2020 LEMAS OMB Attachments

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34 USC 10132: Bureau of Justice Statistics
Text contains those laws in effect on December 19, 2019
Pending Updates: Pub L. 116-92 (12/20/2019) **[View Details]**

From Title 34-CRIME CONTROL AND LAW ENFORCEMENT
Subtitle I-Comprehensive Acts
CHAPTER 101-JUSTICE SYSTEM IMPROVEMENT
SUBCHAPTER III-BUREAU OF JUSTICE STATISTICS

Jump To:

§10132. Bureau of Justice Statistics

(a) Establishment

There is established within the Department of Justice, under the general authority of the Attorney General, a Bureau of Justice Statistics (hereinafter referred to in this subchapter as "Bureau").

(b) Appointment of Director; experience; authority; restrictions

The Bureau shall be headed by a Director appointed by the President. The Director shall have had experience in statistical programs. The Director shall have final authority for all grants, cooperative agreements, and contracts awarded by the Bureau. The Director shall be responsible for the integrity of data and statistics and shall protect against improper or illegal use or disclosure. The Director shall report to the Attorney General through the Assistant Attorney General. The Director shall not engage in any other employment than that of serving as Director; nor shall the Director hold any office in, or act in any capacity for, any organization, agency, or institution with which the Bureau makes any contract or other arrangement under this Act.

(c) Duties and functions of Bureau

The Bureau is authorized to-

(1) make grants to, or enter into cooperative agreements or contracts with public agencies, institutions of higher education, private organizations, or private individuals for purposes related to this subchapter; grants shall be made subject to continuing compliance with standards for gathering justice statistics set forth in rules and regulations promulgated by the Director;

(2) collect and analyze information concerning criminal victimization, including crimes against the elderly, and civil disputes;

(3) collect and analyze data that will serve as a continuous and comparable national social indication of the prevalence, incidence, rates, extent, distribution, and attributes of crime, juvenile delinquency, civil disputes, and other statistical factors related to crime, civil disputes, and juvenile delinquency, in support of national, State, tribal, and local justice policy and decisionmaking;

(4) collect and analyze statistical information, concerning the operations of the criminal justice system at the Federal, State, tribal, and local levels;

(5) collect and analyze statistical information concerning the prevalence, incidence, rates, extent, distribution, and attributes of crime, and juvenile delinquency, at the Federal, State, tribal, and local levels;

(6) analyze the correlates of crime, civil disputes and juvenile delinquency, by the use of statistical information, about criminal and civil justice systems at the Federal, State, tribal, and local levels, and about the extent, distribution and attributes of crime, and juvenile delinquency, in the Nation and at the Federal, State, tribal, and local levels;

(7) compile, collate, analyze, publish, and disseminate uniform national statistics concerning all aspects of criminal justice and related aspects of civil justice, crime, including crimes against the elderly, juvenile delinquency, criminal offenders, juvenile delinquents, and civil disputes in the various States and in Indian country;

(8) recommend national standards for justice statistics and for insuring the reliability and validity of justice statistics supplied pursuant to this chapter;

(9) maintain liaison with the judicial branches of the Federal Government and State and tribal governments in matters relating to justice statistics, and cooperate with the judicial branch in assuring as much uniformity as feasible in statistical systems of the executive and judicial branches;

(10) provide information to the President, the Congress, the judiciary, State, tribal, and local governments, and the general public on justice statistics;

(11) establish or assist in the establishment of a system to provide State, tribal, and local governments with access to Federal informational resources useful in the planning, implementation, and evaluation of programs under this Act;

(12) conduct or support research relating to methods of gathering or analyzing justice statistics;

(13) provide for the development of justice information systems programs and assistance to the States, Indian tribes, and units of local government relating to collection, analysis, or dissemination of justice statistics;

(14) develop and maintain a data processing capability to support the collection, aggregation, analysis and dissemination of information on the incidence of crime and the operation of the criminal justice system;

(15) collect, analyze and disseminate comprehensive Federal justice transaction statistics (including statistics on issues of Federal justice interest such as public fraud and high technology crime) and to provide technical assistance to and work jointly with other Federal agencies to improve the availability and quality of Federal justice data;

(16) provide for the collection, compilation, analysis, publication and dissemination of information and statistics about the prevalence, incidence, rates, extent, distribution and attributes of drug offenses, drug related offenses and drug dependent offenders and further provide for the establishment of a national clearinghouse to maintain and update a comprehensive and timely data base on all criminal justice aspects of the drug crisis and to disseminate such information;

(17) provide for the collection, analysis, dissemination and publication of statistics on the condition and progress of drug control activities at the Federal, State, tribal, and local levels with particular attention to programs and intervention efforts demonstrated to be of value in the overall national anti-drug strategy and to provide for the establishment of a national clearinghouse for the gathering of data generated by Federal, State, tribal, and local criminal justice agencies on their drug enforcement activities;

(18) provide for the development and enhancement of State, tribal, and local criminal justice information systems, and the standardization of data reporting relating to the collection, analysis or dissemination of data and statistics about drug offenses, drug related offenses, or drug dependent offenders;

(19) provide for improvements in the accuracy, quality, timeliness, immediate accessibility, and integration of State and tribal criminal history and related records, support the development and enhancement of national systems of criminal history and related records including the National Instant Criminal Background Check System, the National Incident-Based Reporting System, and the records of the National Crime Information Center, facilitate State and tribal participation in national records and information systems, and support statistical research for critical analysis of the improvement and utilization of criminal history records;

(20) maintain liaison with State, tribal, and local governments and governments of other nations concerning justice statistics;

(21) cooperate in and participate with national and international organizations in the development of uniform justice statistics;

(22) ensure conformance with security and privacy requirement of section 10231 of this title and identify, analyze, and participate in the development and implementation of privacy, security and information policies which impact on Federal, tribal, and State criminal justice operations and related statistical activities; and

(23) exercise the powers and functions set out in subchapter VII.

(d) Justice statistical collection, analysis, and dissemination

(1) In general

To ensure that all justice statistical collection, analysis, and dissemination is carried out in a coordinated manner, the Director is authorized to-

(A) utilize, with their consent, the services, equipment, records, personnel, information, and facilities of other Federal, State, local, and private agencies and instrumentalities with or without reimbursement therefor, and to enter into agreements with such agencies and instrumentalities for purposes of data collection and analysis;

(B) confer and cooperate with State, municipal, and other local agencies;

(C) request such information, data, and reports from any Federal agency as may be required to carry out the purposes of this chapter;

(D) seek the cooperation of the judicial branch of the Federal Government in gathering data from criminal justice records;

(E) encourage replication, coordination and sharing among justice agencies regarding information systems, information policy, and data; and

(F) confer and cooperate with Federal statistical agencies as needed to carry out the purposes of this subchapter, including by entering into cooperative data sharing agreements in conformity with all laws and regulations applicable to the disclosure and use of data.

(2) Consultation with Indian tribes

The Director, acting jointly with the Assistant Secretary for Indian Affairs (acting through the Office of Justice Services) and the Director of the Federal Bureau of Investigation, shall work with Indian tribes and tribal law enforcement agencies to establish and implement such tribal data collection systems as the Director determines to be necessary to achieve the purposes of this section.

(e) Furnishing of information, data, or reports by Federal agencies

Federal agencies requested to furnish information, data, or reports pursuant to subsection (d)(1)(C) shall provide such information to the Bureau as is required to carry out the purposes of this section.

(f) Consultation with representatives of State, tribal, and local government and judiciary

In recommending standards for gathering justice statistics under this section, the Director shall consult with representatives of State, tribal, and local government, including, where appropriate, representatives of the judiciary.

(g) Reports

Not later than 1 year after July 29, 2010, and annually thereafter, the Director shall submit to Congress a report describing the data collected and analyzed under this section relating to crimes in Indian country.

(Pub. L. 90–351, title I, §302, as added Pub. L. 96–157, §2, Dec. 27, 1979, 93 Stat. 1176 ; amended Pub. L. 98–473, title II, §605(b), Oct. 12, 1984, 98 Stat. 2079 ; Pub. L. 100–690, title VI, §6092(a), Nov. 18, 1988, 102 Stat. 4339 ; Pub. L. 103–322, title XXXIII, §330001(h)(2), Sept. 13, 1994, 108 Stat. 2139 ; Pub. L. 109–162, title XI, §1115(a), Jan. 5, 2006, 119 Stat. 3103 ; Pub. L. 111–211, title II, §251(b), July 29, 2010, 124 Stat. 2297 ; Pub. L. 112–166, §2(h)(1), Aug. 10, 2012, 126 Stat. 1285 .)

References in Text

This Act, referred to in subsecs. (b) and (c)(11), is Pub. L. 90–351, June 19, 1968, 82 Stat. 197 , known as the Omnibus Crime Control and Safe Streets Act of 1968. For complete classification of this Act to the Code, see Short Title of 1968 Act note set out under section 10101 of this title and Tables.

Codification

Section was formerly classified to section 3732 of Title 42, The Public Health and Welfare, prior to editorial reclassification and renumbering as this section.

Prior Provisions

A prior section 302 of Pub. L. 90–351, title I, June 19, 1968, 82 Stat. 200 ; Pub. L. 93–83, §2, Aug. 6, 1973, 87 Stat. 201 ; Pub. L. 94–503, title I, §110, Oct. 15, 1976, 90 Stat. 2412 , related to establishment of State planning agencies to develop comprehensive State plans for grants for law enforcement and criminal justice purposes, prior to the general amendment of this chapter by Pub. L. 96–157.

Amendments

2012-Subsec. (b). Pub. L. 112–166 struck out ", by and with the advice and consent of the Senate" before period at end of first sentence.

2010-Subsec. (c)(3) to (6). Pub. L. 111–211, §251(b)(1)(A), inserted "tribal," after "State," wherever appearing.

Subsec. (c)(7). Pub. L. 111–211, §251(b)(1)(B), inserted "and in Indian country" after "States".

Subsec. (c)(9). Pub. L. 111–211, §251(b)(1)(C), substituted "Federal Government and State and tribal governments" for "Federal and State Governments".

Subsec. (c)(10), (11). Pub. L. 111–211, §251(b)(1)(D), inserted ", tribal," after "State".

Subsec. (c)(13). Pub. L. 111–211, §251(b)(1)(E), inserted ", Indian tribes," after "States".

Subsec. (c)(17). Pub. L. 111–211, §251(b)(1)(F), substituted "activities at the Federal, State, tribal, and local" for "activities at the Federal, State and local" and "generated by Federal, State, tribal, and local" for "generated by Federal, State, and local".

Subsec. (c)(18). Pub. L. 111–211, §251(b)(1)(G), substituted "State, tribal, and local" for "State and local".

Subsec. (c)(19). Pub. L. 111–211, §251(b)(1)(H), inserted "and tribal" after "State" in two places.

Subsec. (c)(20). Pub. L. 111–211, §251(b)(1)(I), inserted ", tribal," after "State".

Subsec. (c)(22). Pub. L. 111–211, §251(b)(1)(J), inserted ", tribal," after "Federal".

Subsec. (d). Pub. L. 111–211, §251(b)(2), designated existing provisions as par. (1), inserted par. (1) heading, substituted "To ensure" for "To insure", redesignated former pars. (1) to (6) as subpars. (A) to (F), respectively, of par. (1), realigned margins, and added par. (2).

Subsec. (e). Pub. L. 111–211, §251(b)(3), substituted "subsection (d)(1)(C)" for "subsection (d)(3)".

Subsec. (f). Pub. L. 111–211, §251(b)(4)(B), inserted ", tribal," after "State".

Pub. L. 111–211, §251(b)(4)(A), which directed insertion of ", tribal," after "State" in heading, was executed editorially but could not be executed in original because heading had been editorially supplied.

Subsec. (g). Pub. L. 111–211, §251(b)(5), added subsec. (g).

2006-Subsec. (b). Pub. L. 109–162, §1115(a)(1), inserted after third sentence "The Director shall be responsible for the integrity of data and statistics and shall protect against improper or illegal use or disclosure."

Subsec. (c)(19). Pub. L. 109–162, §1115(a)(2), amended par. (19) generally. Prior to amendment, par. (19) read as follows: "provide for research and improvements in the accuracy, completeness, and inclusiveness of criminal history record information, information systems, arrest warrant, and stolen

vehicle record information and information systems and support research concerning the accuracy, completeness, and inclusiveness of other criminal justice record information;".

Subsec. (d)(6). Pub. L. 109–162, §1115(a)(3), added par. (6).

1994-Subsec. (c)(19). Pub. L. 103–322 substituted a semicolon for period at end.

1988-Subsec. (c)(16) to (23). Pub. L. 100–690 added pars. (16) to (19) and redesignated former pars. (16) to (19) as (20) to (23), respectively.

1984-Subsec. (b). Pub. L. 98–473, §605(b)(1), inserted provision requiring Director to report to Attorney General through Assistant Attorney General.

Subsec. (c)(13). Pub. L. 98–473, §605(b)(2)(A), (C), added par. (13) and struck out former par. (13) relating to provision of financial and technical assistance to States and units of local government relating to collection, analysis, or dissemination of justice statistics.

Subsec. (c)(14), (15). Pub. L. 98–473, §605(b)(2)(C), added pars. (14) and (15). Former pars. (14) and (15) redesignated (16) and (17), respectively.

Subsec. (c)(16). Pub. L. 98–473, §605(b)(2)(A), (B), redesignated par. (14) as (16) and struck out former par. (16) relating to insuring conformance with security and privacy regulations issued under section 10231 of this title.

Subsec. (c)(17). Pub. L. 98–473, §605(b)(2)(B), redesignated par. (15) as (17). Former par. (17) redesignated (19).

Subsec. (c)(18). Pub. L. 98–473, §605(b)(2)(D), added par. (18).

Subsec. (c)(19). Pub. L. 98–473, §605(b)(2)(B), redesignated former par. (17) as (19).

Subsec. (d)(1). Pub. L. 98–473, §605(b)(3)(A), inserted ", and to enter into agreements with such agencies and instrumentalities for purposes of data collection and analysis".

Subsec. (d)(5). Pub. L. 98–473, §605(b)(3)(B)–(D), added par. (5).

Effective Date of 2012 Amendment

Amendment by Pub. L. 112–166 effective 60 days after Aug. 10, 2012, and applicable to appointments made on and after that effective date, including any nomination pending in the Senate on that date, see section 6(a) of Pub. L. 112–166, set out as a note under section 113 of Title 6, Domestic Security.

Effective Date of 1984 Amendment

Amendment by Pub. L. 98–473 effective Oct. 12, 1984, see section 609AA(a) of Pub. L. 98–473, set out as an Effective Date note under section 10101 of this title.

Construction of 2010 Amendment

Pub. L. 111–211, title II, §251(c), July 29, 2010, 124 Stat. 2298 , provided that: "Nothing in this section [amending this section and section 41507 of this title] or any amendment made by this section-

"(1) allows the grant to be made to, or used by, an entity for law enforcement activities that the entity lacks jurisdiction to perform; or

"(2) has any effect other than to authorize, award, or deny a grant of funds to a federally recognized Indian tribe for the purposes described in the relevant grant program."

[For definition of "Indian tribe" as used in section 251(c) of Pub. L. 111–211, set out above, see section 203(a) of Pub. L. 111–211, set out as a note under section 2801 of Title 25, Indians.]

Data Collection

Pub. L. 115–391, title VI, §610, Dec. 21, 2018, 132 Stat. 5245 , provided that:

"(a) National Prisoner Statistics Program.-Beginning not later than 1 year after the date of enactment of this Act [Dec. 21, 2018], and annually thereafter, pursuant to the authority under section 302 of the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. 3732) [now 34 U.S.C. 10132], the Director of the Bureau of Justice Statistics, with information that shall be provided by the Director of the Bureau of Prisons, shall include in the National Prisoner Statistics Program the following:

"(1) The number of prisoners (as such term is defined in section 3635 of title 18, United States Code, as added by section 101(a) of this Act) who are veterans of the Armed Forces of the United States.

"(2) The number of prisoners who have been placed in solitary confinement at any time during the previous year.

"(3) The number of female prisoners known by the Bureau of Prisons to be pregnant, as well as the outcomes of such pregnancies, including information on pregnancies that result in live birth, stillbirth, miscarriage, abortion, ectopic pregnancy, maternal death, neonatal death, and preterm birth.

"(4) The number of prisoners who volunteered to participate in a substance abuse treatment program, and the number of prisoners who have participated in such a program.

"(5) The number of prisoners provided medication-assisted treatment with medication approved by the Food and Drug Administration while in custody in order to treat substance use disorder.

"(6) The number of prisoners who were receiving medication-assisted treatment with medication approved by the Food and Drug Administration prior to the commencement of their term of imprisonment.

"(7) The number of prisoners who are the parent or guardian of a minor child.

"(8) The number of prisoners who are single, married, or otherwise in a committed relationship.

"(9) The number of prisoners who have not achieved a GED, high school diploma, or equivalent prior to entering prison.

"(10) The number of prisoners who, during the previous year, received their GED or other equivalent certificate while incarcerated.

"(11) The numbers of prisoners for whom English is a second language.

"(12) The number of incidents, during the previous year, in which restraints were used on a female prisoner during pregnancy, labor, or postpartum recovery, as well as information relating to the type of restraints used, and the circumstances under which each incident occurred.

"(13) The vacancy rate for medical and healthcare staff positions, and average length of such a vacancy.

"(14) The number of facilities that operated, at any time during the previous year, without at least 1 clinical nurse, certified paramedic, or licensed physician on site.

"(15) The number of facilities that during the previous year were accredited by the American Correctional Association.

"(16) The number and type of recidivism reduction partnerships described in section 3621(h)(5) of title 18, United States Code, as added by section 102(a) of this Act, entered into by each facility.

"(17) The number of facilities with remote learning capabilities.

"(18) The number of facilities that offer prisoners video conferencing.

"(19) Any changes in costs related to legal phone calls and visits following implementation of section 3632(d)(1) of title 18, United States Code, as added by section 101(a) of this Act.

"(20) The number of aliens in prison during the previous year.

"(21) For each Bureau of Prisons facility, the total number of violations that resulted in reductions in rewards, incentives, or time credits, the number of such violations for each category of violation, and the demographic breakdown of the prisoners who have received such reductions.

"(22) The number of assaults on Bureau of Prisons staff by prisoners and the number of criminal prosecutions of prisoners for assaulting Bureau of Prisons staff.

"(23) The capacity of each recidivism reduction program and productive activity to accommodate eligible inmates at each Bureau of Prisons facility.

"(24) The number of volunteers who were certified to volunteer in a Bureau of Prisons facility, broken down by level (level I and level II), and by each Bureau of Prisons facility.

"(25) The number of prisoners enrolled in recidivism reduction programs and productive activities at each Bureau of Prisons facility, broken down by risk level and by program, and the number of those enrolled prisoners who successfully completed each program.

"(26) The breakdown of prisoners classified at each risk level by demographic characteristics, including age, sex, race, and the length of the sentence imposed.

"(b) Report to Judiciary Committees.-Beginning not later than 1 year after the date of enactment of this Act [Dec. 21, 2018], and annually thereafter for a period of 7 years, the Director of the Bureau of Justice Statistics shall submit a report containing the information described in paragraphs (1) through (26) of subsection (a) to the Committee on the Judiciary of the Senate and the Committee on the Judiciary of the House of Representatives."

Inclusion of Honor Violence in National Crime Victimization Survey

Pub. L. 113–235, div. B, title II, Dec. 16, 2014, 128 Stat. 2191 , provided in part: "That beginning not later than 2 years after the date of enactment of this Act [div. B of Pub. L. 113–235, Dec. 16, 2014], as part of each National Crime Victimization Survey, the Attorney General shall include statistics relating to honor violence".

Study of Crimes Against Seniors

Pub. L. 106–534, §5, Nov. 22, 2000, 114 Stat. 2557 , provided that:

"(a) In General.-The Attorney General shall conduct a study relating to crimes against seniors, in order to assist in developing new strategies to prevent and otherwise reduce the incidence of those crimes.

"(b) Issues Addressed.-The study conducted under this section shall include an analysis of-

"(1) the nature and type of crimes perpetrated against seniors, with special focus on-

"(A) the most common types of crimes that affect seniors;

"(B) the nature and extent of telemarketing, sweepstakes, and repair fraud against seniors; and

"(C) the nature and extent of financial and material fraud targeted at seniors;

"(2) the risk factors associated with seniors who have been victimized;

"(3) the manner in which the Federal and State criminal justice systems respond to crimes against seniors;

"(4) the feasibility of States establishing and maintaining a centralized computer database on the incidence of crimes against seniors that will promote the uniform identification and reporting of such crimes;

"(5) the effectiveness of damage awards in court actions and other means by which seniors receive reimbursement and other damages after fraud has been established; and

"(6) other effective ways to prevent or reduce the occurrence of crimes against seniors."

Inclusion of Seniors in National Crime Victimization Survey

Pub. L. 106–534, §6, Nov. 22, 2000, 114 Stat. 2557 , provided that: "Beginning not later than 2 years after the date of enactment of this Act [Nov. 22, 2000], as part of each National Crime Victimization Survey, the Attorney General shall include statistics relating to-

"(1) crimes targeting or disproportionately affecting seniors;

"(2) crime risk factors for seniors, including the times and locations at which crimes victimizing seniors are most likely to occur; and

"(3) specific characteristics of the victims of crimes who are seniors, including age, gender, race or ethnicity, and socioeconomic status."

Crime Victims With Disabilities Awareness

Pub. L. 105–301, Oct. 27, 1998, 112 Stat. 2838 , as amended by Pub. L. 106–402, title IV, §401(b)(10), Oct. 30, 2000, 114 Stat. 1739 , provided that:

"SECTION 1. SHORT TITLE.

"This Act may be cited as the 'Crime Victims With Disabilities Awareness Act'.

"SEC. 2. FINDINGS; PURPOSES.

"(a) Findings.-Congress finds that-

"(1) although research conducted abroad demonstrates that individuals with developmental disabilities are at a 4 to 10 times higher risk of becoming crime victims than those without disabilities, there have been no significant studies on this subject conducted in the United States;

"(2) in fact, the National Crime Victim's Survey, conducted annually by the Bureau of Justice Statistics of the Department of Justice, does not specifically collect data relating to crimes against individuals with developmental disabilities;

"(3) studies in Canada, Australia, and Great Britain consistently show that victims with developmental disabilities suffer repeated victimization because so few of the crimes against them are reported, and even when they are, there is sometimes a reluctance by police, prosecutors, and judges to rely on the testimony of a disabled individual, making individuals with developmental disabilities a target for criminal predators;

"(4) research in the United States needs to be done to-

"(A) understand the nature and extent of crimes against individuals with developmental disabilities;

"(B) describe the manner in which the justice system responds to crimes against individuals with developmental disabilities; and

"(C) identify programs, policies, or laws that hold promises for making the justice system more responsive to crimes against individuals with developmental disabilities; and

"(5) the National Academy of Science Committee on Law and Justice of the National Research Council is a premier research institution with unique experience in developing seminal, multidisciplinary studies to establish a strong research base from which to make public policy.

"(b) Purposes.-The purposes of this Act are-

"(1) to increase public awareness of the plight of victims of crime who are individuals with developmental disabilities;

"(2) to collect data to measure the extent of the problem of crimes against individuals with developmental disabilities; and

"(3) to develop a basis to find new strategies to address the safety and justice needs of victims of crime who are individuals with developmental disabilities.

"SEC. 3. DEFINITION OF DEVELOPMENTAL DISABILITY.

"In this Act, the term 'developmental disability' has the meaning given the term in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 [42 U.S.C. 15002].

"SEC. 4. STUDY.

"(a) IN GENERAL.-The Attorney General shall conduct a study to increase knowledge and information about crimes against individuals with developmental disabilities that will be useful in developing new strategies to reduce the incidence of crimes against those individuals.

"(b) ISSUES ADDRESSED.-The study conducted under this section shall address such issues as-

"(1) the nature and extent of crimes against individuals with developmental disabilities;

"(2) the risk factors associated with victimization of individuals with developmental disabilities;

"(3) the manner in which the justice system responds to crimes against individuals with developmental disabilities; and

"(4) the means by which States may establish and maintain a centralized computer database on the incidence of crimes against individuals with disabilities within a State.

"(c) NATIONAL ACADEMY OF SCIENCES.-In carrying out this section, the Attorney General shall consider contracting with the Committee on Law and Justice of the National Research Council of the National Academy of Sciences to provide research for the study conducted under this section.

"(d) REPORT.-Not later than 18 months after the date of enactment of this Act [Oct. 27, 1998], the Attorney General shall submit to the Committees on the Judiciary of the Senate and the House of Representatives a report describing the results of the study conducted under this section.

"SEC. 5. NATIONAL CRIME VICTIM'S SURVEY.

"Not later than 2 years after the date of enactment of this Act, as part of each National Crime Victim's Survey, the Attorney General shall include statistics relating to-

"(1) the nature of crimes against individuals with developmental disabilities; and

"(2) the specific characteristics of the victims of those crimes."

2020 LEMAS Survey Items and Trends

2016 Item	Section I: Descriptive Information	Trend*	Justification for New Item/Expanded Options or Reason for Removal	Change to Item in 2020 Survey
1	Enter the number of AUTHORIZED full-time paid agency positions and ACTUAL full-time and part-time paid agency employees as of June 30, 2016.	Y		2020 LEMAS does not ask about authorized full-time paid positions but does ask about full-time sworn officer vacancies (Q2). Local department version does not ask about officers with limited arrest powers. Sheriff version groups limited and no arrest powers together.
N/A	Enter the number of full-time sworn officer vacancies for the pay period that included June 30, 2019	N	This question was added to better inform policymakers' need for more information about staffing needs and shortfalls	
2	Of the total number of FULL-TIME SWORN personnel with general arrest powers (as entered in 1.a, column 2), enter the number of each of the following: responding to calls for service, community policing, school resource officers	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
3	As of June 30, 2016, how many RESERVE or AUXILIARY OFFICERS did your agency have?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
4	Enter the number of your FULL-TIME SWORN and NON-SWORN personnel according to their PRIMARY job responsibility.	P		Changes to some response options. 2016 response options split across 2020 survey versions. "Dispatchers only" is added as a sub-response option to the "Support" response option (previously "Technical support"). Personnel with court functions removed from municipal police version, only included in Sheriff version. May impact trend ability for some response categories.
5	Enter your agency's total operating budget for the fiscal year that included June 30, 2016.	Y		Now Q9A in 2020 LEMAS
6	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, 2016.	Y		Now Q10 in Local 2020 LEMAS and Q11 in Sheriff 2020 LEMAS
	Did your agency's total operating budget for the fiscal year that included June 30, 2019 include a line item for community policing activities?	N	Added to address growing need for information on community policing implementation	New item for 2020 LEMAS

Item	Section II: Personnel	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
7a	Indicate your agency's minimum education requirement which new officer recruits must have at hiring or within two years of hiring.	Y		Q14a in Local and Q17a in Sheriff. Limited to SWORN recruits
7b	Does your agency consider MILITARY SERVICE as an exemption to this minimum education requirement?	Y		Q14b in Local and Q17b in Sheriff. Limited to SWORN recruits
8	Does your agency require a new officer recruit to be a U.S. citizen before hire?	N	Question removed to reduce burden	Not asked in 2020 LEMAS
9	How many total hours of ACADEMY training and FIELD training (e.g., with FTO) are required of your agency's new officer recruits?	Y	Question was disaggregated by mandated and additional training hours because agencies can add significant additional training beyond minimum requirements	Q16 in 2020 and Q19 in 2020 Sheriff. 2020 LEMAS break down responses by state mandated hours and additional training hours and include a total hours of training row

2020 LEMAS Survey Items and Trends

10	On average, how many hours of IN-SERVICE training are required annually for your agency's NON-PROBATIONARY field/patrol officers?	Y		Q17 in 2020 Local and Q20 in 2020 Sheriff . 2020 LEMAS break down responses by state mandated hours and additional training hours and include a total hours of training row. Change in language from NON-PROBATIONARY to FULL-TIME SWORN
11	Which of the following screening techniques are used by your agency in selecting new officer recruits?	Y	Two additional response categories were added to better capture the activities agencies undertake to screen candidates	Q15 in 2020 Local and Q18 in 2020 Sheriff. Some different response options from 2016 to 2020
12	Enter the number of FULL-TIME agency personnel who were bilingual as of June 30,2016.	Y		Q7 in 2020 LEMAS
13	Enter the number of FULL-TIME SWORN personnel who were HIRED or SEPARATED during the fiscal year including June 30,2016 by RACE and SEX.	N	Item added in 2016 to address Task Force recommendation 2.5.1	Question has been modified for 2020 LEMAS. Officer separations are disaggregated by reason for separation and officer hiring disaggregated by type of hire
N/A	On average, how many total weeks does it take to hire an entry-level SWORN officer?	N		
N/A	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?	N		
N/A	Did your agency offer any of the following incentives for entry-level SWORN officer hires during the fiscal year including June 30, 2019?	N		
N/A	Which of the following best describes your agency's exit interview policy used to assess officers' reasons for departure?	N		
N/A	Enter the salary schedule for the following FULL-TIME SWORN positions as of June 30, 2019.	N		
N/A	Did your agency authorize or provide any of the following special pay for SWORN officers during the fiscal year including June 30, 2019?	N		
N/A	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?	N		
N/A	What is the standard shift length for SWORN PATROL/ROAD officers in your agency?	N		
14	Enter the number of FULL-TIME SWORN personnel by RACE and SEX for the pay period that included June 30,2016.	Y		Q4 in 2020 LEMAS
15	Enter the SEX and RACE of the chief executive (i.e. Chief of Police, Sheriff, Commissioner) for your agency as of June 30, 2016.	P	Race added in 2016 LEMAS to address Task Force recommendation 2.5.1	Sex can be trended with 2012 LEMAS; Q5 in 2020 LEMAS
16	Enter the number of FULL-TIME SWORN personnel by RACE and SEX who held the following SUPERVISORY for the pay period that included June 30, 2016.	N	Question added in 2016 to address Task Force recommendation 2.5.1	Q6 in 2020 LEMAS
17	Is collective bargaining authorized for your agency's employees?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS

Trend: Y-Yes, N-No, P-Partial

2020 LEMAS Survey Items and Trends

Item	Section III: Operations	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
18	Enter the total number of calls for service (i.e., 911 calls, non-emergence calls, alarm or other source) received and dispatched by your agency during the fiscal year including June 30, 2016.	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
19	During the fiscal year including June 30, 2016, did your agency use the following types of patrol?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS

Item	Section IV: Community Policing	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
20	As of June 30, 2016, did your agency's mission statement include a community policing component?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
21	During the fiscal period including June 30, 2016, which of the following did your agency do?	Y	Additional agency engagement strategies were added to better describe community policing actions.	Q13 in 2020 Local and Q16 in 2020 Sheriff. Additional response options in 2020 LEMAS
22	During the 12-month period ending July 31, 2016, what proportion of agency personnel received at least eight hours of community policing training (problem solving, SARA, community partnerships, etc.)?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
23	As of June 30, 2016, how many FULL-TIME SWORN personnel with primary responsibility for patrol duties (reported in 4.b.1, column 1) were encouraged to engage in SARA-type problem solving projects?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
24	As of June 30, 2016, how many FULL-TIME SWORN personnel with primary responsibility for patrol duties (reported in 4.b.1, column 1) were assigned to specific geographic areas/beats?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
25	During the fiscal year including June 30, 2016, did your agency have a problem-solving partnership or written agreement with any of the following?	Y	Response categories for partnerships with universities, federal law enforcement agencies, law enforcement associations, and victim services providers were included to better understand the use of partnerships	Q11 in 2020 Local and Q14 in 2020 Sheriff. Additional response options in 2020 LEMAS
26	During the fiscal year including June 30, 2016, did your agency conduct or sponsor a formal survey of local residents on crime experiences, fear or crime, OR satisfaction with police?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
27	During the fiscal year including June 30, 2016, did your agency use information from a survey of citizens for any of the following?	P		Similar question asked in 2020 LEMAS but worded differently with different response options. Q12 in Local and Q15 in Sheriff. Changes may impact ability to trend.

Item	Section V: Equipment	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
28	Does your agency supply or give a cash allowance to its FULL-TIME SWORN personnel to purchase the following?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
29	Which types of sidearms are authorized for use by your agency's FULL-TIME SWORN personnel?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS

2020 LEMAS Survey Items and Trends

30	Which types of secondary firearms does your agency issue to FULL-TIME SWORN personnel or authorize for use?	P		Change in response category may impact trending. Q28 in 2020 Local and Q31 in 2020 Sheriff. Change in response category may impact trending. Q30 and 31 from the 2016 LEMAS were combined in the 2020 LEMAS and both refer to weapon AUTHORIZATION not issuance. 2020 item separates responses by on-duty and off-duty instead of all sworn and some sworn as in 2016 LEMAS.
31	As of June 30, 2016, which of the following types of WEAPONS or ACTIONS were authorized for use by your agency's FULL-TIME SWORN personnel?	P		Q28 in 2020 Local and Q31 in 2020 Sheriff. Q30 and 31 from the 2016 LEMAS were combined in the 2020 LEMAS and both now refer to weapon authorization not issuance. 2020 LEMAS item separates responses by on-duty and off-duty instead of all sworn and some sworn as in 2016 LEMAS.
32	As of June 30, 2016, does your agency require written documentation when the following types of WEAPONS or ACTIONS are used?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
33	Does your agency REQUIRE uniformed field/patrol officers to wear protective body armor while in the field?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
34	Does your agency REQUIRE uniformed field/patrol officers to wear their seat belt while driving or riding in an agency vehicle?	N	Question removed to reduce burden	Not asked in 2020 LEMAS
35	Enter the total number of motorized vehicles operated by your agency as of June 30, 2016.	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
36	During the fiscal period including June 30, 2016, how many of the following types of video cameras were operated by your agency on a REGULAR basis?	Y		Q29 in 2020 Local and Q32 in 2020 Sheriff
N/A	As of June 30, 2019, how many handlers and K-9s did your agency employ?	N		
N/A	What types of activities did your K-9s engage in?	N		2020 LEMAS explores specific activities conducted by K-9 units

Trend: Y-Yes, N-No, P-Partial

2020 LEMAS Survey Items and Trends

Item	Section VI: Technology	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
37	During the fiscal year including June 30, 2016, did your agency maintain a website for any of the following?	P		2016 LEMAS had additional questions capturing content available online. 2020 LEMAS shortened to yes/no question. Q31 in Local and Q34 in Sheriff.
38	During the fiscal year including June 30, 2016, did your agency use any of following social media to communicate with the public?	Y		Shortened to binary website question in 2020 LEMAS. Q32 in Local and Q35 in Sheriff
39	As of June 30, 2016, did your agency use computers for any of the following functions?	P		Different response options and question references "data" not "computers". Now Q34 in the Local and Q37 in the Sheriff
40	As of June 30, 2016, what was the PRIMARY method for transmitting criminal incident reports from the field to your agency's record management system?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
41	During the fiscal year including June 30, 2016, did your agency use any of the following technologies on a REGULAR basis?	Y	Responses added for computer aided dispatch, records management systems, and geographic information systems to better capture technology use	Q33 in the Local and Q36 in the Sheriff
42	As of June 30, 2016, did your agency's field/patrol officers have direct access to the following types of information using in-field vehicle-mounted or mobile computers?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
43	As of June 30, 2016, did your agency have an operational computer-based personnel performance monitoring/assessment system (e.g., Early Warning or Early Intervention System) for monitoring or responding to problematic officer behavior?	Y		Q40 in 2020 Local. Still Q43 in Sheriff
44	As of June 30, 2016, did your agency maintain its own computerized files with any of the following information?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS

Item	Section VII: Policies and Procedures	Trend	Justification for New Item/Expanded Options	Change to Item in 2020 Survey
45	Which of the following best describes your agency's written policy for pursuit driving?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
46	Does your agency have a written policy or procedural directives on the following?	P	Additional policies added to assess Task Force recommendation 2.7.1 and 2.13	Q35 in 2020 Local and Q38 in 2020 Sheriff. 2016 and 2020 LEMAS have different response options; the 2020 LEMAS collect maximum work hours allowed.
47	As of June 30, 2016, does your agency require an external investigation in the following situations?	P	Added to address Task Force recommendation 2.2.2	Q43 in the 2020 Local and Q46 in the 2020 Sheriff
48	Is there a civilian complaint review board/agency in your jurisdiction that reviews complaints against officers in your agency?	Y		Q42 in 2020 Local and Q45 in 2020 Sheriff
49	Does the civilian review board/agency have independent investigative authority with subpoena powers?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
50	Does your agency have a written policy requiring that civilian complaints about USE OF FORCE receive separate investigation outside the chain of command where the accused officer is assigned?	Y	Question removed to reduce burden	Not asked in 2020 LEMAS
N/A	As of June 30, 2019, do your FULL-TIME SWORN officers regularly check the immigration status of persons detained?	N		

2020 LEMAS Survey Items and Trends

N/A	Under what circumstances do your FULL-TIME SWORN officers regularly check immigration status?	N		
N/A	Do your FULL-TIME SWORN officers verify immigration status with the Department of Homeland Security?	N		
N/A	What are the reasons your FULL-TIME SWORN officers do not regularly check immigration status of persons detained?	N		
N/A	As of June 30, 2019, does your agency have an operational computerized Early Intervention System for monitoring or responding to problematic officer behavior?	N	Early intervention systems are becoming an increasingly important component of managing officer behavior and reducing agency risk	
Item	**Section VIII: Special Problems/Tasks**	**Trend**	**Justification for New Item/Expanded Options**	**Change to Item in 2020 Survey**
51	As of June 30, 2016, how did your agency address the following problems/tasks?	P	Additional problems and tasks were added to explore agency response to emerging issues. This includes approaches towards accreditation, homelessness and mental health, opioids, and sexual assault response	Q8 in 2020 LEMAS. 2016 and 2020 LEMAS have some different response options. May impact ability to trend.

Trend: Y-Yes, N-No, P-Partial

Attachment 3: LEMAS Publications

Authors	Year	Title	Publication Title	Publisher	Volume	Issue no.	Start page	End page	Peer Reviewed
Jurek, Alicia L.; King, William R.	2020	Structural responses to gendered social problems: Police agency adaptations to human trafficking	Police Quarterly	Sage Journals	23	1	25	54	1
Mughan, Sian; Li, Danyao; Nicholson-Crotty, Sean	2020	When law enforcement pays: Costs and benefits for elected versus appointed administrators engaged in asset forfeiture.	American Review of Public Administration	Sage Journals					1
Paez, Rocio A.; Dierenfeldt, Rick	2020	Community policing and youth offending: a comparison of large and small jurisdictions in the United States	International Journal of Adolescence and Youth	Taylor & Francis Online	25	1	140	153	1
Aiello, Michael F.	2019	Influential Women? Policing Styles in Online Recruitment Materials.	Police Quarterly	Sage Journals	23	1	3	24	1
Balestrieri, Blythe A.B.	2019	Law enforcment activities in Virginia's primary and non-primary sheriff's offices: Final report.		Virginia Commonwealth University					0
Boss, Daniel	2019	Police Education: An Analysis of the Effects of Educational Requirements for Police Officers On Citizen Complaints.		Youngstown State University					0
Breslin, Rachel A.	2019	Police response to intimate partner violence and victim willingness to report: Representative bureaucracy through an intersectional lens		George Mason University					0
Brooks, Connor	2019	Sheriffs' Offices, 2016: Personnel		U.S. Department of Justice		NCJ 252834			0
Burkhardt, Brett C.; Baker, Keith	2019	Agency correlates of police militarization: The case of MRAPs	Police Quarterly	Sage Journals	22	2	161	191	1
Carter, Jeremy G.; Fox, Bryanna	2019	Community policing and intelligence-led policing: An examination of convergent or discriminant validity	Policing: An international journal	Emerald Insight	42	1	43	58	1
Chand, Daniel E.	2019	Is it population or personnel? The effects of diversity on immigration policy implementation by sheriff offices.	Public Performance & Management Review	Taylor & Francis Online					1
Collingwood, Loren; O'Brien, Benjamin G.	2019	Sactuary cities: The politics of refuge		Oxford University Press					0
Deller, Camille; Deller, Steven C.	2019	Women in Law Enforcement and Police Use of Deadly Force	Women & Criminal Justice	Taylor & Francis Online	29	3	163	180	1
Dierenfeldt, Rick; Shadwick, Joshua T.; Kwak, Hyounggon	2019	Examining gender- and drug-specific arrest counts: A partial test of Agnew's general strain theory	Deviant Behavior	Taylor & Francis Online					1
Fridel, Emma E.; Sheppard, Keller G.; Zimmernman, Gregory M.	2019	Integrating the literature on police use of deadly force and police lethal victimization: How does place impact fatal police-citizen encounters	Journal of Quantitative Criminology	Springer					1
Harvey, Anne; Mattia, Taylor;	2019	Reducing racial disparities in crime victimization							0
Hu, Xiaochen; Lovrich, Nicholas P.	2019	Social media and the police: A study of organizational characteristics associated with the use of social media	Policing: An international journal	Emerald Insight	42	4	654	670	1
Hunt, Priscillia E;, Saunders, Jessica; Kilmer, Beau	2019	Estimates of law enforcement costs by crime type for benefit-cost analyses	Journal of benefit-cost analysis	Cambridge University Press	10	1	95	123	1
Hyland, Shelley S.; Davis, Elizabeth	2019	Local police departments, 2016; Personnel		U.S. Department of Justice		NCJ 252835			0
Johnson, Odis; St. Vil, Christopher; Gilbert, Keon L.; Goodman, Melody; Johnson, Cassandra A.	2019	How neighborhoods matter in fatal interactions between police and men of color	Social Science & Medicine	Elsevier	220		226	235	1
Kang, Seong, C.	2019	Volunteer Involvement and Organizational Performance: The Use of Volunteer Officers in Public Safety.	Public Performance & Management Review	Taylor & Francis Online	42	3	554	579	1
Kelly, Brian	2019	Fighting crime or raising revenue? Testing opposing views of forfeiture		Institute for Justice					0
Kennedy, Logan P.	2019	Policing Protests: An Exploratory Analysis of Crowd Management		University of Nevada					0
Kingshott, Brian F.; Meesig, Robert T.	2019	Does community policing help to solve crime? A look at its relationships with crime clearance rates	Journal of Applied Security Research	Taylor & Francis Online	14	1	3	31	1
Lawson, Edward E.	2019	Causes and Consequences of Police Militarization		University of South Carolina					0
Lum, Cynthia; Koper, Christopher S.; Willis, James; Happeny, Stephen; Vovak, Heather; Nichols, Jordan	2019	The rapid diffusion of license plate readers in US law enforcement agencies	Policing: An international journal	Emerald Insight					1
Malega, Ron; Garner, Joel H.	2019	Sworn volunteers in American policing, 1999 to 2013	Police Quarterly	Sage Journals	22	1	56	81	1
Marier, Christopher, J.; Moule, Richard K.	2019	Feeling blue: Officer perceptions of public antipathy predict police occupational norms	American Journal of Criminal Justice	Springer	44	5	836	857	1
McCarty, William P.; Aldirawi, Hani; Dewald, Stacy; Palacios, Mariana	2019	Burnout in blue: An analysis of the extent and primary predictors of burnout among law enforcement officers in the United States	Police Quarterly	Sage Journals	22	3	278	304	1
Miller, Amalia R.; Segal, C.	2019	Do female officers improve law enforcement quality? Effects on crime reporting and domestic violence	The Review of Economic Studies	Oxford Academic	86	5	2220	2247	1
Nicholson-Crotty, Jill; Nicholson-Crotty, Sean; Li, Danyao	2019	Recruit screening, representation, and the moral hazard problem in policing.	Public Performance & Management Review	Taylor & Francis Online	42	2	483	503	1
Nowacki, Jeffrey S.; Spencer, Tyrell	2019	Police discretion, organizational characteristics, and traffic stops: An analysis of racial disparity in illinois	International Journal of Police Science and Management	Sage Journals	21	1	4	16	1
Nowacki, Jeffrey; Willits, Dale	2019	An organizational approach to understanding police response to cybercrime	Policing: An international journal	Emerald Insight					1
Posser, Chad B.	2019	Intelligence-Led Policing: Linking Local and State Policies to Establish a Common Definition		University of Mississippi					0
Pryor, Cori; Boman, John H.; Mowen, Thomas J.; McCamman, Michael	2019	A national study of sustained use of force complaints in law enforcement agencies	Journal of Criminal Justice	Elsevier	64		23	33	1

Attachment 3: LEMAS Publications

Ramchand, Rajeev; Saunders, Jessica; Osilla, Karen; Ebener, Patricia; Kotzias, Virginia; Thornton, Elizabeth; Strang, Lucy; Cahill, Meagan	2019	Suicide prevention in U.S. law enforcement agencies: A national survey of current practices.	Journal of Police and Criminal Psychology.	Springer	34	1	55	66	1
Richardson, Nicholas J.	2019	To Arrest (Or Not): An Examination of Race and Sexual Orientation on the Likelihood of Arrest in Domestic Violence Encounters		North Carolina State University					0
Saunders, Jessica; Kotzias, Virginia; Ramchand, Rajeev	2019	Contemporary police stress: The impact of the evolving socio-political context	Criminology, Criminal Justice, Law and Society		20	1	35	52	1
Scherer, Jacqueline A.	2019	Identifying Effective Strategies for Robbery Investigations: An Examination of Organizational Factors, Investigative Processes and Detective Characteristics.		George Mason University					0
Schuck, Amie M.; Rabe-Hemp, Cara	2019	Inequalities regimes in policing: Examining the connection between social exclusion and order maintenance strategies	Race and Justice	Sage Journals	9	3	228	250	1
Scott, Thomas L.; Wellford, Charles; Lum, Cynthia; Vovak, Heather	2019	Variability of crime clearance among police agencies	Police Quarterly	Sage Journals	22	1	82	111	1
Shjarback, John A.; Todak, Natalie	2019	The prevalence of female representation in supervisory and management positions in American law enforcement: An examination of organizational correlates	Women & Criminal Justice	Taylor & Francis Online	29	3	129	147	1
Simpson, Rylan; Hipp, John R.	2019	A typological approach to studying policing	Policing and Society	Taylor & Francis Online	29	6	706	726	1
Singla, Akheil; Kirschner, Charlotte; Stone, Samuel B.	2019	Race, representation, and revenue: Reliance on fines and forfeitures in city governments	Urban Affairs Review	Sage Journals					1
Worrall, John L.	2019	Investigative resources and crime clearances: A group-based trajectory approach.	Criminal Justice Policy Review	Sage Journals	30	2	155	175	1
Aiello, Michael F.	2018	Policing through social networking: Testing the linkage between digital and physical police practices	The Police Journal: Theory, Practice and Principles	Sage Journals	91	1	89	101	1
Baumgartner, Frank R.; Christiani, Leah; Epp, Derek; Roach, Kevin; Shoub, Kelsey	2018	Policing the powerless: How Black political power reduces racial disparities in traffic stops outcomes							0
Bond, Brenda J.; Gabriele, Kathryn R.	2018	Research and planning units: An innovation instrument in the 21st century police organization	Criminal Justice Policy Review	Sage Journals	29	1	67	88	1
Boustead, Anne E.	2018	Small Towns, Big Companies: How Surveillance Intermediaries Affect Small and Midsize Law Enforcement Agencies	A Hoover Institution Essay	Hoover Institution					0
Chalfin, Aaron; McCrary, Justin	2018	Are U.S. cities underpoliced? Theory and evidence	Review of Economics and Statistics	Harvard Kennedy School	100	1	167	186	1
Clifton, Stacey; Torres, Jose; Hawdon, James	2018	Whatever gets you through the night: Officer coping strategies after the high-profile line of duty deaths in Dallas and Baton Rouge	American Journal of Criminal Justice	Springer	34	3	831	852	1
Corsaro, Nicholas; Wilson, Jeremy M.	2018	The effects of police contracting on crime: An examination of Compton, California	Journal of Experimental Criminology	Springer	14	1	59	81	1
Desai, Vinit M.	2018	Collaborative stakeholder engagement: An integration between theories of organizational legitimacy and learning	Academy of Management Journal	Academy of Management	61	1	220	244	1
Diehr, Aaron J.; McDaniel, Justin T.	2018	Lack of community-oriented policing practices partially mediates the relationship between racial residential segregation and 'black-on-black' homicide rates	Preventative Medicine	Elsevier	112		179	184	1
Dinsmore, Ellen	2018	Blurring the thin blue line: The rise of the military model in U.S. policing		University of Wisconsin					0
Dirlam, Jonathan	2018	Cycle of Violence: Interconnections Between Justifiable Homicides by the Police and Citizens and the Killing of Police Officers		Ohio State University					0
Dole, Jenna L.	2018	A multi-level study of clearance: The role of gender		University of New Mexico					0
Edel, Sara F.	2018	'Representative Bureaucracy' in Police Hiring Practices: A Case Study of a Diverse Police Agency		University of North Dakota					0
Gaines, Dustin C.	2018	The correlates of specialized police gang units		Sam Houston State University					0
Garner, Joel H.; Hickman, Matthew J.; Malega, Ronald W.; Maxwell, Christopher D.	2018	Progress toward national estimates of police use of force	PloS one	PubMed Central (PMC)	13	2			1
Giblin, Matthew J.; Nowacki, Jeffrey S.	2018	Organizational decline and fiscal distress in municipal police agencies	Police Quarterly	Sage Journals	21	2	171	195	1
Grant, Jordan A.; Henning, Kris R.	2018	Public Access to Crime Maps from Police Agencies: Frequency, Agency Characteristics, and Maps Used	Student Research Symposium	Portland State University					0
Headley, Andrea M.	2018	Understanding the Organizational Factors That Impact Police-Community Relations		Florida International University					0
Hendrix, Josh A.; Taniguchi, Travis A.; Strom, Kevin J.; Barrick, Kelle; Johnson, Nicole J.	2018	he eyes of law enforcement in the new panopticon: Police-community racial asymmetry and the use of surveillance technology.	Surveillance & Society	Surveillance Studies Network	16	1	53	68	1
Holcomb, Jefferson E.; Williams, Marian R.; Hicks, William D.; Kovandzic, Tomislav V.; Meitl, Michele B.	2018	Civil asset forfeiture laws and equitable sharing activity by the police.	Criminology & Public Policy	Wiley Online Library	17	1	101	127	1
Huff, Jessica; White, Michael, D.; Decker, Scott H.	2018	Organizational correlates of police deviance: A statewide analysis of misconduct in Arizona, 2000-2011	Policing: An Internation Journal	Emerald Insight	41	4	465	481	1
Hyland, Shelley	2018	Full-Time Employees in Law Enforcement Agencies, 1997-2016.		U.S. Department of Justice		NCJ 251762			0
Kenyon, Matthew D.	2018	Correlates of procedural justice in American law enforcement		George Mason University					0
Koslicki, Wendy M.	2018	Advertising Underlying Assumptions: A Quantitative Content Analysis of Militarized and Community-Oriented Artifacts in Police Recruitment Videos.		Washington State University					0
Koslicki, Wendy M.; Willits, Dale	2018	The iron fist in the velvet glove? Testing the militarization/community policing paradox	International Journal of Police Science and Management	Sage Journals	20	2	143	154	1

Attachment 3: LEMAS Publications

Lum, Cynthia; Vovak, Heather	2018	Variability in the use of misdemeanor arrests by police agencies from 1990 to 2013: An application of group-based trajectory modeling.	Criminal Justice Policy Review	Sage Journals	29	6-7	536	560	1
Manheim, Frank T.; Bullock, Tim; Scott, Jahtanya S.	2018	Police Departments and Crime Status in Virginia Communities: An Assessment from the Citizen Perspective.		George Mason University					0
Marek, Heather E.	2018	Criminalizing Our Way to Racial Equality? An Empirical Look at Hate Regulation.		University of Oregon					0
Matusiak, Randa E.; Matusiak, Matthew C.	2018	Structure and function: Impact on employment of women in law enforcement.	Women & Criminal Justice	Taylor & Francis Online	28	4	313	335	1
McCandless, Sean	2018	Improving community relations: How police strategies to improve accountability for social equity affect citizen perceptions	Public Integrity	Taylor & Francis Online	20	4	370	385	1
Namgung, Hyon	2018	How can police agencies implement community policing? Create specialized units!	International Journal of Law, Crime, and Justice	Elsevier	52		144	154	1
Nowacki, Jeffrey S.; Willits, Dale	2018	Adoption of body cameras by United States police agencies: an organisational analysis	Policing and Society	Taylor & Francis Online	28	7	841	853	1
Preito-Hodge, Kayla	2018	A Tale of Force: Examining Factors That Influence Police Officer Use of Force.		University of Massachusetts					0
Przeszlowski, Kimberly S.; Crichlow, Vaughn J.	2018	An exploratory assessment of community-oriented policing implementation, social disorganization and crime in America	Social Sciences		7	3			1
Rad, Abdul N.	2018	Police Institutions and Police Abuse: Evidence from the US		University of Oxford					0
Richardson, Keighan	2018	The Effects of Community Policing Practices and Related Social Demographic Variables on City Crime Rates.		Bryant University					0
Roth, Jeffrey J.	2018	Property crime clearance in small jurisdictions: Police and community factors.	Criminal Justice Review	Sage Journals	43	4	477	493	1
Schuck, Amie M.	2018	Women in policing and rape: Representative bureaucracy and organizational change.	Feminist Criminology	Sage Journals	13	3	237	259	1
Schuck, Amie M.; Rabe-Hemp, Cara E.	2018	Investing in people: Salary and turnover in policing.	Policing: An Internation Journal	Emerald Insight	41	1	113	128	1
Sever, Brion; Elg, Eric; Ellis, Sydney	2018	Law enforcement and the depiction of minorities and women on social media: A review of municipal police department Facebook pictures.	Race and Justice	Sage Journals					1
Taylor, David P.	2018	Blacks in Policing and Organizational Change: A Comparison of Departments' Participation in Community Oriented Policing Activities.		Nova Southeastern University					0
Thomas, Shaun A.; Dierenfeldt, Rick	2018	Assessing (in)equality in the structural covariates of drug-specific arrest counts	Crime & Delinquency	Sage Journals	64	1	88	114	1
Tillyer, Rob	2018	Assessing the impact of community-oriented policing on arrest	Justice Quarterly	Taylor & Francis Online	35	3	526	555	1
Torres, Jose; Reling, Timothy; Hawdon, James	2018	Role conflict and the psychological impacts of the post-Ferguson period on law enforcement motivation, cynicism, and apprehensiveness.	Journal of Police and Criminal Psychology	Springer					1
Willis, James J.; Mastrofski, Stephen D.	2018	Improving policing by integrating craft and science: What can patrol officers teach us about good police work?	Policing and Society	Taylor & Francis Online	28	1	27	44	1
Ajilore, Olugbenga	2017	Is there a 1033 effect? Police militarization and aggressive policing	Munich Personal RePEc Archive			MPRA Paper No. 82543			0
Aldossari, Mobark Q.; Kim, Dan J.	2017	Does more IT utilization improve police performance?	Americas Conference on Information Systems						0
Bradford, John H.	2017	The Surprising Link Between Education and Fatal Police Shooting Rates in the U.S., 2013-2016							0
Carter, Jeremy G.; Grommon, Eric	2017	Officer perceptions of the impact of mobile broadband technology on police operations	Policing and Society	Taylor & Francis Online	27	8	847	864	1
Collins, Megan E.; Parker, Susan T.; Scott, Thomas L.; Wellford, Charles F.	2017	A comparative analysis of crime guns	RSF: The Russell Sage Foundation Journal of the Social Sciences	The Russell Sage Foundation	3	5	96	127	1
Cordner, Gary	2017	Police culture: Individual and organizational differences in police officer perspectives	Policing: An International Journal	Emerald Insight	40	1	11	25	1
de Guzman, Melchor C.; Kim, MoonSun	2017	Community hierarchy of needs and policing models: Toward a new theory of police organizational behavior	Police Practice and Research	Taylor & Francis Online	18	4	352	365	1
Dobrin, Adam	2017	State-level estimates of the number of volunteer police in the United States	International Journal of Police Science and Management	Sage Journals	19	2	81	88	1
Garcia, John A.	2017	The race project: Researching race in the social sciences researchers, measures, and scope of studies	Journal of Race, Ethnicity, and Politics	Cambridge University Press	2	2	300	346	1
Gbomina, Mercy H.	2017	Representative Bureaucracy and Racial Profiling in Missouri		University of Missouri-Kansas City					0
Giblin, Matthew J.; Galli, Phillip M.	2017	Compensation as a police candidate attraction tool.	Police Quarterly	Sage Journals	20	4	397	419	1
Grieco, Justin L.	2017	BRAC and Crime: Examining the Effects of an Installation's Closure on Local Crime		Naval Postgraduate School					0
Hougland, Steven; Wolf, Ross	2017	Accreditation in police agencies: Does external quality assurance reduce citizen complaints?.	The Police Journal: Theory, Practice and Principles	Sage Journals	90	1	40	54	1
Hur, Yongbeom	2017	Does training matter in public organizations? Assessing training effects in the US law enforcement agencies	International Journal of Organization Theory and Behavior	Emerald Insight	20	4	454	478	1
Ingrams, Alex	2017	Managing governance complexity and knowledge networks in transparency initiatives: The case of police open data	Local Government Studies	Taylor & Francis Online	43	3	364	387	1
Jennings, Jay T.; Rubado, Meghan E.	2017	Preventing the use of deadly force: The relationship between police agency policies and rates of officer-involved gun deaths.	Public Administration Review	Wiley	77	2	217	226	1
Johnson, William D.	2017	Evaluating the Integration of Hate Crime Law into Police Practice: A Content Analysis of Police Agency Policies on Hate Crimes in Maryland.		George Mason University					0

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Jurek, Alicia L.; Matusiak, Matthew C.; Matusiak, Randa E.	2017	Structural elaboration in police organizations: An exploration	Policing: An International Journal	Emerald Insight	40	2	351	365	1
Kennedy, Brandy A.; Butz, Adam M.; Lajevardi, Nazita; Nanes, Matthew J.	2017	Passive representation in American policing: Trends and changes, 1993-2013	Race and Representative Bureaucracy in American Policing	Springer International					1
Kent, Stephanie L.; Carmichael, Jason T.	2017	Municipal law enforcement policy on illegal immigration stops: Do social factors determine how aggressively local police respond to unauthorized immigrants?	Sociological Inquiry	Wiley Online Library	87	3	421	448	1
Krishnan, Kaushik	2017	Essays in Labour Economics		University of California, Berkeley					0
Liu, Weiwei; Taylor, Bruce	2017	Profiles of law enforcement agency body armor policies--A latent class analysis of the LEMAS 2013 data	Journal of Occupational and Environmental Hygiene	Taylor & Francis Online	14	11	873	881	1
McCarty, William; Dewald, Stacy	2017	Sheriff's deputies and police officers: Comparing their views	Policing: An International Journal	Emerald Insight	40	1	99	111	1
McIntyre, John P.	2017	The Relationships among Law Enforcement Education Standards, Training, and Social Media Use		Youngstown State University					0
Morabito, Melissa S.; Pattavina, April; Williams, Linda M	2017	Active representation and police response to sexual assault complaints	Journal of Crime and Justice	Taylor & Francis Online	40	1	20	33	1
Morin, Rich; Parker, Kim; Stepler, Renee; Mercer, Andrew	2017	Behind the Badge: Amid Protests and Calls for Reform, How Police View Their Jobs, Key Issues and Recent Fatal Encounters Between Blacks and Police		Pew Research Center					0
Owens, Emily G.	2017	Testing the school-to-prison pipeline	Journal of Policy Analysis and Management	Wiley Online Library	36	1	11	37	1
Powers, Danielle A.	2017	Police Department Minimum Education Requirement and Use of Force.		California State University					0
Radmall, Ryan L.	2017	Predicting Law Enforcement Officer Turnover and Use of Force from Variables Measured by the 2013 Law Enforcement Management and Administrative Statistics (LEMAS) Survey		California State University					0
Reaves, Brian A.	2017	Police Vehicle Pursuits, 2012-2013		U.S. Department of Justice		NCJ 250545			0
Roach, Kevin	2017	Black to Blue and White to Fright: Examining The Importance of Minority Representation for Racial Profiling in Policing.		University of North Carolina At Chapel Hill					0
Roesler, Katharina	2017	Police Professionalism and Racial Disparities in Arrest Rates: An Examination of Police Discrimination, Discretion, And Diversity		Stanford University					0
Roth, Jeffrey	2017	A city-level analysis of property crime clearance rates	Criminal Justice Studies	Taylor & Francis Online	30	1	45	62	1
Schuck, Amie M.	2017	Female officers and community policing: Examining the connection between gender diversity and organizational change	Women and Criminal Justice	Taylor & Francis Online	27	5	341	362	1
Schuck, Amie M.	2017	Prevalence and predictors of surveillance cameras in law enforcement: The importance of stakeholders and community factors	Criminal Justice Policy Review	Sage Journals	28	1	41	60	1
Shjarback, John; Decker, Scott; Rojek, Jeff J.; Brunson, Rod K.	2017	Minority representation in policing and racial profiling: A test of representative bureaucracy vs community context.	Policing: An International Journal	Emerald Insight	40	4	748	767	1
Titus, Alfred S.	2017	Realigning Community Policing in a Homeland Security Era		Walden University					0
Wood, McKenzie	2017	Making and breaking careers: Reviewing law enforcement hiring requirements and disqualifiers	Journal of Criminal Justice Education	Taylor & Francis Online	28	4	580	597	1
Boustead, Anne E.	2016	Police, Process, and Privacy: Three Essays on the Third Party Doctrine		Pardee RAND Graduate School					0
Bradley, Donna M.	2016	Comparing Police Performance in Union and Non-Union Municipal Departments.		Capella University					0
Burch, Andrea M.	2016	Sheriffs' Office Personnel, 1993–2013		U.S. Department of Justice		NCJ 249757			0
Cawley, William O.	2016	Police Agency Adoption of Social Media as Related to Agency Size, Community-oriented Policing, and Technological Capacity		Sam Houston State University					0
Haberfeld, Maria	2016	Comparative policing revisited: The struggle toward democracy in the 21st century	Human Rights	Taylor & Francis	42	1	18	21	1
Hajjar, Lauren M.	2016	Understanding the Employment of Data-Driven Facilitators Within Law Enforcement Agencies: Partnerships, Impaired Driving Task Forces and Other Strategies.		Brandeis University					0
Helldorfer, Kelly L.	2016	'I Can Haz Applicants': An Analysis of Police Recruitment and Marketing through Social Media.		University of Southern Mississippi					0
Hernandez, Richard	2016	Higher education and police performance		University of Texas at Dallas					0
Hickman, Matthew J.; Poore, Jane E.	2016	National data on citizen complaints about police use of force: Data quality concerns and the potential (mis)use of statistical evidence to address police agency conduct	Criminal Justice Policy Review	Sage Journals	27	5	455	479	1
Kelly, Brian D.; Kole, Maureen	2016	The effects of asset forfeiture on policing: A panel approach	Economic Inquiry	Wiley Online Library	54	1	558	575	1
Lum, Cynthia; Koper, Christopher S.; Willis, James; Happeny, Stephen; Vovak, Heather; Nichols, Jordan	2016	The Rapid Diffusion of License Plate Readers in U.S. Law Enforcement Agencies: A National Survey		George Mason University					0
Johnson, Olivia; Willman, Elizabeth; Douglas, Robert; Neil-Sherwood, Michele; Sherwood, Mark	2016	Police officer wellness evaluation response survey result	Journal of Law Enforcement	EBSCO	5	3	1	35	1
Legewie, Joscha; Fagan, Jeffrey	2016	Group Threat, Police Officer Diversity and the Deadly Use of Police Force.	Columbia Law School Public Law and Legal Theory Working Paper Group	Columbia Law School		14-512			1
Ozkan, Turgut; Worrall, John L.; Piquero, Alex, R.	2016	Does minority representation in police agencies reduce assaults on the police?	American Journal of Criminal Justice	Springer	41	3	402	423	1
Pang, Min-Seok; Pavlou, Paul A.	2016	On information technology and the safety of police officers	Fox School of Business Research Paper			No 16-016			0
Przeszlowski, Kimberly	2016	Community-Oriented Policing Implementation, Social Disorganization and Crime Rates in Small Cities.		Florida Atlantic University					0
Roberts, Aki; Roberts, John M.	2016	Crime clearance and temporal variation in police investigative workload: Evidence from National Incident-Based Reporting System (NIBRS) data	Journal of Quantitative Criminology	Springer	32	4	651	674	1
Schuck, Amie M.; Rabe-Hemp, Cara	2016	Citizen complaints and gender diversity in police organisations	Policing and Society	Taylor & Francis	26	8	859	874	1

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Shjarback; John A.; White, Michael D.	2016	Departmental professionalism and its impact on indicators of violence in police citizen encounters	Police Quarterly	Sage Journals	19	1	32	62	1
Stickle, Ben	2016	A national examination of the effect of education, training and pre-employment screening on law enforcement use of force	Justice Policy Journal	Center on Juvenile and Criminal Justice	13	1	1	15	1
Stovall, Joshua R.	2016	Surveillance of, and the Impact of Community Policing on Arrest-Related Deaths (ARDS): Exploring the Surveillance of ARDS and the Opportunities to Prevent Them in the United States		University of Washington					0
Taylor, Ralph B.; Groff, Elizabeth R.; Elesh, David; Johnson, Lallen	2016	Intra-Metropolitan Crime Patterning and Prediction		U.S. Department of Justice		NCJ 249739			0
Tosun, Hamza	2016	IT management in policing: Main advantages and disadvantages of it for police managers	European Scientific Journal	European Scientific Institute	12	9	23	35	1
Trochmann, Maren B.; Gover, Angela	2016	Measuring the impact of police representativeness on communities	Policing: An International Journal	Emerald Insight	39	4	773	790	1
Vovak, Heather	2016	Examining the Relationship Between Crime Rates and Clearance Rates Using Dual Trajectory Analysis.		George Mason University					0
Walfield, Scott	2016	Excessive use of exceptional clearances	Criminal Justice Research Review	Civic Research Institute	17	5	85	87	1
Walfield, Scott	2016	When a cleared rape is not cleared: A multilevel study of arrest and exceptional clearance	Journal of Interpersonal Violence	Sage Journals	31	9	1767	1792	1
Willits, Dale; Nowacki, Jeffrey	2016	The use of specialized cybercrime policing units: An organizational analysis	Criminal Justice Studies	Taylor & Francis Online	29	2	105	124	1
Anzia, Sarah F.; Moe, Terry M.	2015	Public sector unions and the costs of government	Journal of Politics	The University of Chicago Press	77	1	114	127	1
Bennett, Laura	2015	Race and Gender in Policing: Are More Representative Departments More Effective?		Duke University					0
Bies, Katherine J.; Deporto, Isaiah M.; Long, Darryl G.; McKoy, Megan S.; Mukamal, Debbie A.; Sklansky, David A.	2015	Stuck in the '70s: The Demographics of California Prosecutors		Stanford Law School, Stanford Criminal Justice Center					0
Brown, Mary Maureen	2015	Revisiting the IT productivity paradox	American Review of Public Administration	Sage Journals	45	5	565	583	1
Cave, Breanne; Telep, Cody W.; Grieco, Julie	2015	Rigorous evaluation research among US police departments: special cases or a representative sample?	Police Practice and Research	Taylor & Francis	16	3	254	268	1
D'Alessio, Stewart J.; Stolzenberg, Lisa; Flexon, Jamie L.	2015	Are Drug Asset Forfeiture Laws Corrupting the Police?		Weston Publishing					0
DeCarlo, John; Jenkins, Michael J.	2015	Labor Unions, Management Innovation and Organizational Change in Police Departments	Springer Briefs in Criminology	Springer International Publishing					1
Fan, Amy Z.; Prescott, Marta R.; Zhao, Guixiang; Gotway, Carol A.; Galea, Sandro	2015	Individual and community level determinants of mental and physical health after the Deepwater Horizon oil spill: Findings from the Gulf States Population Survey	Journal of Behavioral Health Services and Research		42	1	23	41	1
Keith, Louis E.	2015	Significant Predictors of Forming Police Citizen Collaborative Partnerships: A Secondary Data Analysis		Capella University					0
Kim, Hannah; Choo, Jaegul; Park, Haesun; Endert, Alex	2015	Interaxis: Steering scatterplot axes via observation level interaction	IEEE Transactions on Visualization and Computer Graphics						1
Kunihama, Tsuyoshi	2015	Nonparametric Bayes Analysis of Social Science Data	Duke University						0
McCormack, Philip	2015	Minority group threat and social control: Race/ethnicity and the issues of heterogeneity		University of Massachusetts, Lowell					0
Fink, Dustin; Roesler, Katharina	2015	Arrest charges' (non)-independence in black and white men: An Extension and Application of SimRank to include Network Structure when Computing Black and White Men's Arrest Charge Similarities							0
Perez, Nicholas M.; Bromley, Max	2015	Comparing campus and city police human resource and select community outreach policies and practices: An update	Policing		38	4	664	674	1
Reaves, Brian A.	2015	Local Police Departments, 2013: Personnel, policies, and practices		Bureau of Justice Statistics		NCJ 248777			0
Reaves, Brian A.	2015	Local Police Departments, 2013: Equipment and Technology		Bureau of Justice Statistics		NCJ 248767			0
Scott, Michael L.	2015	Law Enforcement's Adoption of Technology: A Quantitative Study Exploring the Adoption of Technology by Law Enforcement Agencies		Capella University					0
Shjarback, John A.	2015	Emerging early intervention systems: An agency specific pre post comparison of formal citizen complaints of use of force	Policing: A Journal of Policy and Practice	Oxford Academic	9	4	314	325	1
Urbina, Martin Guevara; Alvarez, Sofia Espinoza	2015	Latino Police Officers in the United States: An Examination of Emerging Trends and Issues		Charles C Thomas Publisher					0
Wareham, Jennifer; Smith, Brad W.; Lambert, Eric G.	2015	Rates and patterns of law enforcement turnover: A research note	Criminal Justice Policy Review	Sage Journals	26	4	345	370	1
Williams, Keith L.	2015	Beyond the Rhetoric: Factors Influencing the Implementation of Strategic Plans by American Police Agencies		American University					0
Baldwin, Neal C.	2014	Environmental Determinism and the Existence of Citizen Oversight of the Police		University of Tennessee at Chattanooga					0
Barrick, Kelle; Hickman, Matthew J.; Strom, Kevin J.	2014	Representative policing and violence towards the police	Policing: A Journal of Policy and Practice	Oxford Academic	8	2	193	204	1
Burruss, George W.; Giblin, Matthew J.	2014	Modeling isomorphism on policing innovation: The role of institutional pressures in adopting community oriented policing	Crime and Delinquency	Sage Journals	60	3	331	355	1
Edson, Timothy C.	2014	Arrest Warrant Apprehension: Examining Characteristics of Expediency Using a Multilevel Approach		University of Massachusetts Lowell					0

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Eitle, David; D'Alessio, Stewart J.; Stolzenberg, Lisa	2014	The effect of organizational and environmental factors on police misconduct	Police Quarterly		17	2	103	126	1
Farrell, Amy	2014	Environmental and institutional influences on police agency responses to human trafficking	Police Quarterly		17	1	3	29	1
Giblin, Matthew J.	2014	Understanding Influence Across Justice Agencies: The Spread of 'Community Reforms' from Law Enforcement to Prosecutor Organizations		Southern Illinois University		NCJ 245945			0
Hickman, Matthew J.	2014	Police administrative records as social science data	The Oxford Handbook of Police and Policing	Oxford University Press			433	448	1
Hur, Yongbeom	2014	Turnover, voluntary turnover, and organizational performance: Evidence from municipal police departments	Policing		37	1			1
Matusiak, Matthew C.; Campbell, Bradley A.; King, William R.	2014	The legacy of LEMAS: Effects on police scholarship of a federally administered, multi wave establishment survey	Policing		37	3	630	648	1
Randol, Blake M.	2014	Modelling the influence of organisational structure on crime analysis technology innovations in municipal police departments	International Journal of Police Science and Management	Sage Journals	16	1	52	64	1
Schuck, Amie M.	2014	Female representation in law enforcement: The influence of screening, unions, incentives, community policing, CALEA, and size	Police Quarterly		17	1	54	78	1
Sharp, Elaine B.	2014	Minority representation and order maintenance policing: Toward a contingent view	Social Science Quarterly		95	4	1155	1171	1
Skogan, Wesley G.	2014	Using community surveys to study policing	The Oxford Handbook of Policing	Oxford University Press			449	470	1
Smith, Brad W. Holmes, Malcolm D.	2014	Police use of excessive force in minority communities: A test of the minority threat, place, and community accountability hypotheses	Social Problems		61	1	83	104	1
Smith, Brad W.; Wareham, Jennifer; Lambert, Eric G.	2014	Community and organizational influences on voluntary turnover in law enforcement	Journal of Criminal Justice		37	3	377	398	1
Willits, Dale W.	2014	The organisational structure of police departments and assaults on police officers	International Journal of Police Science and Management		16	2	140	154	1
Willits, Dale W.; Nowacki, Jeffrey S.	2014	Police organisation and deadly force: An examination of variation across large and small cities	Policing and Society		24	1	63	80	1
Ansari, Sami	2013	Estimating Crime Rates from Police Reports and Victim Surveys: Progressive and Convergence in Time Series Analyses		LFB Scholarly Publishing					0
Chalfin, Aaron; McCrary, Justin	2013	The Effect of Police on Crime: New Evidence from U.S. Cities, 1960 2010		National Bureau of Economic Research		18815			0
Gau, Jacinta M.; Terrill, William; Paoline, Eugene A., III	2013	Looking up: Explaining police promotional aspirations	Criminal Justice and Behavior		40	3	247	269	1
Graco, Warwick; Koesmarno, Warwick	2013	Configurations and couplings: An exploratory study	Advances in Data Mining: Applications and Theoretical Aspects	Springer	7987		266	279	1
Gul, Zakir; Kule, Ahmet	2013	Intelligence led policing: How the use of crime intelligence analysis translates in to the decision making	International Journal of Security and Terrorism		4	1	21	40	1
Gustafson, Joseph	2013	Diversity in municipal police agencies: A national examination of minority hiring and promotion	Policing		36	4			1
Hur, Yongbeom	2013	Racial diversity, is it a blessing to an organization? Examining its organizational consequences in municipal police departments	International Review of Administrative Sciences		79	1	149	164	1
Johnson, Richard R.	2013	An examination of police department uniform color and police citizen aggression	Criminal Justice and Behavior		40	2	228	244	1
Miller, Kirk	2013	The institutionalization of racial profiling policy: An examination of antiprofiling policy adoption among large law enforcement agencies	Crime and Delinquency		59	1	32	58	1
Presley, Daniel C.	2013	An Assessment of Officer Safety: Does Departmental Authorization of Tasers Reduce Officer Assault Rates?		Southern Illinois University, Carbondale					0
Randol, Blake M.	2013	Modeling a Decade of Organizational Change in Municipal Police Departments: A Longitudinal Analysis of Technical, Administrative, and Programmatic Innovations		Washington State University					0
Randol, Blake M.	2013	An exploratory analysis of terrorism prevention and response preparedness efforts in municipal police departments in the United States: Which agencies participate in terrorism prevention and why?	Police Journal		86	2	158	181	1
Roberts, Aki; Block, Steven	2013	Explaining temporary and permanent motor vehicle theft rates in the United States: A crime specific approach	Journal of Research in Crime and Delinquency		50	3	445	471	1
Sozer, Mehmet Alper; Merlo, Alida V.	2013	The impact of community policing on crime rates: Does the effect of community policing differ in large and small law enforcement agencies?	Police Practice and Research		14	6	506	521	1
Telep, Cody W.	2013	Moving Forward with Evidence Based Policing: What Should Police Be Doing and Can We Get Them to Do It?		George Mason University					0
Burch, Andrea M.	2012	Sheriffs' Offices, 2007	Statistical Tables	Bureau of Justice Statistics		NCJ 238558			0

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Fox, James P., Jr.	2012	Legitimacy and Law Enforcement: The Counterinsurgency Against Gang Crime in the United States		Georgetown University					0
Harmon, Rachel	2012	Why do we (still) lack data on policing?	Marquette Law Review		96	4	1119	1146	1
Kim, MoonSun; de Guzman, Melchor C.	2012	Police paradigm shift after the 9/11 terrorist attacks: The empirical evidence from the Unites States municipal police departments	Criminal Justice Studies	Taylor & Francis	25	4	323	342	1
Prelog, Andrew J.	2012	Longitudinal and Geographic Analysis of the Relationship Between Natural Disasters and Crime in the United States		Colorado State University					0
Pyrooz, David C.	2012	Structural covariates of gang homicide in large U.S. cities	Journal of Research in Crime and Delinquency		49	4	489	518	1
Randol, Blake M.	2012	The organizational correlates of terrorism response preparedness in local police departments	Criminal Justice Policy Review		23	3	304	326	1
Riggs, Courtney	2012	Exploring the Impact of Department Policy on TASER Proximate Arrest Related Deaths		Arizona State University					0
Roberts, Aki; Roberts, John M., Jr.; Liedka, Raymond V.	2012	Elements of terrorism preparedness in local police agencies, 2003 2007: Impact of vulnerability, organizational characteristics, and contagion in the post 9/11 era	Crime and Delinquency		58	5	720	747	1
Tucker, Jane M.	2012	What Shapes Police Officer Willingness to Use Stress Intervention Services? An Empirical Study of Current Factors in Pennsylvania		Temple University					0
Xie, Min; Lauritsen, Janet L.	2012	Racial context and crime reporting: A test of Black's stratification hypothesis	Journal of Quantitative Criminology		28	2	265	293	1
Zhao, Jihong; Ren, Ling; Lovrich, Nicholas P.	2012	Political culture versus socioeconomic approaches to predicting police strength in U.S. police agencies: Results of a longitudinal study, 1993 to 2003	Crime and Delinquency		58	2	167	195	1
Dichter, Melissa E.; Marcus, Steven C.; Morabito, Melissa S.; Rhodes, Karin V.	2011	Explaining the IPV arrest decision: Incident, agency, and community factors	Criminal Justice Review		36	1	22	39	1
Holcomb, Jefferson E.; Kovandzic, Tomislav V.; Williams, Marian R.	2011	Civil asset forfeiture, equitable sharing, and policing for profit in the United States	Journal of Criminal Justice		39	3	273	285	1
Redmond, Michael	2011	Communities and Crime Unnormalized Data Set		University of California, Irvine, Center for Machine Learning and Intelligent Systems					0
Rosenbaum, Dennis P.; Graziano, Lisa M.; Stephens, Cody D.; Schuck, Amie M.	2011	Understanding community policing and legitimacy seeking behavior in virtual reality: A national study of municipal police websites	Police Quarterly		14	1	25	47	1
Wilson, Jeremy M.; Heinonen, Justin A.	2011	Advancing a police science: Implications from a national survey of police staffing	Police Quarterly		14	3	277	297	1
Arslan, Metin	2010	The Effects of Community Policing on Crime and Crime Clearance Rates in Texas		The University of Texas at Dallas					0
Baltaci, Halil	2010	Crime Analysis: An Empirical Analysis of Its Effectiveness as a Crime Fighting Tool		The University of Texas at Dallas					0
Chamlin, Mitchell B.; Sanders, Beth A.	2010	Macro social determinants of black police force size: Political mobilization and crime control	Policing		33	4	607	620	1
Dalton, Teresa A.	2010	The Expanding Definition of Crime and Its Effect on the Individual: A Multilevel Modeling Analysis		University of Denver					0
Engbeck, John R.	2010	Dynamics of Police Organizational Change, Learning Based Interactions, and Agency Innovation and Cooperation within Community Policing		Capella University					0
Garicano, Luis; Heaton, Paul	2010	Information technology, organization, and productivity in the public sector: Evidence from police departments	Journal of Labor Economics		28	1	167	201	1
Gustafson, Joseph L.	2010	Diversity in Municipal Police Agencies: A National Examination of its Determinants and Effects		Northeastern University					0
Langton, Lynn	2010	Women in Law Enforcement, 1987 2008		Bureau of Justice Statistics		NCJ 230521			0
Langton, Lynn	2010	Gang Units in Large Local Law Enforcement Agencies, 2007		Bureau of Justice Statistics		NCJ 230071			0
Lee, Hoon; Jang, Hyunseok; Yun, Ilhong; Lim, Hyeyoung; Tushaus, David W.	2010	An examination of police use of force utilizing police training and neighborhood contextual factors: A multilevel analysis	Policing		33	4	681	702	1
Morabito, Melissa Schaefer	2010	Understanding community policing as an innovation: Patterns of adoption	Crime and Delinquency		56	4	564	587	1
Nowotny, Jordan J.; Jordan, Emma K.; Schuck, Amie M.; Rabe Hemp, Cara E.	2010	The Impact of Women on Police Organizations		American Society of Criminology Annual Meeting					0
Pyrooz, David C.; Fox, Andrew M.; Decker, Scott H.	2010	Racial and ethnic heterogeneity, economic disadvantage, and gangs: A macro level study of gang membership in urban America	Justice Quarterly		27	6	867	892	1
Reaves, Brian A.	2010	Local Police Departments, 2007		Bureau of Justice Statistics		NCJ 231174			0
Welker, David	2010	Police Programs, Canines, and Contingency Theory: An Explanation of Canine Numbers Among Large Police Departments		Southern Illinois University Carbondale					0
Wilson, Steve; Buckler, Kevin	2010	The debate over police reform: Examining minority support for citizen oversight and resistance by police unions	American Journal of Criminal Justice		35	4	184	197	1
Bishopp, Stephen A.; Worrall, John L.	2009	Do state asset forfeiture laws explain the upward trend in drug arrests?	Journal of Crime and Justice		32	2	117	138	1

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Demir, Serhat	2009	Diffusion of Police Technology Across Time and Space and the Impact of Technology Use on Police Effectiveness and its Contribution to Decision Making		Kent State University					0
Eitle, David; Monahan, Susanne	2009	Revisiting the racial threat thesis: The role of police organizational characteristics in predicting race specific drug arrest rates	Justice Quarterly		26	3	528	561	1
Gul, Zakir	2009	A Partial Test of the Intelligence Led Policing Model		Kent State University					0
Hickman, Matthew J.; Piquero, Alex R.	2009	Organizational, administrative, and environmental correlates of complaints about police use of force: Does minority representation matter?	Crime and Delinquency		15	1	3	27	1
Kaminski, Robert J.; Stucky, Thomas D.	2009	Reassessing political explanations for murders of police	Homicide Studies		13	1	3	20	1
Kennedy, William G.	2009	The Impact of Police Agency Size on Crime Clearance Rates		University of North Carolina at Charlotte					0
King, William R.	2009	Toward a life course perspective of police organizations	Journal of Research in Crime and Delinquency		46	2	213	244	1
Langton, Lynn	2009	Aviation Units in Large Law Enforcement Agencies, 2007		Bureau of Justice Statistics		NCJ 226672			0
Lindsay, William	2009	Law Enforcement Performance Standards and Wages: A Test of the Efficiency Wage Hypothesis		Washington State University					0
Lombardo, Robert M.; Olson, David E.	2009	Organizational approaches to drug law enforcement by local police departments in the United States: Specialized drug units and participation in multi agency drug task forces	Justice Research and Policy		11		45	75	1
Lord, Vivian B.; Kuhns, Joseph B.; Friday, Paul C.	2009	Small city community policing and citizen satisfaction	Policing		32	4	574	594	1
Maguire, Edward R.	2009	Police organizational structure and child sexual abuse case attrition	Policing		32	1	157	179	1
National Research Council	2009	Ensuring the Quality, Credibility, and Relevance of U.S. Justice Statistics		National Academies Press					0
Roberts, Aki; Roberts, John M., Jr.	2009	Impact of network ties on change in police agency practices	Policing		32	1	38	55	1
Sharp, Elaine B.; Johnson, Paul E.	2009	Accounting for variation in distrust of local police	Justice Quarterly		26	1	157	182	1
Sozer, M. A.	2009	Crime and Community Policing		LFB Scholarly Publishing					0
Ulkemen, Sinan	2009	The Impact of Surveillance Technology on the Behaviors of Municipal Police Departments		University of North Texas					0
Briggs, Steven J.; Zhao, Jihong; Wilson, Steve; Ren, Ling	2008	The effect of collective bargaining on large police agency supplemental compensation policies: 1990 2000	Police Practice and Research		9	3	227	238	1
Dalehite, Esteban G.	2008	Determinants of performance measurement: An investigation into the decision to conduct citizen surveys	Public Administration Review		68	5	891	907	1
Forst, Brian	2008	Improving Police Effectiveness and Transparency: National Information Needs on Law Enforcement		United States Department of Justice, Bureau of Justice Statistics		NCJ 234182			0
Helms, Ronald	2008	Locally elected sheriffs and money compensation: A quantitative analysis of organizational and environmental contingency explanations	Criminal Justice Review		33	1	5	28	1
Holmes, Malcolm D.; Smith, Brad W.; Freng, Adrienne B.; Munoz, Ed A.	2008	Minority threat, crime control and police resource allocation in the southwestern United States	Crime and Delinquency		54	1	128	152	1
James, Nathan; Council, Logan R.	2008	How Crime in the United States is Measured		Library of Congress, Congressional Research Service					0
Johnson, Brian D.; Ulmer, Jeffery T.; Kramer, John H.	2008	The social context of guidelines circumvention: The case of Federal District courts	Criminology		46	3	737	783	1
Jones, Matthew A.	2008	Police Organizations: An Empirical Examination of American Sheriff's Offices and Municipal Police Agencies		Portland State University					0
Jones Webb, Rhonda; Wall, Melanie	2008	Neighborhood Racial/Ethnic Concentration, Social Disadvantage and Homicide Risk: An Ecological Analysis of 10 U.S. Cities	Journal of Urban Health		85	5	662	676	1
Miller, Kirk	2008	Race, police, and policy: Do racial profiling policies reduce disparities in police traffic stops?		American Society of Criminology Annual Meeting					0
Morabito, Melissa S.	2008	The adoption of police innovation: The role of the political environment	Policing		31	3	466	484	1
Roberts, Aki	2008	The influences of incident and contextual characteristics on crime clearance of nonlethal violence: A multilevel event history analysis	Journal of Criminal Justice		36	1	61	71	1
Schnebly, Stephen M.	2008	The influence of community oriented policing on crime reporting behavior	Justice Quarterly		25	2	223	250	1
Sozer, Mehmet A.	2008	Assessing the Performance of Community Policing: The Effect of Community Policing Practices on Crime Rates		Indiana University of Pennsylvania					0
Wilson, Steve; Zhao, Jihong	2008	Determining the correlates of police victimization: An analysis of organizational level factors on injurious assaults	Journal of Criminal Justice		36	5	461	468	1
Worrall, John L.; Kovandzic, Tomislav V.	2008	Is policing for profit? Answers from asset forfeiture	Criminology and Public Policy		7	2	219	244	1
DeLone, Gregory J.	2007	Law enforcement mission statements post September 11	Police Quarterly		10	2	218	235	1

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Helms, Ronald; Gutierrez, Ricky S.	2007	Federal subsidies and evidence of progressive change: A quantitative assessment of the effects of targeted grants on manpower and innovation in large U. S. police agencies	Police Quarterly		10	1	87	107	1
Holian, Matt	2007	Compstat, community policing and the science of success: A market based approach to police management	Economic Affairs		27	4	23	29	1
King, Ryan D.	2007	The context of minority group threat: Race, institutions and complying with Hate Crime law	Law and Society Review		41	1	189	224	1
Lilley, David; Hinduja, Sameer	2007	Police officer performance appraisal and overall satisfaction	Journal of Criminal Justice		35	2	137	150	1
Marschall, Melissa J.; Ruhil, Anirudh V.S.	2007	Substantive symbols: The attitudinal dimension of black political incorporation in local government	American Journal of Political Science		51	1	17	33	1
Marschall, Melissa; Shah, Paru R.	2007	The attitudinal effects of minority incorporation: Examining the racial dimensions of trust in urban America	Urban Affairs Review		42	5	629	658	1
Miller, Kirk	2007	Racial profiling and postmodern society: Police responsiveness, image maintenance, and the left flank of police legitimacy	Journal of Contemporary Criminal Justice		23	3	248	262	1
Roberts, Aki; Roberts, John M., Jr.	2007	The structure of informal communication between police agencies	Policing		30	1	93	107	1
Beckman, Karen A.	2006	Community Policing and Changing Crime Rates: Does What Police Do Matter?		University of Maryland, College Park					0
Chappell, Allison T.; MacDonald, John M.; Manz, Patrick W.	2006	The Organizational Determinants of Police Arrest Decisions	Crime and Delinquency		52	2	287	306	1
Hickman, Matthew J.	2006	Citizen complaints about police use of force		Bureau of Justice Statistics		NCJ 210296			0
Hickman, Matthew J.	2006	Impact of the military reserve activation on police staffing	Police Chief		73	10			1
Hickman, Matthew J.; Reaves, Brian A.	2006	Sheriffs' Offices, 2003		Bureau of Justice Statistics		NCJ 211361			0
Hickman, Matthew J.; Reaves, Brian A.	2006	Local Police Departments, 2003		Bureau of Justice Statistics		NCJ 210118			0
Lilley, David; Hinduja, Sameer	2006	Organizational values and police officer evaluation: A content comparison between traditional and community policing agencies	Police Quarterly		9	4	486	513	1
Markovic, John; Bueermann, James; Smith, Kurt	2006	Coming to Terms with Geographical Information Systems	Police Chief		73	6			0
Morash, Merry; Kwak, Dae Hoon; Haarr, Robin	2006	Gender differences in the predictors of police stress	Policing		29	3	541	563	1
Planty, Michael	2006	The national crime victimization survey: 34 years of measuring crime in the United States	Statistical Journal of the United Nations Economic Commission for Europe		23	4	289	301	1
Roberts, Aki; Roberts, John M., Jr.	2006	Police Innovations and the Structure of Informal Communication Between Police Agencies: Network and LEMAS Data		United States Department of Justice		NCJ 216150			0
Sharp, Elaine B.	2006	Policing urban America: A new look at the politics of agency size	Social Science Quarterly		87	2	291	307	1
Brunet, James R.	2005	Drug Testing in Law Enforcement Agencies: Social Control in the Public Sector		LFB Scholarly Publishing					0
Choi, KyuBeom	2005	The Effects of Actual Punishment Levels on Perceptions of Punishment: A Multi Level Approach		Florida State University					0
D'Alessio, Steward J.; Eitle, David; Stolzenberg, Lisa	2005	Impact of serious crime, racial threat and economic inequality on private police size	Social Science Research		34	2	267	282	1
D'Alessio, Stewart, J.; Eitle, David; Stolzenberg, Lisa	2005	Police Organizational Factors, the Racial Composition of the Police, and the Probability of Arrest	Justice Quarterly		22	1	30	57	1
Eitle, David	2005	The influence of mandatory arrest policies, police organizational characteristics, and situational variables on the probability of arrest in domestic violence cases	Crime and Delinquency		51	4	573	597	1
Jenness, Valerie; Grattet, Ryken	2005	The law in between: The effects of organizational perviousness on the policing of hate crime	Social Problems		52	3	337	359	1
Lemmer, Thomas J.	2005	Police Department Reorganization and Effectiveness in Addressing Gang Violence in Chicago		Loyola University Chicago					0
Schnebly, Stephen M.	2005	Community Variation in the Nature of Crime Reporting		University of Missouri St. Louis					0

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Watkins, Charles E., Jr.	2005	The Information Technology Productivity Paradox in Law Enforcement: An Exploratory Study		George Washington University					0
Weisburd, David; Lum, Cynthia	2005	The diffusion of computerized crime mapping in policing: Linking research and practice	Police Practice and Research		6	5	419	434	0
Wilson, Jeremy M.	2005	Determinants of Community Policing: An Open Systems Model of Implementation	Working Paper	United States Department of Justice, National Institute of Justice		NCJ 211975			0
Wilson, Steve	2005	Determining the Correlates of Police Victimization: An Analysis of Social Disorganization and Organizational Level Factors on Injurious Assaults		University of Nebraska					0
Catalano, Shannan M.	2004	An Examination of the Convergence between Police Recording and Victim Reporting of Serious Violent Crime, 1973 2002		University of Missouri St. Louis					0
Dorsey, Tina L.; Zawitz, Marianne W.; Middleton, Priscilla	2004	Drugs and Crime Facts		Bureau of Justice Statistics					0
Meesing, Robert T.	2004	An Exploratory Study Regarding the Effects of Community Policing on Index Crime Clearance Rates in Local Agencies with Investigators		Michigan State University					0
Nicholson Crotty, Sean; O'Toole, Laurence J., Jr.	2004	Public management and organizational performance: The case of law enforcement agencies	Journal of Public Administration Research and Theory		14	1	1	18	0
Perry, Steven W.	2004	American Indians and Crime: A BJS Statistical Profile, 1992 2002		Bureau of Justice Statistics		NCJ 203097			0
Reaves, Brian J.; Hickman, Matthew J.	2004	Law Enforcement Management and Administrative Statistics, 2000: Data for Individual State and Local Agencies with 100 or More Officers		Bureau of Justice Statistics		NCJ 203350			0
Sever, Brion; McSkimming, Michael J.	2004	The impact of racial composition and other county characteristics on the size of sheriff's departments: A new analysis of police force growth	Criminal Justice Policy Review		15	4	486	512	1
Smith, Brad W.	2004	Structural and organizational predictors of homicide by police	Policing		27	4	539	557	1
Wilson, Jeremy M.	2004	A measurement model approach to estimating community policing implementation	Justice Research and Policy		6	2	1	24	1
Davies, Heather J.	2003	Understanding Variations in Murder Clearance Rates: The Influence of the Political Environment		American University					0
del Carmen, Alejandro; Guevara, Lori	2003	Police officers on two officer units: A study of attitudinal responses toward a patrol experiment	Policing		26	1	144	161	1
Gutierrez, Ricky S.	2003	Social Equity and the Funding of Community Policing		LFB Scholarly Publishing					0
Hassell, Kimberly D.; Zhao, Jihong Solomon; Maguire, Edward R.	2003	Structural arrangements in large municipal police organizations: Revisiting Wilson's theory of local political culture	Policing		26	2	231	250	1
Hickman, Matthew J.; Reaves, Brian A.	2003	Local Police Departments 2000		Bureau of Justice Statistics		NCJ 196002			0
Maguire, Edward R.	2003	Organizational Structure in American Police Agencies: Context, Complexity, and Control		State University of New York Press					
Maguire, Edward R.; Shin, Yeunhee; Zhao, Jihong 'Solomon'; Hassell, Kimberly D.	2003	Structural change in large police agencies during the 1990s	Policing		26	2	251	265	1
Smith, Brad W.	2003	The impact of police officer diversity on police caused homicides	Policy Studies Journal		31	2	147	162	1
Smith, Brad W.; Holmes, Malcolm D.	2003	Community accountability, minority threat and policy brutality: An examination of civil rights criminal complaints	Criminology		41	4	1035		1
Stults, Brian J.	2003	Social Threat and Benign Neglect: A Conflict Perspective on Racial Differences in Arrest		University at Albany, State University of New York					0

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Wilson, Jeremy M.	2003	Measurement and association in the structure of municipal police organizations	Policing		26	2	276	297	1
Elliott, Everett	2002	An Analysis of the Relationship Between Hate Crimes Reporting and Administrative Policies as They Relate to Community Policing		West Virginia University					0
Greene, Helen Taylor; del Carmen, Alejandro	2002	Female police officers in Texas: Perceptions of colleagues and stress	Policing		25	2	385	398	1
Gutierrez, Ricky Steven	2002	Building Bridges: Is the Architecture of Community Policing Flawed? A Policy Impact Analysis in 202 American Cities		Washington State University					0
Hickman, Matthew J.; Reaves, Brian A.	2002	Sheriffs' Offices 2000		Bureau of Justice Statistics		NCJ 196534			0
Hickman, Matthew J; Reaves, Brian A.	2002	Local police and homeland security: Some baseline data	Police Chief		10		83	85, 88	1
Kaminski, Robert John	2002	An Opportunity Model of Police Homicide Victimization		State University of New York Albany					0
Katz, Charles M.; Maguire, Edward R.; Roncek, Dennis W.	2002	The creation of specialized police gang units: A macro level analysis of contingency, social threat and resource dependency explanations	Policing		25	3	472	506	1
Langworthy, Robert H.	2002	LEMAS: A comparative organizational research platform	Justice Research and Policy		4	1/2	21	38	1
Lynch, James P.	2002	Trends in Juvenile Violent Offending: An Analysis of Victim Survey Data	OJJDP Juvenile Justice Bulletin	United States Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention		NCJ 191052			0
MacDonald, John M.	2002	The effectiveness of community policing in reducing urban violence	Crime and Delinquency		48	4	592	618	1
Maguire, Edward R.	2002	Multiwave establishment surveys of police organizations	Justice Research and Policy		4		39	60	1
Reaves, Brian A.; Hickman, Matthew J.	2002	Police Departments in Large Cities, 1990 2000		Bureau of Justice Statistics		NCJ 175703			0
Redmond, Michael; Baveja, Alok	2002	A data driven software tool for enabling cooperative information sharing among police departments	European Journal of Operational Research		141	3	660	678	1
Wilson, Jeremy M.	2002	Implementation of Community Policing in Large Municipal Police Organizations		Ohio State University					0
Hickman, Matthew J.; Reaves, Brian A.	2001	Community Policing in Local Police Departments, 1997 and 1999, Special Report		Bureau of Justice Statistics		NCJ 184794			0
Hickman, Matthew J.; Reaves, Brian A.	2001	Local Police Departments 1999		Bureau of Justice Statistics		NCJ 186478			0
McCabe, Kimberly A.; Fajardo, Robin G.	2001	Law enforcement accreditation: A national comparison of accredited vs. nonaccredited agencies	Journal of Criminal Justice		29	2	127	131	1
Nunn, Samuel	2001	Police information technology: Assessing the effects of computerization on urban police functions	Public Administration Review		61	2	221	234	1
Reaves, Brian A.; Hickman, Matthew J.	2001	Sheriffs' Offices 1999		Bureau of Justice Statistics		NCJ 186479			0
Sever, Brion	2001	The relationship between minority populations and police force strength: Expanding our knowledge	Police Quarterly		4	1	28	68	1
Stucky, Thomas D.	2001	An Institutional Resources Perspective on Crime and Crime Control in U.S. Cities		University of Iowa					0
Worrall, John L.	2001	Addicted to the drug war: The role of civil asset forfeiture as a budgetary necessity in contemporary law enforcement	Journal of Criminal Justice		29		171	187	1

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Goldberg, Andrew L.; Reaves, Brian A.	2000	Sheriffs' Departments, 1997		United States Deparment of Justice, Bureau of Justice Statistics		NCJ 173428			0
King, William R.	2000	Measuring police innovation: Issues and measurement	Policing		23	3	303	317	1
King, William R.; Lab, Steven P.	2000	Crime prevention, community policing, and training: Old wine in new bottles	Police Practice and Research		1	2	241	252	1
Lott, John R., Jr.	2000	Does a helping hand put others at risk? Affirmative action, police departments, and crime	Economic Inquiry		38	2	239	277	1
Reaves, Brian A.; Hart, Timothy	2000	Law Enforcement Management and Administrative Statistics, 1999: Data for Individual State and Local Agencies with 100 or More Officers		Bureau of Justice Statistics		NCJ 184481			0
Weitzer, Ronald	2000	Racialized policing: Residents' perceptions in three neighborhoods	Law and Society Review		34	1	129	155	1
Goldberg, Andrew L.; Reaves, Brian A.	1999	Sheriffs' Departments 1997: Executive Summary		United States Department of Justice, Bureau of Justice Statistics		NCJ 179011			0
Greenfeld, Lawrence A.; Smith, Steven K.	1999	American Indians and Crime		United States Department of Justice, Bureau of Justice Statistics		NCJ 173386			0
King, William R.	1999	Time, constancy, and change in American municipal police organizations	Police Quarterly		2	3	338	364	1
Louden, Robert Joseph	1999	The Structure and Procedures of Hostage/crisis Negotiation Units in United States Police Organizations		City University of New York					0
Murphy, David W.; Worrall, John H.	1999	Residency requirements and public perceptions of the police in large municipalities	Policing		22	3	327	342	1
Pascarella, Jospeh E.	1999	Municipal police salaries as a function of community home values, household incomes, and physical housing characteristics	Justice Research and Policy		1	2	89	110	1
Reaves, Brian A.; Goldberg, Andrew	1999	Law Enforcement Management and Administrative Statistics, 1997: Data for Individual State and Local Agencies with 100 or More Officers		Bureau of Justice Statistics		NCJ 171681			0
Reaves, Brian A.; Goldberg, Andrew	1999	Local Police Departments, 1997		Bureau of Justice Statistics		NCJ 178934; NCJ 1734			0
Reaves, Brian A.; Goldberg, Andrew	1999	Law Enforcement Management and Administrative Statistics, 1997: Data for Individual State and Local Agencies with 100 or More Officers		Bureau of Justice Statistics					0
Sass, Tim R.; Troyer, Jennifer L.	1999	Affirmative action, political representation, unions, and female police employment	Journal of Labor Research		20	4	571	587	1
Weitzer, Ronald	1999	Citizens' perceptions of police misconduct: Race and neighborhood context	Justice Quarterly		16	4	819	846	1
Bromley, Max L.; Reaves, Brian A.	1998	Comparing campus and city police operational practices	Journal of Security Administration		21	2	41	54	1
Bromley, Max L.; Reaves, Brian A.	1998	Comparing campus and municipal police: The human resource dimension	Policing		21	3	534	546	1

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Worrall, John L.	1998	Administrative determinants of civil liability lawsuits against municipal police departments: An exploratory analysis	Crime and Delinquency		44	2	295	313	1
Maguire, Edward R.	1997	Structural change in large municipal police organizations during the community policing era	Justice Quarterly		14	3	547	576	1
Zhao, Jihong; Lovrich, Nicholas	1997	Collective bargaining and the police: The consequences for supplemental compensation policies in large agencies	Policing		20	3	508	518	1
Reaves, Brian A.	1996	Local Police Departments, 1993		Bureau of Justice Statistics		NCJ 148822			0
Reaves, Brian A.	1996	A LEMAS Report: Local Police Departments, 1993, Executive Summary		Bureau of Justice Statistics		NCJ 160802			0
Reaves, Brian A.; Smith, Pheny Z.	1996	Sheriffs' Departments 1993		Bureau of Justice Statistics		NCJ 148823			0
Schroedel, Jean Reith; Frisch, Scott; Hallamore, Nancy; Peterson, Julie; Vanderhorst, Nicole	1996	The joint impact of race and gender on police department employment practices	Women and Criminal Justice		8	2	59	77	1
Martin, Susan E.	1995	A Cross burning is Not Just an Arson: Police Social Construction of Hate Crimes in Baltimore County	Criminology		33	3	303	326	1
Reaves, Brian A.; Smith, Pheny Z.	1995	Law Enforcement Management and Administrative Statistics, 1993: Data for Individual State and Local Agencies with 100 or More Officers		Bureau of Justice Statistics		NCJ 148825			0
Walker, Samuel; Katz, Charles M.	1995	Less than meets the eye: Police department bias crime units	American Journal of Police		14	10	29	48	1
Kim, Pan Suk; Mengistu, Berhanu	1994	Women and minorities in the work force of law enforcement agencies	American Review of Public Administration		24	2	161		1
Timrots, Anita; Renshaw III, Benjamin H.; Lindgren, Sue A.	1994	Drug and Crime Facts, 1994		Bureau of Justice Statistics		NCJ 154043			0
Zawitz, Marianne W.; Klaus, Patsy A.; Bachman, Ronet; Langan, Patrick; Harlow, Carol W.	1994	Violence Between Intimates		Bureau of Justice Statistics		NCJ 149259			0
Reaves, Brian A.	1992	Drug Enforcement by Police and Sheriffs' Departments, 1990		Bureau of Justice Statistics		NCJ 134505			0
Reaves, Brian A.	1992	State and Local Police Departments, 1990		Bureau of Justice Statistics		NCJ 133284			0
Reaves, Brian A.	1992	Sheriffs' Departments 1990: A LEMAS Report		Bureau of Justice Statistics		NCJ 133283			0
Reaves, Brian	1989	Profile of State And Local Law Enforcement Agencies, 1987		Bureau of Justice Statistics		NCJ 113949			0
Reaves, Brian A.	1989	Profile of State and Local Law Enforcement Agencies, 1987		Bureau of Justice Statistics					0
Reaves, Brian A.	1989	Police Departments in Large Cities, 1987, Special Report		Bureau of Justice Statistics					0
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February 2020

Law Enforcement Management and Administrative Statistics

2020 Questionnaire

Cognitive Interview Findings and Recommendations

Prepared for

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Bureau of Justice Statistics
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RTI Project Number 0215001

Table of Contents

1. Introduction

This report summarizes the findings and recommendations from cognitive interviews of the Law Enforcement Management and Administrative Statistics (LEMAS) 2020 questionnaire. The cognitive interviews were conducted from October 2019 through January 2020 by three trained cognitive interviewers from RTI International (RTI). The purpose of the cognitive interviews was to identify potential problems and improvements to the LEMAS questionnaire.

A goal of 40 completed cognitive interviews was set. This target was broken down by two stratification categories: agency type (local police department or sheriff's office) and agency size (small: 9 or fewer Full-time equivalent [FTE] sworn officers, medium: 10-99 FTE, large: 100 or more FTE). RTI selected an initial sample of 80 agencies to recruit for participation in the interviews—this initial sample consisted of 40 primary agencies and 40 replacement agencies to account for the possibility that some agencies would refuse to participate or would be unreachable. State police agencies were excluded from selection due to the small number of agencies (N=49).

A representative from the Police Executive Research Forum (PERF) emailed (Appendix A) each primary sample agency to request their participation in the cognitive interviews. This effort did not result in successful recruitment of any agencies so RTI began calling the agencies to follow up on PERF's email. As an additional recruitment effort, RTI sent a FedEx letter to the sampled agencies on behalf of BJS (Appendix B). RTI then called each agency the next week to follow up on the letter and continued calling every few days. BJS also sent an invitation email (Appendix C). After several unsuccessful contact attempts, the recruiters began calling the corresponding replacement agencies.

Despite these repeated and varied contact attempts, recruitment was not on track to reach the target goals, so 29 additional agencies were added to the sample. In total, 95 agencies were contacted. Recruitment efforts to these agencies resulted in 20 completed interviews with a roughly even mix of agency types: 11 local police departments and 9 sheriff's offices. Small agencies were underrepresented in the participating sample, with only 2 agreeing to participate. Table 1 presents the participation goals and number of agencies completing interviews by agency type and size. The full list of participating agencies is presented in Appendix D.

Table 1. Participation Targets, by Agency Type and Size

Agency Type	Agency Size	Target	Participants
Local PD	Large	7	7
Local PD	Medium	7	3
Local PD	Small	7	1
Sheriff	Large	6	3
Sheriff	Medium	7	5
Sheriff	Small	7	1
Total		**40**	**20**

Once an agency agreed to participate in an interview, RTI emailed or mailed the contact an invitation letter (Appendix E) and the draft questionnaire (Appendix F). Participants were asked to complete the questionnaire in advance of the interview and to scan and email or mail it to the interviewer, if possible. All but three of the local police department participants completed the questionnaire prior to the interview.

The interviews were conducted by phone. The average length was 55 minutes for local police departments and 58 minutes for sheriff's offices. During the calls with participants, the interviewers followed a cognitive interview protocol with scripted probes (Appendix G). The interviewers also used spontaneous probes as necessary to clarify key concepts or issues. The findings of all the interviews were considered together to identify recommendations for potential revisions to the questionnaire.

Findings and recommendations from the cognitive interviews are presented in this report in two sections: Question-Specific Discussion and Miscellaneous Topics. Each section presents a discussion of findings and recommended changes to the surveys (if any).

2. Question-Specific Discussion

This section presents images of each section/question of the draft LEMAS questionnaire, along with a discussion of findings and recommendations. Questions that appear in both the local police department and the sheriff's office questionnaires (but with minor wording differences) are presented together; questions that do not have a counterpart in the other questionnaire are presented individually. For questions present in both instruments, none of the findings differed across the two agency types.

The first set of recommendations presented for each section/question is based on findings from the cognitive interviews. The second set of recommendations describes other changes RTI identified that may improve the questionnaire but were not explicitly identified through cognitive testing.

RTI recommends two changes that apply to the entire questionnaire are thus not presented in the question-specific discussion that follows.

1. Update the reference period from June 30, 2019 to June 30, 2020 to account for the anticipated survey launch date of September 2020.
2. Modify the sheriff's office instrument to use the term "deputies" instead of "officers" or "officers/deputies."

Question 1

Local PD:

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		
c. TOTAL employees (sum of lines 'a' and 'b')		

Sheriff:

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		
d. TOTAL employees (sum of lines 'a' through 'c')		

Findings

This question asks respondents to report the number of employees classified as full-time or part-time. Participants were asked if they have any staff who do not clearly fit into the full-time or part-time classifications. Only one participant did, explaining that they have limited-term grant-funded employees who have a set number of hours. Depending on the grant, they may be working full-time hours, but they are most often working part-time. This participant said they also have "thousand-hour" employees, which are essentially part-time. The participant counted both of these types of employees as part-time because he was thinking about "full-time" as permanent employees, many of whom are in a union.

The sheriff survey includes an additional item: "Officers/deputies with limited or no arrest powers (e.g., jail/correctional officers)." When asked what types of personnel they included in this item, most participants mentioned jail staff or correctional officers. One participant included their dispatch staff, because it is a combined dispatch and corrections role and they do not make arrests. A different participant included officers that help at the lockup, assist with booking, staff the station after hours or on weekends, greet the public, and do courtroom security.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 2

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

Findings

This question asks about vacancies in full-time sworn officers. Most participants thought about vacancies as the number of positions allocated in the budget that are not currently filled. Four participants thought about the number of authorized positions and one participant thought about the "targeted number" of officers.

No participants reported difficulty determining the number of vacancies, but some needed to get this number from another department, such as HR or Recruiting. Two participants (both Local police department) said it would have been more difficult if they had been asked to provide the number of vacancies for all staff as opposed to full-time sworn officers, with one explaining that it is more difficult to break out the data for civilian staff. All other participants said that providing vacancies for all staff would be just as easy as for full-time sworn.

Recommendations (Based on Interviews)

Include an instruction to compare the number of full-time sworn officers to (1) the number of authorized positions or (2) the number of budgeted positions. For example, "Enter the number of FULL-TIME officer vacancies for the pay period that ended June 30, 2019, comparing the number of authorized full-time positions to the number of filled full-time positions."

Additional Recommendations

None.

Question 3

Local PD:

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

Sheriff:

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
a. Administration – Sheriff, assistants and other personnel who work in administrative capacity. *Include finance, human resources and internal affairs.*			
b. Operations – Road deputies, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. *Include traffic, patrol, investigations and special operations.*			
1. Road officers/deputies only			
2. Detectives/investigators only			
c. Jail-related duties – Correctional officers, guards, and other support personnel who primarily work in the jail.			
d. Court related duties – Bailiffs, security guards, etc.			
e. Civil process duties – Process servers, real estate administrators, etc.			
f. Support – Dispatchers, records clerks, crime analysts, crime lab technicians and other personnel providing support services other than administrative. *Include communications, crime lab, fleet management and training.*			
1. Dispatchers only			
g. Other (e.g., crossing guards, parking enforcement, etc.)			

Findings

This question asks for the number of full-time personnel, classified according to their primary job responsibility and whether they are sworn, non-sworn, or—in the case of Sheriffs—officers/deputies with limited or no arrest powers. Three participants (from two large and one medium sized local police departments) said that getting these data was somewhat difficult, with one describing it as a manual hand count through "a bunch" of division rosters that needed to be tallied. A fourth participant (from a large local police department) said their system does not clearly distinguish between patrol officers and patrol supervisors, so it "took some extra work" to manually pull out the number of patrol supervisors.

Participants thought about "primary job responsibility" as what is done on a daily/regular basis, what is in the job description, or how the personnel spend the majority of their time. In some instances, participants voiced uncertainty. One gave the example of civilian investigators, who have dual roles doing investigations and other administrative work. One local police department participant commented that the question was "semi-confusing" because of the number of determinations that must be made about each staff person—first, what their primary job responsibility is, and then whether they are sworn or non-

sworn. Another aspect of the question that was confusing for some participants was where to include school resource officers (SROs).

A critical issue was with how participants treated the subcategories below Operations. These rows are meant for reporting a subset of personnel already reported under Operations. However, six participants (4 local police departments and 2 sheriffs) thought that all personnel reported under Operations needed to be reported again under either b1 or b2. This interpretation was confusing for participants and may result in overreporting on b1 and b2 and/or underreporting on b. As an example of overreporting, one participant reported an SRO under Operations and reported the same SRO under b1 (patrol/field officers only), based on the incorrect assumption that all Operations staff need to fit into one of these two categories. Other examples of participant confusion related to this issue included the following:

- A participant who thought the question was confusing because detectives is listed as part of Operations and also part of b2 (Detectives/investigators only). This participant seemed to think that duplication was a mistake and detectives should be removed as an example of Operations.
- A participant who thought the exclusion of supervisors from b1 and b2 was a mistake. This participant thought that b1 and b2 needed to be revised to include supervisors in each row (i.e., "1. Patrol/field officers and/or supervisors" and "2. Detective supervisors and investigators").

The remaining participants understood that b1 and b2 will not necessarily sum to the total reported for operations. The staff they reported under operations but not b1 or b2 included SROs (the most common response), supervisors, sergeants, first line supervisors, narcotics investigators, and traffic.

The "Dispatchers only" subcategory beneath "Support" was similarly confusing. In probing the nine sheriff's office participants, it was found that two omitted their dispatchers from the Support row and reported them only in the "Dispatchers only" row—these participants apparently thought that the same individuals should not be reported in multiple rows. Also problematic is that one participant interpreted "Dispatchers only" to mean that their only job duty is dispatch. This participant reported their dispatchers under Support and did not report them under Dispatchers because "everyone has a blended job description."

One participant apparently missed the distinction that the question is asking about paid personnel and suggested listing volunteers as an example in the Other category.

One participant from a local police department suggested adding a row for contracted services. The participant said this is common on the East Coast, and their police department contracts out to a private company for dispatchers.

Recommendations (Based on Interviews)

Restructure the question to eliminate the subcategories (b1, b2, and f1). The three operations rows could become "Road officers/deputies", "Detectives/investigators," and "Operations staff not reported above – Supervisors, inspectors, special operations, and other personnel providing direct law enforcement services."

To address the confusion about where to list SROs, we recommend including them as an italicized example under the Operations category.

Additional Recommendations

Modify Item 3b or Item 3b2 so that the same wording is used for detectives. Currently, Item 3b2 says "detectives/investigators" and 3b says only "detectives."

Question 4

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 5

Local PD:

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

Sheriff:

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

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 6

Local PD:

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		
i. Male		
j. Female		
k. TOTAL (sum 'i' and 'j')		

Sheriff:

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		
i. Male		
j. Female		
k. TOTAL (sum 'i' and 'j')		

Findings

This question asks respondents to report the number of full-time sworn by race/ethnicity and gender and type of supervisory position. Participants gave the following as example of "intermediate supervisors:" assistant chief, undersheriff, deputy chief, commander, major, captain, and lieutenant. One participant commented that deputy chiefs and the assistant chief are considered executives and not necessarily counted as an intermediate supervisor, but he did count them as intermediate supervisors when answering the question. For the "Sergeant or equivalent first-line supervisor" category, most everyone interpreted it to mean sergeants only. However, one participant included corporal supervisors and one included lieutenants.

Participants were not asked about their ability to provide these data, but one commented that their response was a complete guess because their supervisory staff are very diverse and their agency does not have good data on their characteristics. A second participant said their Human Resources department would need to gather this information because "we don't ask about that." A third commented that these data were not easy to provide because the agency does not track data in this way. For this reason, the agency needed to do a manual hand count to answer the question.

Recommendations (Based on Interviews)

This question is potentially very burdensome, as suggested by some participants' comments. Adding an instruction that encourages estimates when data are not tracked by the agency might help reduce item nonresponse. For example, the following could be added to the existing instruction: "*If a position does not exist in your agency, enter 'N/A'. If none, enter '0'. If your agency does not maintain data on these characteristics, please provide your best estimates*."

Additional Recommendations

None.

Question 7

Local PD:

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	
b. Non-sworn/civilian personnel	

Sheriff:

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)	
b. Officers/deputies with limited or no arrest powers (e.g., jail/correctional officers)	
c. Non-sworn/civilian personnel	

Findings

Participants were not asked about this question, but three offered comments. The first noted that they do not keep these records and the second noted that they could not break down bilingual for detention and sworn. The third said there was "no way" to know the true number because the metric used is people who are getting paid for the skill, and that is tracked by passing a proficiency test. However, some personnel who are multilingual opt out of the test.

Recommendations (Based on Interviews)

Consider adding an instruction to provide estimates similar to that suggested for Q6.

Additional Recommendations

None.

Question 8

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	○	○	○	○	○
b. Bias/hate crime	○	○	○	○	○
c. Bomb/explosive disposal	○	○	○	○	○
d. Child abuse/endangerment	○	○	○	○	○
e. Community policing	○	○	○	○	○
f. Crime analysis	○	○	○	○	○
g. Cybercrime	○	○	○	○	○
h. Domestic violence	○	○	○	○	○
i. Firearms	○	○	○	○	○
j. Gangs	○	○	○	○	○
k. Homelessness	○	○	○	○	○
l. Human trafficking	○	○	○	○	○
m. Impaired drivers (DUI/DWI)	○	○	○	○	○
n. Internal affairs	○	○	○	○	○
o. Juvenile crimes	○	○	○	○	○
p. Mental health/crisis intervention	○	○	○	○	○
q. Missing children	○	○	○	○	○
r. Opioids	○	○	○	○	○
s. Parking enforcement	○	○	○	○	○
t. Public relations	○	○	○	○	○
u. Research and planning	○	○	○	○	○
v. School safety	○	○	○	○	○
w. Sexual assault	○	○	○	○	○
x. Special operations (e.g. SWAT)	○	○	○	○	○
y. Terrorism/homeland security	○	○	○	○	○
z. Traffic enforcement	○	○	○	○	○
aa. Victim assistance	○	○	○	○	○

Findings

This question asks how the agency addresses various problems/tasks (e.g., with a specialized unit). Participants expressed consistent interpretations of "specialized unit," describing a unit with a specific mission that is outside of standard patrol functions and uses special skill to perform specific tasks or duties. The question was easy to answer for agencies that have no/few specialized units and also for agencies that have all or most of the specialized units listed. However, one participant in a low-crime community said it was difficult to decide between Columns 4 and 5. Another participant cited difficulty deciding between Columns 1 and 2 because their agency does not clearly define whether a person doing a task is officially a "unit."

A participant from a sheriff's office with only 2 FTE said it is hard for small departments to look at questions like this and know what is wanted. Because of their small size they do not have any special staffing—they just do it all.

Participants were asked if they included only sworn staff in Columns 2 and 3 or both sworn and non-sworn. About half took each approach. They were also probed about the meaning of "full-time" as used in Column 1 and again in Columns 2 through 4. There was some confusion among participants about whether these mentions referred to staff who work full-time (as opposed to part-time) versus staff who dedicate all of their work hours to the problem/task regardless of how many hours they work. Two local police departments and one sheriff's office included part-time staff; the others did not have part-time staff or thought they should be excluded. One sheriff's office also considered duties performed by a part-time reserve deputy when answering this question.

Overall, participants felt that the list of problems/tasks was comprehensive. Most could not think of any missing items; those who could mentioned K9, motorcycle, mounted unit, mental health, diversion, and LGBTQ issues. One participant thought that "Special operations" was too broad and should be broken up into emergency entry teams, K9, traffic reconstruction, and aviation (manned or unmanned).

Three participants thought it was odd that opioids is the only drug on the list. One of these participants thought other drugs, and specifically methamphetamine, should be listed. Another of these participants said they have a dedicated unit that handles all drugs but not opioids specifically. Of the 17 participants who completed the survey prior to the interview, five (two local police department and three sheriff's office participants) answered that they have a specialized opioids unit.

Several of the participants indicated that some of the problems/tasks overlap at their agency. They mentioned the following areas of overlap:

- Victim assistance (aa) and several others: Child abuse/endangerment (d), Domestic violence (h), Juvenile crimes (o), Sexual assault (w)
- Child abuse/endangerment (d) and Domestic violence (h)
- Community policing (e) and Public relations (t)
- Impaired drivers (m) and Traffic enforcement (z)

Recommendations (Based on Interviews)

Add an instruction stating that all types of full-time personnel should be considered when answer the question. For example, "Mark the most appropriate box for each problem/task listed below. Consider FULL-TIME sworn, non-sworn, and civilian personnel. Mark only one box per row.

Consider restructuring the question to ask for less detail by collapsing columns 2 and 3 (addressed by dedicated personnel and addressed by non-dedicated personnel). Consider whether any modifications of the task list are warranted. For example, some of the tasks could be combined; this could reduce confusion and reporting error. Impaired drivers (m) and Traffic enforcement (z) seem especially well-suited for combining, as do Domestic violence (h), Sexual assault (w), and Victim assistance (aa). Combining such tasks would also allow for the addition of other tasks suggested by participants. Since the question already takes up an entire page, any additional problems/tasks would need to replace existing ones.

Additional Recommendations

Use the past tense in column headers to match the time period that is specified in the question.

Question 9

Local PD:

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

Sheriff:

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 [ ][ ] / [ ][ ] (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

Findings

In these questions, respondents are asked to report their agency's operating budget, date range of their fiscal year, and whether the operating budget included a line item for community policing activities.

The sheriff's office instrument specifies that jail administration costs should not be included as part of the total operating budget, but 4 of the 5 sheriff participants whose agency oversees a jail reported jail administration costs in this question. The fifth participant, the one who did not report jail administration costs in this question, initially *did* include those costs and then removed them after reading the question.

When participants were asked what they thought "community policing activities" refers to, one sheriff's office participant was not sure. The other participants provided the following examples, which were fairly similar, with few exceptions (i.e., therapy dog program, bike patrol):

- community activity team
- coffee with a cop
- shop with a cop
- back to school bashes
- holiday activities for kids
- badges for kids
- funding for deputies and the sheriff to attend functions
- community interaction and events
- community relations division
- roundtable discussions
- community meetings
- information share and flow between the police department and the community
- outreach programs
- senior citizen outreach
- Project Lifesaver (dementia/autism tracking bracelets)

- therapy dog program
- bike patrol

One sheriff's office participant had a much different interpretation of "community policing activities" than the others. This participant explained that "community policing activities" refers to everything, including jail operations, patrol operations, vehicles, and salaries.

When completing the survey, one local police department participant questioned the purpose of the community policing question. This participant answered "Yes," the agency's budget includes a line item for community policing activities but explained that their line item is not specifically for doing community policing activities—it is a larger item that includes community policing along with other tasks. The participant wondered if the purpose of the question is to determine whether a specific community policing line item is included or if community policing is covered in the budget more generally. Another local police department participant who answered "Yes" explained that their community policing activities are covered by state and federal grants, and that the line item he was thinking about was the line item for grant funding for community policing projects.

One participant noted it would be helpful to have a field to enter the year in Question 9b, as the fiscal year he reported began in July 2018 and there is currently no way to make that distinction.

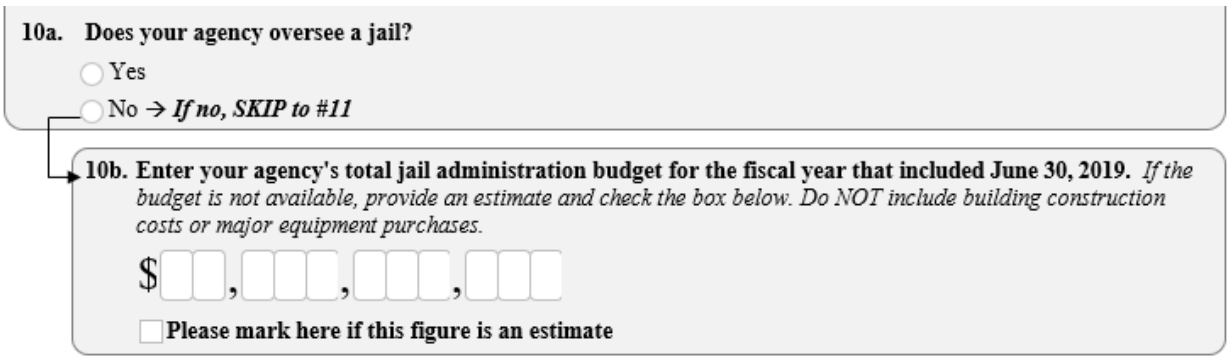
Recommendations (Based on Interviews)

To address the issue of sheriff respondents including jail administration costs in their total operating budget, remove the instruction from Question 9a to exclude jail administration costs and add a follow-up question asking if the total operating budget reported includes jail administration costs. If jail costs are included, ask for an estimate of those costs. This question structure would help identify cases where the jail costs are included, even if the respondent is ultimately unable to report those costs separately.

Additional Recommendations

None.

Question 10 (Sheriff)



Findings

None.

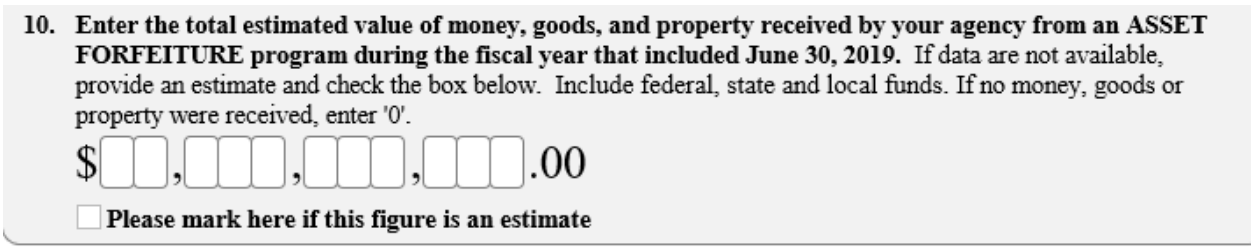
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 10 (Local PD) / Question 11 (Sheriff)



Findings

None.

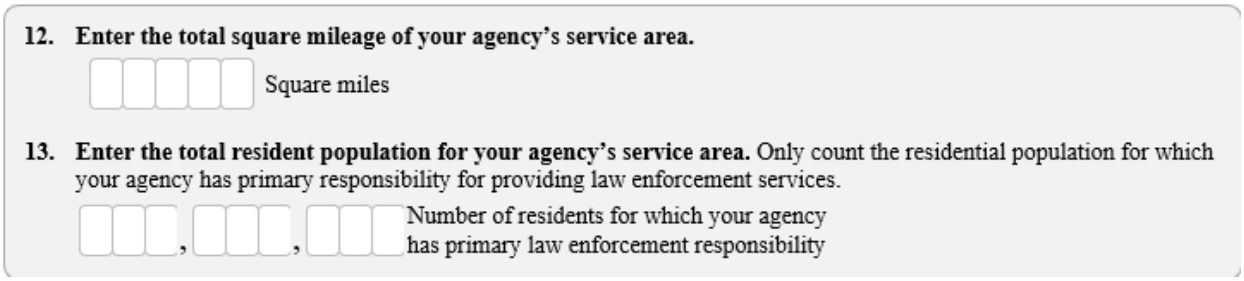
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Questions 12 and 13 (Sheriff)



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

Findings

These questions on the sheriff survey ask for the size and population of their service area. Participants uniformly understood "service area" to mean the county they are responsible for. Some already knew the service area's square mileage; others looked it up using public records, Google, or the county's website.

When reporting the service area's population, most participants reported the entire county's population. One participant was unsure of the service area's population and said he could only provide a range. Six of the participants said their agency provides policing services under contract to cities within the county; all six included these contract cities in their population count. One participant subtracted out the populations served by the county's several standalone police departments. Similarly, one participant explained, "If our incorporated city had a police department, then we would not have 'primary' law enforcement responsibility within the city. We would still have jurisdiction within the city and could still police in the city, but the responsibility would fall with the police department, and I would not have included them in the population count."

About half of the participants included in the population counts of cities or jurisdictions that have their own law enforcement agencies and about half did not. Those who included these cities/jurisdictions would be able to exclude their populations from the total count reported in this question, but some said it would be difficult (e.g., would need to call the villages to determine their population) and some mentioned that they still serve the areas (e.g., small villages within the county) that have their own police departments.

Several participants indicated that the population they serve fluctuates due to tourism, college students, or migrants working in agriculture. The participant who mentioned migrants is the one who did not know the total population and could only provide a range. The others said they did not include tourists in their population count. Of the two participants who mentioned fluctuations due to college students, one counted students because they go on calls to that college, which is a small school with its own security; the other excluded the students because they attend a large state university that has its own police.

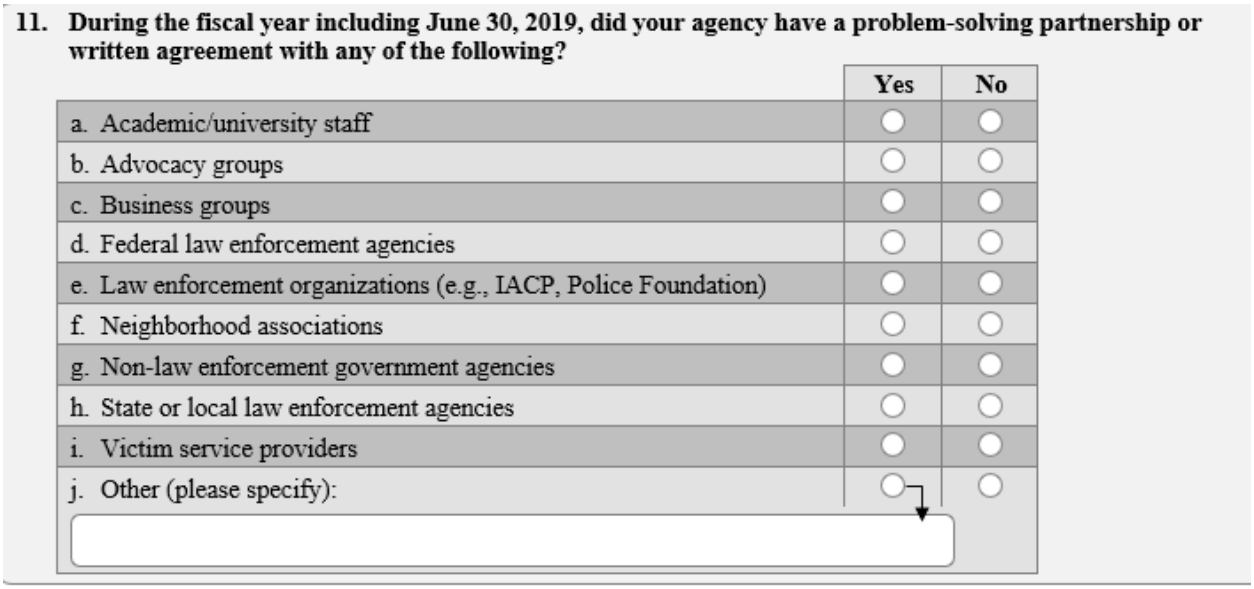
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 11 (Local PD) / Question 14 (Sheriff)



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	○	○
b. Advocacy groups	○	○
c. Business groups	○	○
d. Federal law enforcement agencies	○	○
e. Law enforcement organizations (e.g., IACP, Police Foundation)	○	○
f. Neighborhood associations	○	○
g. Non-law enforcement government agencies	○	○
h. State or local law enforcement agencies	○	○
i. Victim service providers	○	○
j. Other (please specify):	○	○

Findings

This question asks if the agency has a problem-solving partnership or written agreement with various groups, agencies, organizations, etc. Most participants interpreted "problem-solving partnership" as an informal, collaborative relationship and "written agreement" as a more formal arrangement.

When answering this question, one participant considered only formal agreements, which he described as those with "a memorandum of understanding or some sort of written agreement that is legally reviewed." However, all other participants considered a combination of formal and informal agreements.

Six participants mentioned the term "memorandum of understanding" when asked to describe their interpretation of the question.

Recommendations (Based on Interviews)

Modify the question to note informal relationships and include "memorandum of understanding." For example, "…did your agency have an informal problem-solving relationship or a memorandum of understanding or other written agreement with any of the following?"

Additional Recommendations

None.

Question 12 (Local PD) / Question 15 (Sheriff)

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	○	○
b. Assessing community trust	○	○
c. Evaluating officer or agency performance	○	○
d. Informing agency policies and procedures	○	○
e. Prioritizing crime/disorder problems	○	○
f. Training development	○	○

Findings

This question asks if agencies solicited feedback from the community. About half of participants thought the question was asking only about formal methods of soliciting feedback, such as conducting a survey or creating a Sheriffs Advisory Council, while the others also thought about informal approaches, such as accepting comments on social media or conducting community round tables, listening sessions, or town hall meetings.

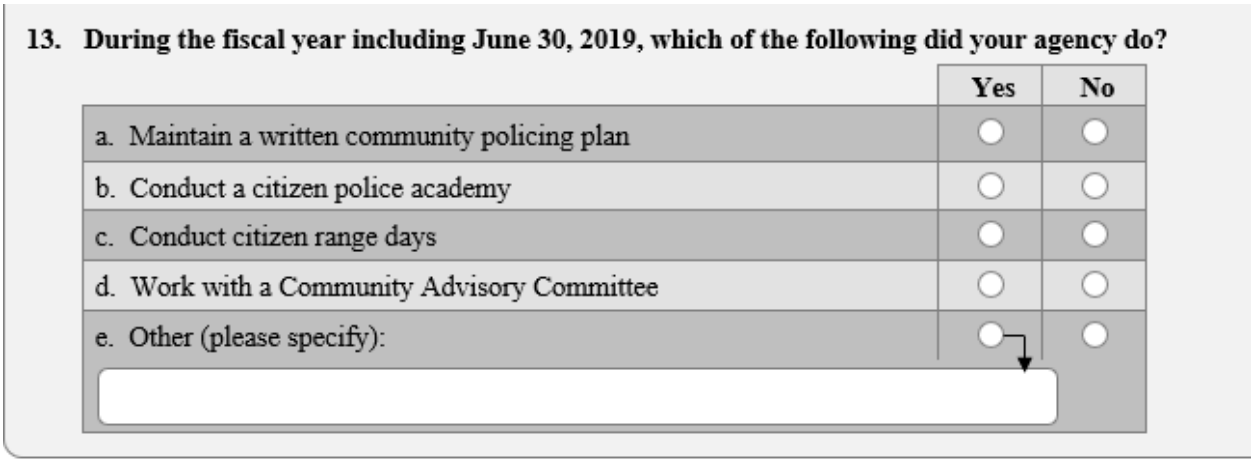
Recommendations (Based on Interviews)

Modify the question to clarify what types of feedback should be included, for example, the question could ask "…did your agency solicit feedback informally (e.g., via social media, community listening sessions) or formally (e.g., via a community survey or advisory council)?"

Additional Recommendations

None.

Question 13 (Local PD) / Question 16 (Sheriff)



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	○	○
b. Conduct a citizen police academy	○	○
c. Conduct citizen range days	○	○
d. Work with a Community Advisory Committee	○	○
e. Other (please specify):	○	○

Findings

Item b in this question asks if the agency conducted a citizen police academy. Participants were not specifically probed on this item. However, one commented that their agency did not conduct "an actual citizen academy" but they have "retired citizen" and "police cadet" programs. The participant was not sure if these would apply.

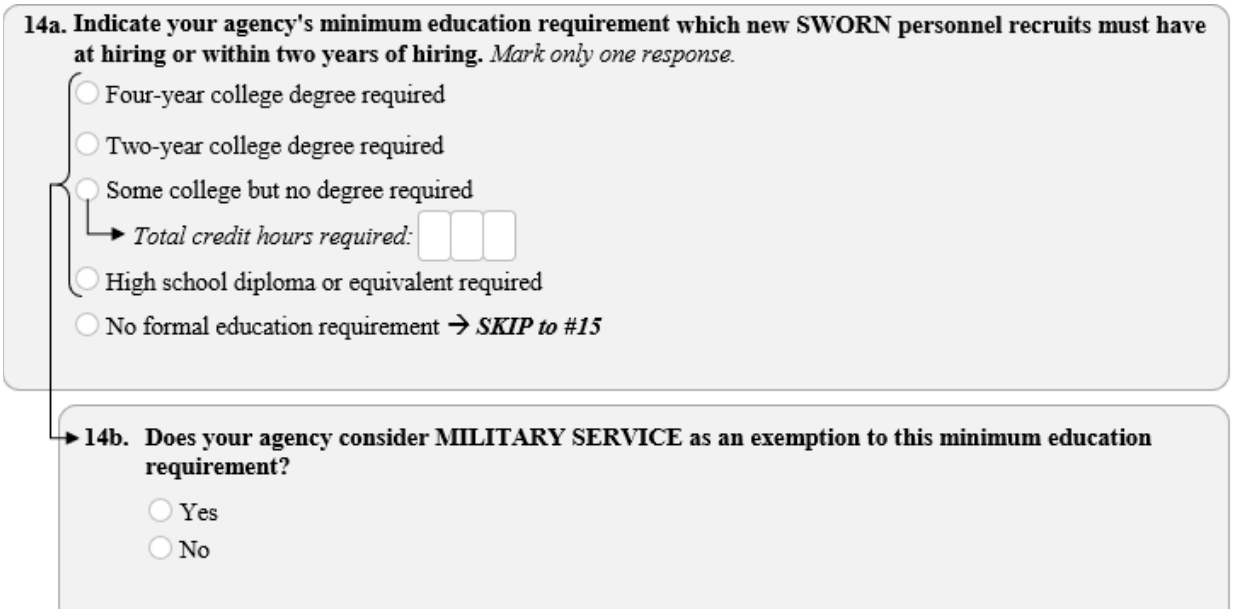
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 14 (Local PD) / Question 17 (Sheriff)



Findings

These questions ask about minimum education requirements for new sworn recruits. The questions were easy for most participants to answer because their agencies' education requirements are the same for all recruits.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None

Question 15 (Local PD) / Question 18 (Sheriff)

15. 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	○	○	
b. Criminal history check	○	○	
c. Driving record check	○	○	
d. Social media check	○	○	
Personal attributes	**Yes**	**No**	
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	○	○	
f. Interpersonal skills assessment	○	○	
g. Personality/Psychological inventory	○	○	
h. Psychological interview	○	○	
i. Polygraph exam	○	○	
Physical attributes	**Yes**	**No**	
j. Drug test	○	○	
k. Medical exam	○	○	
l. Vision test	○	○	
m. Physical agility/fitness test	○	○	→ **If no, *SKIP to #16***
n. *(If yes to #15m)* Does your agency have different standards based on sex?	○	○	

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 16 (Local PD) / Question 19 (Sheriff)

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'.*

	Academy training hours	Field training hours
a. State mandated hours		
b. Additional training hours		
c. TOTAL hours of training (sum 'a' and 'b')		

Findings

This question asks about training hours for non-lateral recruits. One participant was unsure what "non-lateral" means; all others understood it to mean a recruit who is not transferring from another department and/or has not completed a full academy.

The question says to include law enforcement training only. Because of this instruction, three participants excluded medical training (i.e., first aid and CPR; medical training; first responder training) and one excluded administrative and in-service training.

As intended, none of the sheriff's office participants included training hours for training on jail operations.

Two participants indicated that the number of academy training hours differs for recruits who are full-time sworn versus part-time sworn.

Recommendations (Based on Interviews)

Modify the instructions to clarify whether any aspects of medical training should be included. To address the issue of different training hours for full-time versus part-time sworn, ask only about full-time sworn in this question. Add a follow-up question to ask if the requirements for part-time sworn are the same or different from the requirements for full-time sworn.

Additional Recommendations

None.

Question 17 (Local PD) / Question 20 (Sheriff)

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'.*

	Minimum annual hours per officer
a. State mandated hours	
b. Additional training hours	
c. TOTAL hours of training (sum 'a' and 'b')	

Findings

This question asks for the minimum number of state-mandated versus additional training hours. Participants were not probed on this question, but one commented that additional training hours could be extra training for a specialty. These hours vary by specialty, so he was unable to provide a precise number and instead wrote in "varies."

Recommendations (Based on Interviews)

Modify the question wording to specify that specialty training hours should be excluded. For example, "What is the minimum annual number of in-service hours of training that is required for your agency's FULL-TIME SWORN officers? *Include general law enforcement training only. Do not include specialty training. If no training is required, enter '0'."*

Additional Recommendations

None.

Question 18 (Local PD) / Question 21 (Sheriff)

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)	
b. Lateral transfers/hires	
c. Other new hires	
d. Total NEW HIRES ***(sum of rows a through c)***	

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

Findings

This question asks for the number of hires by type (non-lateral, lateral, other). Like on the earlier question that used the term "non-lateral," most participants understand the distinction between lateral and non-lateral hires. On this question, two participants specified that the distinction comes down to whether the hire is already POST certified.

Participants generally thought that these numbers were easy to determine, but one local police department participant said it was a little harder to determine the number of lateral hires because they do not make that distinction in their data.

A majority of participants were unable to provide an example of the type of new hire that would be reported in the "Other" category. Those who did provide examples mentioned auxiliary or reserve officers, retired law enforcement, police executives from outside the agency, the executive assistant to the chief, new hires that are reinstated, and officers hired for serving papers.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 19 (Local PD) / Question 22 (Sheriff)

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

Findings

This question asks for the average number of weeks to hire an entry-level officer. Participants had varying interpretations of the question. The question indicates that they should count from when the application was received, but few did that. Some counted from as early as the job being posted or as late as the interview being conducted. Other starting points participants used included the date of the initial hiring announcement, the application submission cut-off date, and the exam/testing date (including civil service).

The instructions also say to use the offer of employment as the other bound when determining the number of weeks until hire. Participants were not probed on what end point they used, but one offered that he used the academy start date.

Aside from the issue of participants using the wrong time frame, another issue with this question is that participants had difficulty reporting the average because there is variability in hiring time. They said the amount of time varies greatly because of variations in the amount of time needed to conduct background checks, the urgency to fill open positions, the availability of medical materials or information from prior employers, or testing requirements based on the applicants' education. Because of this variation, participants provided only a rough estimate of the average hiring time.

Recommendations (Based on Interviews)

Consider removing this question entirely—it is difficult for respondents to determine the average and they did not consider the start and end points specified in the question. Alternatively revise the question to ask, "Thinking about entry-level SWORN officers, on average, how many weeks pass from the time they submit their application to the time they are offered employment? *Do not include basic academy training.*"

Additional Recommendations

None.

Question 20 (Local PD) / Question 23 (Sheriff)

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	○	○
b. Military veterans	○	○
c. Multi-lingual speaking	○	○
d. People with prior law enforcement experience	○	○
e. Racial/ethnic minorities	○	○
f. Women	○	○
g. Other (please specify):	○	○

Findings

This question asks whether various types of applicants were targeted through special recruitment efforts. Participants had similar ideas of what counts as "special recruitment efforts." They described any special recruitment activities outside of their normal recruitment efforts, such as targeting specific groups of people by mailing lists, job fairs, or through their schools.

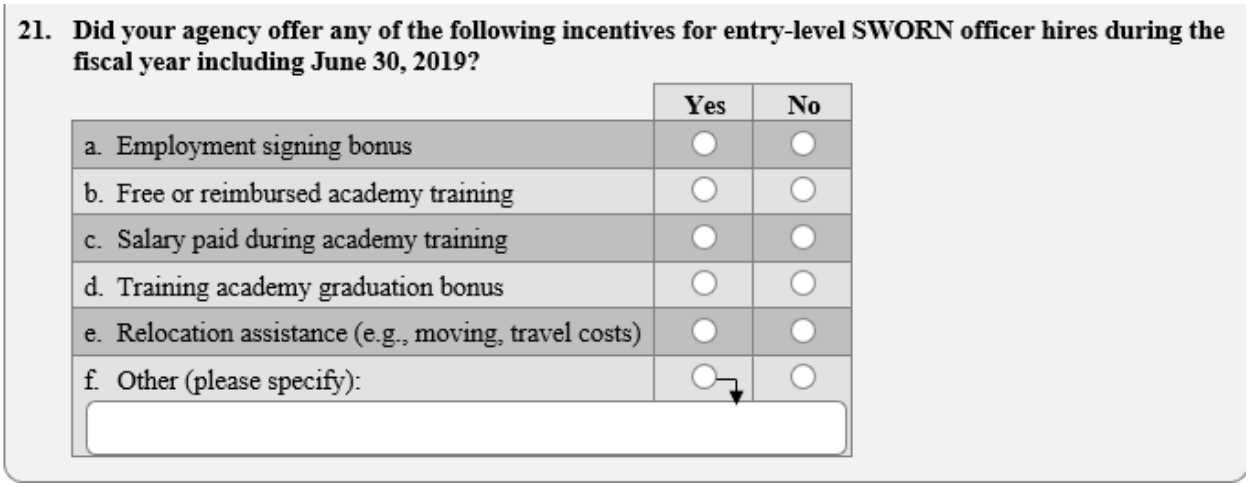
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 21 (Local PD) / Question 24 (Sheriff)



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	○	○
b. Free or reimbursed academy training	○	○
c. Salary paid during academy training	○	○
d. Training academy graduation bonus	○	○
e. Relocation assistance (e.g., moving, travel costs)	○	○
f. Other (please specify):	○	○

Findings

This question asks what types of hiring incentives the agency offers. Most participants indicated that their incentives are offered for all hires, but two mentioned that they have some incentives only for lateral hires. One of the two did not report the incentives for lateral hires because the question asks about entry-level hires.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 22 (Local PD) / Question 25 (Sheriff)

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	
b. Dismissals	
c. Medical/disability retirements	
d. Non-medical retirements	
e. Probationary rejections	
f. Other separations (e.g. death)	
g. Total SEPARATIONS ***(sum 'a' to 'f')***	

Findings

This question asks for the number of full-time sworn officers who separated from the agency for various reasons. One participant was unable to provide these numbers because the majority of separations are for retirement and the agency does not keep a breakdown of other reasons.

Participants were asked if they think individuals who were in the academy when they separated from the agency should be considered when answering this question. Their answers were evenly split, with half saying yes and half saying no. Two of those who said yes offered that they reported these individuals under Resignations and under Probationary rejections. Among those who did not think individuals who were in the academy at the time of their separation should be included, two noted that they should not be counted because they are not yet full-time sworn officers.

Recommendations (Based on Interviews)

Add an instruction to exclude trainees while they are still in the academy. For example, "*Do not include sworn officer recruits while who separated prior to completing academy training. If none, enter '0'.*"

Additional Recommendations

Flip the order of "Probationary rejections" (Item e) and "Resignations" (Item a).

Question 23 (Local PD) / Question 26 (Sheriff)

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

Findings

This question asks about the agency's exit interview policy. One local police department participant selected the option "Exit interviews typically not conducted" because their Human Resources department does the exit interviews; they were not thinking of the department as part of the law enforcement agency.

Recommendations (Based on Interviews)

None.

Additional Recommendations

To be more concise and for consistency with the last response option, change "Agency conducts exit interviews…" to "Exit interviews conducted…" in the first three response options. Also, consider modifying the question to specify "FULL-TIME SWORN officers," like in other questions.

Question 24 (Local PD) / Question 27 (Sheriff)

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.)	$, .00	$, .00
b. Sergeant or equivalent first-line supervisor	$, .00	$, .00
c. Entry-level officer or deputy (post-academy)	$, .00	$, .00

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

Change “Enter the salary…” to “Enter the base annual salary…” to clarify the information being requested. In addition, change the first response option from “Chief executive (chief, director, sheriff, etc.)” to “Chief executive (chief, director, etc.) on the local police department instrument and to “Sheriff” on the sheriff’s office instrument.

Question 25 (Local PD) / Question 28 (Sheriff)

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	○	○
b. Education incentive pay	○	○
c. Hazardous duty pay	○	○
d. Merit/performance pay	○	○
e. Military service pay	○	○
f. Residential incentive pay	○	○
g. Shift differential pay	○	○
h. Special skills proficiency pay	○	○

Findings

This question asks what types of special pay the agency provides. Participants generally thought the list was comprehensive, especially because "Special skills proficiency pay" covers—as one participant put it—"a whole gamut of stuff." The only additional types of special pay participants mentioned were for field training officers, detectives, and specialty teams. One participant noted that certain types of special pay apply only to some officers based on their date of hire.

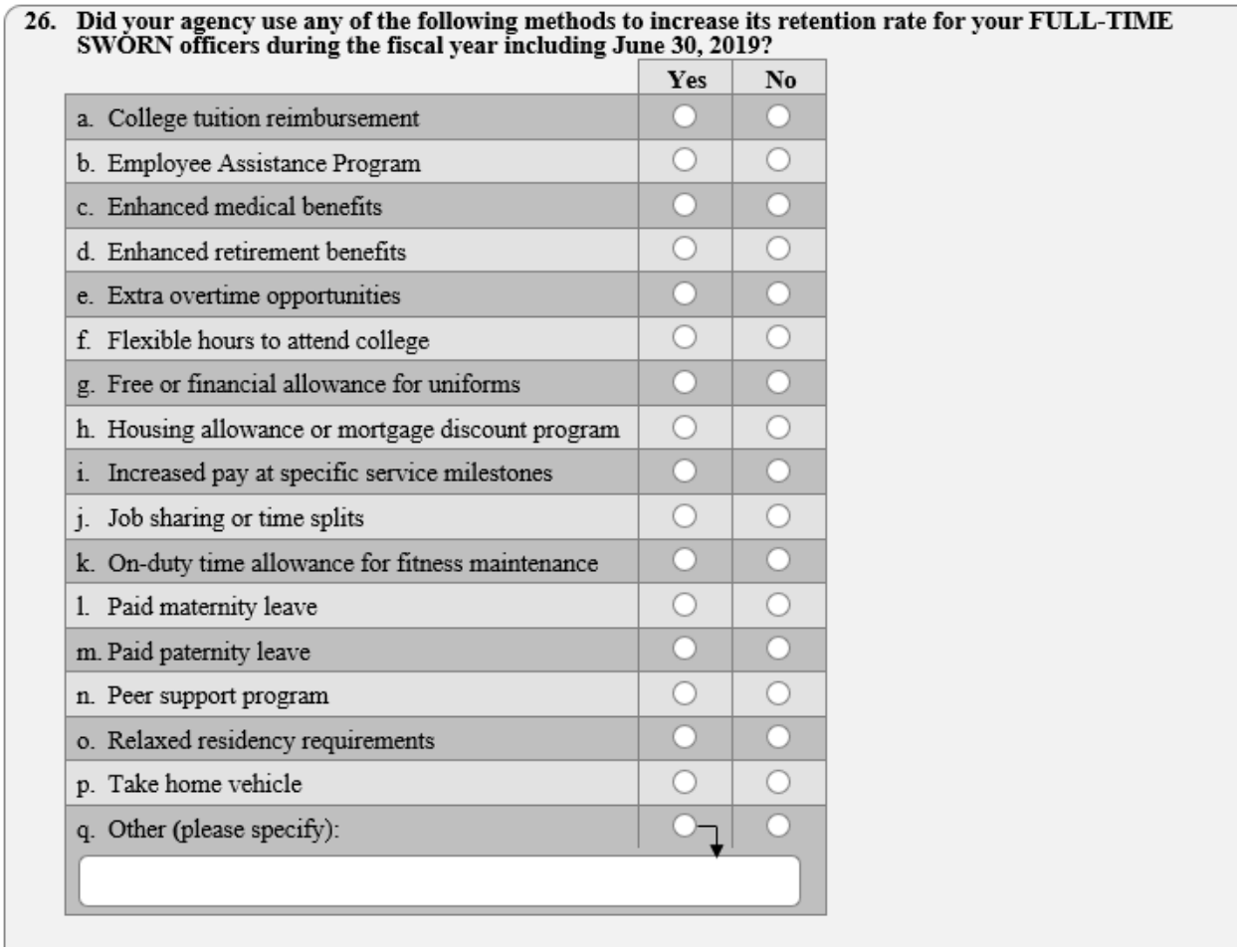
Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 26 (Local PD) / Question 29 (Sheriff)



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	○	○
b. Employee Assistance Program	○	○
c. Enhanced medical benefits	○	○
d. Enhanced retirement benefits	○	○
e. Extra overtime opportunities	○	○
f. Flexible hours to attend college	○	○
g. Free or financial allowance for uniforms	○	○
h. Housing allowance or mortgage discount program	○	○
i. Increased pay at specific service milestones	○	○
j. Job sharing or time splits	○	○
k. On-duty time allowance for fitness maintenance	○	○
l. Paid maternity leave	○	○
m. Paid paternity leave	○	○
n. Peer support program	○	○
o. Relaxed residency requirements	○	○
p. Take home vehicle	○	○
q. Other (please specify):	○	○

Findings

This question asks what methods the agency uses to increase its retention rate. Participants were not probed on this question, but one noted that their agency offers certain benefits to a subset of officers based on their date of hire.

Recommendations (Based on Interviews)

None.

Additional Recommendations

To ask the question in a more clear and concise way, consider revising it to say, “Did your agency offer the following benefits to increase retention among FULL-TIME SWORN officers during the fiscal year including June 30, 2019?”

Question 27 (Local PD) / Question 30 (Sheriff)

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

☐☐ Hours per Day

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 28 (Local PD) / Question 31 (Sheriff)

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?

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

Less-lethal	Authorized for full-time sworn officers: On duty	Authorized for full-time sworn officers: Off duty	Not authorized
e. Open hand techniques	○	○	○
f. Closed hand techniques	○	○	○
g. Takedown techniques (e.g., straight arm bar)	○	○	○
h. Hold or neck restraint (e.g., carotid hold)	○	○	○
i. Leg hobble or other restraints (not including handcuffs)	○	○	○
j. OC spray/foam	○	○	○
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	○	○	○
l. Baton	○	○	○
m. Blunt force projectile (e.g., bean bag, rubber bullets)	○	○	○
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	○	○	○
o. Other (please specify):	○	○	○

Findings

This question asks which weapons or actions are authorized for use, and whether they are authorized while on duty or off duty. Most participants thought that "authorized" refers to agency policy. One participant, however, was not thinking about a formal policy and instead was thinking about whether the officers are assigned a weapon on which they have received training. Participants acknowledged that some weapons are authorized for use in certain situations only, but this did not seem to confuse them as they answered—they indicated that these weapons are authorized for use.

One participant thought that "authorized for use" was a "weird" way of wording the question. This participant suggested instead saying "authorized to possess/carry."

A different participant noted that some of the weapons are only authorized for use by their SWAT team. When answering this question, they focused only on patrol officers and did not report the weapons for SWAT only.

Recommendations (Based on Interviews)

Restructure the question to present two yes/no columns. Ask, "As of June 30, 2019, did your agency have a formal policy authorizing use of the following weapons or actions by full-time sworn officers while – " Column 1 can then be labeled with "…On duty?" (yes/no) and Column 2 with "…Off duty?" (yes/no). The column labelled "Not authorized" could then be eliminated.

Additional Recommendations

To simplify the grid, remove the "Firearms" section header and the entire row containing the "Less Lethal" section header. These headers do not seem to be critical.

Question 29 (Local PD) / Question 32 (Sheriff)

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'.*

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

Findings

This question asks about the types of video cameras regularly operated by the agency. Participants found the to be easy to answer. However, they had extremely varied interpretations of its meaning. The following are some of the explanations participants provided when asked what they thought "operated […] on a REGULAR basis" means in this question:

- Used at least once per year
- Used "about every day"
- Used on a daily basis
- Used during a single shift (Because every officer is issued a body camera, this participant reported the number of body-worn cameras in use per shift rather than the total number in use across the department.)
- Used whenever on shift duty (e.g., in patrol cars and body-worn cameras) or used 24 hours per day for fixed-site surveillance
- Used during the normal course of business or as a part of standard duties and operations
- Use is normal and common, and does not require a warrant
- Used in accordance with department policy

- Always available for use

One participant was confused by the use of "operated by" as it relates to patrol cars (Item d), presumably since the camera can activate automatically. Another participant acknowledged counting school cameras the department has access to, even though they "do not necessarily operate them."

Recommendations (Based on Interviews)

If it is possible to define "regular" across the various types of video cameras referenced in this question, it might help improve consistency among respondents and thereby increase data quality.

Additional Recommendations

None.

Question 30 (Local PD) / Question 33 (Sheriff)

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	○	○
b. Cadaver	○	○
c. Drug detecting	○	○
d. Person trailing	○	○
e. Public enforcement	○	○
f. Other (please specify):	○	○

Findings

These questions ask for the number of handlers and K-9s, and also the activities they engaged in. Item e, "Public enforcement," was not uniformly understood by participants. About half thought it refers to crowd control, with some of these participants citing crowd control as just one of several activities covered under public enforcement. One participant specifically said it does *not* refer to crowd control, as that participant's agency is prohibited from using dogs for that purpose. Other examples participants provided of public enforcement included normal patrol work, clearing buildings, traffic enforcement, street enforcement, helping with arrests, managing riots, and attending parades or other events with a large amount of people. One participant was not sure what public enforcement refers to in this question and did not provide any examples.

One participant suggested using the term “general enforcement” rather than “public enforcement.”

Recommendations (Based on Interviews)

Clarify what is meant by “Public enforcement.”

Additional Recommendations

None.

Question 31 (Local PD) / Question 34 (Sheriff)

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

- ◯ Yes
- ◯ No

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 32 (Local PD) / Question 35 (Sheriff)

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

- ◯ Yes
- ◯ No

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 33 (Local PD) / Question 36 (Sheriff)

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)	○	○
b. Record management system (RMS)	○	○
c. Automated Fingerprint Identification System (AFIS) or Next Generation Identification (NGI)	○	○
d. Geographic information systems (GIS)	○	○
e. Facial recognition	○	○
f. Infrared (thermal) imagers	○	○
g. License plate readers (LPR)	○	○
h. Tire deflation devices	○	○
i. Gunshot detection (e.g., Shotspotter)	○	○
j. Firearm tracing (e.g., eTrace)	○	○
k. Ballistic imaging (e.g., NIBIN, IBIS)	○	○

Findings

This question asks which of a variety of tools the agency use. Participants were not probed on this question, but one suggested adding an additional category of "Electronic forensics" related to computers, internet, cell phones, and other electronic devices.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 34 (Local PD) / Question 37 (Sheriff)

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

	Yes	No
a. Budget allocation	○	○
b. Hot spot analysis	○	○
c. Intelligence analysis	○	○
d. Patrol allocation	○	○
e. Predictive policing	○	○
f. Social network analysis	○	○
g. Targeted enforcement	○	○

Findings

This question asks for which activities agencies use data. Two participants were not sure what Item e, "Predictive policing," refers to. One of them guessed that it means training personnel to predict where crime will happen. The others gave a variety of explanations, including:

- Using data to predict future crime patterns
- Forecasting where future crime will occur
- Using crime analysis and statistics to look for patterns and allocate manpower or special units to a specific area to stop crime from occurring
- Predicting upcoming issues, such as having traffic issues when a large convention comes to town
- Heat mapping (This example was provided by a participant from a small police department that, according to the participant, is "so small we know this information—we don't have the tools even if we wanted to [do this type of analysis].")

The two participants from small agencies commented that many of these items do not apply to their agencies given their small size.

Recommendations (Based on Interviews)

Clarify what is meant by "Predictive policing."

Additional Recommendations

None.

Question 35 (Local PD) / Question 38 (Sheriff)

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

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

Findings

This question asks whether the respondent's agency has various written policies or procedural directives. For Item b ("Maximum work hours allowed"), participants had differing ideas of what types of work should be included. They considered various combinations of regular work, regular *shift* work, work within the department, off duty work, secondary employment, overtime, and "work done in the capacity of the sheriff's office." Furthermore, those who answered "Yes" and specified the number of hours

provided hours using varying time period units (e.g., hours per day or hours per week). The most common time period was 24 hours; others were one day, one week, and one pay period (two weeks).

Participants were asked what they thought Item c ("Off-duty conduct") refers to. Although they described it in different ways, all seemed to think of it as their behavior when not on duty.

All of the participants answered "Yes" to Item d ("Use of deadly force/firearm discharge"), but they meant different things when selecting their response. Most participants meant that their agency has both a deadly force policy and a firearm discharge policy. Similarly, one participant meant that their agency has a use of force policy that covers use of deadly force, such as firearm discharge. However, one participant reported having only a use of force policy and one reporting having only a firearm discharge policy.

Recommendations (Based on Interviews)

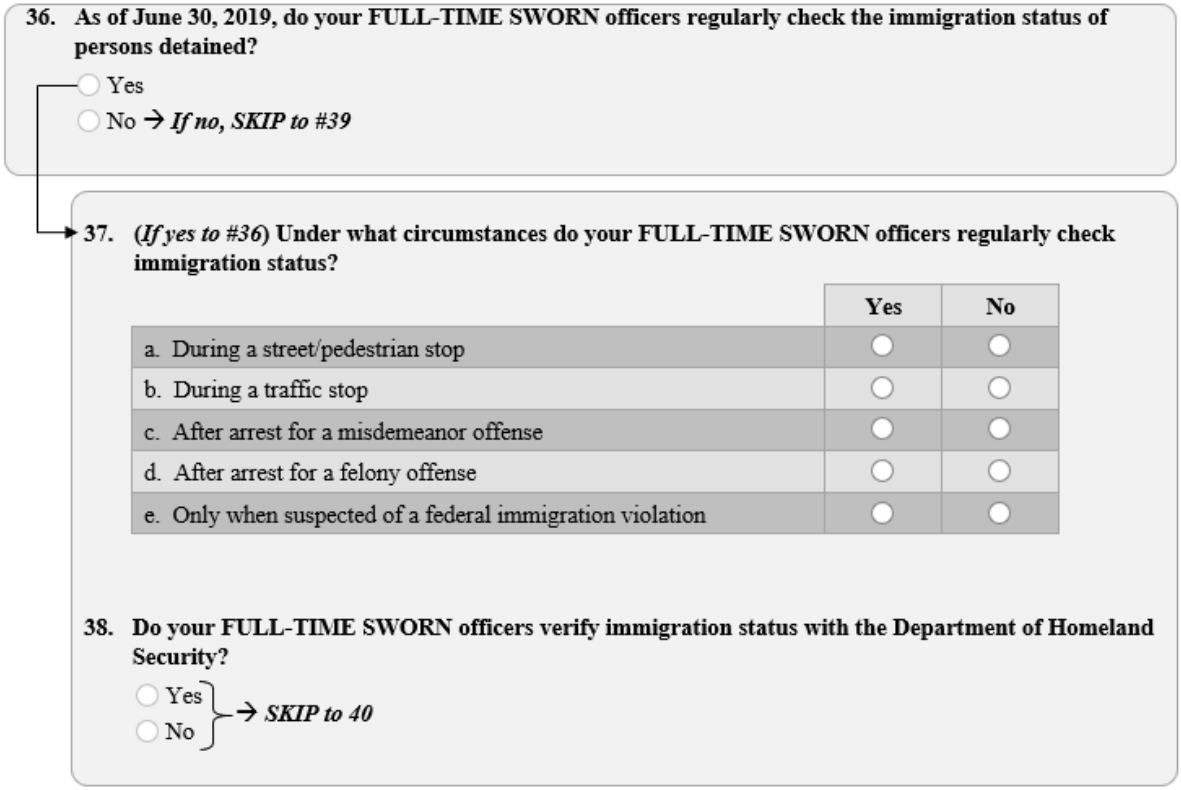
Modify Item b to specify the type of work. Remove the field to specify the maximum hours or allow respondents to indicate what time period unit they are using to report the.

Move firearm discharge to its own category.

Additional Recommendations

None.

Questions 36-38 (Local PD) / Question 39-41 (Sheriff)



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	○	○
b. During a traffic stop	○	○
c. After arrest for a misdemeanor offense	○	○
d. After arrest for a felony offense	○	○
e. Only when suspected of a federal immigration violation	○	○

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

- ○ Yes
- ○ No

→ ***SKIP to 40***

Findings

Participants reported no difficulty in answering these questions, which ask about checking the immigration status of persons detained. The first question asks about *regularly* checking immigration status. Most participants thought that meant during the normal course of duties or as the norm, and similarly, one participant thought of "regularly" as a "standard operating practice." Another participant described it as "often." One participant was an outlier in their interpretation, thinking that regularly checking immigration status meant "whenever an officer comes in contact with a person," similar to checking licenses and warrants.

Only two participants were routed to the second and third questions after answering "Yes" to the first. Both indicated that the circumstances in which their officers check immigration status depends on the situation and varies on a case-by-case basis. On the third question, both answered "Yes," that their officers verify immigration status with the Department of Homeland Security. One commented, "I can't think of any other way to check."

Six participants indicated their agency has a policy regarding checking immigration status, either prohibiting it or specifying in which situations it is allowed. Only three of these participants submitted a completed survey prior to the interview, but all three of them selected "Yes" on the immigration item in the prior question (Q35n/Q38n).

One sheriff's office participant suggested adding questions to ask if officers are cross-certified with immigration enforcement, how they handle ICE detainees in the jails, and if there are any prohibitions on working with federal agencies.

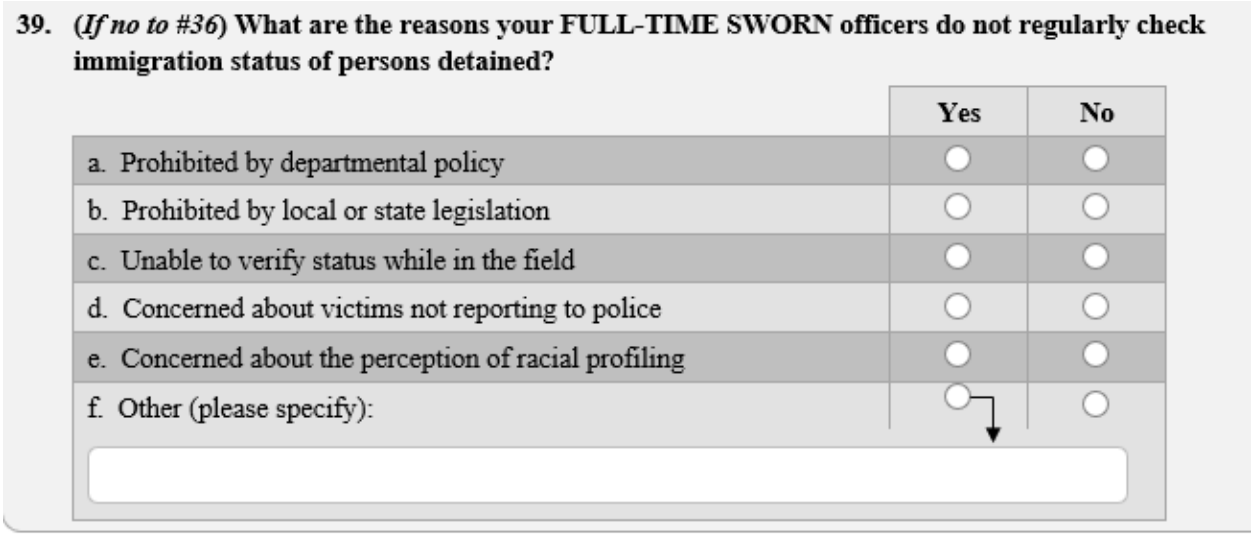
Recommendations (Based on Interviews)

Revise the first question to clarify what is meant by "regularly" checking immigration status and remove the third question.

Additional Recommendations

Change the questions to past tense to match the time period ("As of June 30, 2019").

Question 39 (Local PD) / Question 42 (Sheriff)



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	○	○
b. Prohibited by local or state legislation	○	○
c. Unable to verify status while in the field	○	○
d. Concerned about victims not reporting to police	○	○
e. Concerned about the perception of racial profiling	○	○
f. Other (please specify):	○	○

Findings

Respondents whose officers do not regularly check the immigration status of detainees are routed to this question, which asks for the reasons why. Overall, participants thought the list of items was comprehensive, with only one suggesting an additional item related to public trust that is more inclusive than Item d, which focuses on victims.

Recommendations (Based on Interviews)

None.

Additional Recommendations

Revise Item e to say, "Concerned that officers will be perceived as using racial profiling."

Question 40 (Local PD) / Question 43 (Sheriff)

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

Findings

This question asks if the agency has an Early Intervention System for monitoring or responding to problematic officer behavior. Participants were asked if they think there is a difference between an Early Intervention System and an Early Warning System. All but two participants thought the two were synonymous; the other two explained that they have an Early Warning System but not an Early Intervention System because they are not actually intervening.

Recommendations (Based on Interviews)

Change the question wording to ask about an "Early Warning System or Early Intervention System.".

Additional Recommendations

Change the question to past tense to match the time period ("As of June 30, 2019").

Question 41 (Local PD) / Question 44 (Sheriff)

Local PD:

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
a. Sustained (sufficient evidence to justify disciplinary action against the officer(s))		
b. Other disposition (e.g., unfounded, exonerated, not sustained, withdrawn)		
c. Pending (final disposition of the allegation has not been made)		
d. TOTAL complaints received (sum of 'a' through 'c')		

Findings

This question asks how many formal citizen complaints were received during the fiscal year, by current disposition status. These numbers were easy for participants to report, but eleven of them needed to request these data from others in their agency (most commonly Internal Affairs).

Participants thought the three categories were adequate and they were able to map the categories their agency uses into the provided categories. There was one exception, however—one participant noted that their agency will close a case with no disposition if someone resigns before the investigation is concluded.

Participants' agencies differ in what they consider to be a "formal citizen complaint." A local police department participant from Illinois who explained that the system for complaints in Illinois is very formal and a "formal complaint" is one that is notarized. Another approach was noted by three participants who said a formal complaint is one that goes through Internal Affairs and/or an investigation is launched. In some agencies, a formal complaint is any complaint submitted in writing (but one noted an exception for complaints submitted via social media), and in other agencies a formal complaint is only one in which the complainant fills out the designated paperwork. And finally, some agencies consider a formal complaint to be any complaint received in any form (e.g., a voicemail). However, one participant whose agency takes this approach shared two exceptions: (1) if the complainant is highly intoxicated, the agency will follow up when they are sober to see if they still want to complain or if they were only making a complaint as a result of their intoxication, and (2) if the supervisor asks the complainant if they would like to file a formal complaint and they say no, then they would consider it to be only an informal complaint.

Participants were asked how they would answer this question if some of the complaints contained multiple allegations. One participant said he would count each of the allegations as a separate complaint

but noted that his approach would depend on the situation. This participant was from a small police department so the number of complaints/allegations he receives may be considerably lower than many of the other participants, who all said they would count a complaint only once even if it included multiple allegations.

Recommendations (Based on Interviews)

Remove the question if differences in how agencies classify complaints as "formal" is problematic. Alternatively, provide an instruction or additional question wording to define the term.

Additional Recommendations

The question might be more intuitive if the order of columns were flipped, since "All complaints" is a total and tables tend to present totals in the rightmost column.

Question 42 (Local PD) / Question 45 (Sheriff)

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

- ○ Yes
- ○ No

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

None.

Question 43 (Local PD) / Question 46 (Sheriff)

Local PD:

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	○	○
b. Use of force resulting in a subject sustaining serious bodily injury	○	○
c. Use of force resulting in a subject's death	○	○
d. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	○	○

Findings

None.

Recommendations (Based on Interviews)

None.

Additional Recommendations

Change the question to past tense to match the time period ("As of June 30, 2019").

3. Miscellaneous Topics

Burden

Participants who completed the survey prior to the cognitive interview provided an estimate of how long it took to complete. They reported the following completion times:

	Large PD	Sheriff
Mean	3 hours & 12 minutes	1 hour & 25 minutes
Median	3 hours & 8 minutes	1 hour & 30 minutes
Min	1 hour & 50 minutes	0 hours & 45 minutes
Max	6 hours & 0 minutes	8 hours & 0 minutes

Participants were asked how they felt about the length of the questionnaire and the time needed to complete it. The general consensus was that it was not too burdensome, but it is important to keep in mind that recruitment was difficult – likely due to how busy many of the contacted agencies are – and those that participated in the cognitive interviews may have more interest, availability, or staff support than is typical.

At the end of the interview, participants shared comments on the survey's burden, including the following:

- "It was time consuming having to hand count folks since they are grouped differently than the question asks. It is definitely the longest survey I take during the year."
- "It is the longest survey we take during the year. I can only imagine how difficult it would be for a large agency. We are small and it took me 2 hours which is quite the burden."
- "It would take us about 90 minutes to complete. The time to complete is not too bad."
- "It is reasonable, we track all the data asked about."
- "It took me a lot longer than the burden statement said, but it is a valuable survey"
- "It's not bad. It's a little long, but for something that happens once every 3 years it's adequate and it should take a little time to get the real information."
- "A two-hour burden in the statement doesn't sound unreasonable to me."
- "It is not too burdensome as we report on this regularly."
- "It wasn't bad, I should have taken more time with a few of the questions and gotten specific data instead of just guessing."

Data Availability

For participants at the large agencies in particular, completing the survey required a group effort. The large agencies reported needing to reach out to as many as eight or nine other people or departments

to gather the information requested in the survey. Participants at medium and small agencies were able to complete more of the survey on their own, and some were able to complete all of it on their own.

One participant who needed to reach out to others to complete the survey explained, “I find it cumbersome when I can’t answer the questions—it’s a pain in the butt when I have to wait for other people.” Another participant said, “It was difficult having to wade through the written directives and policies to answer these questions.”

A different issue of data availability was brought up by only one participant. This person explained that their agency keeps data on gender and ethnicity but has only been doing that since 2013. As a result, they could provide gender and ethnicity statistics only for personnel hired since 2013.

Appendix A: PERF Invitation Email

Good morning/afternoon [TITLE] [NAME],

My name is [PERF NAME] with the Police Executive Research Forum (PERF). We're working with the Bureau of Justice Statistics and RTI International (RTI) to develop the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) Core Survey. Next year, the survey will be sent to approximately 3,500 law enforcement agencies nationwide.

However, before we send this survey out nationally, we need direct feedback from agencies to ensure the survey questions and instructions are as clear as possible. I'm writing to ask for your agency's participation in providing feedback. This request is not going to a large number of agencies – yours was specifically selected and we hope your agency can participate.

If you agree, we would:

- provide a copy of the LEMAS draft survey to your agency's point of contact;
- ask him/her to complete the survey;
- return it to us; and
- schedule a brief phone interview (1 hour maximum) with RTI staff to discuss the survey.

We hope to collect this feedback throughout October and November, and our team can be flexible to your schedule.

Please let me know whether or not your agency will help providing feedback on the 2020 LEMAS, or if you have additional questions about this request.

Sincerely,

[PERF NAME]

Appendix B: BJS FedEx Letter

Dear [TITLE] [NAME],

I am writing to request your assistance with a special research project in support of the Bureau of Justice Statistics' Law Enforcement Management and Administrative Statistics (LEMAS) survey. Your agency, along with a small number of others, has been specifically selected to help guide us in the planning phase of our research.

BJS is working with RTI International (RTI) and the Police Executive Research Forum (PERF) to develop the 2020 LEMAS. Conducted periodically since 1987, the survey collects data from a national sample of 3,500 law enforcement agencies. The 2020 LEMAS has been redesigned and tailored specifically for [local police departments or sheriffs' offices] in order to be more relevant to your agency.

Before we begin the national survey, we hope to receive feedback from [local police departments or sheriffs' offices] to (1) help ensure the survey questions and instructions are as clear as possible and (2) the survey gathers data that are useful to law enforcement. RTI or PERF will contact your agency in the coming days to request your participation and answer any questions you might have about this special request. In the meantime, if you have any questions about participation, please contact Dr. Sean Goodison at PERF (sgoodison@policeforum.org, 202-454-8319). If you have any general comments or questions, please feel free to contact me at Shelley.Hyland@usdoj.gov.

Sincerely,

Shelley Hyland
Bureau of Justice Statistics

Appendix C: BJS Invitation Emails

BJS Email – Local Police

Subject: Bureau of Justice Statistics - Special Request

Dear [TITLE] [NAME],

I am writing to request your assistance with a special research project in support of the Bureau of Justice Statistics' (BJS) **Law Enforcement Management and Administrative Statistics (LEMAS)** survey. BJS recently published findings from the 2016 LEMAS, including Local Police Departments, 2016: Personnel; additional information about LEMAS and other reports from the study are available at https://www.bjs.gov/index.cfm?ty=dcdetail&iid=248.

Your agency, along with a small number of others, has been specifically selected to help guide us as we plan the 2020 LEMAS survey. We have redesigned the survey to be more relevant to agencies like your own, and we hope to discuss a draft of the survey with you to help ensure (1) the survey questions and instructions are as clear as possible and (2) the survey gathers data that are useful to law enforcement. Our research partners at RTI International (RTI) and/or the Police Executive Research Forum (PERF) have been unsuccessful in their previous attempts to contact you about this request, so I wanted to personally reach out to see if I can address any questions or concerns you may have about this request.

If you agree, we would provide a copy of the LEMAS draft survey to your agency's point of contact, ask him/her to complete the survey and return it to us, and schedule a brief phone interview (1 hour maximum) with RTI staff to discuss the survey.

If this is something you could help us out with, you may click here to schedule your agency's 1-hour interview online. Alternatively, you may contact Alexander Rabre of RTI International at 919-541-1258.

The LEMAS collects data from over 3,500 general purpose, county, and local law enforcement agencies, including data on

- policies and procedures,
- hiring and retention,
- job functions of sworn and civilian employees,
- officer salaries and special pay,
- demographic characteristics of officers,
- weapons and armor policies,
- education and training requirements,
- computers and information systems,
- operating expenditures,
- special units, and
- community policing activities.

Thank you for your consideration of this important request. If you have any general comments or questions, please feel free to contact me.

Sincerely,

Shelley Hyland
Bureau of Justice Statistics

BJS Email – Sheriffs

Subject: Bureau of Justice Statistics - Special Request

Dear [TITLE] [NAME],

I am writing to request your assistance with a special research project in support of the Bureau of Justice Statistics' (BJS) **Law Enforcement Management and Administrative Statistics (LEMAS)** survey. BJS recently published findings from the 2016 LEMAS, including Sheriffs' Offices, 2016: Personnel; additional information about LEMAS and other reports from the study are available at https://www.bjs.gov/index.cfm?ty=dcdetail&iid=248.

Your agency, along with a small number of others, has been specifically selected to help guide us as we plan the 2020 LEMAS survey. We have redesigned the survey to be more relevant to agencies like your own, and we hope to discuss a draft of the survey with you to help ensure (1) the survey questions and instructions are as clear as possible and (2) the survey gathers data that are useful to law enforcement.

Our research partners at RTI International (RTI) and/or the Police Executive Research Forum (PERF) have been unsuccessful in their previous attempts to contact you about this request, so I wanted to personally reach out to see if I can address any questions or concerns you may have about this request.

If you agree, we would provide a copy of the LEMAS draft survey to your agency's point of contact, ask him/her to complete the survey and return it to us, and schedule a brief phone interview (1 hour maximum) with RTI staff to discuss the survey.

If this is something you could help us out with, you may click here to schedule your agency's 1-hour interview online. Alternatively, you may contact Alexander Rabre of RTI International at 919-541-1258.

Thank you for your consideration of this important request. If you have any general comments or questions, please feel free to contact me.

Sincerely,

Shelley Hyland
Bureau of Justice Statistics

The LEMAS collects data from over 3,500 general purpose, county, and local law enforcement agencies, including data on

- policies and procedures,
- hiring and retention,
- job functions of sworn and civilian employees,
- officer salaries and special pay,
- demographic characteristics of officers,
- weapons and armor policies, education and training requirements,
- computers and information systems,
- operating expenditures,
- special units, and
- community policing activities.

Appendix D: Cognitive Interview Participants

Table D1. Participating Agencies

LEAR ID	Agency Size	Agency Type	Agency Name
635934	Large	Local PD	San Diego Police Department
637686	Large	Local PD	Sandy Springs Police Department
641279	Large	Local PD	Shreveport Police Department
637011	Large	Local PD	Tallahassee Police Department
636563	Large	Local PD	Waterbury Police Department
632314	Large	Local PD	Alexandria Police Department
641896	Large	Local PD	Prince George's County Police Department
636444	Medium	Local PD	Brookfield Police Department
638944	Medium	Local PD	Lemont Police Department
636458	Medium	Local PD	Darien Police Department
630972	Small	Local PD	Moorcroft Police Department
635311	Large	Sheriffs	Pima County Sheriff's Department
641906	Large	Sheriffs	St. Mary's County Sheriff's Office
636956	Large	Sheriffs	Pinellas County Sheriff's Office
635566	Medium	Sheriffs	Colusa County Sheriff's Office
632399	Medium	Sheriffs	Dinwiddie County Sheriff's Office
633575	Medium	Sheriffs	Kershaw County Sheriff's Office
646544	Medium	Sheriffs	Logan County Sheriff's Office
636005	Medium	Sheriffs	Sierra County Sheriff's Office
633273	Small	Sheriffs	Campbell County Sheriff's Office

Appendix E: Invitation Letter

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 attached 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 to me by email or fax ([FAX_PHONE]).

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 LEMAS Program Manager at BJS, at Shelley.Hyland@usdoj.gov.

Sincerely,

[INTERVIEWER NAME], [DEGREE]
[JOB TITLE]
RTI International

Appendix F: Questionnaires

Form CJ-44 | OMB No. 1121-0240: Approval Expires XX/XX/201X

LAW ENFORCEMENT MANAGEMENT AND ADMINSTRATIVE 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**
- **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.
- 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.

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		
i. Male		
j. Female		
k. TOTAL (sum 'i' and 'j')		

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	
b. Non-sworn/civilian personnel	

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			
		(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	(5) Agency's jurisdiction does not have this problem (N/A)
a. Agency standards/accreditation	○	○	○	○	○
b. Bias/hate crime	○	○	○	○	○
c. Bomb/explosive disposal	○	○	○	○	○
d. Child abuse/endangerment	○	○	○	○	○
e. Community policing	○	○	○	○	○
f. Crime analysis	○	○	○	○	○
g. Cybercrime	○	○	○	○	○
h. Domestic violence	○	○	○	○	○
i. Firearms	○	○	○	○	○
j. Gangs	○	○	○	○	○
k. Homelessness	○	○	○	○	○
l. Human trafficking	○	○	○	○	○
m. Impaired drivers (DUI/DWI)	○	○	○	○	○
n. Internal affairs	○	○	○	○	○
o. Juvenile crimes	○	○	○	○	○
p. Mental health/crisis intervention	○	○	○	○	○
q. Missing children	○	○	○	○	○
r. Opioids	○	○	○	○	○
s. Parking enforcement	○	○	○	○	○
t. Public relations	○	○	○	○	○
u. Research and planning	○	○	○	○	○
v. School safety	○	○	○	○	○
w. Sexual assault	○	○	○	○	○
x. Special operations (e.g. SWAT)	○	○	○	○	○
y. Terrorism/homeland security	○	○	○	○	○
z. Traffic enforcement	○	○	○	○	○
aa. Victim assistance	○	○	○	○	○

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	○	○
b. Advocacy groups	○	○
c. Business groups	○	○
d. Federal law enforcement agencies	○	○
e. Law enforcement organizations (e.g., IACP, Police Foundation)	○	○
f. Neighborhood associations	○	○
g. Non-law enforcement government agencies	○	○
h. State or local law enforcement agencies	○	○
i. Victim service providers	○	○
j. Other (please specify):	○	○

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	○	○
b. Assessing community trust	○	○
c. Evaluating officer or agency performance	○	○
d. Informing agency policies and procedures	○	○
e. Prioritizing crime/disorder problems	○	○
f. Training development	○	○

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	○	○
b. Conduct a citizen police academy	○	○
c. Conduct citizen range days	○	○
d. Work with a Community Advisory Committee	○	○
e. Other (please specify):	○	○

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?

Background check	**Yes**	**No**	
a. Credit history check	○	○	
b. Criminal history check	○	○	
c. Driving record check	○	○	
d. Social media check	○	○	
Personal attributes	**Yes**	**No**	
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	○	○	
f. Interpersonal skills assessment	○	○	
g. Personality/Psychological inventory	○	○	
h. Psychological interview	○	○	
i. Polygraph exam	○	○	
Physical attributes	**Yes**	**No**	
j. Drug test	○	○	
k. Medical exam	○	○	
l. Vision test	○	○	
m. Physical agility/fitness test	○	○	→ **If no, *SKIP to #16***
n. *(If yes to #15m)* Does your agency have different standards based on sex?	○	○	

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'.*

	Academy training hours	**Field training hours**
a. State mandated hours		
b. Additional training hours		
c. TOTAL hours of training (sum 'a' and 'b')		

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'.*

	Minimum annual hours per officer
a. State mandated hours	
b. Additional training hours	
c. TOTAL hours of training (sum 'a' and 'b')	

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)	
b. Lateral transfers/hires	
c. Other new hires	
d. Total NEW HIRES ***(sum of rows a through c)***	

➔ ***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	○	○
b. Military veterans	○	○
c. Multi-lingual speaking	○	○
d. People with prior law enforcement experience	○	○
e. Racial/ethnic minorities	○	○
f. Women	○	○
g. Other (please specify):	○	○

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	○	○
b. Free or reimbursed academy training	○	○
c. Salary paid during academy training	○	○
d. Training academy graduation bonus	○	○
e. Relocation assistance (e.g., moving, travel costs)	○	○
f. Other (please specify):	○	○

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	
b. Dismissals	
c. Medical/disability retirements	
d. Non-medical retirements	
e. Probationary rejections	
f. Other separations (e.g. death)	
g. Total SEPARATIONS *(sum 'a' to 'f')*	

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.)	$, .00	$, .00
b. Sergeant or equivalent first-line supervisor	$, .00	$, .00
c. Entry-level officer or deputy (post-academy)	$, .00	$, .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	○	○
b. Education incentive pay	○	○
c. Hazardous duty pay	○	○
d. Merit/performance pay	○	○
e. Military service pay	○	○
f. Residential incentive pay	○	○
g. Shift differential pay	○	○
h. Special skills proficiency pay	○	○

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	○	○
b. Employee Assistance Program	○	○
c. Enhanced medical benefits	○	○
d. Enhanced retirement benefits	○	○
e. Extra overtime opportunities	○	○
f. Flexible hours to attend college	○	○
g. Free or financial allowance for uniforms	○	○
h. Housing allowance or mortgage discount program	○	○
i. Increased pay at specific service milestones	○	○
j. Job sharing or time splits	○	○
k. On-duty time allowance for fitness maintenance	○	○
l. Paid maternity leave	○	○
m. Paid paternity leave	○	○
n. Peer support program	○	○
o. Relaxed residency requirements	○	○
p. Take home vehicle	○	○
q. Other (please specify):	○	○

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?

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

Less-lethal	Authorized for full-time sworn officers: On duty	Authorized for full-time sworn officers: Off duty	Not authorized
e. Open hand techniques	○	○	○
f. Closed hand techniques	○	○	○
g. Takedown techniques (e.g., straight arm bar)	○	○	○
h. Hold or neck restraint (e.g., carotid hold)	○	○	○
i. Leg hobble or other restraints (not including handcuffs)	○	○	○
j. OC spray/foam	○	○	○
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	○	○	○
l. Baton	○	○	○
m. Blunt force projectile (e.g., bean bag, rubber bullets)	○	○	○
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	○	○	○
o. Other (please specify):	○	○	○

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'.*

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

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	○	○
b. Cadaver	○	○
c. Drug detecting	○	○
d. Person trailing	○	○
e. Public enforcement	○	○
f. Other (please specify):	○	○

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)	○	○
b. Record management system (RMS)	○	○
c. Automated Fingerprint Identification System (AFIS) or Next Generation Identification (NGI)	○	○
d. Geographic information systems (GIS)	○	○
e. Facial recognition	○	○
f. Infrared (thermal) imagers	○	○
g. License plate readers (LPR)	○	○
h. Tire deflation devices	○	○
i. Gunshot detection (e.g., Shotspotter)	○	○
j. Firearm tracing (e.g., eTrace)	○	○
k. Ballistic imaging (e.g., NIBIN, IBIS)	○	○

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

	Yes	No
a. Budget allocation	○	○
b. Hot spot analysis	○	○
c. Intelligence analysis	○	○
d. Patrol allocation	○	○
e. Predictive policing	○	○
f. Social network analysis	○	○
g. Targeted enforcement	○	○

Section VIII: Policies and Procedures

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

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

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	○	○
b. During a traffic stop	○	○
c. After arrest for a misdemeanor offense	○	○
d. After arrest for a felony offense	○	○
e. Only when suspected of a federal immigration violation	○	○

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	○	○
b. Prohibited by local or state legislation	○	○
c. Unable to verify status while in the field	○	○
d. Concerned about victims not reporting to police	○	○
e. Concerned about the perception of racial profiling	○	○
f. Other (please specify):	○	○

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
a. Sustained (sufficient evidence to justify disciplinary action against the officer(s))		
b. Other disposition (e.g., unfounded, exonerated, not sustained, withdrawn)		
c. Pending (final disposition of the allegation has not been made)		
d. TOTAL complaints received (sum of 'a' through 'c')		

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	○	○
b. Use of force resulting in a subject sustaining serious bodily injury	○	○
c. Use of force resulting in a subject's death	○	○
d. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	○	○

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

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

Sheriff:

Form CJ-44 | OMB No. 1121-0240: Approval Expires XX/XX/201X

LAW ENFORCEMENT MANAGEMENT AND ADMINSTRATIVE 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.
- 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		
d. TOTAL employees (sum of lines 'a' through 'c')		

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
a. **Administration** – Sheriff, assistants and other personnel who work in administrative capacity. *Includes finance, human resources and internal affairs.*			
b. **Operations** – Road deputies, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. *Includes traffic, patrol, investigations and special operations.*			
1. Road officers/deputies only			
2. Detectives/investigators only			
c. **Jail-related duties** – Correctional officers, guards, and other support personnel who primarily work in the jail.			
d. **Court related duties** – Bailiffs, security guards, etc.			
e. **Civil process duties** – Process servers, real estate administrators, etc.			
f. **Support** – Dispatchers, records clerks, crime analysts, crime lab technicians and other personnel providing support services other than administrative. *Include communications, crime lab, fleet management and training.*			
1. Dispatchers only			
g. **Other** (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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		

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		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Not known		
h. TOTAL (sum 'a' to 'g')		
i. Male		
j. Female		
k. TOTAL (sum 'i' and 'j')		

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)	
b. Officers/deputies with limited or no arrest powers (e.g., jail/correctional officers)	
c. Non-sworn/civilian personnel	

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	○	○	○	○	○
b. Bias/hate crime	○	○	○	○	○
c. Bomb/explosive disposal	○	○	○	○	○
d. Child abuse/endangerment	○	○	○	○	○
e. Community Policing	○	○	○	○	○
f. Crime analysis	○	○	○	○	○
g. Cybercrime	○	○	○	○	○
h. Domestic violence	○	○	○	○	○
i. Firearms	○	○	○	○	○
j. Gangs	○	○	○	○	○
k. Homelessness	○	○	○	○	○
l. Human trafficking	○	○	○	○	○
m. Impaired drivers (DUI/DWI)	○	○	○	○	○
n. Internal affairs	○	○	○	○	○
o. Juvenile crimes	○	○	○	○	○
p. Mental health/crisis intervention	○	○	○	○	○
q. Missing children	○	○	○	○	○
r. Opioids	○	○	○	○	○
s. Parking enforcement	○	○	○	○	○
t. Public relations	○	○	○	○	○
u. Research and planning	○	○	○	○	○
v. School safety	○	○	○	○	○
w. Sexual assault	○	○	○	○	○
x. Special operations (e.g. SWAT)	○	○	○	○	○
y. Terrorism/homeland security	○	○	○	○	○
z. Traffic enforcement	○	○	○	○	○
aa. Victim assistance	○	○	○	○	○

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 / (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

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	○	○
b. Advocacy groups	○	○
c. Business groups	○	○
d. Federal law enforcement agencies	○	○
e. Law enforcement organizations (e.g., IACP, Police Foundation)	○	○
f. Neighborhood associations	○	○
g. Non-law enforcement government agencies	○	○
h. State or local law enforcement agencies	○	○
i. Victim service providers	○	○
j. Other (please specify):	○	○

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	○	○
b. Assessing community trust	○	○
c. Evaluating officer or agency performance	○	○
d. Informing agency policies and procedures	○	○
e. Prioritizing crime/disorder problems	○	○
f. Training development	○	○

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	○	○
b. Conduct a citizen police academy	○	○
c. Conduct citizen range days	○	○
d. Work with a Community Advisory Committee	○	○
e. Other (please specify):	○	○

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	○	○	
b. Criminal history check	○	○	
c. Driving record check	○	○	
d. Social media check	○	○	
Personal attributes	**Yes**	**No**	
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	○	○	
f. Interpersonal skills assessment	○	○	
g. Personality/Psychological inventory	○	○	
h. Psychological interview	○	○	
i. Polygraph exam	○	○	
Physical attributes	**Yes**	**No**	
j. Drug test	○	○	
k. Medical exam	○	○	
l. Vision test	○	○	
m. Physical agility/fitness test	○	○	→ **If no, *SKIP to #19***
n. (*If yes to #18m*) Does your agency have different standards based on sex?	○	○	

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		
b. Additional training hours		
c. TOTAL hours of training (sum 'a' and 'b')		

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	
b. Additional training hours	
c. TOTAL hours of training (sum 'a' and 'b')	

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)	
b. Lateral transfers/hires	
c. Other new hires	
d. Total NEW HIRES *(sum of rows a through c)*	

➔ ***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	○	○
b. Military veterans	○	○
c. Multi-lingual speaking	○	○
d. People with prior law enforcement experience	○	○
e. Racial/ethnic minorities	○	○
f. Women	○	○
g. Other (please specify):	○	○

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	○	○
b. Free or reimbursed academy training	○	○
c. Salary paid during academy training	○	○
d. Training academy graduation bonus	○	○
e. Relocation assistance (e.g., moving, travel costs)	○	○
f. Other (please specify):	○	○

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	
b. Dismissals	
c. Medical/disability retirements	
d. Non-medical retirements	
e. Probationary rejections	
f. Other separations (e.g. death)	
g. Total SEPARATIONS *(sum 'a' to 'f')*	

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.)	$, .00	$, .00
b. Sergeant or equivalent first-line supervisor	$, .00	$, .00
c. Entry-level officer or deputy (post-academy)	$, .00	$, .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	○	○
b. Education incentive pay	○	○
c. Hazardous duty pay	○	○
d. Merit/performance pay	○	○
e. Military service pay	○	○
f. Residential incentive pay	○	○
g. Shift differential pay	○	○
h. Special skills proficiency pay	○	○

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	○	○
b. Employee Assistance Program	○	○
c. Enhanced medical benefits	○	○
d. Enhanced retirement benefits	○	○
e. Extra overtime opportunities	○	○
f. Flexible hours to attend college	○	○
g. Free or financial allowance for uniforms	○	○
h. Housing allowance or mortgage discount program	○	○
i. Increased pay at specific service milestones	○	○
j. Job sharing or time splits	○	○
k. On-duty time allowance for fitness maintenance	○	○
l. Paid maternity leave	○	○
m. Paid paternity leave	○	○
n. Peer support program	○	○
o. Relaxed residency requirements	○	○
p. Take home vehicle	○	○
q. Other (please specify):	○	○

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: On duty	Authorized for full-time sworn officers: Off duty	Not authorized
a. Handgun	○	○	○
b. Shotgun or manual rifle	○	○	○
c. Semi-automatic rifle (e.g., AR-15)	○	○	○
d. Fully automatic rifle (e.g., M-16)	○	○	○

Less-lethal	Authorized for full-time sworn officers: On duty	Authorized for full-time sworn officers: Off duty	Not authorized
e. Open hand techniques	○	○	○
f. Closed hand techniques	○	○	○
g. Takedown techniques (e.g., straight arm bar)	○	○	○
h. Hold or neck restraint (e.g., carotid hold)	○	○	○
i. Leg hobble or other restraints (not including handcuffs)	○	○	○
j. OC spray/foam	○	○	○
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	○	○	○
l. Baton	○	○	○
m. Blunt force projectile (e.g., bean bag, rubber bullets)	○	○	○
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	○	○	○
o. Other (please specify):	○→	○→	○

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	☐☐☐
b. Mobile surveillance	☐☐☐
c. On aerial drones	☐☐☐
d. In patrol cars	☐☐☐
e. On police officers (e.g., body-worn cameras)	☐☐☐
f. On weapons	☐☐☐

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	○	○
b. Cadaver	○	○
c. Drug detecting	○	○
d. Person trailing	○	○
e. Public enforcement	○	○
f. Other (please specify):	○	○

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)	○	○
b. Record management system (RMS)	○	○
c. Automated Fingerprint Identification System (AFIS) or Next Generation Identification (NGI)	○	○
d. Geographic information systems (GIS)	○	○
e. Facial recognition	○	○
f. Infrared (thermal) imagers	○	○
g. License plate readers (LPR)	○	○
h. Tire deflation devices	○	○
i. Gunshot detection (e.g., Shotspotter)	○	○
j. Firearm tracing (e.g., eTrace)	○	○
k. Ballistic imaging (e.g., NIBIN, IBIS)	○	○

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

	Yes	No
a. Budget allocation	○	○
b. Hot spot analysis	○	○
c. Intelligence analysis	○	○
d. Patrol allocation	○	○
e. Predictive policing	○	○
f. Social network analysis	○	○
g. Targeted enforcement	○	○

Section IX: Policies and Procedures

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

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

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	○	○
b. During a traffic stop	○	○
c. After arrest for a misdemeanor offense	○	○
d. After arrest for a felony offense	○	○
e. Only when suspected of a federal immigration violation	○	○

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	○	○
b. Prohibited by local or state legislation	○	○
c. Unable to verify status while in the field	○	○
d. Concerned about victims not reporting to police	○	○
e. Concerned about the perception of racial profiling	○	○
f. Other (please specify):	○	○

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
a. Sustained (sufficient evidence to justify disciplinary action against the officer(s))		
b. Other disposition (e.g., unfounded, exonerated, not sustained, withdrawn)		
c. Pending (final disposition of the allegation has not been made)		
d. TOTAL complaints received (sum of 'a' through 'c')		

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	○	○
a. Use of force resulting in a subject sustaining serious bodily injury	○	○
b. Use of force resulting in a subject's death	○	○
c. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	○	○

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
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

Appendix G: Cognitive Interview Protocols

2020 LEMAS Police Department Survey: Cognitive Interview Protocol

DATE: ___ ___ / ___ ___ / 2 0 1 9
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≠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 where 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

2020 LEMAS Sheriff's Survey: Cognitive Interview Protocol

DATE: ___ ___ / ___ ___ / 2 0 1 9
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≠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 where 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

By order of the Commission.

Issued: March 10, 2020.

Lisa Barton,

Secretary to the Commission.

[FR Doc. 2020–05172 Filed 3–12–20; 8:45 am]

BILLING CODE 7020–02–P

DEPARTMENT OF JUSTICE

[OMB Number 1121–0240]

Agency Information Collection Activities; Proposed Collection Comments Requested; Reinstatement, With Change, of a Previously Approved Collection for Which Approval Has Expired: 2020 Law Enforcement Administrative and Management Statistics (LEMAS) Survey

AGENCY: Bureau of Justice Statistics, Department of Justice.

ACTION: 60-Day notice.

SUMMARY: The Department of Justice (DOJ), Office of Justice Programs, Bureau of Justice Statistics, will be submitting the following information collection request to the Office of Management and Budget (OMB) for review and approval in accordance with the Paperwork Reduction Act of 1995.

DATES: Comments are encouraged and will be accepted for 60 days until May 12, 2020.

FOR FURTHER INFORMATION CONTACT: If you have additional comments especially on the estimated public burden or associated response time, suggestions, or need a copy of the proposed information collection instrument with instructions or additional information, please contact Elizabeth Davis, Statistician, Bureau of Justice Statistics, 810 Seventh Street NW, Washington, DC 20531 (email: *Elizabeth.Davis@usdoj.gov;* telephone: 202–305–2667).

SUPPLEMENTARY INFORMATION: Written comments and suggestions from the public and affected agencies concerning the proposed collection of information are encouraged. Your comments should address one or more of the following four points:

—Evaluate whether the proposed collection of information is necessary for the proper performance of the functions of the Bureau of Justice Statistics, including whether the information will have practical utility;

—Evaluate the accuracy of the agency's estimate of the burden of the proposed collection of information, including the validity of the methodology and assumptions used;

—Evaluate whether and if so how the quality, utility, and clarity of the information to be collected can be enhanced; and

—Minimize the burden of the collection of information on those who are to respond, including through the use of appropriate automated, electronic, mechanical, or other technological collection techniques or other forms of information technology, *e.g.,* permitting electronic submission of responses.

Overview of This Information Collection

(1) *Type of Information Collection:* Reinstatement of the Law Enforcement Management and Administrative Statistics (LEMAS) Survey, with changes, a previously approved collection for which approval has expired.

(2) *The Title of the Form/Collection:* 2020 Law Enforcement Management and Administrative Statistics Survey

(3) *The agency form number, if any, and the applicable component of the Department sponsoring the collection:* The form number for the questionnaire is CJ–44. The applicable component within the Department of Justice is the Bureau of Justice Statistics, in the Office of Justice Programs.

(4) *Affected public who will be asked or required to respond, as well as a brief abstract:* Respondents will be general purpose state, county and local law enforcement agencies (LEAs), including local and county police departments, sheriff's offices, and primary state law enforcement agencies. Since 1987, BJS has collected information about the personnel, policies, and practices of law enforcement agencies via the Law Enforcement Management and Administrative Statistics (LEMAS) survey. This core survey, which has been administered every 4 to 6 years, has been used to produce nationally representative estimates on the demographic characteristics of sworn personnel, hiring practices, operations, equipment, technology, and agency policies and procedures. BJS plans to publish this information in reports and reference it when responding to queries from the U.S. Congress, Executive Office of the President, the U.S. Supreme Court, state officials, international organizations, researchers, students, the media, and others interested in criminal justice statistics.

(5) *An estimate of the total number of respondents and the amount of time estimated for an average respondent to respond:* An agency-level survey will be sent to approximately 3,500 LEA respondents. The expected burden placed on these respondents is about 2.33 hours per respondent.

(6) *An estimate of the total public burden (in hours) associated with the collection:* There is an estimated 8,155 total burden hours associated with this collection.

If additional information is required contact: Melody Braswell, Department Clearance Officer, United States Department of Justice, Justice Management Division, Policy and Planning Staff, Two Constitution Square, 145 N Street NE, 3E.405A, Washington, DC 20530.

Dated: March 10, 2020.

Melody Braswell,

Department Clearance Officer for PRA, U.S. Department of Justice.

[FR Doc. 2020–05151 Filed 3–12–20; 8:45 am]

BILLING CODE 4410–13–P

DEPARTMENT OF JUSTICE

[Docket No. OLP 169]

Announcement of Department of Justice Portal for Guidance Documents

AGENCY: Department of Justice.

ACTION: Notice.

SUMMARY: The Department of Justice is providing public notice of the launch of its portal for guidance documents as directed by Executive Order 13891 ''Promoting the Rule of Law Through Improved Agency Guidance Documents.''

DATES: The guidance portal is accessible by the public on the date of publication of this notice.

FOR FURTHER INFORMATION CONTACT: Robert Hinchman, Senior Counsel, Office of Legal Policy, U.S. Department of Justice, 950 Pennsylvania Avenue NW, Room 4252, Washington, DC 20530, phone (202) 514–8059.

SUPPLEMENTARY INFORMATION: Executive Order 13891 ''Promoting the Rule of Law Through Improved Agency Guidance Documents'' requires each agency to establish or maintain on its website a single, searchable, indexed database that contains or links to all guidance documents in effect from that agency or its components.

On October 31, 2019, the Office of Management and Budget (OMB) issued Memorandum M–20–02, titled: ''Guidance Implementing Executive Order 13891, Titled 'Promoting the Rule of Law Through Improved Agency Guidance Documents.' '' The memorandum requires Federal agencies to establish the database mandated by the Executive Order no later than

ACTION: Virtual meeting notice.

SUMMARY: The purpose of this notice is to announce the virtual meeting of the Department of Justice's National Domestic Communications Assistance Center's (NDCAC) Executive Advisory Board (EAB). The meeting is being called to address the items identified in the Agenda detailed below.

DATES: The NDCAC EAB virtual meeting is open to the public, subject to the registration requirements detailed below. The EAB will meet in open session from 10:00 a.m. until 1:00 p.m. on June 10, 2020.

FOR FURTHER INFORMATION CONTACT: Inquiries may be addressed to Ms. Alice Bardney-Boose, Designated Federal Officer, National Domestic Communications Assistance Center, Department of Justice, by email at *NDCAC@fbi.gov* or by phone at (540) 361–4600.

SUPPLEMENTARY INFORMATION:

Agenda: The meeting will be called to order at 10:00 a.m. by EAB Chairman Al Cannon. All EAB members will be introduced and EAB Chairman Cannon will provide remarks. The EAB will: Receive an update and hold a discussion on the National Domestic Communications Assistance Center and the support it provides to the law enforcement; be provided a briefing on the FBI's future vision of the NDCAC; receive a briefing from the Manhattan District Attorney's Office; and receive a status report from its Administrative Subcommittee. *Note:* agenda items are subject to change.

The purpose of the EAB is to provide advice and recommendations to the Attorney General or designee, and to the Director of the NDCAC that promote public safety and national security by advancing the NDCAC's core functions: Law enforcement coordination with respect to technical capabilities and solutions, technology sharing, industry relations, and implementation of the Communications Assistance for Law Enforcement Act (CALEA). The EAB consists of 15 voting members from Federal, State, local and tribal law enforcement agencies. Additionally, there are two non-voting members as follows: A federally-employed attorney assigned full time to the NDCAC to serve as a legal advisor to the EAB, and the DOJ Chief Privacy Officer or designee to ensure that privacy and civil rights and civil liberties issues are fully considered in the EAB's recommendations. The EAB is composed of eight State, local, and/or tribal representatives and seven federal representatives.

Written Comments: Any member of the public may submit written comments to the EAB. Written comments must be provided to Ms. Alice Bardney-Boose, DFO, at least seven (7) days in advance of the meeting so that the comments may be made available to EAB members for their consideration prior to the meeting. Written comments must be submitted to *NDCAC@fbi.gov* on or before June 3, 2020.

In accordance with the FACA, all comments shall be made available for public inspection. Commenters are not required to submit personally identifiable information (such as name, address, etc.). Nevertheless, if commenters submit personally identifiable information as part of the comments, but do not want it made available for public inspection, the phrase ''Personally Identifiable Information'' must be included in the first paragraph of the comment. Commenters must place all personally identifiable information not to be made available for public inspection in the first paragraph and identify what information is to be redacted. *Privacy Act Statement:* Comments are being collected pursuant to the FACA. Any personally identifiable information included voluntarily within comments, without a request for redaction, will be used for the limited purpose of making all documents available to the public pursuant to FACA requirements.

Registration: Individuals and entities who wish to attend the public meeting are required to pre-register for the meeting on-line by clicking the registration link found at: *https://ndcac.fbi.gov/virtual-executive-advisory-board-meeting-registration.* Registrants will be provided information on how to access the virtual meeting through email.

Privacy Act Statement: The information requested on the registration form is being collected and used pursuant to the FACA for the limited purpose of ensuring accurate records of all persons present at the meeting, which records may be made publicly available. Providing information for registration purposes is voluntary; however, failure to provide the required information for registration purposes will prevent you from attending the meeting.

Online registration for the meeting must be completed on or before 5:00 p.m. (EST) May 27, 2020. Anyone requiring special accommodations should notify Ms. Bardney-Boose at least seven (7) days in advance of the meeting or indicate your requirements on the online registration form.

Alice Bardney-Boose,

Designated Federal Officer, National Domestic Communication Assistance Center, Executive Advisory Board.

[FR Doc. 2020–11263 Filed 5–26–20; 8:45 am]

BILLING CODE 4410–02–P

DEPARTMENT OF JUSTICE

[OMB Number 1121–0240]

Agency Information Collection Activities; Proposed Collection Comments Requested; Reinstatement, With Change, of a Previously Approved Collection for Which Approval Has Expired: 2020 Law Enforcement Administrative and Management Statistics (LEMAS) Survey

AGENCY: Bureau of Justice Statistics, Department of Justice.

ACTION: 30-Day notice.

SUMMARY: The Department of Justice (DOJ), Office of Justice Programs, Bureau of Justice Statistics, will be submitting the following information collection request to the Office of Management and Budget (OMB) for review and approval in accordance with the Paperwork Reduction Act of 1995. The proposed information collection was previously published in the **Federal Register**, allowing a 60-day comment period. Following publication of the 60-day notice, BJS received two requests for the survey instruments and one set of comments. The comments suggested new items to add to the instruments but no changes were made. New items require cognitive testing which at this point would result in a significant delay to launching the survey.

DATES: Comments are encouraged and will be accepted for 30 days until June 26, 2020.

FOR FURTHER INFORMATION CONTACT: Written comments and recommendations for the proposed information collection should be sent within 30 days of publication of this notice to *www.reginfo.gov/public/do/PRAMain.* Find this particular information collection by selecting ''Currently under 30-day Review—Open for Public Comments'' or by using the search function.

SUPPLEMENTARY INFORMATION: Written comments and suggestions from the public and affected agencies concerning the proposed collection of information are encouraged. Your comments should address one or more of the following four points:

—Evaluate whether the proposed collection of information is necessary for the proper performance of the functions of the Bureau of Justice Statistics, including whether the information will have practical utility;
—Evaluate the accuracy of the agency's estimate of the burden of the proposed collection of information, including the validity of the methodology and assumptions used;
—Evaluate whether and if so how the quality, utility, and clarity of the information to be collected can be enhanced; and
—Minimize the burden of the collection of information on those who are to respond, including through the use of appropriate automated, electronic, mechanical, or other technological collection techniques or other forms of information technology, *e.g.,* permitting electronic submission of responses.

Overview of this information collection:

(1) *Type of Information Collection:* Reinstatement of the Law Enforcement Management and Administrative Statistics (LEMAS) Survey, with changes, a previously approved collection for which approval has expired.

(2) *The Title of the Form/Collection:* 2020 Law Enforcement Management and Administrative Statistics Survey.

(3) *The agency form number, if any, and the applicable component of the Department sponsoring the collection:* The form number for the questionnaire is CJ–44. The applicable component within the Department of Justice is the Bureau of Justice Statistics, in the Office of Justice Programs.

(4) *Affected public who will be asked or required to respond, as well as a brief abstract:*

Respondents will be general purpose state, county and local law enforcement agencies (LEAs), including local and county police departments, sheriff's offices, and primary state law enforcement agencies. Since 1987, BJS has collected information about the personnel, policies, and practices of law enforcement agencies via the Law Enforcement Management and Administrative Statistics (LEMAS) survey. This core survey, which has been administered every 4 to 6 years, has been used to produce nationally representative estimates on the demographic characteristics of sworn personnel, hiring practices, operations, equipment, technology, and agency policies and procedures. BJS plans to publish this information in reports and reference it when responding to queries from the U.S. Congress, Executive Office of the President, the U.S. Supreme Court, state officials, international organizations, researchers, students, the media, and others interested in criminal justice statistics.

(5) *An estimate of the total number of respondents and the amount of time estimated for an average respondent to respond:* An agency-level survey will be sent to approximately 3,500 LEA respondents. At the time of the 60-day notice, the expected burden was about 2.33 hours per respondent. Based on additional analysis of cognitive interviewing results, the expected burden placed on these respondents is about 2.5 hours.

(6) *An estimate of the total public burden (in hours) associated with the collection:* At the time of the 60-day notice, there was an estimated 8,155 total burden hours associated with this collection. With the burden update to about 2.5 hours per respondent, there are an estimated 8,750 total burden hours associated with this collection.

If additional information is required contact: Melody Braswell, Department Clearance Officer, United States Department of Justice, Justice Management Division, Policy and Planning Staff, Two Constitution Square, 145 N Street NE, 3E.405A, Washington, DC 20530.

Dated: May 21, 2020.

Melody Braswell,

Department Clearance Officer for PRA, U.S. Department of Justice.

[FR Doc. 2020–11319 Filed 5–26–20; 8:45 am]

BILLING CODE 4410–18–P

DEPARTMENT OF LABOR

Bureau of Labor Statistics

Announcing Discontinuation of the DOL Lock-Up Facility for Participating News Media Organizations With Pre-Release Access to Statistical Information

AGENCY: Bureau of Labor Statistics, Department of Labor.

ACTION: Notice.

SUMMARY: The Department of Labor (DOL) plans to discontinue use of the lock-up facility currently available for participating news media organizations to access statistical information prior to official release time. This **Federal Register** Notice supersedes the previous Notice issued on February 7, 2020, which announced the DOL's intent to eliminate use of electronic devices in the lock-up room. As a result of the COVID–19 pandemic, use of the lock-up facility has been indefinitely suspended since March 20, 2020, and timely and orderly distribution of DOL statistical information has been accomplished at official release time through DOL websites, social media channels, and email subscription lists. This notification announces the permanent discontinuation of the DOL lock-up facility effective June 3, 2020, regardless of whether the current restrictions in place as a result of the COVID–19 pandemic remain necessary as of that date.

FOR FURTHER INFORMATION CONTACT: Michael Trupo, Deputy Assistant Secretary, Office of Public Affairs, U.S. Department of Labor, 200 Constitution Ave. NW, Washington, DC; 202–693–4676; *trupo.michael@dol.gov.*

SUPPLEMENTARY INFORMATION:

I. Background

The Office of Management and Budget (OMB) is responsible for the development and oversight of Government-wide policies, principles, standards, and guidelines concerning statistical information presentation and dissemination, as well as the timely release of statistical data. OMB has issued a series of Statistical Policy Directives (SPDs) to guide agencies in their dissemination of statistical products to ensure timely and equitable distribution of data to the public. Each of these SPDs describes the fundamental statistical-system principle of equitable and timely dissemination of statistical information to the public. *See, e.g.,* SPD No. 1, Fundamental Responsibilities of Federal Statistical Agencies and Recognized Statistical Units (Dec. 2, 2014) (''The objectivity of the information released to the public is maximized by making information available on an equitable, policy-neutral, transparent, timely, and punctual basis''); SPD No. 3, Compilation, Release, and Evaluation of Principal Federal Economic Indicators (Sept. 25, 1985) (emphasizing the importance of releasing Principal Federal Economic Indicators (PFEIs) to the public in a fair and orderly manner); SPD No. 4, Release and Dissemination of Statistical Products Produced by Federal Statistical Agencies (Mar. 7, 2008) (''Statistical agencies must ensure that all users have equitable and timely access to data that are disseminated to the public.''). In short, equitable and timely dissemination of statistical information is a core principle of Federal statistical policy.

Since the mid-1980s, consistent with these SPDs, DOL agencies have provided pre-release data access to news

From: Deepak Premkumar
To: Davis, Elizabeth (OJP)
Subject: Comments for LEMAS Improvement
Date: Wednesday, April 29, 2020 2:14:33 PM

Elizabeth Davis,

Hello! My name is Deepak Premkumar, and I am a PhD Candidate at UC Berkeley, who researches the economics of crime and policing. (Here is my website if you're curious.) I wanted to suggest some proposed additions to the LEMAS survey if it is not too late. Overall, the LEMAS survey is crucial to the gamut of researchers studying policing. The main suggestion I have is to continue producing them in more regular intervals and every year is possible. That would great aide the robustness of a handful of research findings.

Additionally, I would like to see a few questions on the survey related to civil asset forfeiture. I know you have a few already, but the added granularity is important to answer important research questions: (1) How much proceeds were acquired from forfeitures/seizures in the last year?; (1a) How much of that number is from equitable sharing with the federal government? Please specify separate numbers from allocations from the Department of Justice and Treasury; (1b) How much of that number is from joint investigations with state agencies? (2) How many seizures did you department undertake in the last year? (3) How much of the seizures were drug related? Their value? (4) How many officers were arrested for misconduct in the last year?

I hope you agree that these questions are not time intensive and would be beneficial for their inclusion. I personally have research questions that would use LEMAS for them, and I know of a few other researchers who would as well, in addition to all of the other great data that LEMAS contains. Thanks so much for your great work!

Stay safe and be well,
Deepak

--
Deepak Premkumar
Ph.D. Candidate
Ag. & Resource Economics
University of California, Berkeley

"Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current that can sweep down the mightiest walls of oppression and resistance." -- Robert F. Kennedy (Capetown, South Africa)

Attachment 8. Prenotification Letter to Agency Heads

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

DATE

Dear <<Title>> <Name>>:

I am pleased to announce that the Bureau of Justice Statistics (BJS) has begun preparations for the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey. LEMAS is an important part of BJS's Law Enforcement Core Statistics program, which coordinates several law enforcement agency surveys conducted by BJS. BJS has periodically administered the LEMAS since 1987 to gather information on key agency characteristics like personnel, policies, and activities. By comparing survey data over time, BJS is able to show how the nature of law enforcement has changed.

In the next few weeks, BJS will invite <<AgencyName>> to participate in the 2020 LEMAS; specifically, your agency will be asked to complete an online survey focusing on personnel, expenditures and pay, operations, equipment, computers and information systems, and policies and procedures.

I appreciate that you receive a number of data requests throughout the year and I thank you for your support of LEMAS. If you have questions about LEMAS, please contact the data collection team via phone or email at 800-XXX-XXXX or lemas@rti.org. If you have any general comments about this data collection, please contact the BJS Program Manager, Shelley Hyland, at Shelley.Hyland@usdoj.gov.

Sincerely,

Jeffrey H. Anderson
Director
Bureau of Justice Statistics

<<ControlNumber>>

Attachment 9. Survey Invitation to Agency Points of Contact (Letter)

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

Dear «TITLE» «NAME»:

I am writing to ask for your participation in the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey. Since 1987, LEMAS has periodically gathered information on key agency characteristics related to personnel, policies, and agency activities. Your response to the 2020 LEMAS is critical to the Bureau of Justice Statistics' effort to produce national estimates of personnel, expenditures and pay, operations, equipment, computers and information systems, and policies and procedures.

To complete your survey, please access the questionnaire online at https://bjslecs.org/lemas2020. You may start and stop as needed. Your agency-specific information is:

Username: «WebUsername»
Password: «PIN»

Please complete this questionnaire online by November 23, 2020.

The questionnaire takes approximately 2 hours to complete including time to research or find information you may not have readily available. A copy of the survey can be downloaded from the website to assist you in gathering the necessary data. You may share it with others at your agency who can assist you in providing the requested information.

If you need to change the point of contact for your agency or update your contact information (including email address), go to https://bjslecs.org/lemas2020 using the username and password shown above and follow the instruction provided on the website. If you have questions about LEMAS, please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or LEMAS@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

BJS uses the data collected in LEMAS only for research and statistical purposes, as described in Title 34, USC §10134. RTI International, the LEMAS data collection agent, is required to adhere to BJS Data Protection Guidelines, which summarize the many federal statutes, regulations, and other authorities that govern all BJS data and data collected and maintained under BJS's authority. The Guidelines may be found at http://www.bjs.gov/content/pub/pdf/BJS_Data_Protection_Guidelines.pdf.

Thank you in advance for your agency's participation in LEMAS. We appreciate your time and effort.

Sincerely,

Shelley S. Hyland, PhD, Program Manager, Bureau of Justice Statistics

Enclosures: 2020 LEMAS Study Flyer
Agency Point of Contact Update Form
2020 LEMAS Survey Content

<<ControlNumber>>

Attachment 10. Letter of Support (Police Department)

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

DATE

Dear <<Title>> <Name>>:

The Bureau of Justice Statistics, working with RTI International and the Police Executive Research Forum (PERF), is fielding the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey. Conducted periodically since 1987, the LEMAS is the only survey of general purpose law enforcement agencies that gathers nationally representative information on key agency characteristics in the U.S.

Recognizing the importance of this work, the nation's law enforcement community as represented by the International Association of Chiefs of Police (IACP), Major Cities Chiefs Association (MCCA), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs Association (NSA), and the Major County Sheriffs of America (MCSA) provide their full support of these efforts. These organizations recognize the importance of this national data collection and encourage their members and other law enforcement agency professionals to participate.

Your participation will help ensure that the 2020 LEMAS is a success and that the results can be used by law enforcement, policy-makers, and researchers with confidence. We know that your staff have many responsibilities and limited time, but we hope that you will provide the requested information and contribute to this effort. No other data collection provides such a complete accounting of the functions and personnel of law enforcement agencies throughout the country.

We thank you in advance for your participation in this important study.

Sincerely,

Attachment 11. Letter of Support (Sheriff's Office)

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

DATE

Dear <<Title>> <Name>>:

The Bureau of Justice Statistics, working with RTI International and the Police Executive Research Forum (PERF), is fielding the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey. Conducted periodically since 1987, the LEMAS is the only survey of general purpose law enforcement agencies that gathers nationally representative information on key agency characteristics in the U.S.

Recognizing the importance of this work, the nation's law enforcement community as represented by the National Sheriffs Association (NSA), the Major County Sheriffs of America (MCSA), the National Organization of Black Law Enforcement Executives (NOBLE), the International Association of Chiefs of Police (IACP), and Major Cities Chiefs Association (MCCA) provide their full support of these efforts. These organizations recognize the importance of this national data collection and encourage their members and other law enforcement agency professionals to participate.

Your participation will help ensure that the 2020 LEMAS is a success and that the results can be used by law enforcement, policy-makers, and researchers with confidence. We know that your staff have many responsibilities and limited time, but we hope that you will provide the requested information and contribute to this effort. No other data collection provides such a complete accounting of the functions and personnel of law enforcement agencies throughout the country.

We thank you in advance for your participation in this important study.

Sincerely,

Attachment 12: Survey flyer

2020 Law Enforcement Management and Administrative Statistics (LEMAS) Core Survey

FAQs

Conducted by:
Bureau of Justice Statistics, U.S. Department of Justice
RTI International
Police Executive Research Forum

The Law Enforcement Management and Administrative Statistics (LEMAS) core is a survey conducted by the Bureau of Justice Statistics, approximately every four years. It is presently the most systematic and comprehensive source of national data on law enforcement. Approximately 3,500 local, county, and state general purpose agencies are randomly selected to participate in this survey. The next LEMAS core will begin administration in the fall of 2020. The following presents some frequently asked questions we obtain from law enforcement agencies on the LEMAS.

LEMAS

What information does the LEMAS core survey collect?

The LEMAS core collects important information on personnel, expenditures and pay, hiring and retention, equipment and operations, technology, and policies and procedures. This information is used to create national estimates for all law enforcement agencies in the United States.

Why is the LEMAS important?

The LEMAS is the only survey of general purpose law enforcement agencies that gathers nationally representative information about agencies on key factors like personnel, policies, and agency activities and trends over time. LEMAS data are widely used by researchers, policy makers, and law enforcement agencies to understand law enforcement at local, county, state, and national levels.

What is the difference between the LEMAS core and LEMAS supplement?

The LEMAS is moving to a new core + topical supplement model. The LEMAS core will focus on long-term issues in policing revolving around staffing, strategies and tactics, and organizational structure and will be administered every four years. The LEMAS supplements will cover a single topic pertaining to specific issues in law enforcement and will change over time. The most recent LEMAS supplement was the 2018 Census of Law Enforcement Training Acadmies. The LEMAS core and supplements are critically important to understanding characteristics, policies, and procedures of law enforcement agencies across the country. If invited, you should complete the LEMAS core and LEMAS supplements.

What will I be asked to do?

The chief executive will be asked to designate a staff member to complete the survey (i.e., point of contact). The agency point of contact will be given information on how to access the online survey (or request a paper survey if desired). The website will be secure and will allow respondents to save and close the survey at any time. The survey can be reopened later to enter or edit responses until the final responses are submitted. Agencies will also be given a paper copy of the survey if they prefer to submit the survey by mail, email, or fax.

RTI INTERNATIONAL

POLICE EXECUTIVE RESEARCH FORUM

2020 LEMAS Core Survey Schedule

Fall 2020–Spring 2021

- BJS will send out a letter inviting law enforcement agency chief executives to participate in the LEMAS core survey
- Chief executives invited to participate in the LEMAS core survey will be asked to designate a point of contact who will complete the survey
- RTI will provide LEAs with access to the survey website and collect the survey data

Summer–Fall 2021

- Results will be processed and analyzed
- BJS and RTI will draft a report on survey findings

Winter 2021

- BJS will publish preliminary survey findings

For questions about the LEMAS core survey, contact:

Travis Taniguchi, PhD
Research Criminologist
RTI International
3040 E Cornwallis Blvd, RTP, NC 27709
taniguchi@rti.org
919-248-8501

For information about BJS's Law Enforcement Core Statistics Program, contact:

Shelley Hyland, PhD
Statistician
Bureau of Justice Statistics
810 7th Street NW, Washington, DC 20531
Shelley.Hyland@usdoj.gov
202-616-1706

RTI INTERNATIONAL

POLICE EXECUTIVE RESEARCH FORUM

2020 LEMAS Contact Form

Below is the contact information we have on record for your agency. Please confirm or update this information using the mode that is most convenient for you. To confirm or update by:

- Mail: Via the enclosed postage-paid return envelope when you return your questionnaire
- Email: lemas@rti.org
- Phone: 800-XXX-XXXX
- Fax: 866-XXX-XXXX

Primary Contact: The Primary Contact is the point of contact we have on file for your agency. This is typically the chief executive of the law enforcement agency and the person BJS will contact for survey requests.	**LEMAS Survey Contact:** The Survey Contact is the person at your agency who will actually complete this LEMAS survey. This person might be the same as the Primary Contact or it could be a different person.
Law Enforcement Agency: <<agency>> Title: <<title>> Contact Name (first and last): <<name>> Address: <<address1>>, <<address2>> <<city>>, <<state>> zip Telephone: <<Phone>> Email: <<Email>> ☐ **Check here if ALL information currently on record is correct. If any information is incorrect, please update it below.** Contact Name: _____ Title: _____ Address: _____ City: _____ State: _____ Zip: _____ Telephone: _____ Email: _____	☐ **Check here if the LEMAS Survey Contact is the same as the Primary Contact. If not, please enter the Survey Contact's information below.** LEMAS Survey Contact Name: _____ Title: _____ Address: _____ City: _____ State: _____ Zip: _____ Telephone: _____ Email: _____ **Please check this box if you would like to receive a paper questionnaire and return envelope in the mail.** ☐ I would like to receive a paper questionnaire and return envelope.

Attachment 14. 2020 LEMAS Survey Content

2020 Law Enforcement Management and Administrative Statistics Core Survey

Questionnaire Content

The 2020 Law Enforcement Management and Administrative Statistics core survey gathers information on key characteristics of law enforcement agencies. The reference date for most questions is June 30, 2020.

LEMAS addresses the following topics:

- Personnel
    - Number of full-time and part-time paid employees by: sworn status, job responsibility, sex, and race and Hispanic origin
    - Number of full-time sworn officer vacancies
    - Use of specialized units or staffing assignments to address specific problems or tasks (e.g., child abuse/endangerment, domestic violence, cybercrime, opioids, parking enforcement, school safety)
- Budget
    - Total operating budget
- Selection and training of recruits
    - Education requirements
    - Screening techniques
    - Required academy, field training, and in-service hours
- Hiring and retention
    - Number of full-time sworn officers hired and separated
    - Special recruitment efforts
    - Salary schedule and special pay for sworn officers
    - Retention methods
- Equipment and operations
    - Authorized weapons
    - Use of video cameras and K-9 units
- Policies and procedures
    - Officer conduct, dealing with special populations and procedures (e.g., civilian complaints, immigration checks, motor vehicle stops)

Attachment 15. Survey Invitation to Agency Points of Contact (Email)

SUBJECT: Law Enforcment Management and Administrative Statistics Core Survey

Dear «TITLE» «NAME»:

Last week, materials related to the 2020 Law Enforcment Management and Administrative Statistics (LEMAS) Core Survey were sent to you by mail. This email message is to request confirmation that this material has successfully reached you and encourage you to contact us if you have any questions related to the data collection.

Please reply to this message to confirm that we have reached <<AGENCY NAME>>.

The information contained in the mailed materials is provided below.

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

Dear «TITLE» «NAME»:

I am writing to ask for your participation in the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey. Since 1987, LEMAS has periodically gathered information on key agency characteristics related to personnel, policies, and agency activities. Your response to the 2020 LEMAS is critical to the Bureau of Justice Statistics' effort to produce national estimates of personnel, expenditures and pay, operations, equipment, computers and information systems, and policies and procedures.

To complete your survey, please access the questionnaire online at https://bjslecs.org/lemas2020. You may start and stop as needed. Your agency-specific information is:

Username: **«WebUsername»**
Password: **«PIN»**

Please complete this questionnaire online by November 23, 2020.

The questionnaire takes approximately 2 hours to complete including time to research or find information you may not have readily available. A copy of the survey can be downloaded from the website to assist you in gathering the necessary data. You may share it with others at your agency who can assist you in providing the requested information.

If you need to change the point of contact for your agency or update your contact information (including email address), go to https://bjslecs.org/lemas2020 using the username and password shown above and follow the instruction provided on the website. If you have questions about LEMAS, please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or LEMAS@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

BJS uses the data collected in LEMAS only for research and statistical purposes, as described in Title 34, USC §10134. RTI International, the LEMAS data collection agent, is required to adhere to BJS Data Protection Guidelines, which summarize the many federal statutes, regulations, and other authorities that govern all BJS data and data collected and maintained under BJS's authority. The Guidelines may be found at http://www.bjs.gov/content/pub/pdf/BJS_Data_Protection_Guidelines.pdf.

Thank you in advance for your agency's participation in LEMAS. We appreciate your time and effort.

Sincerely,

Shelley S. Hyland, PhD, Program Manager, Bureau of Justice Statistics

Enclosures: 2020 LEMAS Study Flyer
Agency Point of Contact Update Form
2020 LEMAS Survey Content

ATTACH PDFs of FLYER, POC UPDATE FORM, AND SURVEY CONTENT

Attachment 16. Survey Respondent Thank You Email and Letter

«TITLE» «NAME»
OR CURRENT CHIEF EXECUTIVE
«AGENCY»
«ADDRESS1», «ADDRESS2»
«CITY», «STATE» «ZIP»

Dear «TITLE» «NAME»:

On behalf of the Bureau of Justice Statistics (BJS) and RTI International, I would like to thank you for your participation in the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey. I truly appreciate your support in completing this survey.

This letter confirms that we have received your survey and are currently processing the data. RTI will contact you if there are any questions about the answers submitted. We anticipate all survey responses will be collected by the end of 2021. A copy of the report will be available through BJS and the LECS website in 2022.

If you have any comments or questions, please feel free to contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov. If you have questions about LEMAS, need to change the point of contact at your agency, or need to update your contact information (including email address), please contact the LEMAS support team at 800-XXX-XXXX or lemas@rti.org.

Sincerely,

Shelley S. Hyland, PhD
Program Manager
Bureau of Justice Statistics

Case ID: «caseid»

Attachment 17. First Reminder to Nonrespondents (Letter)

«TITLE» «NAME»
OR CURRENT CHIEF EXECUTIVE
«AGENCY»
«ADDRESS1», «ADDRESS2»
«CITY», «STATE» «ZIP»

Dear «TITLE» «NAME»:

«AGENCY» has been asked to participate in the Bureau of Justice Statistics' (BJS) Law Enforcement Management and Administrative Statistics (LEMAS) core survey. LEMAS data are used by law enforcement agencies, policy makers, and researchers to better understand and respond to agency needs. The LEMAS is the only survey of general purpose law enforcement agencies that gathers nationally representative information on key agency characteristics in the U.S.

I recognize that you may not have received the previous correspondence or that you may not have responded because of time constraints. I appreciate that your time is limited; however, the reliability of the study directly depends on the participation of your agency. The questionnaire addresses topics that are relevant to all agencies and your responses are essential to our ability to provide the information needed by local law enforcement and other stakeholders.

Please complete the questionnaire by using this link http://bjslecs.org/lemas2021 and entering the following information:

Username: <<WebUsername>>
Password: <<PIN>>

Alternatively, you can submit your data by mail using the enclosed hard copy questionnaire and business reply envelope.

The questionnaire due date is November 23, 2020. Please submit your questionnaire as soon as possible. If you have questions about the LEMAS or have difficulty accessing the website, please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or lemas@rti.org. If you have any general comments about this data collection, please contact Shelley Hyland, BJS Program Manager, at 202-616-1706 or Shelley.Hyland@usdoj.gov.

Sincerely,

Kevin M. Scott, PhD
Law Enforcement Statistics Unit Chief
Bureau of Justice Statistics, Office of Justice Programs, Department of Justice

Enclosures: LEMAS questionnaire; Business reply envelope

Case ID: «caseID»

Form CJ-44LP OMB No. 1121-0240: Approval Expires XX/XX/202X

2020 LAW ENFORCEMENT MANAGEMENT AND ADMINSTRATIVE STATISTICS (LEMAS) SURVEY

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, 2020 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 response circle or 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 November 23, 2020.**
- 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.
- Please retain a copy of your completed survey for one year. Questionnaires completed through the online option can be printed for your records.

Section I: Personnel

Unless otherwise noted, please answer all questions using June 30, 2020, as a reference.

1. **Enter the number of full-time and part-time *paid* agency employees for the pay period that included June 30, 2020.** *Count employees who are regularly scheduled to work less than 35 hours 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		
c. Total paid employees *(sum of rows a and b)*		

2. **Enter the number of full-time sworn officer vacancies for the pay period that included June 30, 2020.**

   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, 2020.** *Count each full-time staff person ONLY once. If a person performed 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. **Administration** -- Chief of police, assistants and other personnel who work in administrative capacity. *Include finance, human resources and internal affairs.*		
b. **Total operations** – Police officers, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. *Include traffic, patrol, investigations and special operations.*		
1. **Officers –** Patrol/field officers, police officers, traffic, SROs, etc.		
2. **Detectives/investigators**		
3. **All other operations personnel**–Inspectors, supervisors, special operations, and other personnel providing direct law enforcement services.		
c. **Total support** – Dispatchers, records clerks, crime analysts, crime lab technicians and other personnel providing support services other than administrative. *Include communications, crime lab, fleet management and training.*		
1. **Dispatchers**		
2. **All other support personnel**– Records clerks, crime analysts, crime lab technicians, and other personnel providing support services other than administrative. *Include communications, crime lab, fleet management, and training.*		
d. **Other personnel not included above** (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, 2020. *If none, enter '0'.*

	Male	Female
a. White, non-Hispanic		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Two or more races		
h. Not known		
i. Total full-time sworn officers (*sum of rows a-h*)		

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, 2020.

a. Sex

- ○ Male
- ○ Female

b. Hispanic Origin

- ○ Spanish, Hispanic, or Latino
- ○ Not Spanish, Hispanic, or Latino

c. Race (*select all that apply*)

- ☐ White
- ☐ Black or African American
- ☐ American Indian or Alaskan Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Other (please specify):

6. Enter the number of <u>full-time sworn</u> officers by race, Hispanic origin and sex who held the following supervisory positions for the pay period that included June 30, 2020. *If a position did not exist in your agency, select 'N/A'. If none, enter '0'.*

	Intermediate supervisor (below chief executive and above sergeant or first-line supervisor)	**Sergeant or equivalent first-line supervisor**
	☐ N/A	☐ N/A
a. White, non-Hispanic		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Two or more races		
h. Not known		
i. Total <u>full-time sworn</u> officers *(sum of rows a-h)*		
j. Male		
k. Female		
l. Total <u>full-time sworn</u> officers *(sum of rows j and k)*		

7. Enter the number of <u>full-time</u> agency personnel who were bi- or multilingual as of June 30, 2020. *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	
b. Non-sworn/civilian personnel	

8. As of June 30, 2020, how did your agency address the following problems/tasks? *Mark the most appropriate choice for each problem/task listed below. Consider FULL-TIME sworn officers with general arrest powers and FULL-TIME non-sworn/civilian personnel. Mark ONLY ONE choice per row.*

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

Section II: Budget

9a. Enter your agency's total operating budget for the fiscal year that included June 30, 2020. *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 start and end dates of your agency's fiscal year that included June 30, 2020:

Start: ☐☐ / ☐☐ / ☐☐☐☐
M M / D D / Y Y Y Y

End: ☐☐ / ☐☐ / ☐☐☐☐
M M / D D / Y Y Y Y

10. Enter the total estimated value of money, goods, and property received by your agency from an <u>asset forfeiture</u> program during the fiscal year that included June 30, 2020. *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, 2020, did your agency have an informal problem-solving partnership or formal written agreement with any of the following?

	Yes	No
a. Academic/university staff	○	○
b. Advocacy groups	○	○
c. Business groups	○	○
d. Federal law enforcement agencies	○	○
e. Law enforcement organizations (e.g., IACP, National Police Foundation)	○	○
f. Neighborhood associations	○	○
g. Non-law enforcement government agencies	○	○
h. State or local law enforcement agencies	○	○
i. Victim service providers	○	○
j. Other (please specify):	○	○

12. During the fiscal year including June 30, 2020, did your agency solicit feedback from the community for any of the following? *Include informal (e.g., via social media, community listening sessions) and formal (e.g., via a community survey or advisory council) feedback received.*

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

13. During the fiscal year including June 30, 2020, which of the following did your agency do?

	Yes	No
a. Maintain a written community policing plan	○	○
b. Conduct a citizen police academy	○	○
c. Conduct citizen range days	○	○
d. Work with a Community Advisory Committee	○	○
e. Other (please specify):	○	○

Section IV: Selection and Training

14a. Indicate your agency's minimum education requirement which new <u>sworn</u> 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 <u>military service</u> 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 <u>sworn</u> officer recruits?

Background check	**Yes**	**No**	
a. Credit history check	○	○	
b. Criminal history check	○	○	
c. Driving record check	○	○	
d. Social media check	○	○	
Personal attributes	**Yes**	**No**	
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	○	○	
f. Interpersonal skills assessment	○	○	
g. Personality/Psychological inventory	○	○	
h. Psychological interview	○	○	
i. Polygraph exam	○	○	
Physical attributes	**Yes**	**No**	
j. Drug test	○	○	
k. Medical exam	○	○	
l. Vision test	○	○	
m. Physical agility/fitness test	○	○	→ **If no, *SKIP to #16***
n. *(If yes to #15m)* Does your agency have different standards based on sex?	○	○	

16. How many total hours of <u>academy</u> training and <u>field</u> training (e.g., with FTO) are required of your agency's new (non-lateral) <u>sworn</u> 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	☐☐☐☐	☐☐☐☐
b. Additional training hours	☐☐☐☐	☐☐☐☐
c. Total hours of training *(sum of rows a and b)*	☐☐☐☐	☐☐☐☐

17. What is the minimum annual number of in-service hours of training that is required for your agency's <u>full-time sworn</u> 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	☐☐☐☐
b. Additional training hours	☐☐☐☐
c. Total hours of training (*sum of rows a and b*)	☐☐☐☐

Section V: Hiring and Retention

18a. How many full-time sworn officers were hired by your agency during the fiscal year including June 30, 2020? *Include all full-time sworn personnel hired whether they are currently employed by the agency or not.*

☐☐☐☐ Number of full-time sworn officers hired

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

18b. ***(If at least one new hire)*** **How many of those hires were:**

	Number of Full-Time Sworn Officers Hired
a. Entry-level hires (non-lateral)	☐☐☐☐
b. Lateral transfers/hires	☐☐☐☐
c. Other new hires	☐☐☐☐

→ ***If #18b, row a (entry-level hires) is 0, SKIP to #22a on page 10.***

19. Based on the most recent class of entry-level sworn officers hired, on average, how many weeks pass from the time they submit their application to the time they are offered 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, 2020?

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

21. Did your agency offer any of the following incentives for entry-level sworn officer hires during the fiscal year including June 30, 2020?

	Yes	No
a. Employment signing bonus	○	○
b. Free or reimbursed academy training	○	○
c. Salary paid during academy training	○	○
d. Training academy graduation bonus	○	○
e. Relocation assistance (e.g., moving, travel costs)	○	○
f. Other (please specify):	○	○

22a. How many full-time sworn officers separated from your agency during the fiscal year including June 30, 2020? *DO NOT include sworn officer recruits who separated prior to completing academy training. If none, enter '0'.*

☐☐☐☐ Number of full-time sworn officers separated

→ ***If 0, SKIP to #23***

22b. ***(If at least one separation)*** **How many of those separations were:**

	Number of Full-Time Sworn Officers Separated
a. Probationary rejections	☐☐☐☐
b. Dismissals	☐☐☐☐
c. Medical/disability retirements	☐☐☐☐
d. Non-medical retirements	☐☐☐☐
e. Resignations	☐☐☐☐
f. Other/unknown	☐☐☐☐

23. Which of the following best describes your agency's exit interview policy used to assess full-time sworn officers' reasons for departure? *Mark ONLY ONE response.*

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

24. Enter the base annual salary schedule for the following full-time sworn positions as of June 30, 2020. *If a position does not exist on a full-time basis in your agency, select 'NA.' In cases where there is not a range in salary, please enter the same salary for minimum and maximum.*

	Base ANNUAL Salary		
	Minimum	Maximum	N/A
a. Chief executive (chief, director, etc.)	$☐☐☐,☐☐☐.00	$☐☐☐,☐☐☐.00	☐
b. Sergeant or equivalent first-line supervisor	$☐☐☐,☐☐☐.00	$☐☐☐,☐☐☐.00	☐
c. Entry-level officer (post-academy)	$☐☐☐,☐☐☐.00	$☐☐☐,☐☐☐.00	☐

25. Did your agency authorize or provide any of the following special pay for <u>sworn</u> officers during the fiscal year including June 30, 2020?

	Yes	No
a. Bilingual ability pay	○	○
b. Education incentive pay	○	○
c. Hazardous duty pay	○	○
d. Merit/performance pay	○	○
e. Military service pay	○	○
f. Residential incentive pay	○	○
g. Shift differential pay	○	○
h. Special skills proficiency pay	○	○

26. Did your agency offer the following benefits to increase retention among <u>full-time sworn</u> officers during the fiscal year including June 30, 2020?

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

27. What is the standard shift length for <u>sworn patrol/road</u> officers in your agency?

☐☐ Hours per Day

Section VI: Equipment and Operations

28. As of June 30, 2020, which of the following types of weapons or actions were authorized for use by your agency's full-time sworn officers?

Firearms	On duty		Off duty	
	Authorized	Not authorized	Authorized	Not authorized
a. Handgun	○	○	○	○
b. Shotgun or manual rifle	○	○	○	○
c. Semi-automatic rifle (e.g., AR-15)	○	○	○	○
d. Fully automatic rifle (e.g., M-16)	○	○	○	○

Less-lethal	On duty		Off duty	
	Authorized	Not Authorized	Authorized	Not authorized
e. Open hand techniques	○	○	○	○
f. Closed hand techniques	○	○	○	○
g. Takedown techniques (e.g., straight arm bar)	○	○	○	○
h. Hold or neck restraint (e.g., carotid hold)	○	○	○	○
i. Leg hobble or other restraints (not including handcuffs)	○	○	○	○
j. OC spray/foam	○	○	○	○
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	○	○	○	○
l. Baton	○	○	○	○
m. Blunt force projectile (e.g., bean bag, rubber bullets)	○	○	○	○
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	○	○	○	○
o. Other (please specify):	○	○	○	○

29. As of June 30, 2020, 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	
b. Mobile surveillance	
c. On aerial drones	
d. In patrol cars	
e. On police officers (e.g., body-worn cameras)	
f. On weapons	

30a. As of June 30, 2020, 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	○	○
b. Cadaver	○	○
c. Drug detecting	○	○
d. Person trailing	○	○
e. General enforcement (e.g., patrol, traffic enforcement, crowd control, etc.)	○	○
f. Other (please specify):	○	○

Section VII: Technology

31. As of June 30, 2020, did your agency maintain a website?

○ Yes
○ No

32. As of June 30, 2020, did your agency use social media to communicate with the public?

○ Yes
○ No

33. As of June 30, 2020, did your agency use any of the following on a <u>regular</u> basis?

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

34. As of June 30, 2020, did your agency use data for any of the following activities?

	Yes	No
a. Budget allocation	○	○
b. Hot spot analysis	○	○
c. Intelligence analysis	○	○
d. Patrol allocation	○	○
e. Predictive policing (i.e., using computer models to predict where crime will occur)	○	○
f. Social network analysis	○	○
g. Targeted enforcement	○	○

Section VIII: Policies and Procedures

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

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

36. Under what circumstances do your <u>full-time sworn</u> officers regularly check immigration status?

	Yes	No
a. During a street/pedestrian stop	○	○
b. During a traffic stop	○	○
c. After arrest for a misdemeanor offense	○	○
d. After arrest for a felony offense	○	○
e. Only when suspected of a federal immigration violation	○	○

→ ***If you answered "No" to all rows on #36, SKIP to #38***

37. *(If yes to at least one row on #36)* Do your <u>full-time sworn</u> officers verify immigration status with the Department of Homeland Security?

○ Yes
○ No
} → ***SKIP to 39***

38. *(If no to all rows on #36)* What are the reasons your <u>full-time sworn</u> officers do not regularly check immigration status of persons detained?

	Yes	No
a. Prohibited by departmental policy	○	○
b. Prohibited by local or state legislation	○	○
c. Unable to verify status while in the field	○	○
d. Concerned about victims not reporting to police	○	○
e. Concerned that officers will be perceived as using racial profiling."	○	○
f. Concerned about losing the public's trust	○	○
g. Other (please specify):	○	○

39. As of June 30, 2020, did your agency have an operational computerized Early Warning System or Early Intervention System for monitoring or responding to problematic officer behavior?

○ Yes
○ No

40. Enter the number of citizen complaints received during the fiscal year including June 30, 2020, by current disposition status. *If none, enter '0'.*

	All complaints	Use of force complaints
a. Sustained (sufficient evidence to justify disciplinary action against the officer(s))		
b. Other disposition (e.g., unfounded, exonerated, not sustained, withdrawn)		
c. Pending (final disposition of the allegation has not been made)		
d. Total complaints received (*sum of rows a-c*)		

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

- ○ Yes
- ○ No

42. As of June 30, 2020, did 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	○	○
b. Use of force resulting in a subject sustaining serious bodily injury	○	○
c. Use of force resulting in a subject's death	○	○
d. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	○	○

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: TBD@rti.org
Fax: 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

AGENCY ID: _____

Form CJ-44SO OMB No. 1121-0240: Approval Expires XX/XX/202X

2020 LAW ENFORCEMENT MANAGEMENT AND ADMINSTRATIVE STATISTICS (LEMAS) SURVEY

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, 2020 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 response circle or 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 November 23, 2020.**
- 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.
- Please retain a copy of your completed survey for one year. Questionnaires completed through the online option can be printed for your records.

Section I: Personnel

Unless otherwise noted, please answer all questions using June 30, 2020, as a reference.

1. Enter the number of full-time and part-time *paid* agency employees for the pay period that included June 30, 2020. *Count employees who are regularly scheduled to work less than 35 hours per week as part-time. If none, enter '0'.*

	Full-time	Part-time
a. Sworn deputies with general arrest powers (e.g., road deputies)		
b. Deputies with limited or no arrest powers (e.g., jail/correctional deputies)		
c. Non-sworn/civilian personnel		
d. Total paid employees *(sum of rows a-c)*		

2. Enter the number of full-time sworn deputy vacancies for the pay period that included June 30, 2020.

Number of full-time sworn deputy vacancies

3. Enter the number of full-time personnel according to their primary job responsibility for the pay period that included June 30, 2020. *Count each full-time staff person ONLY once. If a person performed 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 deputies with general arrest powers	Deputies with limited or no arrest powers	Non-sworn/ civilian personnel
a. Administration – Sheriff, assistants and other personnel who work in administrative capacity. *Include finance, human resources and internal affairs.*			
b. Total operations – Road deputies, detectives, inspectors, supervisors, and other personnel providing direct law enforcement services. *Include traffic, patrol, investigations, and special operations.*			
1. Deputies – Road deputies, traffic, patrol, SROs, etc.			
2. Detectives/investigators			
3. All other operations personnel – Inspectors, supervisors, special operations, and other personnel providing direct law enforcement services.			
c. Jail-related duties – Correctional deputies, guards, and other support personnel who primarily work in a jail system.			
d. Court related duties – Bailiffs, security guards, etc.			
e. Civil process duties – Process servers, real estate administrators, etc.			
f. Other support personnel – Dispatchers, records clerks, crime analysts, crime lab technicians, and other personnel providing support services other than administrative. *Include communications, crime lab, fleet management, and training.*			
1. Dispatchers			
2. All other support personnel			
g. Other (e.g., crossing guards, parking enforcement, etc.)			

4. Enter the number of full-time sworn deputies by race, Hispanic origin and sex for the pay period that included June 30, 2020. *If none, enter '0'.*

	Male	Female
a. White, non-Hispanic		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Two or more races		
h. Not known		
i. Total full-time sworn deputies *(sum of rows a-h)*		

5. Enter the sex, race and Hispanic origin of the Sheriff for the pay period that included June 30, 2020.

a. Sex

- ◯ Male
- ◯ Female

b. Hispanic Origin

- ◯ Spanish, Hispanic, or Latino
- ◯ Not Spanish, Hispanic, or Latino

c. Race (*select all that apply*)

- ☐ White
- ☐ Black or African American
- ☐ American Indian or Alaskan Native
- ☐ Asian
- ☐ Native Hawaiian or other Pacific Islander
- ☐ Other (please specify):

6. Enter the number of <u>full-time sworn</u> deputies by race, Hispanic origin and sex who held the following supervisory positions for the pay period that included June 30, 2020. *If a position did not exist in your agency, select 'N/A'. If none, enter '0'.*

	Intermediate supervisor (below sheriff and above sergeant or first-line supervisor)	**Sergeant or equivalent first-line supervisor**
	☐ N/A	☐ N/A
a. White, non-Hispanic		
b. Black or African American, non-Hispanic		
c. Hispanic or Latino		
d. American Indian or Alaska Native, non-Hispanic		
e. Asian, non-Hispanic		
f. Native Hawaiian or other Pacific Islander, non-Hispanic		
g. Two or more races		
h. Not known		
i. Total <u>full-time sworn</u> deputies *(sum of rows a-h)*		
j. Male		
k. Female		
l. Total <u>full-time sworn</u> deputies *(sum of rows j and k)*		

7. Enter the number of <u>full-time</u> agency personnel who were bi- or multilingual as of June 30, 2020. *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 deputies)	
b. Deputies with limited or no arrest powers (e.g., jail/correctional deputies)	
c. Non-sworn/civilian personnel	

8. As of June 30, 2020, how did your agency address the following problems/tasks? *Mark the most appropriate choice for each problem/task listed below. Consider FULL-TIME sworn deputies with general arrest powers and FULL-TIME non-sworn/civilian personnel. Mark ONLY ONE choice per row.*

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

Section II: Budget

9a. Enter your agency's total operating budget for the fiscal year that included June 30, 2020. *If the budget is not available, provide an estimate and check the box below. Include jail administration costs. DO NOT include building construction costs or major equipment purchases.*

$, , , .00

☐ **Please mark here if this figure is an estimate**

9b. Does your agency operate a jail?

○ Yes
○ No → ***If no, SKIP to #9d***

9c. How much of the above total operating budget was for jail administration?

$, , , .00

☐ **Please mark here if this figure is an estimate**

9d. Please indicate the start and end dates of your agency's fiscal year that included June 30, 2020:

Start: / /
M M / D D / Y Y Y Y

End: / /
M M / D D / Y Y Y Y

10. Enter the total estimated value of money, goods, and property received by your agency from an <u>asset forfeiture</u> program during the fiscal year that included June 30, 2020. *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

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

 Square miles

12. 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

13. During the fiscal year including June 30, 2020, did your agency have an informal problem-solving partnership or formal written agreement with any of the following?"

	Yes	No
a. Academic/university staff	○	○
b. Advocacy groups	○	○
c. Business groups	○	○
d. Federal law enforcement agencies	○	○
e. Law enforcement organizations (e.g., IACP, National Police Foundation)	○	○
f. Neighborhood associations	○	○
g. Non-law enforcement government agencies	○	○
h. State or local law enforcement agencies	○	○
i. Victim service providers	○	○
j. Other (please specify):	○	○

14. During the fiscal year including June 30, 2020, did your agency solicit feedback from the community for any of the following? *Include informal (e.g., via social media, community listening sessions) and formal (e.g., via a community survey or advisory council) feedback received.*

	Yes	No
a. Allocating resources to neighborhoods	○	○
b. Assessing community trust	○	○
c. Evaluating deputy or agency performance	○	○
d. Informing agency policies and procedures	○	○
e. Prioritizing crime/disorder problems	○	○
f. Training development	○	○

15. During the fiscal year including June 30, 2020, which of the following did your agency do?

	Yes	No
a. Maintain a written community policing plan	○	○
b. Conduct a citizen police academy	○	○
c. Conduct citizen range days	○	○
d. Work with a Community Advisory Committee	○	○
e. Other (please specify):	○	○

Section V: Selection and Training

16a. 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 #17***

→ **16b. Does your agency consider military service as an exemption to this minimum education requirement?**

- ○ Yes
- ○ No

17. Which of the following screening techniques are used by your agency in selecting new sworn deputy recruits?

Background check	**Yes**	**No**
a. Credit history check	○	○
b. Criminal history check	○	○
c. Driving record check	○	○
d. Social media check	○	○
Personal attributes	**Yes**	**No**
e. Cognitive ability assessment (e.g., writing, reading comprehension, analytical skills)	○	○
f. Interpersonal skills assessment	○	○
g. Personality/Psychological inventory	○	○
h. Psychological interview	○	○
i. Polygraph exam	○	○
Physical attributes	**Yes**	**No**
j. Drug test	○	○
k. Medical exam	○	○
l. Vision test	○	○
m. Physical agility/fitness test	○	○ → **If no, *SKIP to #18***
n. *(If yes to #17m)* Does your agency have different standards based on sex?	○	○

18. How many total hours of academy training and field training (e.g., with FTO) are required of your agency's new (non-lateral) sworn deputy 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		
b. Additional training hours		
c. Total hours of training *(sum of rows a and b)*		

19. What is the minimum annual number of in-service hours of training that is required for your agency's full-time sworn deputies? *Include law enforcement training ONLY. If no training of that type is required, enter '0'.*

	Minimum annual hours per deputy
a. State mandated hours	
b. Additional training hours	
c. Total hours of training *(sum of rows a and b)*	

Section VI: Hiring and Retention

20a. How many full-time sworn deputies were hired by your agency during the fiscal year including June 30, 2020? *Include all full-time sworn personnel hired whether they are currently employed by the agency or not.*

Number of full-time sworn deputies hired

→ ***If 0, SKIP to #24a on page 10.***

20b. ***(If at least one new hire)*** **How many of those hires were:**

	Number of Full-Time Sworn Deputies Hired
a. Entry-level hires (non-lateral)	
b. Lateral transfers/hires	
c. Other new hires	

→ ***If #20b, row a (entry-level hires) is 0, SKIP to #24a on page 10.***

21. Based on the most recent class of entry-level sworn deputies hired, on average, how many weeks pass from the time they submit their application to the time they are offered employment? *DO NOT include basic academy training.*

Average number of weeks until hire

22. Which of the following types of applicants for entry-level sworn deputy hires were targeted through special recruitment efforts during the fiscal year including June 30, 2020?

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

23. Did your agency offer any of the following incentives for entry-level sworn deputy hires during the fiscal year including June 30, 2020?

	Yes	No
a. Employment signing bonus	○	○
b. Free or reimbursed academy training	○	○
c. Salary paid during academy training	○	○
d. Training academy graduation bonus	○	○
e. Relocation assistance (e.g., moving, travel costs)	○	○
f. Other (please specify):	○	○

24a. How many full-time sworn deputies separated from your agency during the fiscal year including June 30, 2020? *DO NOT include sworn deputy recruits who separated prior to completing academy training. If none, enter '0'.*

☐☐☐☐ Number of full-time sworn deputies separated

→ ***If 0, SKIP to #25***

24b. *(If at least one separation)* How many of those separations were:

	Number of Full-Time Sworn Deputies Separated
a. Probationary rejections	☐☐☐☐
b. Dismissals	☐☐☐☐
c. Medical/disability retirements	☐☐☐☐
d. Non-medical retirements	☐☐☐☐
e. Resignations	☐☐☐☐
f. Other/unknown	☐☐☐☐

25. Which of the following best describes your agency's exit interview policy used to assess full-time sworn deputies' reasons for departure? *Mark ONLY ONE response.*

○ Exit interviews conducted with deputies selected by the agency
○ Exit interviews conducted with deputies if they request one
○ Exit interviews conducted based on other policy
○ Exit interviews typically not conducted

26. Enter the base annual salary schedule for the following full-time sworn positions as of June 30, 2020. *If a position does not exist on a full-time basis in your agency, select 'N/A.' In cases where there is not a range in salary, please enter the same salary for minimum and maximum.*

	Base ANNUAL Salary		
	Minimum	Maximum	N/A
a. Sheriff	$, .00	$, .00	☐
b. Sergeant or equivalent first-line supervisor	$, .00	$, .00	☐
c. Entry-level deputy (post-academy)	$, .00	$, .00	☐

27. Did your agency authorize or provide any of the following special pay for sworn deputies during the fiscal year including June 30, 2020?

	Yes	No
a. Bilingual ability pay	○	○
b. Education incentive pay	○	○
c. Hazardous duty pay	○	○
d. Merit/performance pay	○	○
e. Military service pay	○	○
f. Residential incentive pay	○	○
g. Shift differential pay	○	○
h. Special skills proficiency pay	○	○

28. Did your agency offer the following benefits to increase retention among full-time sworn deputies during the fiscal year including June 30, 2020?

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

29. What is the standard shift length for <u>sworn patrol/road</u> deputies in your agency?

☐☐ Hours per Day

Section VII: Equipment and Operations

30. As of June 30, 2020, which of the following types of <u>weapons</u> or <u>actions</u> were authorized for use by your agency's <u>full-time sworn</u> deputies?

Firearms	On duty		Off duty	
	Authorized	Not authorized	Authorized	Not authorized
a. Handgun	○	○	○	○
b. Shotgun or manual rifle	○	○	○	○
c. Semi-automatic rifle (e.g., AR-15)	○	○	○	○
d. Fully automatic rifle (e.g., M-16)	○	○	○	○

Less-lethal	On duty		Off duty	
	Authorized	Not authorized	Authorized	Not authorized
e. Open hand techniques	○	○	○	○
f. Closed hand techniques	○	○	○	○
g. Takedown techniques (e.g., straight arm bar)	○	○	○	○
h. Hold or neck restraint (e.g., carotid hold)	○	○	○	○
i. Leg hobble or other restraints (not including handcuffs)	○	○	○	○
j. OC spray/foam	○	○	○	○
k. Chemical agent projectile (e.g., CS/tear gas, OC pellets)	○	○	○	○
l. Baton	○	○	○	○
m. Blunt force projectile (e.g., bean bag, rubber bullets)	○	○	○	○
n. Conducted energy device (e.g., Taser, stun gun, Stinger)	○	○	○	○
o. Other (please specify):	○ →	○	○ →	○

31. As of June 30, 2020, how many of the following types of video cameras were operated by your agency on a <u>regular</u> basis? *If none, enter '0'.*

	Total Number
a. Fixed-site surveillance in public areas	☐☐☐☐☐
b. Mobile surveillance	☐☐☐☐☐
c. On aerial drones	☐☐☐☐☐
d. In patrol cars	☐☐☐☐☐
e. On deputies (e.g., body-worn cameras)	☐☐☐☐☐
f. On weapons	☐☐☐☐☐

32a. As of June 30, 2020, 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 #33.***

32b. ***(If at least one K-9)*** **What types of activities did your K-9s engage in?**

Activity	Yes	No
a. Bomb/explosive detecting	○	○
b. Cadaver	○	○
c. Drug detecting	○	○
d. Person trailing	○	○
e. General enforcement (e.g., patrol, traffic enforcement, crowd control, etc.)	○	○
f. Other (please specify):	○	○

Section VIII: Technology

33. As of June 30, 2020, did your agency maintain a website?

○ Yes
○ No

34. As of June 30, 2020, did your agency use social media to communicate with the public?

○ Yes
○ No

35. As of June 30, 2020, did your agency use any of the following on a <u>regular</u> basis?

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

36. As of June 30, 2020, did your agency use data for any of the following activities?

	Yes	No
a. Budget allocation	○	○
b. Hot spot analysis	○	○
c. Intelligence analysis	○	○
d. Patrol allocation	○	○
e. Predictive policing (i.e., using computer models to predict where crime will occur)	○	○
f. Social network analysis	○	○
g. Targeted enforcement	○	○

Section IX: Policies and Procedures

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

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

38. Under what circumstances do your <u>full-time sworn</u> deputies regularly check immigration status?

	Yes	No
a. During a street/pedestrian stop	○	○
b. During a traffic stop	○	○
c. After arrest for a misdemeanor offense	○	○
d. After arrest for a felony offense	○	○
e. Only when suspected of a federal immigration violation	○	○

→ ***If you answered "No" to all rows on #38, SKIP to #40***

39. *(If yes to at least one row on #38)* Do your <u>full-time sworn</u> deputies verify immigration status with the Department of Homeland Security?

○ Yes
○ No
} → ***SKIP to #41***

40. *(If no to all rows on #38)* What are the reasons your <u>full-time sworn</u> deputies do not regularly check immigration status?

	Yes	No
a. Prohibited by departmental policy	○	○
b. Prohibited by local or state legislation	○	○
c. Unable to verify status while in the field	○	○
d. Concerned about victims not reporting to police	○	○
e. Concerned that deputies will be perceived as using racial profiling.	○	○
f. Concerned about losing the public's trust	○	○
g. Other (please specify):	○	○

41. As of June 30, 2020, did your agency have an operational computerized Early Warning System or Early Intervention System for monitoring or responding to problematic deputy behavior?

○ Yes
○ No

42. Enter the number of citizen complaints received during the fiscal year including June 30, 2020, by current disposition status. *If none, enter '0'.*

	All complaints	Use of force complaints
a. Sustained (sufficient evidence to justify disciplinary action against the deputy or deputies)		
b. Other disposition (e.g., unfounded, exonerated, not sustained, withdrawn)		
c. Pending (final disposition of the allegation has not been made)		
d. Total complaints received ***(sum of rows a-c)***		

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

- ○ Yes
- ○ No

44. As of June 30, 2020, did 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	○	○
b. Use of force resulting in a subject sustaining serious bodily injury	○	○
c. Use of force resulting in a subject's death	○	○
d. In-custody death not due to use of force (e.g., suicide, intoxication or accident)	○	○

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: TBD@rti.org
Fax: 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 20. Second Reminder to Nonrespondents (Email)

Dear «TITLE» «NAME»:

The Bureau of Justice Statistics (BJS) recently mailed materials to you requesting your agency's participation in the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey. The questionnaire due date is November 23, 2020 and we hope that you will be able to respond by then. If you have already completed the questionnaire, please accept my sincere thank you.

If you have not completed your questionnaire, I ask you to complete it as soon as possible. Developing and maintaining an accurate picture of the nation's law enforcement workforce is paramount to understanding the current state of law enforcement in the United States.

Please complete the questionnaire by using the following link: http://bjslecs.org/lemas2020 and entering the following information:

Username: «WebUsername»
Password: «PIN»

If you would prefer to complete the questionnaire on paper, you may download and print a paper version by visiting http://bjslecs.org/lemas2020 with your username and password. You may also request a paper questionnaire by emailing RTI International at lemas@rti.org or calling 1-800-XXX-XXXX. Upon receipt of your agency's request, you will receive a paper version and a postage paid return envelope within 5 business days. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

Sincerely,

Shelley S. Hyland, PhD
Program Manager
Bureau of Justice Statistics

Case ID: <<caseID>>

Attachment 21. Third Reminder to Nonrespondents (Postcard)

Final complete version to be sent separately. Image of draft text shown below.

Dear «AgencyHeadTitle» «AGENCYHEADNAME»,

«AgencyName» was invited to participate in the Bureau of Justice Statistics' (BJS) 2020 Law Enforcement Management and Administrative Statistics core survey. Our records show that as of November 5, we have not received your completed questionnaire.

If you have completed the questionnaire since November 5, please accept my sincere thank you.

If you have not completed the questionnaire, please use the following information to log onto the LEMAS website (https://bjslecs.org/lemas2020).

USERNAME: «CaseID» PASSWORD: «Pin»

Your response is very important. Your agency cannot be replaced by another agency. We kindly ask that you submit your questionnaire by November 23, 2020. If you have any questions, please contact RTI (BJS's data collection agent for LEMAS) by phone at 1-800-XXX-XXXX or by e-mail at lemas@rti.org.

Sincerely,

Shelley S. Hyland, Ph.D.
Program Manager
Bureau of Justice Statistics
Shelley.Hyland@usdoj.gov

Attachment 22. Fourth Reminder to Nonrespondents (Email)

SUBJECT: Reminder – Law Enforcement Management and Administrative Statistics Core Survey

Dear «TITLE» «NAME»:

On behalf of the Bureau of Justice Statistics (BJS), RTI International and the Police Executive Research Forum are conducting the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey. This letter is to remind you that <<AGENCY>> has been invited to participate in LEMAS. Our records indicate that as of November 20, we have not received your questionnaire.

The survey due date is today, November 23. This is the date by which we would like all agencies to submit their surveys so that we can ensure the timely sharing of study findings with the respondents and other law enforcement agencies, policy makers, and additional stakeholders.

This email message is to request confirmation that we have successfully reached you and encourage you to contact us if you have any questions related to the data collection.

Please reply to this message to confirm that we have reached <<AGENCY NAME>>.

You may also access the questionnaire online at http://bjslecs.org/lemas2020 and then entering the following information:

Username: «WebUsername»
Password: «PIN»

If you have questions about LEMAS, need to change the point of contact at your agency, or need to update your contact information (including email address), please contact the RTI team via phone or email at 800-XXX-XXXX or lemas@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

Thank you for your time and consideration.

Sincerely,

Shelley Hyland, PhD
Program Manager
Bureau of Justice Statistics

Attachment 23. Fifth Reminder to Nonrespondents (Letter)

<<TITLE>> <<NAME>>
OR CURRENT CHIEF EXECUTIVE
<<AGENCYNAME>>
<<ADDRESS1>>
<<ADDRESS2>>
<<ADDRESS3>>
<<CITY>>, <<STATE>> <<ZIP>>

DATE

Dear «TITLE» «NAME»:

On behalf of the Bureau of Justice Statistics (BJS), RTI International the Police Executive Research Forum are conducting the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey. The LEMAS gathers information that relevant to all law enforcement agencies – regardless of agency size or type. <<AGENCY>> has been invited to participate and reliability of the study depends on your participation; your agency cannot be replaced.

The original due date was November 23, 2020. Please complete the LEMAS questionnaire as soon as possible. I understand that you receive a number survey requests and I genuinely appreciate your attention to this request.

You may still access the questionnaire online at http://bjslecs.org/lemas2020 and then entering the following information:

Username: **«WebUsername»**
Password: **«PIN»**

Alternatively, enclosed in this packet you will find a paper version of the questionnaire and a business reply envelope if you prefer to submit your response via mail. Please feel free to share the questionnaire with others at your agency who can assist you in providing the requested information.

BJS will use the data collected in this questionnaire only for research and statistical purposes. Your response is very important to help law enforcement agencies and policy makers understand administrative aspects of your agency and others like yours.

If you have questions about LEMAS, need to change the point of contact at your agency, or need to update your contact information (including email address), please contact the RTI team via phone or email at 800-XXX-XXX or lemas@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

Again, I thank you for your time and consideration.

Sincerely,

Shelley Hyland, PhD
Program Manager
Bureau of Justice Statistics

Attachment 24. Phone Follow-up Sample Script

NT00.
PROGRAMMER, DISPLAY:
STATUS, DATE OF LAST CALL, NUMBER OF ATTEMPTS

QINT1. Hello, this is <<INTERVIEWER NAME>>, calling on behalf of the Bureau of Justice Statistics in the U.S. Department of Justice regarding the 2020 Law Enforcement Management and Administrative Statistics survey, also known as LEMAS.

To ensure I've contacted the correct law enforcement agency, I would like to ask a few brief questions. I have the name as…[PROGRAMMER: FILL AGENCY NAME.] Is that correct?

1 YES [GO TO QINT3]
2 NO [GO TO QINT2]

QINT2. What is the agency's name?

_____

QINT3. What is the agency's address?

[PROGRAMMER: FILL ADDRESS]

1 YES – MATCH TO RECORDS [GO TO QINT5]
2 NO – DOES NOT MATCH RECORDS [GO TO NEW_ADDR1]

NEW_ADDR1. INTERVIEWER: RECORD ADDRESS, ASKING RESPONDENT TO REPEAT IF NECESSARY.
ADDRESS 1:
ADDRESS 2:
CITY:
STATE:
ZIP:

QINT5. Let me just check to see if the information we have on record is up to date.

[PROGRAMMER: DISPLAY AGENCY NAME, ADDRESS, NEW INFORMATION JUST PROVIDED AND VICINITY LIST.]

INTERVIEWER: USE LOOKUP TABLE TO IDENTIFY ANY AGENCIES WITH NAMES THAT ARE SIMILAR TO THE NAME OF THE AGENCY TI IS TALKING TO. IF ANY SIMILAR, DISCUSS WITH RESPONDENT. ONCE AGENCY IS CONFIRMED SELECT FROM LIST AND CONTINUE.

QINT7. I'm following up on a survey invitation that we sent to <<AGENCY>>. Have I reached <<area >>-<<phone>>?

1 CORRECT NUMBER [GO TO QINT10]
2 NOT CORRECT [GO TO QINT8]
3 WOULD LIKE TO BE CALLED ON A NEW NUMBER [GO TO TEL06]

QINT8. What phone number have I reached?

_____

[PROGRAMMER: APPEND THE PHONE NUMBER TO THIS CASE.]

[GO TO QINT10]

TEL06. What is the number you would like to be contacted at?

_____

(ENTER NUMBER WITH NO DASHES, SPACES OR OTHER PUNCTION)

INTERVIEWER: RECORD THE NUMBER, THEN CALL THE RESPONDENT BACK ON THE NEW NUMBER.

[PROGRAMMER: APPEND THE PHONE NUMBER TO THIS CASE.]

[GO TO QINT10]

QINT10. Which one of the following best describes your agency?

1 State law enforcement agency
2 Sheriff's agency
3 County law enforcement agency
4 Local law enforcement agency
-1 DON'T KNOW
-2 REFUSED

QINT11. [PROGRAMMER: DISPLAY AGENCY'S ORI NUMBER.]

What is your agency's ORI number?

INTERVIEWER: DO THEY MATCH OR ARE THEY DIFFERENT?

1 MATCH
2 DIFFERENT
-1 DON'T KNOW

PROGRAMMER: IF QINT1 AND QINT3 = 1, OR IF QINT1 AND QINT11=1 (IF APPLICABLE), OR IF QINT3 AND QINT11=1 (IF APPLICABLE), CONTINUE. IF QINT5=2, GO TO QINT30. ELSE, GO TO QINT30.

QINT12. May I speak with <<Title>> <<name>>?

1 TRANSFER TO POC (LIVE) [GO TO QINT15]
2 GATEKEEPER IS POC [GO TO QINT15]
3 TRANSFER TO VM FOR POC [GO TO ANSPROMPT1]
4 NO/NOT AVAILABLE – SCHEDULE CALLBACK [GO TO INT06]
5 POC NO LONGER CHIEF/SHERIFF/AGENCY OR POC/PERSON NO LONGER IN AGENCY [GO TO QINT13]
-2 REFUSED [GO TO QINT18]

QINT13. What is the new (chief's/sheriff's/agency head's) name?

_____
9 REFUSED

[GO TO QINT14]

QINT14. May I speak with the (chief/sheriff/agency head)?

1 TRANSFER TO POC (LIVE) [GO TO QINT15]
2 GATEKEEPER IS POC [GO TO QINT15]
3 TRANSFER TO VM FOR POC [GO TO ANSPROMPT1]
4 NO/NOT AVAILABLE – SCHEDULE CALLBACK [GO TO INT06]
5 REFUSED [GO TO QINT18]

QINT15. [IF Q12=1 OR Q14=1 OR Q16=2, FILL: Hello, this is <<INTERVIEWER NAME>> calling on behalf of the Bureau of Justice Statistics in the U.S. Department of Justice regarding the 2020 Law Enforcement Management and Administrative Statistics Survey, also known as LEMAS.]

I'm following up on our invitation that asked your agency to participate in the LEMAS survey. Since we did not hear back from your agency, I wanted to call to see if you received the invitation.

1 YES [GO TO QINT18]
2 NO [GO TO QINT20]
3 NO ANSWER [END CALL]
4 WENT TO VOICEMAIL [GO TO ANSPROMPT1]
-2 REFUSED [GO TO QINT18]

ANSPROMPT1. [DISPLAY FOR CALLING ROUNDS 1 AND 2]
Hello, this is _____, calling on behalf of the Bureau of Justice Statistics in the U.S. Department of Justice regarding the 2020 Law Enforcement and Administrative Statistics Survey, also known as LEMAS. This message is for <<POC NAME>>. Our records show that we have not yet received your completed survey. We hope that you can complete the survey within the next week. If you have any questions about the survey, please call our toll-free number, 800-XXX-XXXX.

[DISPLAY FOR CALLING ROUND 3]
Hello, this is _____, calling on behalf of the Bureau of Justice Statistics in the U.S. Department of Justice regarding the 2020 Law Enforcement Management and Administrative Statistics Survey, also known as LEMAS. This message is for <<POC NAME>>. Our records show that we have not yet received your completed survey. Your participation helps to ensure the accuracy of the study results and we cannot substitute another agency for yours. We hope that you can complete the survey by [DATE]. If you like, please call our toll-free number 800-XXX-XXXX and a member of the research team can assist you.

1 LEFT MESSAGE. END CALL.
2 SOMEONE PICKED UP. [GO TO QINT15]
3 UNABLE TO LEAVE MESSAGE. END CALL.

INT06. When would be a better time to call back?

INTERVIEWER: IF RESPONDENT INDICATES THAT THEY ARE WILLING TO TALK NOW BUT THEY ARE DRIVING, SAY: I'm sorry, but for your safety we're not able to continue while you're driving.

IS THIS CALLBACK SET BY THE RESPONDENT OR SOMEONE ELSE?

(INTERVIEWER NOTES: CALLBACK SHOULD ONLY BE SET IF THE RESPONDENT REQUESTED OR AGREED TO BE CALLED BACK.)

CALLBACK DEFINITION:

CALLBACK BY SUBJECT: THE RESPONDENT SELECTED TO COMPLETE THE INTERVIEW PROVIDED A SPECIFIC TIME AND DATE FOR THE APPOINTMENT.

CALLBACK BY OTHER: SOMEONE OTHER THAN THE SELECTED RESPONDENT ASKED FOR US TO CALLBACK, OR THE SELECTED RESPONDENT DID NOT PROVIDE A SPECIFIC DATE AND TIME TO BE CALLED BACK.

1 APPOINTMENT BY SUBJECT [GO TO APPOINTMENT SCHEDULE SCREENS AND THEN QINT29]
2 APPOINTMENT BY OTHER [GO TO APPOINTMENT SCHEDULE SCREENS AND THEN QINT29]
3 REFUSED. I will just try again later. [GO TO QINT29]

QINT18. [PROGRAMMER: IF AGENCY HAS NOT RECEIVED COMMUNICATIONS (Q15=2), DO NOT ASK. ELSE, ASK OF EACH AGENCY THAT HAS NOT REFUSED.]

Your agency's participation helps to ensure our study accurately represents law enforcement agencies across the country. We cannot substitute another agency for yours. Would you please tell me more about your agency's reasons for not participating?

INTERVIEWER: ENTER VERBATIM IN OPEN ENDED BOX FOR CODE 00, THEN CODE THE RESPONSE

_____

SELECT ALL THAT APPLY:

0 ENTER VERBATIM
1 COMPLETE — AGENCY CLAIMS THAT SURVEY HAS BEEN SUBMITTED/SENT
2 DUE DATE — CANNOT RESPOND BY DUE DATE
3 LIMITED TIME/RESOURCES — NOT RELATED TO DUE DATE
4 APPLICABILITY — AGENCY THOUGHT SURVEY DID NOT APPLY TO THEM
5 NO INTEREST – AGENCY STAFF ARE UNINTERESTED IN THE SURVEY TOPIC OR GOALS
6 NO BENEFIT – AGENCY RECEIVES NO BENEFIT FROM PARTICIPATION/SURVEY
7 VOLUNTARY – PARTICIPATION IS NOT MANDATED BY LAW
8 SURVEY FATIGUE — AGENCY RECEIVES TOO MANY SURVEY REQUESTS
9 LACK OF DATA — DATA NOT AVAILABLE DURING SURVEY PERIOD
10 LACK OF DATA — DATA DO NOT EXIST OR ARE NOT MAINTAINED
11 INACCESSIBLE DATA – DATA EXIST, BUT ARE NOT EASILY ACCESSIBLE
12 POOR QUALITY DATA – DATA EXIST, BUT ARE OF QUESTIONABLE/POOR QUALITY
13 CONFIDENTIALITY – DATA ARE NOT TO BE SHARED OUTSIDE OF AGENCY/AUTHORITY
14 FEDERAL ROLE – FEDERAL GOVERNMENT SHOULD NOT BE INVOLVED IN LOCAL ISSUES
15 JURISDICTION RULE – JURISDICTION DOES NOT PARTICIPATE IN RESEARCH
16 OTHER
17 REFUSED TO GIVE REASON FOR DELAY/REFUSAL

QINT19. INTERVIEWER: IF REFUSAL, DO NOT ASK; CODE 05 [NO, will not complete survey]

ELSE: How would you prefer to complete the survey? You have the option to complete it online or by hard copy.

1 POC has completed web survey or sent hard copy [GO TO QINT28]
2 YES, will complete survey online [GO TO QINT21]
3 YES, will complete a hard copy [GO TO QINT23]
4 YES, will complete a hard copy already received [GO TO QINT28]
5 NO, will not complete survey [GO TO QINT29]

QINT20. IF QINT15=2: Let me send you the survey again. You have the option to complete it online or by hard copy. Which do you prefer?

1 YES, will complete survey online [GO TO QINT21]
2 YES, will complete a hard copy [GO TO QINT23]
3 NO, will not complete survey [GO TO QINT18]

QINT21. Would you like me to send the survey link and login information to you again?

1 Yes [GO TO QINT22]
2 No [GO TO QINT28]

QINT22. What is your email address?

_____

[GO TO QINT26]

QINT23. Would you like me to mail you another copy of the survey?

1 Yes [GO TO QINT24]
2 No [GO TO QINT28]

QINT24. Should I use the address we have on file for you or another address?

1 Address on file [GO TO QINT27]
2 Another address [GO TO QINT25]

QINT25. What is that address?

_____

[GO TO QINT27]

QINT26. We will send a link to the survey and the access code by email. We look forward to receiving your completed survey. I appreciate you taking the time to speak with me today. Have a nice day.

INTERVIEWER: END CALL.

QINT27. We will mail the questionnaire in the next day or two. We look forward to receiving your completed survey. I appreciate you taking the time to speak with me today. Have a nice day.

INTERVIEWER: END CALL.

QINT28. We look forward to receiving your completed survey. I appreciate you taking the time to speak with me today. Have a nice day.

INTERVIEWER: END CALL.

QINT29. I appreciate you taking the time to speak with me today. Have a nice day.

INTERVIEWER: END CALL.

QINT30. Thank you for answering these questions. I need to discuss our records with my supervisor to determine if your agency is eligible to participate in this survey. If your agency is eligible, someone from the study team will be in touch. Have a nice day.

INTERVIEWER: END CALL.

Attachment 25. Sixth Reminder to Nonrespondents (Letter)

«TITLE» «NAME»
OR CURRENT CHIEF EXECUTIVE
«AGENCY NAME»
«ADDRESS1», «ADDRESS2»
«CITY», «STATE» «ZIP»

Dear «TITLE» «NAME»:

We have made several attempts to contact you over the past few months regarding the participation of <<AGENCY NAME>> in the Bureau of Justice Statistics' (BJS) 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey. Your responses are vital to the success of the project.

I am writing today to notify you that there are only a couple of weeks remaining to complete the questionnaire. We must receive your response soon to ensure that the study results accurately reflect the characteristics and activities of your agency. The reliability of the study's results directly depends on the participation of all law enforcement agencies invited to participate in the study. **<<AGENCY NAME >> cannot be replaced with another law enforcement agency**.

The questionnaire may be accessed online at http://bjslecs.org/lemas2020 and then entering the following information:

Username: «WebUsername»
Password: «PIN»

Alternatively, if you would prefer to complete the questionnaire on paper, we are happy to send you a hard copy or you may download and print a paper version upon entering your questionnaire access code on the LEMAS questionnaire website.

If you have questions about LEMAS or need to update your contact information (including email address), please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or LEMAS@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

I greatly appreciate your consideration.

Sincerely,

Shelley S. Hyland, PhD
Program Manager
Bureau of Justice Statistics

Attachment 26. Seventh Reminder to Nonrespondents (Email)

SUBJECT: Final Reminder – Law Enforcement Management and Administrative Statistics Core Survey

Dear «TITLE» «NAME»:

The data collection period for the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey is ending in the next few weeks. This letter is to remind you that <<AGENCY>> has been invited to participate in LEMAS and our records indicate that as of February 8, we have not received your questionnaire.

Please access the questionnaire online as soon as possible at http://bjslecs.org/lemas2020 and then entering the following information:

Username: «WebUsername»
Password: «PIN»

I understand that your time is limited; however, the reliability of the study directly depends on the participation of your agency. The questionnaire addresses topics that are relevant to all agencies and your responses are essential to our ability to provide the information needed by local law enforcement and other stakeholders.

If you have questions about LEMAS, need to change the point of contact at your agency, or need to update your contact information (including email address), please contact the RTI team via phone or email at 800-XXX-XXXX or lemas@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

Thank you for your time and consideration.

Sincerely,

Shelley Hyland, PhD
Program Manager
Bureau of Justice Statistics

Attachment 27. End-of-Study Notification (Letter)

«TITLE» «NAME»
OR CURRENT CHIEF EXECUTIVE
«AGENCY NAME»
«ADDRESS1», «ADDRESS2»
«CITY», «STATE» «ZIP»

Dear «TITLE» «NAME»:

The Bureau of Justice Statistics' (BJS) and RTI International, our data collection agent, began conducting the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey in September 2020. We sent <<AGENCY NAME>> an invitation to participate in the study at that time. Unfortunately, we have not yet received your completed survey. Your participation is vital to the success of the project.

In order for your agency to contribute to the study findings, we must receive your completed survey by **March 20, 2021**. **Please access the questionnaire online at http://bjslecs.org/lemas2020 and then entering the following information:**

Username: «WebUsername»
Password: «PIN»

If you have questions about LEMAS or need to update your contact information (including email address), please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or LEMAS@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

I greatly appreciate your consideration.

Sincerely,

Shelley S. Hyland, PhD
Program Manager
Bureau of Justice Statistics

Attachment 28. End-of-Study Notification (Email)

SUBJECT: End of Study Notification – Law Enforcment Management and Administrative Statistics Core Survey

Dear «TITLE» «NAME»:

Yesterday, we sent a letter to <<AGENCY NAME>> explaining that the data collection period for the 2020 Law Enforcment Management and Administrative Statistics (LEMAS) Core Survey is ending and that surveys must be received by March 20 to be included in the study results.

This email message is to ensure that you receive notification of this request in a timely manner and encourage you to contact us if you have any questions related to the data collection.

The information contained in the mailed materials is provided below.

Dear «TITLE» «NAME»:

The Bureau of Justice Statistics' (BJS) and RTI International, our data collection agent, began conducting the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) core survey in September 2020. We sent <<AGENCY NAME>> an invitation to participate in the study at that time. Unfortunately, we have not yet received your completed survey. Your participation is vital to the success of the project.

In order for your agency to contribute to the study findings, we must receive your completed survey by **March 20, 2021**. **Please access the questionnaire online at http://bjslecs.org/lemas2020 and then entering the following information:**

Username: «WebUsername»
Password: «PIN»

If you have questions about LEMAS or need to update your contact information (including email address), please contact the LEMAS data collection team via phone or email at 800-XXX-XXXX or LEMAS@rti.org. If you have any general comments about this data collection, please contact me at 202-616-1706 or Shelley.Hyland@usdoj.gov.

I greatly appreciate your consideration.

Sincerely,

Shelley S. Hyland, PhD
Program Manager
Bureau of Justice Statistics