allocation	<input type="radio"/>	<input type="radio"/>
b. Hot spot analysis	<input type="radio"/>	<input type="radio"/>
c. Intelligence analysis	<input type="radio"/>	<input type="radio"/>
d. Patrol allocation	<input type="radio"/>	<input type="radio"/>
e. Predictive policing	<input type="radio"/>	<input type="radio"/>
f. Social network analysis	<input type="radio"/>	<input type="radio"/>
g. Targeted enforcement	<input type="radio"/>	<input type="radio"/>

**Section VIII: Policies and Procedures**

**35. Does your agency have written policy or procedural directives on the following?**

<b>Officer conduct</b>	Yes	No
a. Code of conduct and appearance	<input type="radio"/>	<input type="radio"/>
b. Maximum work hours allowed. Please specify: <input type="text"/> <input type="text"/>	<input type="radio"/>	<input type="radio"/>
c. Off-duty conduct	<input type="radio"/>	<input type="radio"/>
d. Use of deadly force/firearm discharge	<input type="radio"/>	<input type="radio"/>
e. Use of less-lethal force	<input type="radio"/>	<input type="radio"/>
<b>Dealing with special populations/situations</b>	Yes	No
f. Domestic disputes	<input type="radio"/>	<input type="radio"/>
g. Homeless persons	<input type="radio"/>	<input type="radio"/>
h. Juveniles	<input type="radio"/>	<input type="radio"/>
i. Mentally ill persons	<input type="radio"/>	<input type="radio"/>
j. Persons with intellectual or developmental disabilities	<input type="radio"/>	<input type="radio"/>
<b>Procedural</b>	Yes	No
k. Active shooter	<input type="radio"/>	<input type="radio"/>
l. Body-worn cameras	<input type="radio"/>	<input type="radio"/>
m. Civilian complaints	<input type="radio"/>	<input type="radio"/>
n. Checking on immigration status by patrol/deputy officers	<input type="radio"/>	<input type="radio"/>
o. Detaining federal immigration violators	<input type="radio"/>	<input type="radio"/>
p. In-custody deaths	<input type="radio"/>	<input type="radio"/>
q. Mass demonstrations	<input type="radio"/>	<input type="radio"/>
r. Motor vehicle stops	<input type="radio"/>	<input type="radio"/>
s. Prisoner transport	<input type="radio"/>	<input type="radio"/>
t. Racial profiling/unbiased policing	<input type="radio"/>	<input type="radio"/>
u. Reporting use of force	<input type="radio"/>	<input type="radio"/>
v. Social media use	<input type="radio"/>	<input type="radio"/>
w. Stop and frisk	<input type="radio"/>	<input type="radio"/>
x. Strip searches	<input type="radio"/>	<input type="radio"/>
y. Vehicle pursuits	<input type="radio"/>	<input type="radio"/>

36. As of June 30, 2019, do your FULL-TIME SWORN officers regularly check the immigration status of persons detained?

- Yes
- No → *If no, SKIP to #39*

37. (If yes to #36) Under what circumstances do your FULL-TIME SWORN officers regularly check immigration status?

	Yes	No
a. During a street/pedestrian stop	<input type="radio"/>	<input type="radio"/>
b. During a traffic stop	<input type="radio"/>	<input type="radio"/>
c. After arrest for a misdemeanor offense	<input type="radio"/>	<input type="radio"/>
d. After arrest for a felony offense	<input type="radio"/>	<input type="radio"/>
e. Only when suspected of a federal immigration violation	<input type="radio"/>	<input type="radio"/>

38. Do your FULL-TIME SWORN officers verify immigration status with the Department of Homeland Security?

- Yes
  - No
- } → *SKIP to 40*

39. (If no to #36) What are the reasons your FULL-TIME SWORN officers do not regularly check immigration status of persons detained?

	Yes	No
a. Prohibited by departmental policy	<input type="radio"/>	<input type="radio"/>
b. Prohibited by local or state legislation	<input type="radio"/>	<input type="radio"/>
c. Unable to verify status while in the field	<input type="radio"/>	<input type="radio"/>
d. Concerned about victims not reporting to police	<input type="radio"/>	<input type="radio"/>
e. Concerned about the perception of racial profiling	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/>	<input type="radio"/>

40. As of June 30, 2019, does your agency have an operational computerized Early Intervention System for monitoring or responding to problematic officer behavior?

- Yes
- No

41. Enter the number of formal citizen complaints received during the fiscal year including June 30, 2019, by current disposition status. *If none, enter '0'.*

	All complaints	Use of force complaints
<b>a. Sustained</b> (sufficient evidence to justify disciplinary action against the officer(s))	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>b. Other disposition</b> (e.g., unfounded, exonerated, not sustained, withdrawn)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>c. Pending</b> (final disposition of the allegation has not been made)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>d. TOTAL</b> complaints received (sum of 'a' through 'c')	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

42. Is there a civilian complaint review board or agency in your jurisdiction that reviews complaints against officers in your agency?

- Yes  
 No

43. As of June 30, 2019, does your agency REQUIRE another law enforcement agency to conduct an investigation in the following situations? *Only include investigations conducted by another law enforcement or criminal investigative body. Do NOT include civilian reviews.*

	Yes	No
a. Discharge of a firearm at or in the direction of a person	<input type="radio"/>	<input type="radio"/>
b. Use of force resulting in a subject sustaining serious bodily injury	<input type="radio"/>	<input type="radio"/>
c. Use of force resulting in a subject's death	<input type="radio"/>	<input type="radio"/>
d. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	<input type="radio"/>	<input type="radio"/>

**Thank You!**

Thank you for participating in this survey.

Please retain a copy for your records as project staff may call to clarify responses.

Submit this form using one of the following four methods:

**E-mail:** [lemas@rti.org](mailto:lemas@rti.org)

**Fax:** 1-xxx-xxx-xxxx (toll-free)

**Mail:** Use the enclosed postage-paid envelope, or mail to:

RTI International  
 ATTN: Data Capture  
 (XXXXXX.XXX.XXX.XXX)  
 5265 Capital Blvd.  
 Raleigh, NC 27616-2925

# Attachment C

Form CJ-44

OMB No. 1121-0240: Approval Expires **XX/XX/201X**

## LAW ENFORCEMENT MANAGEMENT AND ADMINISTRATIVE STATISTICS (LEMAS)



### SHERIFFS' OFFICES

In correspondence about this survey, please refer to the **Agency ID** number at the top left of this box. (Please correct any error in name and mailing address in the box below. If the label is correct, please check the box in the bottom right hand corner.)

Agency ID:

Password:

Name:

Title:

Agency:

The label is correct

### INFORMATION SUPPLIED BY

NAME				TITLE		
TELEPHONE	Area Code	Number	Extension	FAX	Area Code	Number
EMAIL ADDRESS						

### Completion and Return Instructions

- Unless otherwise noted, please answer all questions using June 30, 2019 as a reference.
- **Please do not leave any items blank.** If the answer to a question is none or zero, write "0" in the space provided. When exact numeric answers are not available, please provide estimates.
- Use an **X** when marking an answer in a box.
- There are four ways to submit this survey:
  - Online at <https://TBD> Please use the Agency ID and Password listed above to access the survey on the secure, encrypted website. This method allows for the ability to save partial data and return at a later time. If you or another staff member needs to access the survey multiple times, please only "submit" the survey once it is complete.
  - Mail the survey to RTI International (RTI) in the enclosed postage-paid envelope
  - Fax each page of the survey to **XXX-XXX-XXXX** (toll free)
  - Scan and email the survey to **TBD@rti.org**
- **Please submit your completed questionnaire by **XX XX, 2019**.**
- If you have questions about the survey, items on the questionnaire, or how to submit completed responses, please contact the Survey Team at RTI by email at **TBD@rti.org** or call the Help Line at **XXX-XXX-XXXX** (toll free). The Help Line is available from 9:00 a.m. to 5:00 p.m. (EST). When communicating about the survey, please reference your Agency ID.
- If you have general comments or suggestions for improving the survey, please contact Shelley S. Hyland, LEMAS Program Manager, Bureau of Justice Statistics, by phone at 202-616-1706 or by email at [Shelley.Hyland@usdoj.gov](mailto:Shelley.Hyland@usdoj.gov).
- Please retain a copy of your completed survey for one year. Questionnaires completed through the online option can be printed for your records.

### Burden Statement

Public reporting burden for this collection of information is estimated to average **two hours** per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate, or any other aspects of this collection of information, including suggestions for reducing this burden, to the Director, Bureau of Justice Statistics, 810 Seventh Street, NW, Washington, DC 20531. The Omnibus Crime Control and Safe Streets Act of 1968, as amended (34 U.S.C. § 10132), authorizes this information collection. Although this survey is voluntary, we urgently need and appreciate your cooperation to make the results comprehensive, accurate, and timely.

## Section I: Personnel

Unless otherwise noted, please answer all questions using June 30, 2019, as a reference.

1. Enter the number of **full-time** and **part-time paid** agency employees for the pay period that included **June 30, 2019**. Count employees who are regularly scheduled to work less than 35 per week as part-time. If none, enter '0'.

	Full-time	Part-time
a. Sworn officers with general arrest powers (e.g., road officers/deputies)	□□□□	□□□□
b. Officers/deputies with limited or no arrest powers (e.g., jail/correctional officers)	□□□□	□□□□
c. Non-sworn/civilian personnel	□□□□	□□□□
<b>d. TOTAL employees (sum of lines 'a' through 'c')</b>	□□□□	□□□□

2. Enter the number of **FULL-TIME SWORN officer vacancies** for the pay period that included **June 30, 2019**.

□□□□□ Number of full-time sworn officer vacancies

3. Enter the number of **FULL-TIME personnel** according to their **PRIMARY job responsibility** for the pay period that included **June 30, 2019**. Count each full-time staff person only once. If a person performs more than one function, enter that person's count in the job category in which s/he spent most of her/his time. If none, enter '0'.

	Sworn officers with general arrest powers	Officers/deputies with limited or no arrest powers	Non-sworn/civilian personnel
<b>a. Administration</b> – Sheriff, assistants and other personnel who work in administrative capacity. <i>Include finance, human resources and internal affairs.</i>	□□□□□	□□□□□	□□□□□
<b>b. Operations</b> – Road deputies, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. <i>Include traffic, patrol, investigations and special operations.</i>	□□□□□	□□□□□	□□□□□
1. Road officers/deputies only	□□□□□	□□□□□	□□□□□
2. Detectives/investigators only	□□□□□	□□□□□	□□□□□
<b>c. Jail-related duties</b> – Correctional officers, guards, and other support personnel who primarily work in the jail.	□□□□□	□□□□□	□□□□□
<b>d. Court related duties</b> – Bailiffs, security guards, etc.	□□□□□	□□□□□	□□□□□
<b>e. Civil process duties</b> – Process servers, real estate administrators, etc.	□□□□□	□□□□□	□□□□□
<b>f. Support</b> – Dispatchers, records clerks, crime analysts, crime lab technicians and other personnel providing support services other than administrative. <i>Include communications, crime lab, fleet management and training.</i>	□□□□□	□□□□□	□□□□□
1. Dispatchers only	□□□□□	□□□□□	□□□□□
<b>g. Other</b> (e.g., crossing guards, parking enforcement, etc.)	□□□□□	□□□□□	□□□□□

**4. Enter the number of FULL-TIME SWORN officers by RACE, HISPANIC ORIGIN and SEX for the pay period that included June 30, 2019. If none, enter '0'.**

	Male	Female
a. White, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Black or African American, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Hispanic or Latino	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. American Indian or Alaska Native, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Asian, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Native Hawaiian or other Pacific Islander, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
g. Not known	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>h. TOTAL (sum 'a' to 'g')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

**5. Enter the SEX, RACE and HISPANIC ORIGIN of the Sheriff for the pay period that included June 30, 2019.**

**a. Sex**

- Male
- Female

**b. Race and Hispanic Origin**

- White, non-Hispanic
- Black or African American, non-Hispanic
- Hispanic or Latino
- American Indian or Alaskan Native, non-Hispanic
- Asian, non-Hispanic
- Native Hawaiian or other Pacific Islander, non-Hispanic
- Not known

6. Enter the number of FULL-TIME SWORN officers by RACE, HISPANIC ORIGIN and SEX who held the following supervisory positions for the pay period that included June 30, 2019. If a position does not exist in your agency, enter 'N/A'. If none, enter '0'.

	Intermediate supervisor (below sheriff and above sergeant or first-line supervisor)	Sergeant or equivalent first-line supervisor
a. White, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Black or African American, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Hispanic or Latino	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. American Indian or Alaska Native, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Asian, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Native Hawaiian or other Pacific Islander, non-Hispanic	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
g. Not known	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>h. TOTAL (sum 'a' to 'g')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
i. Male	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
j. Female	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>k. TOTAL (sum 'i' and 'j')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

7. Enter the number of FULL-TIME agency personnel who were bi- or multilingual as of June 30, 2019. Full-time employees are those regularly scheduled for 35 or more hours per week. If none, enter '0'.

	Bilingual or Multilingual Full-Time Personnel
a. Sworn with general arrest powers (e.g., road officers/deputies)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Officers/deputies with limited or no arrest powers (e.g., jail/correctional officers)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Non-sworn/civilian personnel	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>



8. As of June 30, 2019, how did your agency address the following problems/tasks? Mark the most appropriate box for each problem/task listed below. Mark only one box per row.

Type of problem/task	(1) Agency HAS specialized unit with personnel assigned FULL-TIME to address this problem/task	Agency DOES NOT HAVE a specialized unit with full-time personnel			(5) Agency's jurisdiction does not have this problem (N/A)
		(2) Agency has designated personnel to address this problem/task	(3) Agency addresses this problem/task, but does not have designated personnel	(4) Agency does not formally address this problem/task	
a. Agency standards/accreditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Bias/hate crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Bomb/explosive disposal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Child abuse/endorment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Community Policing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Crime analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Cybercrime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Domestic violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Firearms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Gangs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Homelessness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Human trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Impaired drivers (DUI/DWI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Internal affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Juvenile crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Mental health/crisis intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Missing children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Opioids	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Parking enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Public relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
u. Research and planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. School safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. Sexual assault	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Special operations (e.g. SWAT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Terrorism/homeland security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. Traffic enforcement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. Victim assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section II: Budget

- 9a. Enter your agency's total operating budget for the fiscal year that included June 30, 2019. *If the budget is not available, provide an estimate and check the box below. Do NOT include building construction costs, major equipment purchases, or jail administration costs.*

\$   ,    ,    ,    .00

Please mark here if this figure is an estimate

- 9b. Please indicate the date range of your agency's fiscal year that included June 30, 2019:

Start   /        End   /    
M M / D D                                      M M / D D

- 9c. Did your agency's total operating budget for the fiscal year that included June 30, 2019 include a line item for community policing activities?

Yes  
 No

- 10a. Does your agency oversee a jail?

Yes  
 No → *If no, SKIP to #11*

- 10b. Enter your agency's total jail administration budget for the fiscal year that included June 30, 2019. *If the budget is not available, provide an estimate and check the box below. Do NOT include building construction costs or major equipment purchases.*

\$   ,    ,    ,

Please mark here if this figure is an estimate

11. Enter the total estimated value of money, goods, and property received by your agency from an ASSET FORFEITURE program during the fiscal year that included June 30, 2019. *If data are not available, provide an estimate and check the box below. Include federal, state and local funds. If no money, goods or property were received, enter '0'.*

\$   ,    ,    ,    .00

Please mark here if this figure is an estimate

## Section III: Service Area

12. Enter the total square mileage of your agency's service area.

Square miles

13. Enter the total resident population for your agency's service area. Only count the residential population for which your agency has primary responsibility for providing law enforcement services.

,    ,    Number of residents for which your agency has primary law enforcement responsibility

## Section IV: Community Policing

**14. During the fiscal year including June 30, 2019, did your agency have a problem-solving partnership or written agreement with any of the following?**

	Yes	No
a. Academic/university staff	<input type="radio"/>	<input type="radio"/>
b. Advocacy groups	<input type="radio"/>	<input type="radio"/>
c. Business groups	<input type="radio"/>	<input type="radio"/>
d. Federal law enforcement agencies	<input type="radio"/>	<input type="radio"/>
e. Law enforcement organizations (e.g., IACP, Police Foundation)	<input type="radio"/>	<input type="radio"/>
f. Neighborhood associations	<input type="radio"/>	<input type="radio"/>
g. Non-law enforcement government agencies	<input type="radio"/>	<input type="radio"/>
h. State or local law enforcement agencies	<input type="radio"/>	<input type="radio"/>
i. Victim service providers	<input type="radio"/>	<input type="radio"/>
j. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px;"></div>		

**15. During the fiscal year including June 30, 2019, did your agency solicit feedback from the community for any of the following?**

	Yes	No
a. Allocating resources to neighborhoods	<input type="radio"/>	<input type="radio"/>
b. Assessing community trust	<input type="radio"/>	<input type="radio"/>
c. Evaluating officer or agency performance	<input type="radio"/>	<input type="radio"/>
d. Informing agency policies and procedures	<input type="radio"/>	<input type="radio"/>
e. Prioritizing crime/disorder problems	<input type="radio"/>	<input type="radio"/>
f. Training development	<input type="radio"/>	<input type="radio"/>

**16. During the fiscal year including June 30, 2019, which of the following did your agency do?**

	Yes	No
a. Maintain a written community policing plan	<input type="radio"/>	<input type="radio"/>
b. Conduct a citizen police academy	<input type="radio"/>	<input type="radio"/>
c. Conduct citizen range days	<input type="radio"/>	<input type="radio"/>
d. Work with a Community Advisory Committee	<input type="radio"/>	<input type="radio"/>
e. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px;"></div>		

## Section V: Selection and Training

**17a. Indicate your agency's minimum education requirement which new SWORN personnel recruits must have at hiring or within two years of hiring. Mark only one response.**

- Four-year college degree required
- Two-year college degree required
- Some college but no degree required
  - Total credit hours required:
- High school diploma or equivalent required
- No formal education requirement → **SKIP to #18**

→ **17b. Does your agency consider MILITARY SERVICE as an exemption to this minimum education requirement?**

- Yes
- No

**18. Which of the following screening techniques are used by your agency in selecting new SWORN officer recruits?**

Background check	Yes	No
a. Credit history check	<input type="radio"/>	<input type="radio"/>
b. Criminal history check	<input type="radio"/>	<input type="radio"/>
c. Driving record check	<input type="radio"/>	<input type="radio"/>
d. Social media check	<input type="radio"/>	<input type="radio"/>
Personal attributes	Yes	No
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	<input type="radio"/>	<input type="radio"/>
f. Interpersonal skills assessment	<input type="radio"/>	<input type="radio"/>
g. Personality/Psychological inventory	<input type="radio"/>	<input type="radio"/>
h. Psychological interview	<input type="radio"/>	<input type="radio"/>
i. Polygraph exam	<input type="radio"/>	<input type="radio"/>
Physical attributes	Yes	No
j. Drug test	<input type="radio"/>	<input type="radio"/>
k. Medical exam	<input type="radio"/>	<input type="radio"/>
l. Vision test	<input type="radio"/>	<input type="radio"/>
m. Physical agility/fitness test	<input type="radio"/>	<input type="radio"/>
n. (If yes to #18m) Does your agency have different standards based on sex?	<input type="radio"/>	<input type="radio"/>

→ If no, **SKIP to #19**

19. How many total hours of **ACADEMY** training and **FIELD** training (e.g., with FTO) are required of your agency's new (non-lateral) **SWORN** officer recruits? Include law enforcement training only. If no training of that type is required, enter '0'.

	Academy training hours	Field training hours
a. State mandated hours	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Additional training hours	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>c. TOTAL hours of training</b> (sum 'a' and 'b')	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

20. What is the minimum annual number of in-service hours of training that is required for your agency's **FULL-TIME SWORN** officers? Include law enforcement training only. If no training of that type is required, enter '0'.

	Minimum annual hours per officer
a. State mandated hours	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Additional training hours	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>c. TOTAL hours of training</b> (sum 'a' and 'b')	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

## Section VI: Hiring and Retention

21. Enter the number of **FULL-TIME SWORN** officers who were **HIRED** during the fiscal year including **June 30, 2019**. Include all full-time sworn personnel hired whether they are currently employed by the agency or not.

	Number of Full-Time Sworn Officers Hired
a. Entry-level hires (non-lateral)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Lateral transfers/hires	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Other new hires	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>d. Total NEW HIRES</b> (sum of rows a through c)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

→ If #21a is 0, **SKIP** to #25 on page 10.

22. On average, how many total weeks does it take to hire an entry-level **SWORN** officer? Consider the time from application submission to offer of employment. Do not include basic academy training.

Average number of weeks until hire

23. Which of the following types of applicants for entry-level SWORN officer hires were targeted through special recruitment efforts during the fiscal year including June 30, 2019?

	Yes	No
a. 4-year college graduates	<input type="radio"/>	<input type="radio"/>
b. Military veterans	<input type="radio"/>	<input type="radio"/>
c. Multi-lingual speaking	<input type="radio"/>	<input type="radio"/>
d. People with prior law enforcement experience	<input type="radio"/>	<input type="radio"/>
e. Racial/ethnic minorities	<input type="radio"/>	<input type="radio"/>
f. Women	<input type="radio"/>	<input type="radio"/>
g. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input type="text"/>		

24. Did your agency offer any of the following incentives for entry-level SWORN officer hires during the fiscal year including June 30, 2019?

	Yes	No
a. Employment signing bonus	<input type="radio"/>	<input type="radio"/>
b. Free or reimbursed academy training	<input type="radio"/>	<input type="radio"/>
c. Salary paid during academy training	<input type="radio"/>	<input type="radio"/>
d. Training academy graduation bonus	<input type="radio"/>	<input type="radio"/>
e. Relocation assistance (e.g., moving, travel costs)	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input type="text"/>		

25. Enter the number of FULL-TIME SWORN officers who separated from your agency during the fiscal year including June 30, 2019. If none, enter '0'.

	Number of Full-Time Sworn Officers Separated
a. Resignations	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
b. Dismissals	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
c. Medical/disability retirements	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
d. Non-medical retirements	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
e. Probationary rejections	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
f. Other separations (e.g. death)	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<b>g. Total SEPARATIONS (sum 'a' to 'f')</b>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

26. Which of the following best describes your agency's exit interview policy used to assess officers' reasons for departure? Mark [X] only one.

- Agency conducts exit interviews with officers selected by the agency
- Agency conducts exit interviews with officers if they request one
- Agency conducts exit interviews based on other policy
- Exit interviews typically not conducted

27. Enter the salary schedule for the following FULL-TIME SWORN positions as of June 30, 2019. If a position does not exist on a full-time basis in your agency, enter 'NA.' In cases where there is not a range in salary, please write the same salary for minimum and maximum.

	Base ANNUAL Salary	
	Minimum	Maximum
a. Chief executive (chief, director, sheriff, etc.)	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00
b. Sergeant or equivalent first-line supervisor	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00
c. Entry-level officer or deputy (post-academy)	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00	\$ <input type="text"/> <input type="text"/> <input type="text"/> , <input type="text"/> <input type="text"/> <input type="text"/> .00

28. Did your agency authorize or provide any of the following special pay for SWORN officers during the fiscal year including June 30, 2019?

	Yes	No
a. Bilingual ability pay	<input type="radio"/>	<input type="radio"/>
b. Education incentive pay	<input type="radio"/>	<input type="radio"/>
c. Hazardous duty pay	<input type="radio"/>	<input type="radio"/>
d. Merit/performance pay	<input type="radio"/>	<input type="radio"/>
e. Military service pay	<input type="radio"/>	<input type="radio"/>
f. Residential incentive pay	<input type="radio"/>	<input type="radio"/>
g. Shift differential pay	<input type="radio"/>	<input type="radio"/>
h. Special skills proficiency pay	<input type="radio"/>	<input type="radio"/>

29. Did your agency use any of the following methods to increase its retention rate for your FULL-TIME SWORN officers during the fiscal year including June 30, 2019?

	Yes	No
a. College tuition reimbursement	<input type="radio"/>	<input type="radio"/>
b. Employee Assistance Program	<input type="radio"/>	<input type="radio"/>
c. Enhanced medical benefits	<input type="radio"/>	<input type="radio"/>
d. Enhanced retirement benefits	<input type="radio"/>	<input type="radio"/>
e. Extra overtime opportunities	<input type="radio"/>	<input type="radio"/>
f. Flexible hours to attend college	<input type="radio"/>	<input type="radio"/>
g. Free or financial allowance for uniforms	<input type="radio"/>	<input type="radio"/>
h. Housing allowance or mortgage discount program	<input type="radio"/>	<input type="radio"/>
i. Increased pay at specific service milestones	<input type="radio"/>	<input type="radio"/>
j. Job sharing or time splits	<input type="radio"/>	<input type="radio"/>
k. On-duty time allowance for fitness maintenance	<input type="radio"/>	<input type="radio"/>
l. Paid maternity leave	<input type="radio"/>	<input type="radio"/>
m. Paid paternity leave	<input type="radio"/>	<input type="radio"/>
n. Peer support program	<input type="radio"/>	<input type="radio"/>
o. Relaxed residency requirements	<input type="radio"/>	<input type="radio"/>
p. Take home vehicle	<input type="radio"/>	<input type="radio"/>
q. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; height: 20px;" type="text"/>		

30. What is the standard shift length for SWORN PATROL/ROAD officers in your agency?

Hours per Day

### Section VII: Equipment and Operations

31. As of June 30, 2019, which of the following types of WEAPONS or ACTIONS were authorized for use by your agency's FULL-TIME SWORN officers?

Firearms	Authorized for full-time sworn officers:		Not authorized
	On duty	Off duty	
a. Handgun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Shotgun or manual rifle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Semi-automatic rifle (e.g., AR-15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Fully automatic rifle (e.g., M-16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Less-lethal	Authorized for full-time sworn officers:		Not authorized
	On duty	Off duty	
e. Open hand techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Closed hand techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Takedown techniques (e.g., straight arm bar)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Hold or neck restraint (e.g., carotid hold)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Leg hobble or other restraints (not including handcuffs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. OC spray/foam	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Baton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Blunt force projectile (e.g., bean bag, rubber bullets)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Other (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input style="width: 100%; height: 20px;" type="text"/>			

32. As of June 30, 2019, how many of the following types of video cameras were operated by your agency on a REGULAR basis? *If none, enter '0'.*

	Total Number
a. Fixed-site surveillance in public areas	<input type="text"/> <input type="text"/> <input type="text"/>
b. Mobile surveillance	<input type="text"/> <input type="text"/> <input type="text"/>
c. On aerial drones	<input type="text"/> <input type="text"/> <input type="text"/>
d. In patrol cars	<input type="text"/> <input type="text"/> <input type="text"/>
e. On police officers (e.g., body-worn cameras)	<input type="text"/> <input type="text"/> <input type="text"/>
f. On weapons	<input type="text"/> <input type="text"/> <input type="text"/>



33a. As of June 30, 2019, how many handlers and K-9s did your agency employ? *If none, enter '0'.*

Handlers

K-9s

→ *If your agency did not have any K-9s, SKIP to #34.*

33b. *(If at least one K-9)* What types of activities did your K-9s engage in?

Activity	Yes	No
a. Bomb/explosive detecting	<input type="radio"/>	<input type="radio"/>
b. Cadaver	<input type="radio"/>	<input type="radio"/>
c. Drug detecting	<input type="radio"/>	<input type="radio"/>
d. Person trailing	<input type="radio"/>	<input type="radio"/>
e. Public enforcement	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/>	<input type="radio"/>
<input type="text"/>		

## Section VIII: Technology

34. As of June 30, 2019, did your agency maintain a website?

- Yes  
 No

35. As of June 30, 2019, did your agency use social media to communicate with the public?

- Yes  
 No

36. As of June 30, 2019, did your agency use any of the following on a **REGULAR** basis?

	Yes	No
a. Computer aided dispatch (CAD)	<input type="radio"/>	<input type="radio"/>
b. Record management system (RMS)	<input type="radio"/>	<input type="radio"/>
c. Automated Fingerprint Identification System (AFIS) or Next Generation Identification (NGI)	<input type="radio"/>	<input type="radio"/>
d. Geographic information systems (GIS)	<input type="radio"/>	<input type="radio"/>
e. Facial recognition	<input type="radio"/>	<input type="radio"/>
f. Infrared (thermal) imagers	<input type="radio"/>	<input type="radio"/>
g. License plate readers (LPR)	<input type="radio"/>	<input type="radio"/>
h. Tire deflation devices	<input type="radio"/>	<input type="radio"/>
i. Gunshot detection (e.g., Shotspotter)	<input type="radio"/>	<input type="radio"/>
j. Firearm tracing (e.g., eTrace)	<input type="radio"/>	<input type="radio"/>
k. Ballistic imaging (e.g., NIBIN, IBIS)	<input type="radio"/>	<input type="radio"/>

**37. As of June 30, 2019, did your agency use data for any of the following activities?**

	Yes	No
a. Budget allocation	<input type="radio"/>	<input type="radio"/>
b. Hot spot analysis	<input type="radio"/>	<input type="radio"/>
c. Intelligence analysis	<input type="radio"/>	<input type="radio"/>
d. Patrol allocation	<input type="radio"/>	<input type="radio"/>
e. Predictive policing	<input type="radio"/>	<input type="radio"/>
f. Social network analysis	<input type="radio"/>	<input type="radio"/>
g. Targeted enforcement	<input type="radio"/>	<input type="radio"/>

**Section IX: Policies and Procedures**

**38. Does your agency have written policy or procedural directives on the following?**

<b>Officer conduct</b>	Yes	No
a. Code of conduct and appearance	<input type="radio"/>	<input type="radio"/>
b. Maximum work hours allowed. Please specify: <input type="text"/> <input type="text"/>	<input type="radio"/>	<input type="radio"/>
c. Off-duty conduct	<input type="radio"/>	<input type="radio"/>
d. Use of deadly force/firearm discharge	<input type="radio"/>	<input type="radio"/>
e. Use of less-lethal force	<input type="radio"/>	<input type="radio"/>
<b>Dealing with special populations/situations</b>	Yes	No
f. Domestic disputes	<input type="radio"/>	<input type="radio"/>
g. Homeless persons	<input type="radio"/>	<input type="radio"/>
h. Juveniles	<input type="radio"/>	<input type="radio"/>
i. Mentally ill persons	<input type="radio"/>	<input type="radio"/>
j. Persons with intellectual or developmental disabilities	<input type="radio"/>	<input type="radio"/>
<b>Procedural</b>	Yes	No
k. Active shooter	<input type="radio"/>	<input type="radio"/>
l. Body-worn cameras	<input type="radio"/>	<input type="radio"/>
m. Civilian complaints	<input type="radio"/>	<input type="radio"/>
n. Checking on immigration status by patrol/deputy officers	<input type="radio"/>	<input type="radio"/>
o. Detaining federal immigration violators	<input type="radio"/>	<input type="radio"/>
p. In-custody deaths	<input type="radio"/>	<input type="radio"/>
q. Mass demonstrations	<input type="radio"/>	<input type="radio"/>
r. Motor vehicle stops	<input type="radio"/>	<input type="radio"/>
s. Prisoner transport	<input type="radio"/>	<input type="radio"/>
t. Racial profiling/unbiased policing	<input type="radio"/>	<input type="radio"/>
u. Reporting use of force	<input type="radio"/>	<input type="radio"/>
v. Social media use	<input type="radio"/>	<input type="radio"/>
w. Stop and frisk	<input type="radio"/>	<input type="radio"/>
x. Strip searches	<input type="radio"/>	<input type="radio"/>
y. Vehicle pursuits	<input type="radio"/>	<input type="radio"/>

39. As of June 30, 2019, do your FULL-TIME SWORN officers regularly check the immigration status of persons detained?

- Yes
- No → *If no, SKIP to #42*

40. (If yes to #39) Under what circumstances do your FULL-TIME SWORN officers regularly check immigration status?

	Yes	No
a. During a street/pedestrian stop	<input type="radio"/>	<input type="radio"/>
b. During a traffic stop	<input type="radio"/>	<input type="radio"/>
c. After arrest for a misdemeanor offense	<input type="radio"/>	<input type="radio"/>
d. After arrest for a felony offense	<input type="radio"/>	<input type="radio"/>
e. Only when suspected of a federal immigration violation	<input type="radio"/>	<input type="radio"/>

41. Do your FULL-TIME SWORN officers verify immigration status with the Department of Homeland Security?

- Yes
  - No
- } → *SKIP to #43*

42. (If no to #39) What are the reasons your FULL-TIME SWORN officers do not regularly check immigration status of persons detained?

	Yes	No
a. Prohibited by departmental policy	<input type="radio"/>	<input type="radio"/>
b. Prohibited by local or state legislation	<input type="radio"/>	<input type="radio"/>
c. Unable to verify status while in the field	<input type="radio"/>	<input type="radio"/>
d. Concerned about victims not reporting to police	<input type="radio"/>	<input type="radio"/>
e. Concerned about the perception of racial profiling	<input type="radio"/>	<input type="radio"/>
f. Other (please specify):	<input type="radio"/> ↴	<input type="radio"/>

43. As of June 30, 2019, does your agency have an operational computerized Early Intervention System for monitoring or responding to problematic officer behavior?

- Yes
- No

44. Enter the number of formal citizen complaints received during the fiscal year including June 30, 2019, by current disposition status. *If none, enter '0'.*

	All complaints	Use of force complaints
<b>a. Sustained</b> (sufficient evidence to justify disciplinary action against the officer(s))	<input type="text"/>	<input type="text"/>
<b>b. Other disposition</b> (e.g., unfounded, exonerated, not sustained, withdrawn)	<input type="text"/>	<input type="text"/>
<b>c. Pending</b> (final disposition of the allegation has not been made)	<input type="text"/>	<input type="text"/>
<b>d. TOTAL</b> complaints received (sum of 'a' through 'c')	<input type="text"/>	<input type="text"/>

45. Is there a civilian complaint review board or agency in your jurisdiction that reviews complaints against officers in your agency?

- Yes  
 No

46. As of June 30, 2019, does your agency REQUIRE another law enforcement agency to conduct an investigation in the following situations? *Only include investigations conducted by another law enforcement or criminal investigative body. Do NOT include civilian reviews.*

	Yes	No
a. Discharge of a firearm at or in the direction of a person	<input type="radio"/>	<input type="radio"/>
a. Use of force resulting in a subject sustaining serious bodily injury	<input type="radio"/>	<input type="radio"/>
b. Use of force resulting in a subject's death	<input type="radio"/>	<input type="radio"/>
c. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	<input type="radio"/>	<input type="radio"/>

**Thank You!**

Thank you for participating in this survey.  
Please retain a copy for your records as project staff may call to clarify responses.

Submit this form using one of the following four methods:  
**E-mail:** [lemas@rti.org](mailto:lemas@rti.org)  
**Fax:** 1-xxx-xxx-xxxx (toll-free)  
**Mail:** Use the enclosed postage-paid envelope, or mail to:  
  
RTI International  
ATTN: Data Capture  
(XXXXXX.XXX.XXX.XXX)  
5265 Capital Blvd.  
Raleigh, NC 27616-2925

# Attachment D



3040 E. Cornwallis Road • PO Box 12194 • Research Triangle Park, NC 27709-2194 • USA  
Telephone +1.919.541.6000 • Fax +1.919.541.5985 • [www.rti.org](http://www.rti.org)

[DATE]

[NAME]

[AGENCY]

[ADDRESS]

[CITY], [STATE] [ZIP]

Dear [TITLE] [NAME],

Recently, you were asked by the Bureau of Justice Statistics (BJS) and its data collection agent, RTI International (RTI), to assist with a special effort related to the Law Enforcement Management and Administrative Statistics (LEMAS) Core Survey. Conducted periodically since 1987, the LEMAS is the only systematic, national-level data collection providing a snapshot of the organizational characteristics of law enforcement agencies (LEAs) and allowing for comparisons of how LEAs have changed over time. The upcoming 2020 LEMAS will include a sample of approximately 3,500 local, county and state LEAs nationwide.

As part of this effort, we are asking a small number of LEAs to complete the enclosed survey and provide feedback. As you are completing the survey, please take note of any of the following:

- Instructions, terms, or questions that are vague or insufficiently defined;
- Answer choices that are unclear, confusing, or insufficient; and
- How you arrived at your response.

I would also appreciate if you could record how long it takes you to complete the survey. As arranged previously, I will call you at [TIME] on [DAY], [DATE] to discuss your responses and experience answering the questions. **If possible, please submit your survey 1 week before the call**—this will allow for a more efficient discussion. Once completed, you can [return your questionnaire in the enclosed postage-paid envelope/fax your questionnaire to [FAX\_PHONE] or email it to [EMAIL]].

If you have any questions about this special request, please contact me at [PHONE] or [EMAIL]. If you have any general comments about the LEMAS, please contact Shelley Hyland, the CSLLEA Program Manager at BJS, at [Shelley.Hyland@usdoj.gov](mailto:Shelley.Hyland@usdoj.gov).

Sincerely,

[INTERVIEWER SIGNATURE]

[INTERVIEWER NAME], [DEGREE]

[JOB TITLE]

RTI International

[EMAIL]

# Attachment E

## 2020 LEMAS Police Department Survey: Cognitive Interview Protocol

DATE: \_\_\_\_ / \_\_\_\_ / 2019  
M M D D

START TIME: \_\_\_\_ : \_\_\_\_ AM / PM

[BASIC GREETING...]

Thanks for agreeing to help us develop the questionnaire for the 2020 Law Enforcement Management and Administrative Statistics Survey. The call will take about an hour. If this time still works for you, I'd like to start with a short summary of the goals for today's call and explain a bit about how I'll conduct the interview.

IF NO LONGER A GOOD TIME, OFFER TO RESCHEDULE

IF STILL GOOD TIME, CONTINUE

As you may know, the Bureau of Justice Statistics and RTI are preparing to conduct the LEMAS survey in early 2020. As we get ready for the study, we are asking representatives from law enforcement agencies to review the draft questionnaire. During this call, I'll ask for your reactions to the draft questions – including things like how the questions are worded, ways to clarify instructions, and the information your agency tracks that is related to the survey questions.

Please keep in mind that there are no right or wrong answers to my questions. One of our main goals is to draft questions that make sense, so if anything about the questions is confusing or unclear, you can help by pointing this out. Also, if you're not sure how you would respond to any of the questions, please tell me that, too.

I am interested in hearing all of your feedback on the survey, but because there are a lot of topics to discuss and we only have an hour, sometimes I might ask that we move on to the next question before you've had a chance to share everything on your mind. At the end of the interview you can share any important feedback that you didn't have a chance to share earlier.

Do you have any questions before we begin?

First, do you happen to recall approximately how much time you spent completing the questionnaire? Please include the time you and any others at your agency spent gathering information needed to answer the questions.

\_\_\_\_\_ HOURS

\_\_\_\_\_ MINUTES

I'm planning to discuss only some of the questions on the questionnaire, but if you have comments or concerns about any of the questions I skip, please feel free to share them with me at any time.

1. The first question I'd like to discuss is **Question 1**. This question asks about full-time versus part-time staff.
  - a. Do you have any staff who don't clearly fit into the full-time or part-time classifications? (FOR INSTANCE: IF THEY WORK A VARIED SCHEDULE EACH WEEK.)
    - i. IF YES: How would you decide whether to report those staff under full-time or part-time?
2. **Question 2** asks about vacancies in full-time sworn officers.
  - a. What criteria did you use when thinking about vacancies? (FOR INSTANCE, WERE YOU THINKING ABOUT A TARGET NUMBER OF OFFICERS, THE NUMBER OF OFFICERS ALLOWED IN THE BUDGET, OR SOMETHING ELSE?)
  - b. How easy or difficult is it for you to report this number?
  - c. How would the difficulty compare if you were asked to report vacancies for all staff?
3. Now let's look at **Question 3**.
  - a. In your own words, how would you define "primary job responsibility?"
  - b. How easy or difficult is it for you to access the data needed to answer this question?
  - c. Did you report any personnel in more than one row? (IF YES: Explain.)
  - d. Did you have any difficulty deciding in which rows to report certain staff? (IF YES, EXPLAIN: In which rows did you ultimately report them? What types of staff were they?)
  - e. 3b contains three rows: The first row is for operations overall, the second row, labeled with a 1, is for patrol and field officers only, and the third row, labeled with a 2, is for detectives and investigators only.
    - i. IF  $3b1+3b2=3b$ :
      1. When answering this question, did you feel that the number of patrol and field officers plus the number of detectives and investigators needed to add up to the number reported in 3b, Operations?
      2. Did you have any personnel who did not clearly fit into one of the categories? (IF YES: How did you decide where to report them?)
    - ii. IF  $3b1+3b2\neq 3b$ :
      1. What types of personnel did you report in each of these categories?
      2. Did you have any personnel who did not clearly fit into one of the categories? (IF YES: How did you decide where to report them?)
4. The next question I'd like to discuss is **Question 6**.
  - a. What types of officers were you thinking of under the "Intermediate Supervisor" category? IF NECESSARY: Did you include any executive staff? (IF YES: Who?)
  - b. How about the "Sergeant or equivalent first-line supervisor" category—what ranks or positions did you consider for this category?
5. Now let's go to **Question 8**.
  - a. This question uses the term "specialized unit." How would you define a "specialized unit?" (IF NECESSARY: What does that mean, in your own words?)

- b. The question asks about “personnel” designated to address the problem or task. How did you define “personnel” when you answered this question?
  - c. Did you include full- and part-time staff in columns 2 and 3 or only full-time staff?
  - d. Did you include sworn and non-sworn staff in columns 2 and 3 or only sworn staff?
  - e. Did you have any difficulty deciding which column to select when providing any of your answers? (IF YES, EXPLAIN.)
  - f. Thinking about the categories of problems or tasks that are listed in the rows—
    - i. Can you think of any additional categories that are missing and should be listed in this question? (IF YES, EXPLAIN.)
    - ii. Do you think any of these existing categories overlap? (IF YES, EXPLAIN.)
    - iii. Are any of the categories confusing or unclear?
6. Next, please look at **Question 9c**.
- a. In your own words, what does it mean to say that there is a “line item” in an agencies budget?
  - b. IF YES: Can you tell me what sorts of activities are covered in that line item?
  - c. IF NO: The question refers to “community policing activities.” What sorts of activities did you consider when answering this question?
7. Please look at **Question 11** next.
- a. In your own words, what is a “problem-solving partnership”?
  - b. Is it the same as a written agreement, or do they differ? [IF DIFFER: SPECIFY HOW.]
8. Please look at **Question 12**.
- a. How did you interpret “solicit feedback” as it is used in this question? What does that mean?
9. Moving on to **Question 14a**...
- a. Does your agency have the same education requirements for all recruits? (IF YES, EXPLAIN.)
    - i. IF NO (IF NECESSARY): Are the requirements different for full-time sworn versus part-time sworn?
    - ii. IF NO (IF NECESSARY): Are the requirements different for limited sworn versus fully sworn?
  - b. Do the education requirements for any recruits change from the time of hiring to within two years of hiring? (IF YES: HOW?)
10. Next, I’d like to talk about **Question 16**.
- a. In your own words, what would you say “non-lateral” is referring to in this question?
  - b. The question includes an instruction to include law enforcement training only. Did that lead you to exclude any types of training that your recruits receive? (IF YES, EXPLAIN.)
  - c. Does the number of training hours differ for recruits who are full-time sworn versus part-time sworn? (IF YES, EXPLAIN.)
11. Now I’d like to talk about questions in Section V, Hiring and Retention. Let’s start with **Question 18**.
- a. How easy or difficult is it for you to access the data needed to answer this question?



- b. **18a** and **18b** use the terms “non-lateral” and “lateral.” What is the difference between these two, or are you not sure?
  - c. **18c** asks about “Other new hires.” Can you give me some examples of what types of hires you would include in this category?
12. **Question 19** asks about the average number of weeks to hire an entry-level sworn officer.
- a. What starting point did you use when calculating the number of weeks? (THE QUESTION SAYS TO START WITH “APPLICATION SUBMISSION.” DID THEY DO THAT? HOW DID THEY DEFINE APPLICATION SUBMISSION? FOR INSTANCE, IF THE POSITION IS UNABLE TO BE FILLED WHEN THE APPLICATION IS SUBMITTED, DID THEY STILL USE THAT AS THE STARTING POINT?)
  - b. Do the number of weeks vary by type of recruit?
    - i. IF YES: How did you come up with the overall average number you reported?
13. **Question 20** asks about special recruitment efforts.
- a. What do you think “special recruitment efforts” means in this context?
14. [ASK IF ANY YES RESPONSE ON Q21]: **Question 21** asks about incentives for entry level sworn officer hires.
- a. Are these incentives offered for *all* hires or only *some* hires?
    - i. IF SOME: Did you answer “yes” or “no” for the incentives that are only offered to *some* hires?
15. **Question 22** asks about officers who separated from your agency.
- a. Did you report any officers in more than one row?
  - b. Did you think individuals who were in the academy when they separated from the department should be considered when answering this question?
16. [INTERVIEWER, IF N/A RESPONSE WAS ENTERED ON Q24, NOTE WHERE ON THE FORM THEY ENTERED IT.]
- a. [ASK IF NO N/A RESPONSE ON Q24]: **Question 24** asks about salaries. It includes an instruction to enter “NA” if a position does not exist on a full-time basis in your agency. Where would you enter NA if you needed to?
17. **Question 25** asks about special pay for sworn officers. Does your agency offer any additional types of special pay that are not included in this question?
18. Let’s skip ahead now to **Question 28**.
- a. The question asks about weapons or actions that were authorized for use. In your own words, what does “authorized” mean as it is used in this question? (E.G., ARE THEY THINKING ABOUT A FORMAL, WRITTEN POLICY? OR SIMPLY WHAT IS DOES IN PRACTICE BASED ON WHAT THE SHERIFF IS ASSUMED TO ALLOW?)
  - b. Did you have any difficulty answering this question? (EXPLAIN)
  - c. Are there any weapons that your agency authorizes for use only some of the time or in certain situations?
    - i. IF YES: Did that impact the way you answered this question? (EXPLAIN)
19. **Question 29** asks about video cameras operated by your agency on a regular basis as of June 30, 2019.

- a. What do you think the phrase “operated by your agency” means as it is used in this question?
  - b. How did you interpret the term “regular basis” when you were answering this question? What does that mean to you? (IF NECESSARY: Does it differ for various items?)
  - c. How easy or difficult is it for you to access the data needed to answer this question?
20. [ASK IF 30b WAS ANSWERED] **Question 30b** asks about activities that K-9s engage in, and item e asks about “public enforcement.” What do you think that refers to?
21. Now I’d like you to look at **Question 34**. Item e asks about “predictive policing.” What do you think that refers to?
22. **Question 35** asks about written policies and procedural directives your agency may have.
- a. How did you interpret item b? For instance, were you thinking about only regular assignments? Or did you think about other types of work, such as overtime, special duty, or work performed at another job or secondary employment?
    - i. [ASK IF 35b = YES] When you reported the maximum number of hours allowed, what time period were you thinking of? (E.G., PER DAY, PER WEEK, ETC.)
  - b. What do you think item c, “off-duty conduct,” refers to?
  - c. [ASK IF 35d = YES] Did you answer 35d “yes” because your agency has a deadly force policy, a firearm discharge policy, or both?
  - d. [ASK IF 35d = NO] Can you walk me through your thought process as you answered this question and describe how you chose your answer?
23. **Question 36** asks about checking immigration status.
- a. Does your agency have a policy regarding checking immigration status?
  - b. How would you define the word “regularly” as it is used in this question?
  - c. Did you have any difficulty answering this question? (EXPLAIN)
24. [ASK IF 36 = YES] **Question 38** asks if your officers verify immigration status with the Department of Homeland Security.
- a. (NOTE: THIS PROCESS INCLUDES CALLING THE LAW ENFORCEMENT SUPPORT CENTER (LESC), WHICH IS RUN BY IMMIGRATION AND CUSTOMS ENFORCEMENT, THE LARGEST INVESTIGATIVE AGENCY WITHIN DHS. THE ONLY WAY TO VERIFY IMMIGRATION STATUS IS BY CALLING LESC)
  - b. Is this something that your officers always approach the same way, meaning, they always do it or they never do it? Or is it something that varies—they might do it in some circumstances and not in others?
  - c. Does your agency ever verify immigration status *without* checking with the Department of Homeland Security? (IF YES, HOW?)
25. [ASK IF 36 = NO] **Question 39** lists several reasons why an agency might not check the immigration status of persons detained.
- a. Are there any additional reasons that you think should be listed in this question?
  - b. In your own words, what do you think item e, “Concerned about the perception of racial profiling,” refers to?
26. **Question 40** asks about Early Intervention Systems.

- a. [ASK IF 40 = NO] I see that you indicated your agency does not have an Early *Intervention System*. Do you have an Early *Warning System*?
  - b. Do you think there is a difference between the meaning of an Early *Intervention System* versus an Early *Warning System*? (EXPLAIN.)
    - i. IF NO: Which term are you most familiar with or which do you use more often?
27. I'm almost finished with my questions. Let's move on to **Question 41**, which asks about formal citizen complaints.
- a. How does your agency define a formal citizen complaint?
  - b. Are there any kinds of complaints that you would not count as a formal citizen complaint, for example complaints to a supervisor in the field? (EXPLAIN.)
  - c. Does your agency track both allegations and complaints?
    - i. IF YES: For a complaint with multiple allegations, would you report it here as a single complaint or multiple complaints?
  - d. How easy or difficult is it for you to access the data needed to answer this question?
  - e. What sources did you use to gather these data?
  - f. The question breaks complaints down by disposition status: sustained, other, and pending.
    - i. Were you able to report all complaints received by the agency? (EXPLAIN.)
    - ii. Do you think any other disposition statuses should be included? (EXPLAIN.)
28. Now think about the survey overall. Did you have difficulty with any aspect of the survey that we have not already discussed?
29. How much of the information needed to answer these questions do you have available? What did you need to get from other people at your agency?
30. How do you feel about the length and time needed to complete the questionnaire?
31. Your feedback on these questions has been very helpful. Before we conclude, do you have any other feedback or suggestions to improve the questionnaire?

Thank you very much for taking the time to provide feedback. We will combine your comments with feedback from other participants into an overall report. That report will help BJS evaluate the questionnaire and determine whether to make any changes.

Is there anything else you would like to talk about today?

Thanks again!

END TIME: \_\_\_\_ \_\_\_\_ : \_\_\_\_ \_\_\_\_ AM / PM

# Attachment F

## 2020 LEMAS Sheriff's Survey: Cognitive Interview Protocol

DATE: \_\_\_\_ / \_\_\_\_ / 2019  
M M D D

START TIME: \_\_\_\_ : \_\_\_\_ AM / PM

[BASIC GREETING...]

Thanks for agreeing to help us develop the questionnaire for the 2020 Law Enforcement Management and Administrative Statistics Survey. The call will take about an hour. If this time still works for you, I'd like to start with a short summary of the goals for today's call and explain a bit about how I'll conduct the interview.

IF NO LONGER A GOOD TIME, OFFER TO RESCHEDULE

IF STILL GOOD TIME, CONTINUE

As you may know, the Bureau of Justice Statistics and RTI are preparing to conduct the LEMAS survey in early 2020. As we get ready for the study, we are asking representatives from sheriff's offices to review the draft questionnaire. During this call, I'll ask for your reactions to the draft questions – including things like how the questions are worded, ways to clarify instructions, and the information your office tracks that is related to the survey questions.

Please keep in mind that there are no right or wrong answers to my questions. One of our main goals is to draft questions that make sense, so if anything about the questions is confusing or unclear, you can help by pointing this out. Also, if you're not sure how you would respond to any of the questions, please tell me that, too.

I am interested in hearing all of your feedback on the survey, but because there are a lot of topics to discuss and we only have an hour, sometimes I might ask that we move on to the next question before you've had a chance to share everything on your mind. At the end of the interview you can share any important feedback that you didn't have a chance to share earlier.

Do you have any questions before we begin?

First, do you happen to recall approximately how much time you spent completing the questionnaire? Please include the time you and any others at your office spent gathering information needed to answer the questions.

\_\_\_\_\_ HOURS

\_\_\_\_\_ MINUTES

I'm planning to discuss only some of the questions on the questionnaire, but if you have comments or concerns about any of the questions I skip, please feel free to share them with me at any time.

1. The first question I'd like to discuss is **Question 1**. This question asks about full-time versus part-time staff.
  - a. Do you have any staff who don't clearly fit into the full-time or part-time classifications? (FOR INSTANCE: IF THEY WORK A VARIED SCHEDULE EACH WEEK.)
    - i. IF YES: How would you decide whether to report those staff under full-time or part-time?
  - b. Looking at 1b, what do you think "limited or no arrest powers" means as it's used in this question?
    - i. Which types of personnel did you include in this item?
  - c. Do the examples in rows a and b accurately describe the arrest power differences between your agency's officers/deputies?
2. **Question 2** asks about vacancies in full-time sworn officers.
  - a. What criteria did you use when thinking about vacancies? (FOR INSTANCE, WERE YOU THINKING ABOUT A TARGET NUMBER OF OFFICERS, THE NUMBER OF OFFICERS ALLOWED IN THE BUDGET, OR SOMETHING ELSE?)
  - b. How easy or difficult is it for you to report this number?
  - c. How would the difficulty compare if you were asked to report vacancies for all staff?
3. Now let's look at **Question 3**.
  - a. In your own words, how would you define "primary job responsibility?"
  - b. How easy or difficult is it for you to access the data needed to answer this question?
  - c. Did you report any personnel in more than one row? (IF YES: Explain.)
  - d. Did you have any difficulty deciding in which rows to report certain staff? (IF YES, EXPLAIN: In which rows did you ultimately report them? What types of staff were they?)
  - e. 3b contains three rows: The first row is for operations overall, the second row, labeled with a 1, is for road officers and deputies only, and the third row, labeled with a 2, is for detectives and investigators only.
    - i. IF  $3b1+3b2=3b$ :
      1. When answering this question, did you feel that the number of road officers or deputies plus the number of detectives and investigators needed to add up to the number reported in 3b, Operations?
      2. Did you have any personnel who did not clearly fit into one of the categories? (IF YES: How did you decide where to report them?)
    - ii. IF  $3b1+3b2\neq 3b$ :
      1. What types of personnel did you report in each of these categories?
      2. Did you have any personnel who did not clearly fit into one of the categories? (IF YES: How did you decide where to report them?)
  - f. 3f is similar—it contains a row for support staff overall and the row below it is for dispatchers only. In which row or rows did you report dispatchers? (DETERMINE IF REPORTED IN MULTIPLE ROWS.)

4. The next question I'd like to discuss is **Question 6**.
  - a. What types of officers were you thinking of under the "Intermediate Supervisor" category? IF NECESSARY: Did you include any executive staff? (IF YES: Who?)
  - b. How about the "Sergeant or equivalent first-line supervisor" category—what ranks or positions did you consider for this category?
5. Now let's go to **Question 8**.
  - a. This question uses the term "specialized unit." How would you define a "specialized unit?" (IF NECESSARY: What does that mean, in your own words?)
  - b. The question asks about "personnel" designated to address the problem or task. How did you define "personnel" when you answered this question?
  - c. Did you include full- and part-time staff in columns 2 and 3 or only full-time staff?
  - d. Did you include sworn and non-sworn staff in columns 2 and 3 or only sworn staff?
  - e. Did you have any difficulty deciding which column to select when providing any of your answers? (IF YES, EXPLAIN.)
  - f. Thinking about the categories of problems or tasks that are listed in the rows—
    - i. Can you think of any additional categories that are missing and should be listed in this question? (IF YES, EXPLAIN.)
    - ii. Do you think any of these existing categories overlap? (IF YES, EXPLAIN.)
    - iii. Are any of the categories confusing or unclear?
6. Next, please look at **Question 9c**.
  - a. In your own words, what does it mean to say that there is a "line item" in an agencies budget?
  - b. IF YES: Can you tell me what sorts of activities are covered in that line item?
  - c. IF NO: The question refers to "community policing activities." What sorts of activities did you consider when answering this question?
7. Next, I'd like to talk about **Question 10**.
  - a. On **Question 10a**, in your own words, what does it mean to "oversee a jail?"
  - b. What time period were you thinking about when you answered this question (QUESTION 10a)?
  - c. [ASK IF 10a = YES] Did you include jail administration costs in the total operating budget you reported in **Question 9a**?
  - d. When you read this question about jails, did you consider a temporary holding facility as a jail?
8. Now let's look at **Question 12**.
  - a. In your own words, what does "service area" mean as it is used in this question?
  - b. How did you come up with your answer to this question?
9. Next, I'd like to ask about **Question 13**.
  - a. How did you interpret "primary responsibility" as it is used in this question? What does that mean?
  - b. Does your agency provide policing services under contract to cities within the county?
    - i. IF YES: Did you include these contract cities in your population count?

- c. Does the population you serve vary over time due to temporary residents such as university students?
    - i. IF YES: How did you take this variation into account when coming up with your answer?
  - d. Did you include population counts of cities or jurisdictions that have their own law enforcement agencies?
    - i. IF YES: Would you be able to provide the population served while excluding places that have their own agency?
10. Next I would like to ask you about Section IV, Community Policing.
- a. Overall, do you feel these questions are applicable to your agency?
    - i. IF NO: Why not?
  - b. Please look at **Question 14** next.
    - i. In your own words, what is a “problem-solving partnership”?
    - ii. Is it the same as a written agreement, or do they differ? [IF DIFFER: SPECIFY HOW.]
  - c. Please look at **Question 15**.
    - i. How did you interpret “solicit feedback” as it is used in this question? What does that mean?
11. Moving on to **Question 17a**...
- a. Does your agency have the same minimum education requirements for all recruits? (IF YES, EXPLAIN.)
    - i. IF NO (IF NECESSARY): Are the requirements different for full-time sworn versus part-time sworn?
    - ii. IF NO (IF NECESSARY): Are the requirements different for limited sworn versus fully sworn?
  - b. Do the education requirements for any recruits change from the time of hiring to within two years of hiring? (IF YES: HOW?)
12. Next, I’d like to talk about **Question 19**.
- a. In your own words, what would you say “non-lateral” is referring to in this question?
  - b. The question includes an instruction to include law enforcement training only. Did that lead you to exclude any types of training that your recruits receive? (IF YES, EXPLAIN.)
  - c. Did you report training hours for training on jail operations?
  - d. Does the number of training hours differ for recruits who are full-time sworn versus part-time sworn? (IF YES, EXPLAIN.)
13. Now I’d like to talk about questions in Section VI, Hiring and Retention. Let’s start with **Question 21**.
- a. How easy or difficult is it for you to access the data needed to answer this question?
  - b. **21a** and **21b** use the terms “non-lateral” and “lateral.” What is the difference between these two, or are you not sure?
  - c. **21c** asks about “Other new hires.” Can you give me some examples of what types of hires you would include in this category?
14. **Question 22** asks about the average number of weeks to hire an entry-level sworn officer.

- a. What starting point did you use when calculating the number of weeks? (THE QUESTION SAYS TO START WITH “APPLICATION SUBMISSION.” DID THEY DO THAT? HOW DID THEY DEFINE APPLICATION SUBMISSION? FOR INSTANCE, IF THE POSITION IS UNABLE TO BE FILLED WHEN THE APPLICATION IS SUBMITTED, DID THEY STILL USE THAT AS THE STARTING POINT?)
  - b. Do the number of weeks vary by type of recruit?
    - i. IF YES: How did you come up with the overall average number you reported?
15. **Question 23** asks about special recruitment efforts.
- a. What do you think “special recruitment efforts” means in this context?
16. [ASK IF ANY YES RESPONSE ON Q24]: **Question 24** asks about incentives for entry level sworn officer hires.
- a. Are these incentives offered for *all* hires or only *some* hires?
    - i. IF SOME: Did you answer “yes” or “no” for the incentives that are only offered to *some* hires?
17. **Question 25** asks about officers who separated from your agency.
- a. Did you report any officers in more than one row?
  - b. Did you think individuals who were in the academy when they separated from the department should be considered when answering this question?
18. [INTERVIEWER, IF N/A RESPONSE WAS ENTERED ON Q27, NOTE WHERE ON THE FORM THEY ENTERED IT.]
- a. [ASK IF NO N/A RESPONSE ON Q27]: **Question 27** asks about salaries. It includes an instruction to enter “NA” if a position does not exist on a full-time basis in your agency. Where would you enter NA if you needed to?
19. **Question 28** asks about special pay for sworn officers. Does your agency offer any additional types of special pay that are not included in this question?
20. Let’s skip ahead now to **Question 31**.
- a. The question asks about weapons or actions that were authorized for use. In your own words, what does “authorized” mean as it is used in this question? (E.G., ARE THEY THINKING ABOUT A FORMAL, WRITTEN POLICY? OR SIMPLY WHAT IS DOES IN PRACTICE BASED ON WHAT THE SHERIFF IS ASSUMED TO ALLOW?)
  - b. Did you have any difficulty answering this question? (EXPLAIN)
  - c. Are there any weapons that your agency authorizes for use only some of the time or in certain situations?
    - i. IF YES: Did that impact the way you answered this question? (EXPLAIN)
21. **Question 32** asks about video cameras operated by your agency on a regular basis as of June 30, 2019.
- a. What do you think the phrase “operated by your agency” means as it is used in this question?
  - b. How did you interpret the term “regular basis” when you were answering this question? What does that mean to you? (IF NECESSARY: Does it differ for various items?)
  - c. How easy or difficult is it for you to access the data needed to answer this question?



22. [ASK IF 33b WAS ANSWERED] **Question 33b** asks about activities that K-9s engage in, and item e asks about “public enforcement.” What do you think that refers to?
23. Now I’d like you to look at **Question 37**. Item e asks about “predictive policing.” What do you think that refers to?
24. **Question 38** asks about written policies and procedural directives your agency may have.
- a. How did you interpret item b? For instance, were you thinking about only regular assignments? Or did you think about other types of work, such as overtime, special duty, or work performed at another job or secondary employment?
    - i. [ASK IF 38b = YES] When you reported the maximum number of hours allowed, what time period were you thinking of? (E.G., PER DAY, PER WEEK, ETC.)
  - b. What do you think item c, “off-duty conduct,” refers to?
  - c. [ASK IF 38d = YES] Did you answer 38d “yes” because your agency has a deadly force policy, a firearm discharge policy, or both?
  - d. [ASK IF 38d = NO] Can you walk me through your thought process as you answered this question and describe how you chose your answer?
25. **Question 39** asks about checking immigration status.
- a. Does your agency have a policy regarding checking immigration status?
  - b. How would you define the word “regularly” as it is used in this question?
  - c. Did you have any difficulty answering this question? (EXPLAIN)
26. [ASK IF 39 = YES] **Question 41** asks if your officers verify immigration status with the Department of Homeland Security.
- a. (NOTE: THIS PROCESS INCLUDES CALLING THE LAW ENFORCEMENT SUPPORT CENTER (LESC), WHICH IS RUN BY IMMIGRATION AND CUSTOMS ENFORCEMENT, THE LARGEST INVESTIGATIVE AGENCY WITHIN DHS. THE ONLY WAY TO VERIFY IMMIGRATION STATUS IS BY CALLING LESC.)
  - b. Is this something that your officers always approach the same way, meaning, they always do it or they never do it? Or is it something that varies—they might do it in some circumstances and not in others?
  - c. Does your agency ever verify immigration status *without* checking with the Department of Homeland Security? (IF YES, HOW?)
27. [ASK IF 39 = NO] **Question 42** lists several reasons why an agency might not check the immigration status of persons detained.
- a. Are there any additional reasons that you think should be listed in this question?
  - b. In your own words, what do you think item e, “Concerned about the perception of racial profiling,” refers to?
28. **Question 43** asks about Early Intervention Systems.
- a. [ASK IF 43 = NO] I see that you indicated your agency does not have an Early *Intervention* System. Do you have an Early *Warning* System?
  - b. Do you think there is a difference between the meaning of an Early *Intervention* System versus an Early *Warning* System? (EXPLAIN.)
    - i. IF NO: Which term are you most familiar with or which do you use more often?

29. I'm almost finished with my questions. Let's move on to **Question 44**, which asks about formal citizen complaints.
- a. How does your agency define a formal citizen complaint?
  - b. Are there any kinds of complaints that you would not count as a formal citizen complaint, for example complaints to a supervisor in the field? (EXPLAIN.)
  - c. Does your agency track both allegations and complaints?
    - i. IF YES: For a complaint with multiple allegations, would you report it here as a single complaint or multiple complaints?
  - d. How easy or difficult is it for you to access the data needed to answer this question?
  - e. What sources did you use to gather these data?
  - f. The question breaks complaints down by disposition status: sustained, other, and pending.
    - i. Were you able to report all complaints received by the agency? (EXPLAIN.)
    - ii. Do you think any other disposition statuses should be included? (EXPLAIN.)
30. Now think about the survey overall. Did you have difficulty with any aspect of the survey that we have not already discussed?
31. How much of the information needed to answer these questions do you have available? What did you need to get from other people at your agency?
32. How do you feel about the length and time needed to complete the questionnaire?
33. Your feedback on these questions has been very helpful. Before we conclude, do you have any other feedback or suggestions to improve the questionnaire?

Thank you very much for taking the time to provide feedback. We will combine your comments with feedback from other participants into an overall report. That report will help BJS evaluate the questionnaire and determine whether to make any changes.

Is there anything else you would like to talk about today?

Thanks again!

END TIME: \_\_\_\_ \_\_\_\_ : \_\_\_\_ \_\_\_\_ AM / PM