

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

POLICE ADMINISTRATION AND SUPPORT SERVICES

45940

Approved by
Utah Police Task Force on Criminal Justice Standards and
Goals and
Utah Council on Criminal Justice Administration
255 South 300 East
Salt Lake City, Utah 84111

NCJRS

MAR 28 1978

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ADMINISTRATION AND SUPPORT SERVICES

This report was published by the Utah Council on Criminal Justice Administration with the aid of Law Enforcement Assistance Administration Funds.

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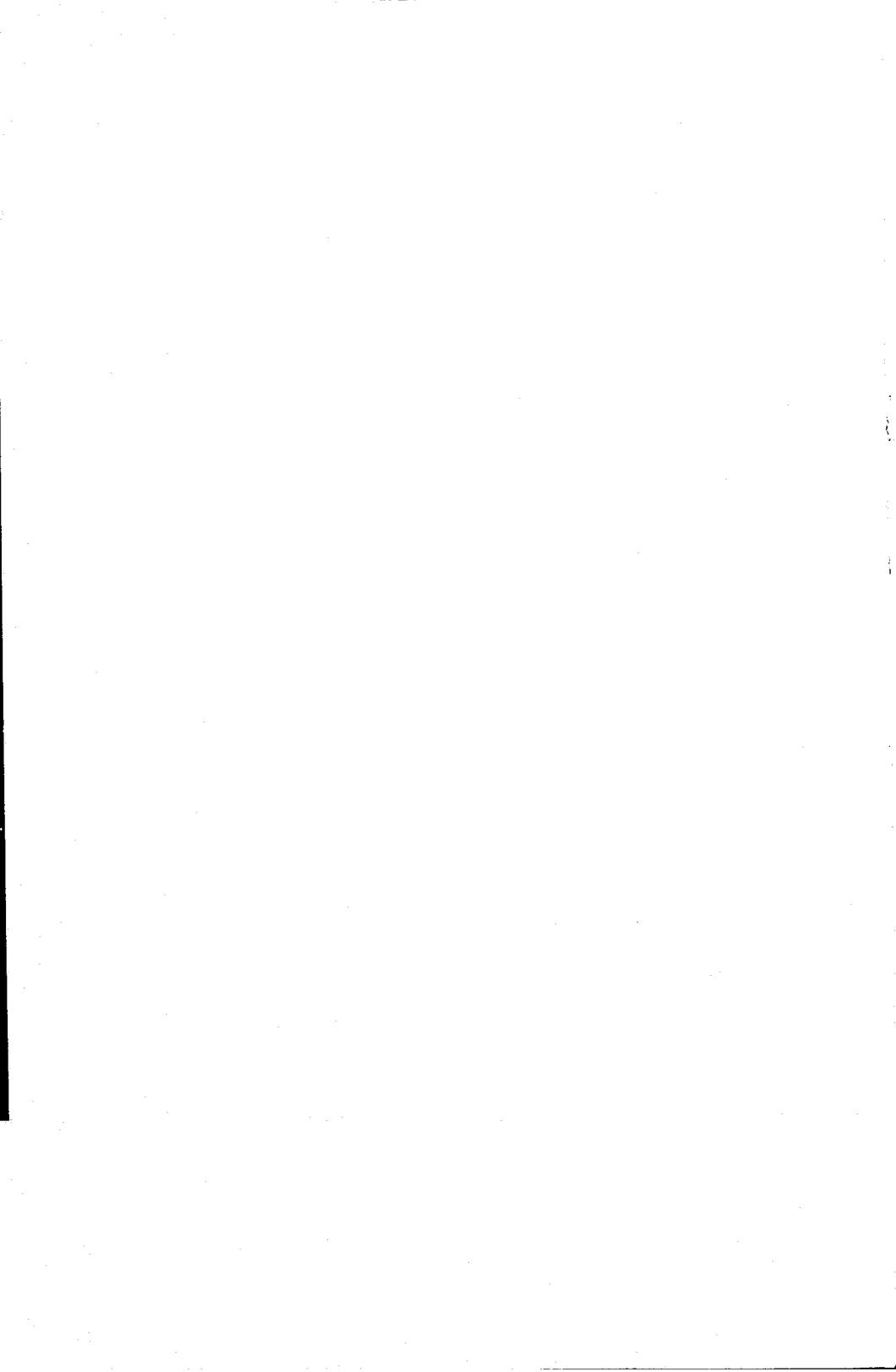
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INTRODUCTION

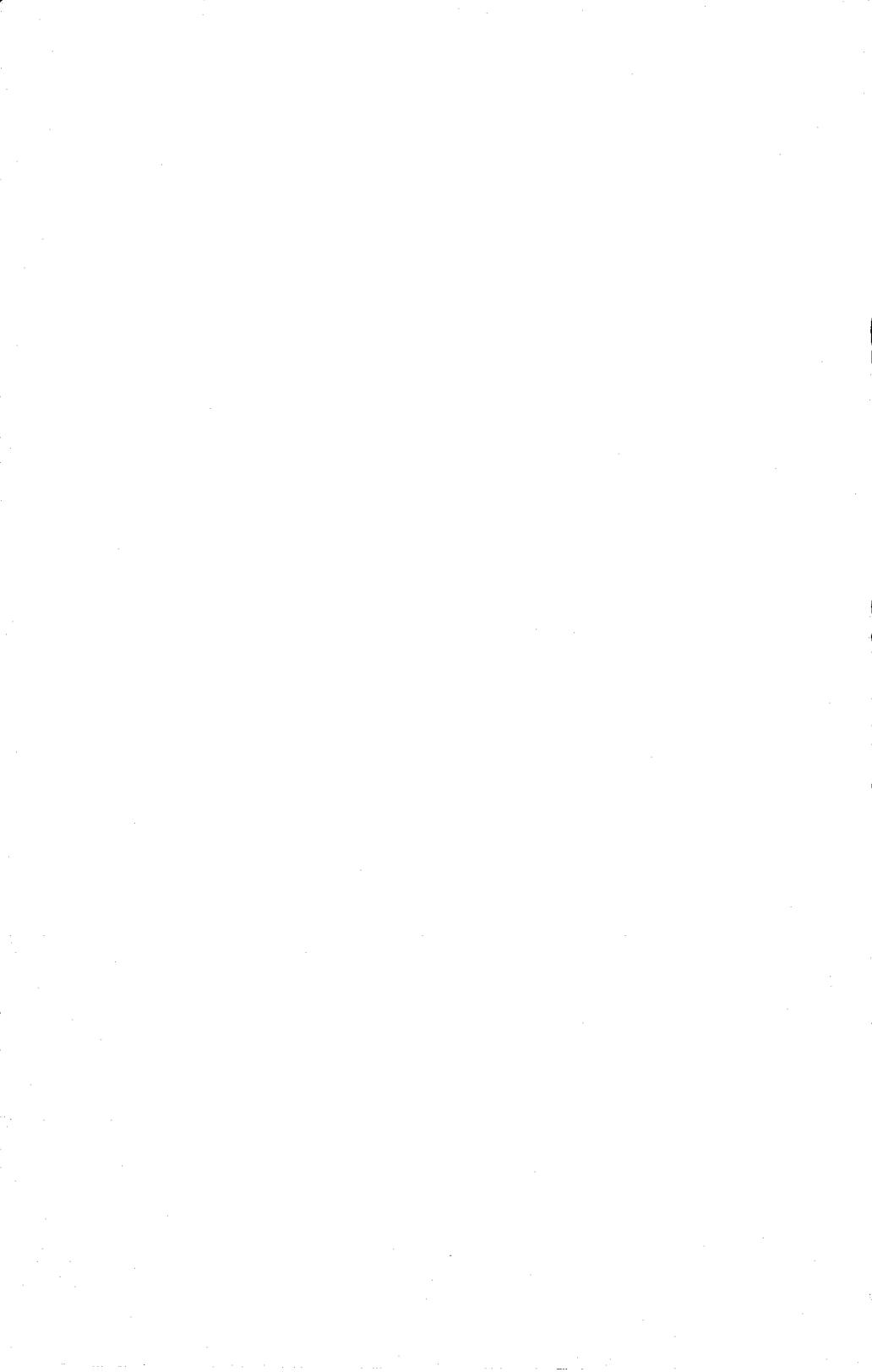
This publication is one of four in a series which is designed to assist the chiefs and sheriffs of the state and to improve law enforcement in Utah. It is based upon the premise that diversity is preferable to uniformity. It is based upon the assumption that law enforcement should remain essentially 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 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. Based upon the *Police* volume of the National Advisory Commission on Criminal Justice Standards and Goals, many of the standards are identical to those found in this 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 administration and support services. Goals and objectives, planning, management and policy are each addressed as are the ancillary areas of transportation, equipment and evidence.

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



STANDARD 2.1 DEVELOPMENT OF DEPARTMENTAL GOALS AND OBJECTIVES

STANDARD

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

1. Every police agency and every unit within the agency should insure that its goals and objectives are:

- a. Consistent with the role of the police as defined by the agency's chief executive;
- b. Responsive to community needs;
- c. Reasonably attainable;
- d. Sufficiently flexible to permit change as needed; and
- e. Quantifiable and measurable where possible.

2. Every police agency should provide for maximum input both within and outside the agency in the development of its goals and objectives. It should:

- a. Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and
- B. Establish methods to obtain ideas from a variety of organizations and individuals outside the agency.

3. Every police agency and every unit within each agency should publish and disseminate its goals and objectives to provide uniform direction of employee efforts.

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

METHOD OF IMPLEMENTATION

Because of the large number of police agencies in Utah, it is recommended that the Utah Chiefs of Police Association and the Utah Sheriffs Association encourage all police agencies to implement the recommendations of this Standard. The Governor's Advisory Committee on Community Affairs, the Utah League of Cities and Towns, and the Association of Counties should encourage all mayors and county commissions to authorize and direct police chief executives to develop short- and long-range goals and objectives to guide agency functions.

STANDARD 2.2 ESTABLISHMENT OF OPERATIONAL POLICY

STANDARD

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

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

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

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

b. Input from outside the agency as appropriate from other government agencies, community organizations, and the specific community affected.

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

a. General goals and objectives of the agency;

b. Administrative matters;

- c. **Community relations;**
- d. **Public and press relations;**
- e. **Personnel procedures and relations;**
- f. **Personal conduct of employees;**
- g. **Specific law enforcement operations with emphasis on such sensitive areas as the use of force, the use of lethal and non-lethal weapons, and arrest and custody; and**
- h. **Use of support devices.**

METHOD OF IMPLEMENTATION

Because of the large number of police agencies in Utah, it is recommended that the Utah Chiefs of Police Association and the Utah Sheriffs Association encourage all police agencies to implement the recommendations of the Standard. The Governor's Advisory Committee on Community Affairs, the Utah League of Cities and Towns, and the Association of Counties should encourage all mayors and county commissions to authorize and direct police chief executives to establish written policies in those areas of operations in which guidance is needed to direct agency employees toward the attainment of agency goals and objectives.

STANDARD 2.3 INSPECTIONS

STANDARD

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

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

a. To conduct continual inspections of all personnel subordinates directly responsible to him through any level of chain of command and to inspect the equipment used and the operations performed by such subordinate personnel;

b. To take immediate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.

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

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

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

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

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

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

3. Inspections should be conducted periodically by organizations and agencies outside the department.

METHOD OF IMPLEMENTATION

Because of the large number of police agencies in Utah, it is recommended that the Utah Chiefs of Police Association and the

Utah Sheriffs Association encourage all police agencies to implement the recommendations of this Standard. The Governor's Advisory Committee on Community Affairs, the Utah League of Cities and Towns, and the Association of Counties should encourage all mayors and county commissions to authorize and direct police chief executives to establish a formal inspection system to provide the police chief executive with the information he needs to evaluate the efficiency and effectiveness of agency operations.

STANDARD 5.1 RESPONSIBILITY FOR POLICE SERVICE

STANDARD

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

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

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

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

a. Should, in conjunction with the annual budget preparation, review the agency's organizational structure in view of modern management practices and provide for necessary change.

b. Should insure that the organizational structure facilitates the rendering of direct assistance and service to the people by line elements. Command of line elements should be as close as practical to the people.

METHOD OF IMPLEMENTATION

Professional police organizations such as U.P.O.A. and POST should take the responsibility of educating and encouraging compliance with this statute.

STANDARD 5.2 COMMITMENT TO PLANNING

STANDARD

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

1. Every police agency should establish written policy setting out specific goals and objectives of the planning effort, quantified and measurable where possible, which at least includes the following:
 - a. To develop and suggest plans that will improve police service in furthering the goals of the agency;
 - b. To review existing agency plans to ascertain their suitability, to determine any weaknesses, to update or devise improvement when needed, and to assure they are suitably recorded;
 - c. To gather and organize the usable format information needed for agency planning.

2. Every police agency should stress the necessity for continual planning in all areas throughout the agency, to include at least:
 - a. Within administrative planning: long range, fiscal and management plans;
 - b. Within operational planning: specific operational, procedural, and tactical plans;
 - c. Extra departmental plans; and
 - d. Research and development.

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

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

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

METHOD OF IMPLEMENTATION

Compliance must be voluntary. The professional organizations, such as U.P.O.A., should encourage police agencies to carry out this standard. POST should also provide instructors on planning.

STANDARD 5.3 AGENCY AND JURISDICTIONAL PLANNING

STANDARD

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

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

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

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

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

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

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

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

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

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

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

4. Every police agency should assign responsibility for maintaining close interagency planning.

a. Interagency planning should be engaged in by police agencies that are geographically close, that regularly operate concurrently within the same jurisdictional boundaries, that participate in a plan for mutual aid, or that logically should participate in any combined or regional police effort.

b. Where regional police planning agencies exist, every police agency should assign responsibility for planning with those regional police planning agencies whose decisions might affect the assigning agency. The responsibility should include liaison with the established regional planning agency or other representative of the State Planning Agency.

5. Every police agency should participate in cooperative planning with all other governmental subdivisions of the jurisdiction when such planning can have an effect on crime, public safety, or efficient police operations.

a. Every local government entity, in all matters of mutual interest, immediately should provide for police

planning with that of other governmental subdivisions of the jurisdiction.

b. Every police agency should assign responsibility for such planning immediately. This assignment should include at least the responsibility for joint planning, when applicable, with the local government administrative office, local government attorney's office, finance department, purchasing department, personnel department, civil service commission, fire department, department of public works, utilities department, building inspection unit, street or highway department, parks department, recreation department, planning unit, and health department.

METHOD OF IMPLEMENTATION

Professional organizations and POST should encourage compliance with this standard.

STANDARD 5.4 RESPONSIBILITY FOR FISCAL MANAGEMENT

STANDARD

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

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

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

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

b. Every police chief executive should provide that the responsibilities of the fiscal affairs officer include annual budget development, maintenance of liaison with the jurisdictional fiscal affairs officer, supervision of in-

ternal expenditures and related controls, and familiarization with recent developments in fiscal affairs management.

METHOD OF IMPLEMENTATION

Police chiefs need to be taught managerial skills including budgeting and their use within a law enforcement agency. However, such training will go to waste unless police officers, politicians and the general public view the role of the police chief as an executive position demanding managerial skills. The League of Cities and Towns and the Utah Peace Officers Association (UPOA) can be instrumental in this regard. Currently, POST conducts training seminars on this subject for police chiefs; however, more training of this type is needed.

STANDARD 5.5 FISCAL MANAGEMENT PROCEDURES

STANDARD

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

1. Where possible, police chief executives should initiate annual budget planning with a detailed statement on budget preparation. This statement should reflect fiscal direction received from the fiscal affairs officer of the jurisdiction. The opportunity for a budget hearing if any changes are necessary in the budget or the opportunity to review the budget should be given.

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

3. Where possible, police chief executives should develop the fiscal controls necessary for the agency to stay within funding restrictions, to insure that funds are being spent for authorized purposes, to account properly for monies received

from the public, and to alert management to the possible fiscal problems requiring remedial action. This function should also include:

a. Developing policy and procedures for highly flexible inter-account transfers as changing needs arise during budget years; and

b. Preparing, on a quarterly basis in large agencies and on monthly basis in small ones, summaries of expenditures, balances, and inter-account transfers.

4. Where possible, police agencies should study and experiment with various forms of systems budgeting: based on budgeting based on the consolidation of functionally unrelated tasks and corresponding resources to form a system that will achieve an identified objective. If the value of systems budgeting will offset the simplicity and convenience of line item or other modified budgeting methods already in use, the agency should adopt such a system.

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

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

c. Preferably, systems budgeting should be adopted by all other governmental agencies of the jurisdiction.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 5.6 FUNDING

STANDARD

Every police executive and every police fiscal affairs officer should be thoroughly familiar with all means by which the agency can derive all the benefits possible from local funding,

city-state-federal revenue sharing, grants and grantsmanship, and the use of bonds. They should understand the implications of each and use these means to provide funding for agency programs.

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

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

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

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

b. Grants should be sought to initiate long-range programs unless the jurisdiction will commit itself to continue funding on successful completion of the funded portion of the project.

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

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

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 5.7 COMBINED POLICE SERVICES

STANDARD

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

1. Every local government should take whatever actions are necessary to provide police services through mutual agreement or joint participation where such services can be provided most effectively.

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

a. Maintain the current level of a service at a reduced cost;

b. Improve the current level of a service either at the same cost or at an increased cost if justified; or

c. Provide an additional service at least as effectively and economically as it could be provided by the agency alone.

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

4. Every state should provide, at no cost to all police agencies within the state, those staff services such as laboratory services, and where appropriate, implement such services. Combined and contract service programs may include:

a. Total consolidation of local government services: the merging of two city governments or city-county governments;

b. Total consolidation of police services: the merging of two or more police agencies or of all police agencies (i.e., regional consolidation) in a given geographical areas;

c. Partial consolidation of police services: the merging of specific functional units of two or more agencies;

d. Regionalization of specific police service: the combination of personnel and material resources to provide specific police services on a geographic rather than jurisdictional basis;

e. Metropolitanization: the provision of public services (including police) through a single government to the communities within a metropolitan area;

f. Contracting for total police services: the provision of all police services by contract with another government (city with city, city with county, county with city, or city or county with state);

g. Contracting for specific police services: the provision of limited or special police services by contract with another police or criminal justice agency; and

h. Service sharing: the sharing of support services by two or more agencies.

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

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

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

- a. Confer regularly with all other chief executives within his area, exchange information about regional criminal activity, and jointly develop and maintain the best organizational means for regional control of this activity; and
- b. Cooperate in planning, organizing, and implementing regional law enforcement efforts where such efforts will directly or indirectly benefit the jurisdiction he serves.

METHOD OF IMPLEMENTATION

Compliance with this standard must be voluntary. It will of necessity involve the individual law enforcement agencies and local governments and their planning units. Responsibility for encouraging combined services should be given to Utah Council on Criminal Justice Administration and the Chiefs of Police Association. Peace Officer Standards and Training should provide mid- and upper-management level training in the theory of combined services and the techniques of combining in specific functional areas.

STANDARD 5.8 POLICE-COMMUNITY PHYSICAL PLANNING

STANDARD

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

1. Every government entity should seek police participation with public and private agencies and organizations involved in community physical planning within the jurisdiction.

2. Every police agency should assist in planning with public and private organizations involved in police-related community physical planning. This assistance should at least include planning involving:

- a. Industrial area development;
- b. Business and commercial area development;
- c. Residential area development, both low rise and high rise;

- d. Governmental or health facilities complex development;
- e. Open area development, both park and other recreation;
- f. Redevelopment projects such as urban renewal; and
- g. Building requirements (target hardening), both residential and commercial.

METHOD OF IMPLEMENTATION

A state building code incorporating the results of the International Conference of Building Officials Security Committee should be adopted.

Building officials have also expressed an interest in attending law enforcement seminars involving the importance of security requirements and environmental design. In addition to seminars, law enforcement officials should keep those involved with code development well informed on the progress of security and design in buildings.

STANDARD 12.1 THE EVIDENCE TECHNICIAN

STANDARD

Every police agency should acknowledge the importance of efficient identification, collection, and preservation of physical evidence, its accurate and speedy analysis, and its proper presentation in criminal court proceedings. These are essential to professional criminal investigation, increased clearance of criminal cases, and ultimately, the deployment of specially trained personnel to gather physical evidence 24 hours a day.

1. Every police agency immediately should consider the training of every regular patrol officer in the location, collection, and preservation of physical evidence.

2. Every police agency, where applicable, should consider immediately the use of specially trained evidence technicians to locate, collect, and preserve physical evidence at crime scenes and to deliver such evidence to the appropriate laboratory facility. These technicians may partially or entirely

eliminate the need for deployment of specially trained regular patrol officers in gathering physical evidence.

3. Every police agency should immediately provide for all incoming sworn personnel a formalized basic training course in evidence-gathering techniques to develop the agency's capacity to retrieve and use any physical evidence present at the scene of a criminal investigation. Every sworn officer should then be held responsible for evidence collected in cases where an evidence technician or a specially trained patrol officer is not available.

4. Every police agency, where applicable, should immediately maintain a mobile evidence-collecting van containing equipment for securing and illuminating large crime scene areas and for storing and preserving physical evidence. The van should be staffed by qualified evidence technicians and should be used for major occurrences.

5. Every police agency should be responsible for its own crime scene searches and should immediately insure that all crime scenes are thoroughly examined for physical evidence, and that all evidence collected is submitted to the appropriate laboratory facilities for analysis.

6. Every evidence officer should receive specialized training in order to achieve a statewide level of proficiency in the collection of physical evidence.

METHOD OF IMPLEMENTATION

The individual police agencies, Utah Peace Officers Association and Police Officer Standard and Training should be responsible for meeting this standard.

STANDARD 12.2, THE CRIME LABORATORY

STANDARD

Utah should establish a consolidated criminal laboratory system composed of local, regional, or state facilities capable of providing the most advanced forensic science services to police agencies.

1. Every police agency should immediately insure that it has access to laboratory facilities capable of timely and efficient processing of physical evidence including:

a. Analysis for high volume, routine cases involving substances such as narcotics, alcohol, and urine; and routine analysis and processing of most evidence within 24 hours of delivery; immediate analysis of certain types of evidence, such as narcotics, where the detention or release of a subject depends upon the analysis; and qualitative field tests and quantitative follow-up tests of narcotics or dangerous drugs, and highly technical analyses.

2. Every crime laboratory within a police agency should be a part of the organizational entity that includes other support services, and should be directed by an individual who reports only to the agency's chief executive.

3. In maintaining a staff of formally qualified personnel who can provide efficient and reliable assistance in criminal investigations, every crime laboratory should provide that:

a. Every employee responsible for the completion of scientific analyses or testing hold at least an earned baccalaureate degree in chemistry, criminalistics, or closely related field from an accredited institution, and have a thorough working knowledge of laboratory procedures;

b. Every employee performing supervised basic scientific tests or duties of a non-scientific nature meet the agency's requirement for the employment of regular sworn or civilian personnel;

c. The laboratory director be familiar with management techniques necessary to perform his administrative functions satisfactorily;

d. All laboratory personnel be adequately trained and experienced;

e. Civilian personnel can be used regularly so sworn personnel may be more appropriately deployed in other assignments, but provide that qualified sworn personnel be used when their abilities or expertise cannot be found elsewhere;

f. The working staff be sufficient to meet the demands of laboratory caseload;

g. Salaries be commensurate with the specialized duties and qualifications of each position so that well-qualified personnel are attracted to and trained in those positions.

h. Promotional and career paths for laboratory personnel result in salaries at least equal to those employed in other equivalent laboratories; and

i. A clerical pool capable of handling all of the clerical needs of the laboratory be maintained.

4. Every police chief executive should insure that the police laboratory function receives appropriate fiscal support and that the adequacy of its facilities is considered in structuring the agency's annual budget; every laboratory director should be able to assess and control the amount, type, and quality of evidence received by the laboratory.

5. Every crime laboratory director should design and implement a reporting system that provides data relative to its involvement in:

- a. Reported crimes;**
- b. Investigated crimes;**
- c. Suspects identified or located;**
- d. Suspects cleared;**
- e. Suspects charged;**
- f. Prosecutions;**
- g. Acquittals; and**
- h. Convictions.**

8. Every crime laboratory should establish close liaison with:

a. All other elements of the criminal justice system to insure that laboratory findings are consistent with law enforcement needs and are being effectively used as investigative tools;

b. The scientific and academic establishments, to insure use of the latest techniques and devices available to the criminalist and the investigator.

METHOD OF IMPLEMENTATION

Implementation by individual departments and the Weber State

Crime Lab. A statewide study should be conducted to determine the adequacy of our current forensic laboratory system.

STANDARD 12.3 THE PROPERTY SYSTEM

STANDARD

Every police agency immediately should establish a system for the secure and efficient storage, classification, retrieval, and disposition of items of evidentiary or other value that come into the custody of the agency.

1. Every police agency should establish a filing system that includes, but is not limited to:
 - a. A chronological record of each occasion when property is taken into police custody;
 - b. A separate itemized list of all items of property that are taken into custody;
 - c. A record that indicates the continuity of the property from its entry into the system to its final disposition. This record should include the name of each person accountable for each item of property at any given time.
2. Every police agency should conduct regular property inventories and property record audits to insure the integrity of the system. Such measures should be performed by personnel who are not charged with the care and custody of the property, and the results should be reported to the police chief executive.
3. Every police agency should publish written procedures governing the function of the property system. All components of a multicomponent property system should be governed by the same procedures.
4. Every police agency that uses full-time employees in its property function should assign civilian personnel to all elements of the property system in order to release sworn officers for assignment to those police functions requiring them.
5. Every police agency should assign to the property function only those employees who are trained in the operation of the system.

6. Every police agency should insure that personnel assigned to the property function are not involved in authorizing the booking, release, or disposition of property. Such authorization should be provided by the booking officer, the investigating officer, or another designated sworn employee.

7. Every police agency should clearly designate the employees responsible for around-the-clock security of the property area and restrict entry of all other personnel into this area.

8. Every police agency should institute close security and control measures to safeguard all money that comes into agency custody.

9. Every police agency should institute procedures to facilitate the removal of property from the system as soon as possible.

a. All identifiable property should be returned as soon as practicable after the rightful owner is located. Prior to disposition, all such property should be checked against stolen property records and all firearms should be compared with gun records to make certain that no "wants" or "holds" exist for such items.

b. Personnel assigned to locate the owners of identifiable property should not be involved in the arrest or prosecution of the persons accused of crimes involving that property.

c. When property is no longer needed for presentation in court, and the owner cannot be determined, it should be disposed of promptly.

d. All narcotics seized should be destroyed by the Utah Department of Business Regulation, while all confiscated alcohol should be destroyed by the Utah Liquor Commission.

10. Every police agency should insure that the property room includes:

a. A sufficient amount of space and facilities for efficient storage of property and records;

b. Easy access by agency personnel and by the public without lessening security or subjecting property to contamination; and

c. A temporary storage area for perishable property;

METHOD OF IMPLEMENTATION

Besides having police organizations such as UPOA urge compliance, the Department of Business Regulation and the Liquor Commission should take a more active role in enforcing their regulations. An audit and destruction of such contraband by an outside agency encourages departments to have accurate records and good security measures.

One large agency had its evidence room visited by several other departments. Such exchanges should be encouraged. Perhaps a model set of procedures should be written and distributed. There is a need for either state legislation or municipal ordinances on the disposing of property. The property system should be included in any agency evaluations. (See Standards 2.2 and 2.3) Furthermore, the court clerk and evidence officer should coordinate and work together since both share many common problems in storing evidence.

It should be remembered that an efficient system which returns property to the public as soon as possible is an effective public relations tool.

STANDARD 21.1 POLICE UNIFORMS

STANDARD

Every police chief executive should immediately develop and designate complete standard specifications for apparel and equipment to be worn by every agency employee when performing the duties of a uniformed police officer. To deter criminal activity, uniformed police officers should be highly visible, easily identifiable, and readily distinguishable from other uniformed persons. Every officer's appearance should reflect favorably on his agency and his profession; however, to insure maximum efficiency, this should not be accomplished at the expense of physical comfort.

1. Every police chief executive should consider seasonal changes and climate when developing the agency's standard police uniform.

2. Every police chief executive should insure that the agency's police uniform identifies the wearer by name and agency, and makes him plainly recognizable as a police officer. Such items should be visible at all times.

3. Every police executive should insure that the uniforms of agency employees other than police officers — such as civilian traffic control, parking control, and security officers — are, by color, design, and items of identification, plainly distinguishable from those of police officers.

4. Utah should enact legislation to ensure that private patrolmen or security guards are readily distinguishable from police officers.

5. Every police agency should conduct regular uniform inspections to insure that every officer's appearance conforms to agency specifications and reflects favorably on the agency and the law enforcement profession.

METHOD OF IMPLEMENTATION

Implementation by individual departments. The Utah State Legislature should consider legislation requiring that police uniforms be distinguishable from uniforms of private patrolmen or security guards, or others who are not police officers.

STANDARD 21.2 FIREARMS AND AUXILIARY EQUIPMENT

STANDARD

Every police chief executive should immediately specify the type of firearms, ammunition, and auxiliary equipment to be used by the agency's police officers. To enhance police efficiency, personal equipment items should be interchangeable among all officers of the agency. Once established, these specified standards should be maintained by frequent, periodic inspections and appropriate disciplinary actions when agency regulations are violated.

1. Every police agency should establish written specifications for agency-approved sidearms and ammunition to be carried by officers on uniformed duty, or plainclothes duty, or off duty. The specifications should include the type, caliber,

barrel length, finish, and style of sidearms, and the specific type of ammunition.

2. Every police agency should designate all items of auxiliary equipment to be worn or carried by its uniformed officers. To insure intra-agency uniformity, the approved type, size, weight, color, style, and other relevant variables of each auxiliary equipment item, along with the position on the uniform or belt where it is to be worn or carried, should be specified in writing.

3. Every police agency should initiate a program of frequent, regular equipment inspections to insure that personal equipment items conform to agency specifications and are maintained in a presentable and serviceable condition. To insure that each officer's weapon functions properly, firearm practice should be required for all officers at least monthly, and all firearms should be examined at regular intervals by a qualified armorer.

4. To insure shooting competency, every agency's policy relative to firearms practice should require each officer to maintain a minimum qualifying score in the firearms practice course adopted by the agency.

METHOD OF IMPLEMENTATION

Implementation by individual police departments.

STANDARD 21.3 AGENCY PROVISION OF UNIFORMS AND EQUIPMENT

STANDARD

Every police agency should immediately acquire the funds necessary to provide and maintain a full uniform and equipment complement for every police officer. This will facilitate the agency's efforts to insure conformance to uniform and equipment standards.

1. Every police agency should determine the minimum uniform requirements for its police officers, including alternate items of apparel for warm, cold, and foul weather. The agency should provide for the requested items at no cost to officers.

Continuing conformity to uniform standards and appearance should be insured by regular replacement of uniforms and a uniform allowance.

2. Every police agency should furnish and replace at no cost to officers the sidearm, ammunition, and auxiliary personal equipment specified by the agency.

METHOD OF IMPLEMENTATION

Implementation by individual police departments.

STANDARD 22.1 TRANSPORTATION EQUIPMENT UTILITY

STANDARD

Every police agency should annually evaluate the tasks performed within the agency and the transportation equipment which may be utilized by the agency to determine how the proper application of transportation equipment can improve the agency's ability to accomplish its objectives.

1. Every police agency should, prior to submitting its annual budget, evaluate all existing and potential transportation equipment applications within the agency. The evaluation should include the examination of all tasks which may facilitate the objectives of the agency to determine if new or different equipment will result in:

- a. More efficient use of human resources;
- b. Improved police service that is cost-effective.

2. Every police agency should, prior to submitting its annual budget, evaluate the potential usefulness and limitations of each type of transportation equipment in order to select the appropriate tools for the specific police tasks of the agency. New and existing transportation equipment should be evaluated.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 22.2 TRANSPORTATION EQUIPMENT ACQUISITION AND MAINTENANCE

STANDARD

Every police agency should acquire and maintain police transportation equipment necessary to achieve agency objectives in a manner which is most cost-effective for the agency.

1. Every police agency acquiring ground vehicles should determine whether the acquisition should be made by purchasing, leasing, or reimbursing for officer-owned vehicles. This determination should be based upon the following considerations:

- a. Maintenance requirements;
- b. Control problems;
- c. Financing; and
- d. Overall cost-effectiveness.

2. Every police agency acquiring aircraft should determine the most advantageous form of acquisition by considering the maintenance and servicing requirements, the availability of the equipment when it will be needed, pilot-training and insurance costs, the availability of auxiliary police equipment, and the cost per hour of:

- a. Purchasing by the agency;
- b. Leasing;
- c. Purchasing jointly with other agencies;
- d. Renting; and
- e. Acquiring surplus military aircraft.

METHOD OF IMPLEMENTATION

Implementation by individual departments.

STANDARD 22.3 FLEET SAFETY

STANDARD

Every police agency should implement a fleet safety program to insure the safety of its employees and the public, minimize unnecessary expenditure of public funds, and increase agency efficiency.

1. Every agency should provide for a fleet safety program. This fleet safety program should include:

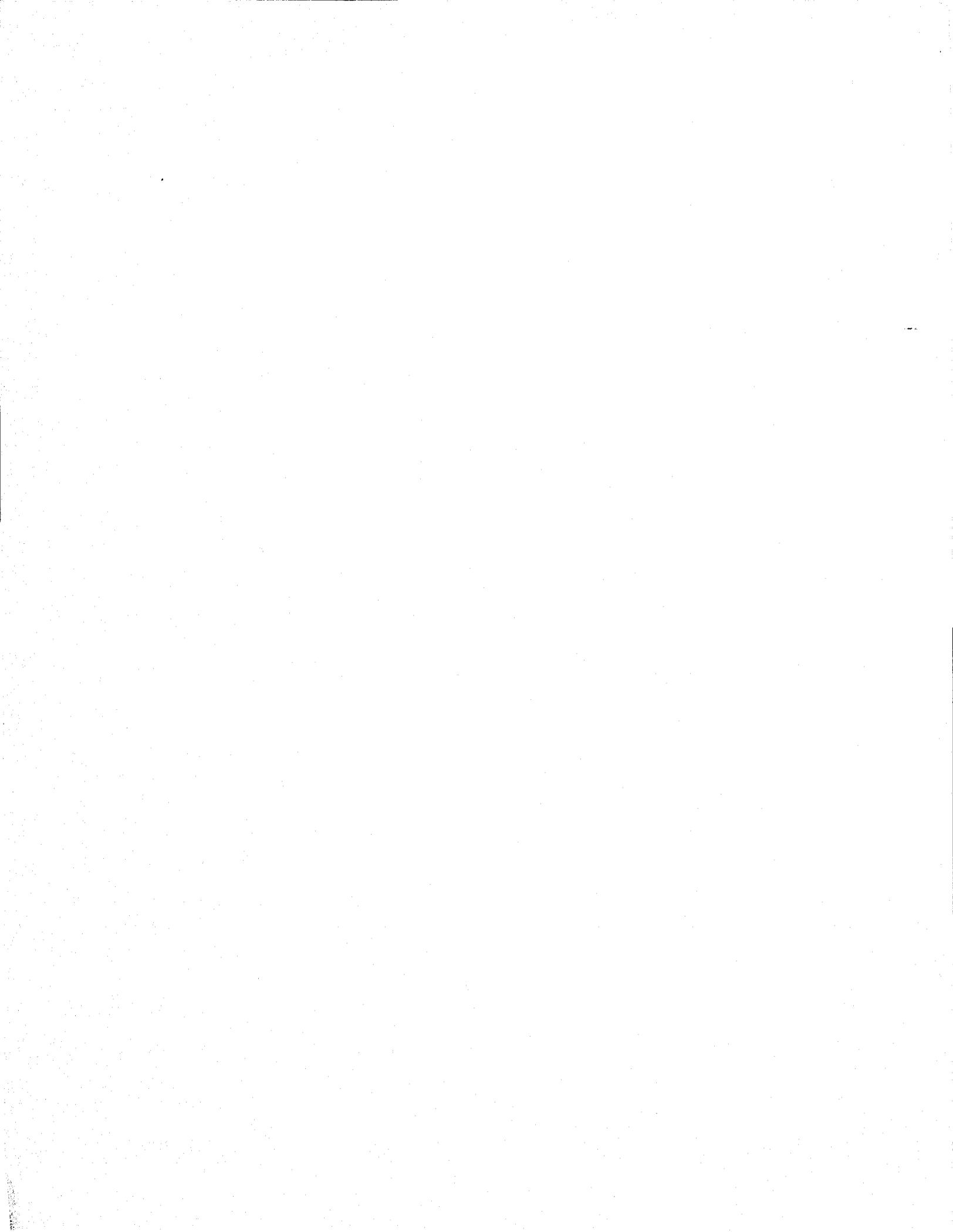
- a. A driver training program for all employees who operate agency vehicles;**
- b. Procedures for problem-driver detection and retraining;**
- c. Procedures insuring employee inspection of agency vehicles prior to use; and**
- d. A maintenance program which will minimize the hazard of malfunctioning equipment.**

2. Every agency fleet safety program should emphasize the personal involvement of employees in meeting the objectives of the program through:

- a. Peer group involvement in the classification of employee accidents;**
- b. Recognition for safe driving; and**
- c. An education program with emphasis on the personal benefits to be derived from safe driving.**

METHOD OF IMPLEMENTATION

Implementation by individual departments.



END