

Utah Council on Criminal Justice Administration
Project on Criminal Justice
Standards and Goals

POLICE OPERATIONS

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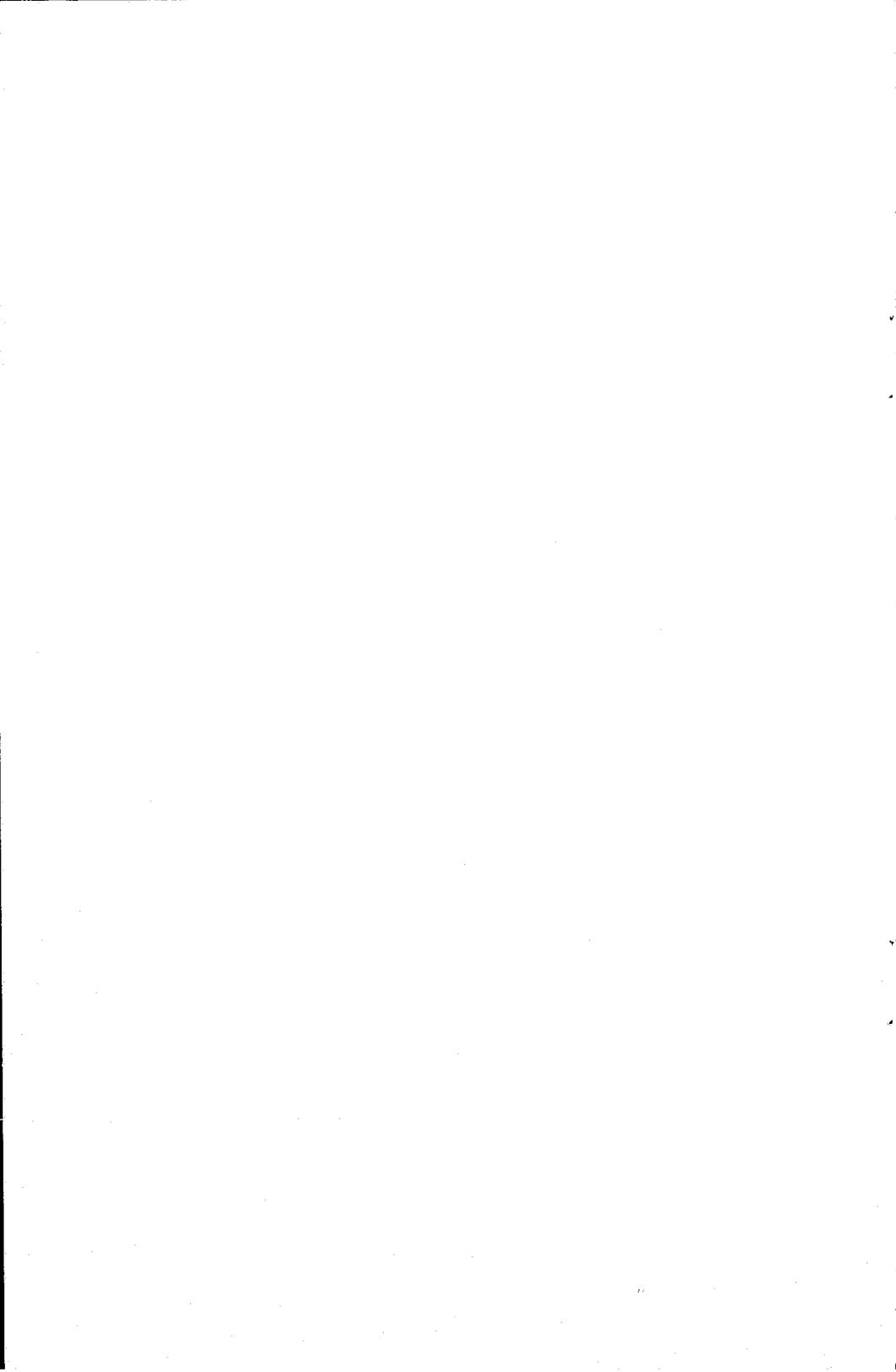
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INTRODUCTION

This publication is one of four in a series which is designed to assist the chiefs and sheriffs of the state and to improve law enforcement in Utah. It is based upon the premise that diversity is preferable to uniformity. It is based upon the assumption that law enforcement should remain essentially a local rather than a state function. It is based upon the belief all police agencies can be improved and that setting ideals, goals, and standards to attain is one way of improving them.

It is our hope that each chief and sheriff will carefully consider the ideas contained herein and in those areas where they feel improvements can be made in their own department will attempt to implement those changes. It is also our hope that state agencies and state law enforcement organizations will carefully consider those areas which apply to them and be prepared to assist local departments if requested.

This effort is the culmination of over two years work by the Police Task Force on Criminal Justice Standards and Goals and by staff members of the Utah Council on Criminal Justice Administration. It is based upon the *Police* volume of the National Advisory Commission on Criminal Justice Standards and Goals. Much of the material is identical to that found in that volume. Much of it has been modified or added to make it meet the unique needs and problems of Utah. Some of the standards have already been implemented by some individual departments, by legislation, or by state agencies. Some reflect existing practices or are consistent with existing legislation.

The standards in this volume discuss the area of operations. Descriptions of the use of patrol forces, team policing, preparation for handling riots, curb disturbances, and other unusual occurrences, and a discussion of various kinds of specialization within a department are all included.

Each standard is followed by a brief recommendation suggesting who would be the most appropriate group to implement the standard.



STANDARD 6.1 SELECTING A TEAM POLICING PLAN

STANDARD

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

1. Every police agency should conduct research into the team policing concept to determine its value to the agency. This research should include:

- a. Evaluation of the structure and effectiveness of various forms of team policing applied by other agencies of comparable size and resources; and
- b. Assessment of the resources necessary to implement various team policing systems.

2. Every police agency should test and evaluate applicable forms of team policing prior to formal implementation. Testing should be conducted:

- a. To minimize disruption of on-going operations; and
- b. To measure effectiveness in achieving predetermined objectives and goals.

METHOD OF IMPLEMENTATION

Most small departments already act in essence as a team. Other police agencies of sufficient size should be encouraged to develop and implement experimental community-oriented geographic policing programs.

STANDARD 6.2: IMPLEMENTATION OF TEAM POLICING

STANDARD

Every police agency implementing team policing should insure that the system effectively facilitates the agency's efforts to reduce crime, detect and apprehend criminal offenders, im-

prove the quality of police services, and enhance police-community cooperation.

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

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

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

METHOD OF IMPLEMENTATION

Police agency executives should be encouraged to use the three concepts mentioned in this Standard: participatory management, adequate training, and community involvement in their team policing projects.

STANDARD 7.1 COMMAND AND CONTROL PLANNING

STANDARD

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

1. Every police agency should develop intra-agency command and control plans to activate the resources of the a-

agency rapidly to control any unusual occurrence within its jurisdiction. If the agency is included in the plans of a higher political entity with fewer than twelve sworn officers only, insure that the provisions of paragraph 3 are complied with. These plans should provide for:

a. Liaison with other organizations to include the participation of those organizations in quickly restoring normal order;

b. Mutual assistance agreements with other local law enforcement agencies and with state and federal authorities, where effective control resources may be limited by agency size; and

c. The participation of other government and private agencies.

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

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

METHOD OF IMPLEMENTATION

Passage of the *Emergency Services Act*, which would formally establish the Office of Emergency Services including "assistance to local officials in designing local emergency action plans" and "coordination of federal, state, and local disaster activities." The Utah Peace Officers' Association, the Chiefs of Police Association, the Sheriffs Association, the League of Cities and Towns, and the Association of Counties should assist in implementation.

STANDARD 7.2 EXECUTIVE RESPONSIBILITY

STANDARD

Every police chief executive should be given responsibility immediately to command all police resources involved in controlling unusual occurrences within his jurisdiction. This authority should be preempted only when a state of emergency is declared by the Governor, local authority breaks down, or com-

mand authority is transferred by prior agreement. In carrying out this responsibility, the police chief executive should direct all police activities within the affected area, and he should insure that at least minimum services are provided to the remainder of the jurisdiction.

1. Every local government should provide by law that the police chief executive be responsible for all law enforcement resources used to control unusual occurrences within the jurisdiction. The police chief executive immediately should establish a system designating executive command in his absence.

- a. A system of succession of command should be established; and
- b. A person should be designated the acting chief in the absence of the chief executive.

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

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

METHOD OF IMPLEMENTATION

Passage of the Emergency Service Act. The League of Cities and Towns with the help of the Office of Emergency Services should develop model ordinances in this area.

STANDARD 7.3 ORGANIZING FOR CONTROL

STANDARD

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

1. A control center should be established to act as the agency command post responsible for:

- a. Coordinating all agency unusual occurrence control activities;
- b. Obtaining all resources and assistance required for the field forces from agency and outside sources;
- c. Maintaining chronological logs and preparing periodic reports concerning the unusual occurrence situations; and
- d. Collecting and disseminating information from field forces, agency sources, and outside agencies.

2. An intelligence organization should be responsible for collecting, evaluating, and disseminating information. The intelligence function should be performed by:

- a. Field units;
- b. A coordinating unit located at the agency control center; and
- c. Outside agencies contributing intelligence through the coordinating unit.

3. A personnel unit should be established to:

- a. Activate a predetermined personnel call-up system;
- b. Maintain current personnel availability information and a continuous accounting of all agency personnel;
- c. Anticipate the personnel needs of the field forces and provide for them;
- d. Advise the agency commanding officer of the availability of personnel when the number of officers com-

mitted to the unusual occurrence indicates the need for partial or total mobilization, or a request for mutual aid or military assistance; and

e. Make proper and timely notifications of deaths and injuries of agency personnel.

4. A logistics unit should be established to:

a. Procure the needed vehicles, maintenance, supplies, and equipment;

b. Account for the disruption of all vehicles, supplies, and equipment deployed in the unusual occurrence;

c. Determine appropriate staging areas and maintain a current list of them;

d. Receive and safeguard evidence and property for the field forces; and

e. Provide for feeding of field forces, when necessary.

5. A field command post should be established and staffed with personnel to support the field commander. The field command post should be staffed and organized to enable the field commander to:

a. Direct the operations necessary to control the unusual occurrence;

b. Assemble and assign agency resources;

c. Collect, evaluate, and disseminate intelligence concerning the incident;

d. Communicate with concerned task force officers and units;

e. Apply the strategy and tactics necessary to accomplish the police mission;

f. Gather, record, and preserve evidence; and

g. Maintain appropriate records of field operations.

6. A casualty information center should be established and staffed with qualified personnel to:

a. Gather, record, and disseminate all information concerning dead, injured, missing, and lost persons;

b. Establish liaison with relief agencies to obtain information on evacuees and evacuation centers;

- c. Establish liaison with the medical examiner or coroner;
- d. Deploy personnel, as needed, to hospitals, first aid stations, and morgues; and
- e. Prepare casualty statistical reports periodically for the agency commanding officer.

METHOD OF IMPLEMENTATION

Passage of the Emergency Services Act and an active implementation of the onsite program of the Office of Emergency Services.

STANDARD 7.4 MASS PROCESSING OF ARRESTEES

STANDARD

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

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

a. A procedure for gathering and preserving available evidence to connect the arrestee to the crime he is to be charged with. The evidence may include photographs, recordings, videotapes, statements of witnesses, or other evidence;

b. A procedure for receiving each prisoner from the arresting officer and facilitating the officer's return to his field assignment as soon as possible;

c. Positive identification of the arrestee and the arresting officer;

d. A procedure for receiving and maintaining continuity of evidence;

e. Rapid removal of arrestees from the affected area. Security should be provided enroute to prevent attempts to free prisoners.

f. A secure detention area to prevent escape or attempts to free prisoners. The facility should be adequate to maintain custody of a number of prisoners in safety.

g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;

h. Defense counsel visitations after processing. These visitations should not be permitted under field conditions or at temporary detention facilities unless adequate security is provided. Prisoners should be transported to a secure detention facility without delay; and

i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.

2. The mass arrest system should make the name and charge of persons arrested available to public inquiry as soon as possible after the arrestee has been processed. A current list of arrestees should be communicated to the agency command center as the information becomes available. Inquiries should be directed to one central location.

METHOD OF IMPLEMENTATION

Compliance is voluntary, but advice and encouragement from Utah Peace Officers Association, Peace Officer Standards and Training, and Utah Council on Criminal Justice Administration is warranted.

STANDARD 7.5 LEGAL CONSIDERATIONS

STANDARD

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

1. Full-time protection should be afforded every community by permanent legislation to provide for:

a. Federal and State reimbursement of local law enforcement agencies required to react to Federal and State events, such as conventions, campaigns, or VIP visits, and

extraordinary costs incurred in responding to mutual aid requests;

b. Mutual aid agreements between local police and the National Guard;

c. The prohibition of unnecessary force or violence in making arrests;

d. Police access both by law and by policy to school property, any public or private establishment, or any other area of the jurisdiction where police presence is needed to enforce the law;

e. The prohibition of interference with or attacks upon policemen, firemen, and other emergency personnel;

f. The prohibition against failure to disperse any unlawful assemblies;

g. Prohibition of impeding pedestrian or vehicular traffic;

h. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and

i. Permits for parades, assemblies, and public events and regulation of the size and material used in picket signs and sign handles or any other device used in a public demonstration.

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

a. The arrest powers of other law enforcement officials when engaged at the request of other agencies to assist in handling emergency operations.

b. Emergency police authority enabling local police to maintain public order by suspending due process where a clear and present danger exists that mob action will render ineffective any local police agency's ability to maintain order;

c. Restrictions upon sales of gasoline, liquor, and weapons;

d. The restriction of public access to certain geographic areas under specifically defined circumstances;

e. Curfew, loitering, and other crowd control measures;

f. The restriction of public use of schools, places of amusement, water, and private aircraft; and

g. Control of the storage of firearms, firearms parts, and ammunition.

METHOD OF IMPLEMENTATION

Passage of the proposed *Emergency Services Act* and Criminal Procedural Code with modifications to meet 1a, 2a, and 2g. Other related legislation may also need to be passed.

STANDARD 7.6 TRAINING FOR UNUSUAL OCCURRENCES

STANDARD

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

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

1. Formal instruction should be implemented through:
 - a. Frequent in-service training, such as roll-call training, to serve as a refresher course, to practice techniques, or to introduce new procedures;
 - b. Periodic agency-conducted schools to familiarize personnel with agency unusual occurrence control procedures and organizational structure;
 - c. Regional or Federal courses, particularly when agency size does not permit development of local schools; and
 - d. A regional training institute to train instructors for local agencies.
2. Practical exercises should be conducted periodically to develop proficiency and teamwork among personnel through:
 - a. Field exercises for operational personnel to practice tactics and procedures;
 - b. Command post exercises for formulating strategy and evaluating existing and new procedures;

c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and non-law enforcement agencies; and

d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and non-criminal justice agencies.

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

a. Administrative level personnel to familiarize them with agency and criminal justice system emergency organizational structure and procedures for requesting additional personnel and equipment from the military or through mutual aid; and

b. Operational personnel to familiarize them with strategy, tactics, and standard operating procedures. The emphasis should be placed on a coordinated effort rather than individual action; use of chemical agents, communications equipment, and other specialized equipment; applicable laws; human relations training, and procedures for procuring logistical support.

METHOD OF IMPLEMENTATION

Peace Officer Standards and Training should institute field exercises and whatever expanded training it feels is necessary to comply with this standard.

The Utah Peace Officers Association should encourage individual police agencies to include field training in their in-service training. All training agencies should provide specialized training for administrative personnel.

STANDARD 8.1 ESTABLISHING THE ROLE OF THE PATROL OFFICER

STANDARD

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

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

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

a. Should insure that resources are concentrated on fundamental police duties;

b. Should insure that patrol officers are engaged in tasks that are related to the police function;

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

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

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

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

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

METHOD OF IMPLEMENTATION

Implementation by individual agencies. Development of a training module for executives in patrol allocated by POST.

STANDARD 8.2 ENHANCING THE ROLE OF THE PATROL OFFICER

STANDARD

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

1. Every local government should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks. The system should provide:

- a. Multiple pay grades within the basic rank;
- b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;
- c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;
- d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient police service.

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

- a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;
- b. Insure that all elements within the agency provide maximum assistance and cooperation to the patrol officer;
- c. Implement a community information program emphasizing the importance of the patrol officer in the life of the community and encouraging community cooperation in providing police service;
- d. Provide comprehensive initial and in-service training thoroughly to equip the patrol officer for his role;
- e. Insure that field supervisory personnel possess the knowledge necessary to guide the patrol officer;

f. Implement procedures to provide agencywide recognition of patrol officers who have consistently performed in an efficient and commendable manner;

g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of police services and reduction of crime;

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

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

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

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 8.3 DEPLOYMENT OF PATROL OFFICERS

STANDARD

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

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

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

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

2. Every police agency should conduct a comprehensive workload study to determine the nature and volume of the demands for police service and the time expended on all activities performed by patrol personnel. The workload study should be the first step in developing a deployment data base and should be conducted at least annually thereafter. Information obtained from the workload study should be used:

- a. To develop operational objectives for patrol personnel;
- b. To establish priorities on the types of activities to be performed by patrol personnel; and
- c. To measure the efficiency and effectiveness of the patrol operation in achieving agency goals.

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

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

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

METHOD OF IMPLEMENTATION

In those cases where more than one officer is on duty, they should be assigned to specific sectors in order to reduce response time. Large departments should consider the possible establishment of crime analysis units to assist in the deployment of patrol officers.

STANDARD 9.1 SPECIALIZED ASSIGNMENT

STANDARD

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

1. Every police chief executive should define the specific problem in concise written terms and in doing so should consider at least:

- a. Whether the problem requires the action of another public or private organization;
- b. The severity of the problem;
- c. The period of time the problem is expected to exist; and
- d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.

2. Every police chief executive should consider community perception of the problem: community awareness, and the attitudes based on that awareness.

3. Every police chief executive should — based on his definition of the problem, community perception of it, and the pertinent legal requirements — assess all resources and tactical alternatives available to the agency, and in doing so determine at least:

- a. Whether the problem requires specialization;
- b. The degree of specialization required;
- c. The manpower and equipment resources required by specialization;
- d. Which of the needed resources are available within the agency and which are available outside it;
- e. The availability of necessary specialized training;
- f. The expected duration of the need for specialization; and

g. The organizational changes needed as a result of specialization.

4. Every police chief executive should give special consideration to the impact of specialization on:

- a. The identified problem;**
- b. Personnel and fiscal resources;**
- c. Community attitudes toward the agency; and**
- d. The agency's delivery of general police services.**

5. Every police agency should develop an operations effectiveness review for each new specialization. This review process should be carried out:

- a. As a goal-oriented activity analysis; and**
- b. On a specific schedule for the expected duration of the need.**

6. Every police agency should terminate a specialized activity whenever the problem for which it was needed no longer exists, or can be controlled as well or better through other agency operations.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

In small departments, all officers should continue to be generalists, but should receive specialized training in all areas.

STANDARD 9.2 SELECTION FOR SPECIALIZED ASSIGNMENT

STANDARD

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

1. Every police agency should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:

- a. Include all pertinent data on every agency employee;
- b. Employ a consistent format on all personnel records; and
- c. Include procedures for continual updating.

2. Every police agency should disseminate agency-wide written announcements describing anticipated specialist position openings. These announcements should include:

- a. The minimum personnel requirements for each position; and
- b. The specialized skills or other attributes required by the position.

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

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

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

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

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

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

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

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

a. Identification of all positions — including vice, narcotics, and all types of undercover assignments— where potential for officer compromise is high;

b. Written policies that specifically limit the duration of assignment to any identified position. Because limitations may differ, these policies and procedures should stipulate those for personnel at the supervisory and administrative level and those for personnel at the level of execution;

c. Provisions for limited extensions with the specific approval of the chief executive; and

d. Provisions that insure the maintenance of a high level of operational competence within the specialty and throughout the agency.

METHOD OF IMPLEMENTATION

Implementation by individual departments. The Intergovernmental Personnel Agency should assist in establishing personnel requirements for specialization positions. Peace Officer Standards and Training should provide specialized training for each specialization.

STANDARD 9.3 ANNUAL REVIEW OF AGENCY SPECIALIZATION

STANDARD

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

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

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

3. Every police chief executive should take the action indicated by the results of the formal annual review of each specialty. This action may include:

- a. Continuation of the specialization in its present form;
- b. Adjustment of manpower and equipment allocations based on modifications in the problem of the cost-effectiveness of the specialization.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 9.4 STATE SPECIALISTS

STANDARD

The state should provide, upon the request of any local police agency in the state, specialists to assist in the investigation of crimes and other incidents that may require extensive highly specialized investigative resources not otherwise available to the local agency. The state may also fund regional operational specialist activities. The state or regional specialists should not provide everyday needs to local law enforcement. **THIS STANDARD SHOULD NOT BE CONSTRUED AS AN ENDORSEMENT OF A STATE POLICE AGENCY.**

1. The state should provide trained specialists who are properly equipped to assist local police agencies. Where appropriate, the state should provide funds to combine or consolidate local special investigative resources.

2. The state should publish and distribute to every local police agency in the state the request procedure for obtaining specialists.

3. The state should insure that its specialists pursue

the investigation in complete cooperation with and support of the local agency.

METHOD OF IMPLEMENTATION

Current state specialists such as Utah Bureau of Criminal Identification and Liquor Law Enforcement should be continued. The creation of any new agencies or positions of state specialists should be made only upon request of local law enforcement through the Chiefs of Police Association and the Sheriffs Association.

STANDARD 9.5 JUVENILE OPERATIONS

STANDARD

The chief executive of every police agency immediately should develop written policy governing his agency's involvement in the detection, deterrence, and prevention of delinquent behavior and juvenile crime.

1. Every police agency should provide all its police officers with specific training in preventing delinquent behavior and juvenile crime.

2. Every police agency should cooperate actively with other agencies and organizations, public and private, in order to employ all available resources to detect and deter delinquent behavior and combat juvenile crime.

3. Every police agency should establish, in cooperation with courts, written policies and procedures governing agency action in juvenile matters. These policies and procedures should stipulate at least:

a. The specific form of agency cooperation with other governmental agencies concerned with delinquent behavior, abandonment, neglect, and juvenile crime;

b. The specific form of agency cooperation with nongovernmental agencies and organizations where assistance in juvenile matters may be obtained;

c. The procedures for release of juveniles into parental custody; and

d. The procedures for the detention of juveniles.

4. Every police agency having more than 15 employees should establish juvenile investigation capabilities.

a. The specific duties and responsibilities of these positions should be based upon the particular juvenile problems within the community.

b. The juvenile specialists, besides concentrating on law enforcement as related to juveniles should provide support and coordination of all community efforts for the benefit of juveniles.

5. Every police agency having more than 75 employees should establish a juvenile investigation unit, and every smaller police agency should establish a juvenile investigation unit if community conditions warrant. This unit:

a. Should be assigned responsibility for conducting as many juvenile investigations as practicable, assisting field officers in juvenile matters, and maintaining liaison with other agencies and organizations interested in juvenile matters; and

b. Should be functionally decentralized to the most effective commanding level.

METHOD OF IMPLEMENTATION

Implementation by individual departments. Peace Officer Standards and Training should continue providing basic and in-service training specifically related to juveniles.

STANDARD 9.6 TRAFFIC OPERATIONS

STANDARD

Every police agency and every local government responsible for highway traffic safety should perform the basic functions of traffic law enforcement, traffic accident management and traffic direction and control.

1. Every police agency should perform the basic function of traffic law enforcement — the police activity specifically directed toward controlling traffic violations through preventive patrol and enforcement, case preparation, and court testimony.

This function:

- a. **Should include line patrol, area patrol, selective location patrol, and records and logistics; and**
- b. **Should be a fundamental responsibility of all uniformed officers.**

2. Every police agency should perform the basic function of traffic accident management. This function relates to police activities connected with traffic collisions, and includes providing assistance to the injured, protecting the scene, preparing reports, taking necessary enforcement action, and conducting followup investigations. The function should include:

- a. **Initial traffic accident investigation, followup investigation, traffic control at the scene, injury control, enforcement action, records, reports, and notifications; and**
- b. **On-scene investigations of all accidents involving a fatality, personal injury, or one or more vehicles that must be towed from the scene.**

3. Every local government with responsibility for traffic direction and control should perform the basic function of traffic control and direction which has a direct and immediate effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:

- a. **May include intersection control, parking control, pedestrian control, police escort, special event control, and hazard control;**
- b. **Should not be performed by employees if the need can be anticipated in advance, and electronic traffic control devices can be installed, unless employees are cost-effective.**

4. Every police agency should develop and implement written policies governing the investigation of traffic accidents, enforcement of state and local traffic laws and regulations, and traffic direction. Police chief executives should insure that these policies are regularly communicated to all supervisors and line personnel. These policies should include guidelines on:

- a. **Physical arrests, issuance of warnings and ci-**

tations, and transportation of arrestees;

- b. Investigation of traffic accidents;
- c. Interjurisdictional responsibility and authority for traffic supervision; and
- d. Ancillary services that have an indirect effect on traffic flow.

5. Every state should assume complete responsibility for licensing all drivers of motor vehicles, vehicle registration, vehicle inspection, vehicle weight control, carrier and commercial regulation.

- a. Activities that do not require peace officer status should be assigned to nonsworn personnel.
- b. Observed failure to comply with driver licensing, vehicle registration, and equipment and safety regulations, should be subject to citation or reported to the appropriate agency through clearly established channels of communication.

6. Every police agency should employ, where necessary, specialized equipment operated by specially trained personnel to implement effective traffic programs.

7. Municipal police agencies of a sufficient size should be consistent with an analysis of need, establish specialized accident investigation and traffic enforcement units. These units:

- a. Should be staffed with as few personnel as the local traffic problem will permit;
- b. Should be functionally decentralized to the most effective command level.

8. Every police agency should make assignments for all traffic functions on the basis of traffic volume, accident experience, violation frequency, and congestion.

- a. Selective enforcement techniques should be implemented through assignment of men and equipment by time and location on the basis of demonstrated need.
- b. The establishment of a selective enforcement task force should be considered when the state or community accident death rate exceeds the national average

or exceeds the average for the state or community for the last three years.

c. Every police agency should have access to expertise in highway safety management.

d. Specialization should be limited according to need, and the major street traffic duties should be performed by patrol officers.

9. Every police agency should be capable of performing, or arrange the performance of, activities necessary to support traffic line functions. These activities:

a. May include administration, planning, budgeting, personnel management, research and analysis, public information, training, communications, transportation, records and identification, property control, equipment supply, and laboratory services; and

b. Should enable the police agency to gather and analyze traffic information and to maintain records to guide the agency in the safe movement of traffic.

10. Every police agency should periodically release traffic safety information and traffic safety educational material to the general public, and should cooperate with appropriate educational institutions in the preparation and presentation of traffic safety educational programs.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 9.7 SPECIAL CRIME TACTICAL FORCES

STANDARD

Every police agency, consistent with an analysis of its need, should have access to a flexible and highly mobile tactical force for rapid deployment against special crime problems.

1. Every chief executive should establish written policies and procedures that govern deployment of the tactical force against any problem. These policies and procedures should stipulate at least:

a. That the tactical force will be deployed on the basis of current crime pattern analyses or validated current information on expected crime activity;

b. That the tactical force will be deployed against a problem only when the regularly assigned patrol force is not adequate to be effective against that problem; and

c. That tactical force deployment strategy will be based on an objective analysis of the problem: overt saturation as a highly visible preventive strategy, and covert saturation as a low visibility detection and apprehension operation.

2. Every police agency which employs a full- or part-time tactical force should incorporate the following:

a. The numerical strength of the tactical force should depend on an agency need and local problems.

b. A full-time tactical force should include an analytical staff element.

c. A part-time tactical force should use qualified personnel from anywhere within the agency.

d. Every tactical force should have a central headquarters and should operate from that headquarters when deployed against a problem.

e. Field commanders should be informed of tactical force activities within their area of responsibility. Tactical force activities should be consistent with the policies of the field commander of the area in which they are working.

f. Every tactical force should be equipped with necessary specialized equipment, vehicles, radios, vision devices and weapons.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 9.8 VICE OPERATIONS

STANDARD

Every police agency should immediately insure its capability to conduct effective vice operations against illegal gambling, traffic in liquor, prostitution, pandering, pornography, and obscene conduct. These operations should be capable of

reducing the incidence of vice crimes and related criminal activity.

1. Every chief executive should establish written policies governing vice operations. These policies, consistent with existing statutes:

a. Should reflect community attitudes toward vice crimes, the severity of the local vice problem, and the effect of the vice problem on other local crime problems.

b. Should acknowledge that the patrol force is responsible for taking enforcement action against all vice violations they see.

2. Every police agency employing more than 75 personnel should have a full-time vice investigation capability. Every agency employing fewer than 75 personnel should have a part-time vice investigation capability. Every agency employing fewer than 75 personnel should assign vice operations specialists on a full or part-time basis, depending on the local problem.

3. Every chief executive should insure close coordination and continual exchange of information between vice, narcotic and drug, patrol, and intelligence operations, and close liaison with other agencies conducting similar operations.

4. Every police agency should provide vice operations with special funds, and any other physical support necessary to conduct effective vice operations.

5. Every chief executive should insure that every field commander reports in writing every 30 days to the chief executive, or his designee, the form and extent of the current vice problem in his area and the effort of vice operations on that problem. This report should contain:

a. The number of vice arrests by type of offense and location;

b. Information received on vice problems; and

c. Current vice operations directed against area vice problems.

6. Every police chief executive should insure, through written policies and procedures, that every vice complaint received by his agency will be reduced to writing and investigated

as thoroughly as possible. Vice complaint policies and procedures should provide that:

- a. All vice complaints be distributed to the chief executive or his designee, and to the vice unit;
- b. Every 10 days a written follow-up report on each vice complaint be made to indicate the progress of the investigation; and
- c. Every vice complaint investigation not completed within 30 days of its receipt be reviewed, and that all necessary steps be taken to expedite the investigation.

METHOD OF IMPLEMENTATION

Small agencies should make cooperative arrangements or contract arrangements with other departments or with the State Narcotic and Liquor Law Enforcement Agency.

In medium size departments, all officers should receive specialized training in vice operations; however, specific assignments should be made to a detective or a detective division for follow-up investigations.

In large departments, full-time vice investigation divisions should be maintained.

STANDARD 9.9 NARCOTIC AND DRUG INVESTIGATIONS

STANDARD

Every police agency should acknowledge the direct relationship between narcotic and drug offenses and other criminal activity, and should have available a narcotic and drug investigation capability based on that acknowledgment.

1. Every police agency should provide fundamental narcotic and drug investigation training to every officer during basic training and on a continual basis.
2. Every police agency should cooperate in and, where necessary, establish narcotic and drug abuse public awareness programs such as school system educational programs, civic group programs, multi-agency community programs, and Alcoholics Anonymous programs.

3. Every police agency employing more than 75 personnel should have a full-time narcotic and drug investigation capability. Personnel in small agencies may be assigned where justified by the local problem.

a. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.

b. Where appropriate, in agencies with 75 or less personnel, drug and narcotic operations may be consolidated with vice operations.

c. Drug and narcotic operations should be decentralized to the extent that the agency is; however, a central drug and narcotic unit should be maintained to coordinate the decentralized operations.

4. Every police agency should insure coordination and intelligence, and uniformed patrol.

5. Every chief executive should establish written policies and procedures requiring that every narcotic and drug complaint will be in writing and thoroughly investigated. These policies and procedures should provide that:

a. All narcotic and drug complaints be distributed to the chief executive or his delegate, and to the central narcotic and drug unit;

b. A written followup report of every open drug or narcotic investigation be prepared every 30 days to indicate the progress of the investigation;

c. Individual, team, and unit narcotic and drug investigation reports and activity summaries be inspected and reviewed continually;

d. Individual, team, and unit performance measures continually be applied to drug and narcotic operations. These measures should include arrests and dispositions; number of purchases by type of drug or narcotic, quantity and quality of seized narcotics and drugs, other crimes cleared, and working caseload.

6. Every police agency should provide narcotic operations with special funds and specialized equipment such as vehicles, electronic equipment, and vision devices necessary to conduct effective narcotic and drug operations.

METHOD OF IMPLEMENTATION

Small agencies should make cooperative arrangements or contract arrangements should be made with other departments or with the State Narcotic and Liquor Law Enforcement Agency.

In medium sized departments, all officers should receive specialized training in vice operations; however, specific assignments should be made to detective or a detective division for followup investigations.

In large departments, full-time investigation divisions should be maintained.

STANDARD 9.10 INTELLIGENCE OPERATIONS

STANDARD

Every police agency and the state immediately should establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's right to privacy while it curtails organized crime and public disorder.

1. The state should establish a central gathering, analysis, and storage capability, and intelligence dissemination system.

a. Every police agency should actively participate in providing information and receiving intelligence from this system.

b. Every police agency should designate at least one person to be responsible for liaison with the state intelligence system.

c. The state intelligence system should disseminate specific intelligence to local agencies according to local needs and should disseminate general information throughout the state.

2. Every local agency should participate, where appropriate, in the establishment of regional intelligence systems. Every regional intelligence system should participate actively in the state system.

3. Every police agency with more than 75 personnel should have a full-time intelligence capability.

a. The number of personnel assigned to this operation should be based on local conditions.

b. The intelligence operation should be centralized; however, intelligence specialists may be assigned, where appropriate, to major transportation centers.

c. When the size of the intelligence operation permits, organized crime intelligence should be separate from civil disorder intelligence.

d. In smaller agencies the intelligence specialist should be required to take direct enforcement action only where limited agency resources make it absolutely necessary. In larger agencies the intelligence specialist should be required to take direct enforcement action only where a serious threat to life or property makes it absolutely necessary.

e. The intelligence operation should include an independent and well-secured reporting and record system.

4. Every police agency should insure exchange of information and coordination between the intelligence operation and all other operational entities of the agency and with other government agencies.

5. Every police agency should supply its intelligence operation with the funds, vehicles, vision devices, and other specialized equipment necessary to implement an effective intelligence operation.

METHOD OF IMPLEMENTATION

The establishment of a statewide organized crime council and a state organized crime agency should be considered for funding by the Utah State Legislature with input from local law enforcement officials.

Each department should have an intelligence division or should establish cooperative and contract agreements with each other, larger jurisdictions, or the Utah Bureau of Criminal Identification.

