



# COUNCIL BUDGET STAFF REPORT

CITY COUNCIL of SALT LAKE CITY  
[tinyurl.com/SLCFY22Budget](http://tinyurl.com/SLCFY22Budget)

**TO:** City Council Members

**FROM:** Ben Luedtke  
Budget and Policy Analyst

**DATE:** May 18, 2021

**RE: Fiscal Year 2021 Police Department Budget**

**BUDGET BOOK PAGES: Key Changes on B-24, Department Overview E-63 to E-67,  
Staffing Document F-26 to F-29**

**Project Timeline:**

Briefing: May 18, 2021

Budget Hearings: May 18 and June 1

Potential Action: June 8 or June 15

## ISSUE AT-A-GLANCE

Over the past year, the City has continued to focus on the Police Department budget and practices related to racial equity, including training, staffing levels, diversifying call response options, and a financial and operational audit of the Police Department. In addition to the constant conversation among City elected officials and staff, the Racial Equity in Policing (REP) Commission was established in Summer of 2020 and has been meeting multiple times a month since then. The Commission established three Subcommittees focused on Training, Policies & Procedures, and School Safety, and each has or will shortly delivered recommendations to the Mayor and Council.

All bodies have continued to work on ordinance, policy, practice and budget amendments, with the goal of continuing to evaluate and implement improvements within the Police Department. Over the course of the year, the City has:

- Processed budget amendments that restored some budget for hiring of new officers
- Made changes to training and hiring practices and departmental policies
- Updated requirements for body worn camera usage set in City ordinance

For a fuller picture of the changes that have been implemented over the past year, visit the City's website: [tinyurl.com/slcraciaequity](http://tinyurl.com/slcraciaequity). At the top of the website are subpages for the Council, Mayor, REP Commission, detailed information on the Police Department Budget, the Council's audit of the Department, and an ongoing series of briefings on policing topics held by the Council at public meetings which so far covered the Social Worker Program, sworn police officer recruitment and hiring, training and promotions. In the coming months, evaluation of the Department's budget and operations will continue, specifically through an exercise to rebuild the budget and key findings and recommendations from the final audit reports.

The Police Department is funded by the General Fund and benefits from various federal and state grants. The total FY 2022 General Fund budget for the Police Department is proposed to be \$83,370,502 which is a \$4,273,170 (5%) increase over the FY 2021 budget. The proposed budget includes a net increase of three new FTEs to a total staffing level of 714 FTEs (569 sworn officers, 125 civilian staff and 20 authorized but unfunded early hire police officers to mitigate turnover fluctuations). Note that 66 of the sworn police officers work at the Airport. The Emergency Management Division with five FTEs was transferred out of the Police Department to



the Fire Department. See Additional Info section for a summary of the Police Department budget and staffing levels from FY2013-FY2022. The proposed budget includes:

### **\$1.7 million Decrease in Personal Services Costs**

The proposed budget includes a \$1.7 million (2.7%) decrease for personal services which reflects current reduced staffing levels as well as retirements of senior officers that are replaced with entry level officers at lower salary levels. As of May 11, 2021, the Department had 45 vacant sworn officer FTEs which is 8% of the authorized and funded 569 sworn officer FTEs. It's important to note that 66 of the officers work at the Airport and some are not yet trained to be patrol officers responding to calls for service in the field outside of the Airport. Removing the 66 Airport police would result in 503 remaining sworn officers. There are also seven announced retirements/resignations in the coming weeks. It should be noted that 32 sworn officers are newly hired, in training and unavailable for regular duties like responding to calls for service. Considering the 45 vacancies, 32 officers in training and seven upcoming retirements/resignations would be 16.6% of the 503 sworn officer FTEs. See Additional Info section for more on current and historic staffing levels in the Department.

### **\$450,000 to Add Six FTEs to the Social Worker Program** *(All Funding in Non-departmental)* *(see Attachment 3 for a program history overview)*

The proposed budget includes hiring six new social worker FTEs. This would increase the total program staffing to 17 FTEs. Three positions would be funded for 10 months and the other three would be funded for six months at a cost of \$450,000 from Funding Our Future. The program experienced turnover rates higher than the City's average in recent years. Pay for five positions was increased in the FY21 budget to try and improve retention. The salary increase appears to have improved retention in the past year. There is currently one LCSW vacancy.

The FY22 proposed budget would provide the program with:

- Eight FTE social work case workers
- Six FTE licensed clinical social workers (LCSW) / mental health counselors
- One FTE social work program manager
- One FTE social work program director
- One FTE office tech.

The program was operating out of the Community Connections Center (CCC) downtown, but the lease was not renewed. The CCC is temporarily operating out of the PSB. A new off-site mental health facility for the CCC has not yet been identified. The CCC continues to offer appointments and does not operate as a walk-in facility anymore. The walk-in facility was found to be less effective and there were multiple safety concerns. The State and County are expected to open a 24/7 receiving center with walk-in facilities in 2022 or 2023. The Department reports accommodating six additional social workers and reassigned officers to the co-responder model will be difficult to fit in the PSB.

The program has a goal of 200 referrals per quarter for services, jobs, housing, education, benefits, substance abuse or mental health treatment. There were 1,972 referrals in 2018 and 1,751 in 2019. In 2020, referrals dropped to 1,089 due to the pandemic, staff turnover and reduced co-responder officer availability.

### **Shift \$2.8 Million Ongoing Back to Police Department**

*(Note that the FY21 \$2.8 million holding account would be partially used in the FY22 budget and the rest re-appropriated with a \$1.97 million balance into a FY22 holding account in Non-departmental)*

The Council placed \$2.8 million from the Police Department budget into a Non-departmental holding account as part of the FY21 annual budget. The Council expressed interest in reviewing the holding account to implement recommendations from the Council's financial and operations audit of the Police Department, Racial Equity in Policing (REP) Commission recommendations and Council Member priorities.

The proposed FY22 budget would shift the \$2.8 million ongoing funding back to the Police Department. The Administration states this funding would cover the ongoing costs of officers hired in two recent recruit classes. At the time of writing this staff report, the REP Commission recommended hiring a lateral class of officers and the Council took a straw poll in support as part of Budget Amendment #8. The Police Department is also planning to hire an entry level class of police recruits. The FY21 \$2.8 million holding account is proposed to be partially used in the FY22 budget with \$1.97 million carried over into a holding account for future use. FY21 Budget Amendment #8 proposes to use \$314,899 from the holding account to hire a lateral class of sworn

officers. The Council took a straw poll to use Fund Balance instead. If the final vote uses Fund Balance, then the FY22 holding account would have a higher balance of \$2,284,899.

**Carry Over \$205,400 Police Training Holding Account**

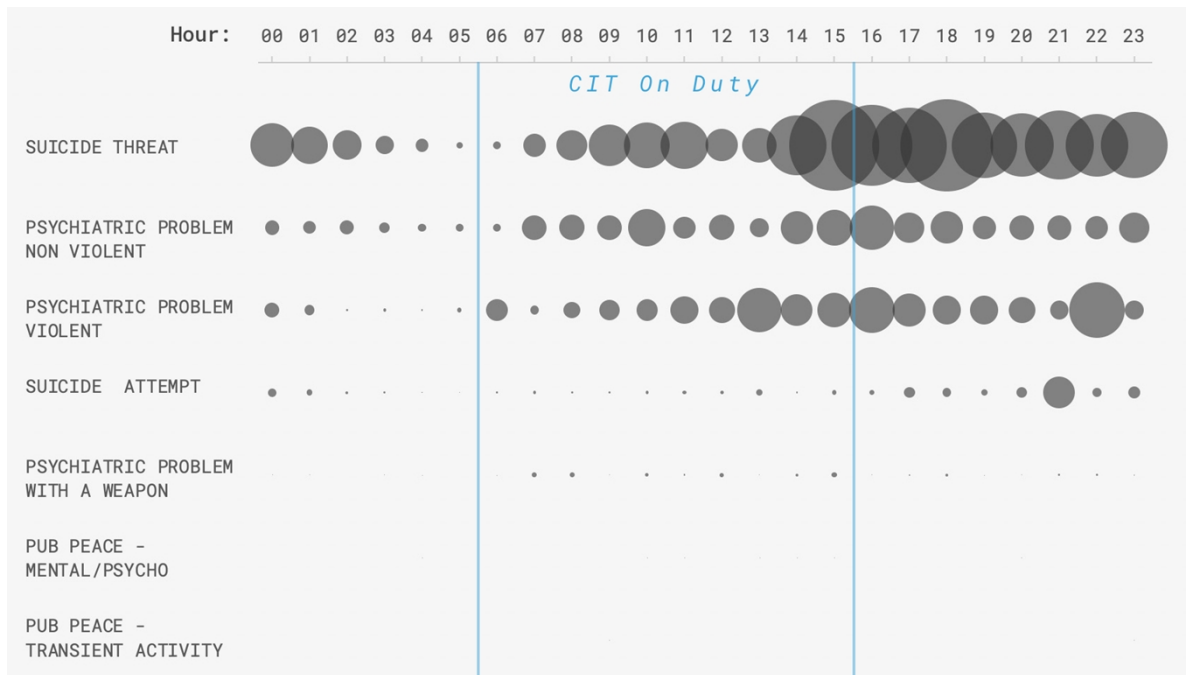
The FY22 proposed budget would carry over the training holding account the Council created in the FY21 annual budget. The holding account originally had a starting balance of \$322,800. FY21 Budget Amendment #8 proposes to use \$117,400 to accelerate the pace of Crisis Intervention Team (CIT) training for all sworn officers to have and maintain certification. Additional funding will be needed in FY22 for all officers to meet this goal.

**Reassign Two More Officers and Expand Operational Hours for the Crisis Intervention Team (CIT) Co-responder Model**

*(Social Workers and Officers Jointly Deploy to a Call for Service)*

The draft operational report for the Council’s audit of the Police Department recommends re-assigning two additional officers to the co-responder model for a total of six and hiring two more social workers. The FY22 proposed budget would add six more social workers plus reassign two additional sworn officers dependent upon filling existing vacancies. The Department stated current sworn officer staffing levels will not accommodate the reassignments at this time. The draft report also recommends changing the program operating hours to focus on afternoon and evening shifts to allow co-response during virtually all hours when mental health crisis calls are most frequent. These changes adjust the program’s operating hours to better match the timing of calls and increases the total staffing. It’s estimated these changes would provide 20.5 hours of co-response availability per day recognizing there are very few calls coming in during the 2am - 5am hours. The auditors provided the below graphic visualizing the volume of mental health-related calls for service by hour of the day. The blue lines indicate when the co-response model is available based no current program hours. The graphic shows that most mental health-related calls come in outside the program’s normal operating hours.

Comparing CIT Operating Hours to Mental Health-related Calls for Service by Hour of the Day



**\$60,833 for a New Civilian Senior Intelligence Analyst FTE**

*(See Attachment 4 for Job Description)*

The FY22 proposed budget includes a new civilian analyst FTE in response to a new state mandated workload. House Bill 84 of the 2021 General Session requires use of force reporting by law enforcement agencies into the Statewide Uniform Crime Reporting System. Data must be reported before the 16<sup>th</sup> day of the month after the month in which the use of force occurred. In addition, a law enforcement agency must provide a review and verification within 10 business days if requested.

**\$100,000 for New In-house Licensed Clinical Social Worker / Mental Health Counselor FTE**  
*(See Attachment 5 for Job Description)*

The FY22 proposed budget includes a new licensed clinical social worker (LCSW) / mental health counselor that would be available to sworn officers and civilian staff in the Police Department. Existing demand for mental health services is expected to fill the capacity created by the new in-house LCSW employee. Note that while the Fire Department and 911 Department share space in the Public Safety Building each of the three first responder departments have separate peer support and wellness programs. The LCSW will have an office at the PSB but provide clinical services at all department facilities.

**\$70,000 for a Street Racing Initiative**

The FY22 proposed budget includes funding a new initiative to address ongoing problems of illegal street racing in the City. This funding would provide \$40,000 for equipment including steel plates and signage and \$30,000 for officer overtime dedicated to respond to this issue.

**Continue \$650,000 Overtime for Encampment Cleanup and Reestablishment Prevention**

The proposed budget would continue this funding that the Council approved in Budget Amendment #7 of FY21. The funding is for police officer voluntary overtime shifts to provide security to Health Department employees and outreach and social workers prior to, during and after camp mitigation efforts as part of the Community Commitment Program. Information about that program is summarized here:

<https://www.slc.gov/hand/community-commitment-program/> All the overtime shifts are voluntary so there is no guarantee they will be filled. Current reduced staffing levels in the Police Department limit available use of on-duty officers during regular hours because reassigning those officers would likely decrease response times to calls for service. Overtime shifts typically pay time and a half.

**Restore Six-Month Vacancy Savings of \$270,501**

The FY21 budget included eight full-time positions held vacant as part of the six-month hiring freeze to achieve these savings. The FY22 budget would restore this funding to the Department for new officer hires which could be entry level or lateral classes. Note that FY22 budget continues the \$434,000 of attrition savings which assumes several vacancies in the fiscal year when positions are not filled and salary is not needed.

**Continue 20 Authorized but Unfunded Sworn Officer FTEs**

Continuing 20 unfunded FTE early hire police officer positions to increase staffing flexibility for the Department and mitigate impacts from turnover. A newly hired police officer can take over 10 months to complete all necessary trainings. The Department may not be able to utilize these positions in FY22 given the current reduced staffing levels.

**Funding Our Future Dollars**

Of the FY 22 Police Department budget, \$9.7 million is proposed to come from Funding our Future dollars, for various purposes, which is 12% of the total department budget. The table below provides a line item comparison of the FY20-FY22 budgets. Funding for police vehicles was eliminated for FY21. The \$350,000 for servers is a new line item and may go to the Information Management Services Department. The other four line items are flat compared to FY21.

<b>Expense Line Item</b>	<b>FY2020 Adopted</b>	<b>FY2021 Adopted</b>	<b>FY2022 Proposed</b>
Police Officers (27 FTEs)	\$ 3,225,659	\$ 3,922,218	\$ 3,922,218
Police Support (13 civilian FTEs)	\$ 858,136	\$ 887,519	\$ 887,519
Police Officer Equipment	\$ 609,720	\$ 609,720	\$ 609,720
Police Salary and Enhancemenments	\$ 3,469,496	\$ 3,469,496	\$ 3,469,496
Body Cameras (replace all in 3 Years)	\$ 512,578	\$ 512,578	\$ 512,578
Police Vehicles (approx. 100 hybrid sedans)*	\$ 4,050,000	\$ -	\$ -
Public Safety Servers and Infrastructure (serves all three First Responder Departments)	\$ -	\$ -	\$ 350,000
<b>TOTAL</b>	<b>\$ 12,725,589</b>	<b>\$ 9,401,531</b>	<b>\$ 9,751,531</b>

\*Note that funding for police vehicles goes to the Fleet Fund and not the Police Department

**Continue \$1.2 Million in Non-departmental for Body Worn Cameras**

In the FY21 annual budget the Council approved \$1.2 million ongoing so all police officers would have next generation body worn cameras, tasers, unlimited video storage and data service and licensing costs. Most cameras were near or at end of life and outside the warranty period. The ongoing funding is intended to replace all body cameras within the Department approximately every three years (ideal replacement schedule). The FY22 annual budget continues this funding level. The Council also approved \$93,000 for all police vehicles to have hardware upgrades that allow automatic activation of body worn cameras in a set radius (such as 30 feet) and under certain circumstances (such as one officer removes firearm from holster).

The next generation cameras and service contract have several improvements over the old ones used by officers including integration with the Computer Aided Dispatch (CAD) system for automatic tagging of location, time stamping and associated case numbers, automatic activation, no external wires connecting to a battery which is expected to provide better functionality especially for patrol use, improved audio and video quality.

**Council Interest: Civilian Community Service Officer Pilot Program**

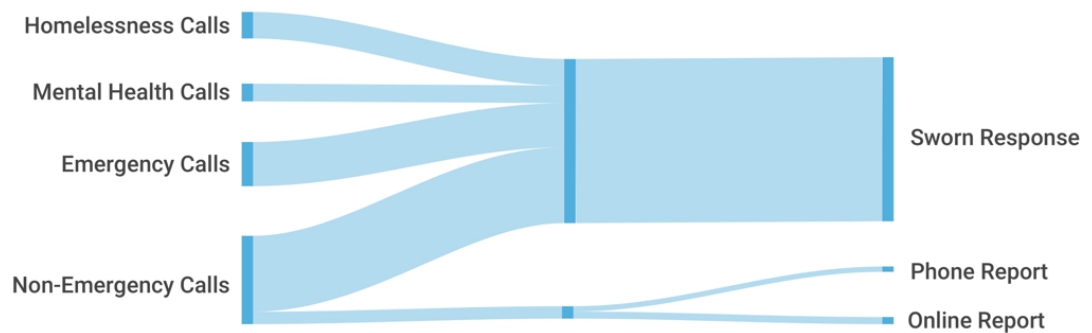
*(Not in the FY22 Proposed Budget, Recommendation in Draft Audit Report of the Police Department)*

The draft operational report for the Council’s audit of the Police Department recommends creating a new responder position called civilian community service officers to handle low-priority calls that don’t require a sworn officer. The FY22 proposed budget does not include funding for such a pilot program. Some Council Members expressed interest in funding civilian community service officers for part of FY22 and asking the Administration to begin a pilot program.

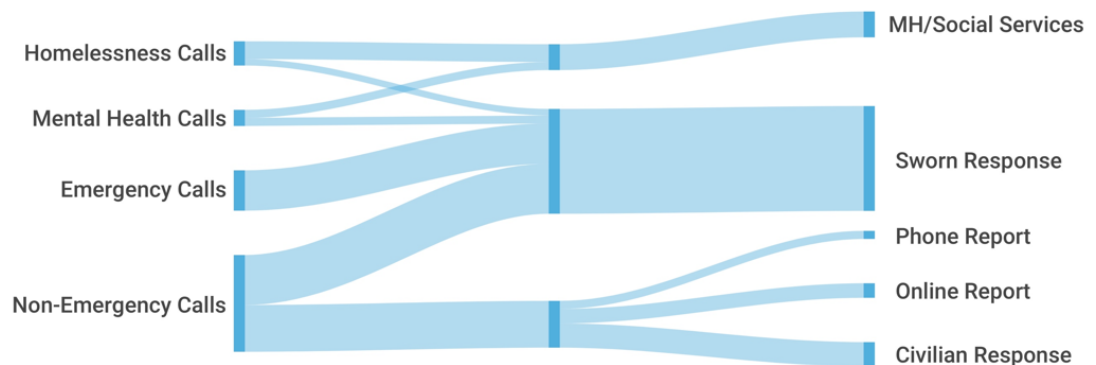
The draft report identified 14,303 calls for service representing 26,297 hours of work that could be diverted away from sworn officers. Most of these calls are for traffic related incidents (8,096). The other categories are cold reports for thefts, burglaries, and vandalism (5,097) and a transient problem (1,109). The auditors provided the below graphic visualizing the diversion of these calls from sworn police officers to the civilian community services officers. This workload is recommended to be diverted to 20 civilian community service officer FTEs. The total annual cost is estimated at \$1,602,720 for the 20 positions. Additional funding may be needed for one-time purchases of equipment, vehicles and office space building out.

Framework for Diverting Low-priority Calls from Police Officers to Civilian Officers

Before:



After:



### **Council Interest: Body Worn Cameras Software Upgrades for \$349,692**

*(Not in the FY22 Proposed Budget; would advance body worn cameras ordinance Council adopted last year which is available as Attachment 6)*

The Council expressed interest in funding software upgrades necessary to implement some elements of the body worn camera ordinance and provide further transparency, accountability, and operational capabilities to the Police Department. The company Axon provides body worn cameras and software to the Department. Four software features were identified as useful improvements to the Department which are listed below. The total individual cost of these software features is \$376,200. Axon provides a bundled package of software features that includes these four plus four others (which the Police Department may not utilize) for \$349,692 which is \$26,508 less than purchasing at individual prices. The bundled software package is called Officer Safety Plan 7+.

- Performance – provides monitoring and reporting about usage of body cameras at the individual, squad and department levels which would allow analysis to determine compliance with some ordinance requirements. Also includes a randomizer tool for selection of videos to be audited.
- Respond+ – provides live streaming of body worn camera video feeds to enhance operational capabilities during an incident. Also shows a map of all cameras currently recording and last known locations once a camera is turned off which can be valuable information during an incident.
- Transcription – provides a transcription service for body worn camera and other videos (such as interviews). The transcription can be used to prioritize which videos should be reviewed such as identifying key words or phrases to trigger a review.
- Citizen for the Community – provides a public-facing portal for residents to submit potential evidence to the Police Department which can be especially helpful for large-scale incidents and when someone wants to anonymously share information.

### **Increased Calls for Service and Longer Response Times**

In 2020, calls for service to the Police Department increased 19,710 over the three-year average. The Department also experienced prolonged reduced staffing in 2020 which continued into 2021. The performance measure tracking response time for priority one calls (the most serious) worsened from 10:13 minutes to 11:37 minutes. Longer response times are due to longer calls being on hold pending an officer being available. Officer availability is reduced because there are more vacancies and officers have increased call volumes.

### **Council's Financial and Operational Audit of the Police Department and Racial Equity in Policing Commission's Recommendations**

*(See Attachment 9 for the auditors April 20 presentation; see Attachment 10 and 11 for REP Commission recommendations from March 21)*

At the time of publishing this staff report, the auditors were finalizing the financial and operational reports. They are tentatively scheduled for a follow up briefing to the Council on May 25. The Council received a presentation from the auditors about the key findings and recommendations on April 20. The Council received two briefings earlier this year from the REP Commission with recommendations to improve policing. Further recommendations are anticipated in July and more may be presented later based on the Commission's work in FY22.

### **POLICY QUESTIONS**

1. **Coordinating Diversion of Mental Health Crisis Calls** – The Council may wish to ask how will the Administration coordinate diverting mental health crisis calls between the social worker program, CIT co-responder program, fire fighters with the new EMT mental health responder license (created by Senate Bill 53 of 2021), the University of Utah's Mobile Crisis Outreach Team, the County's Ungovernable Youth Stabilization and Mobile Response program and other providers?
2. **Implementing Recommendations from Audit and REP Commission** – the Council may wish to discuss with the Administration how the FY22 budget implements some recommendations from the audit and REP Commission, which recommendations can be implemented using existing resources and where additional resources would be helpful.
3. **Civilian Community Service Officer Pilot Program** – The Council may wish to ask the Administration what a pilot program could look like in FY22. For example, a supervisor FTE could be funded for FY22 dedicated to development of the pilot program, or a basic operational unit might be a supervisor and six subordinates with six months of funding recognizing time is needed to develop the program, recruit and hire the positions, training new positions and existing employees how to work with the new program.

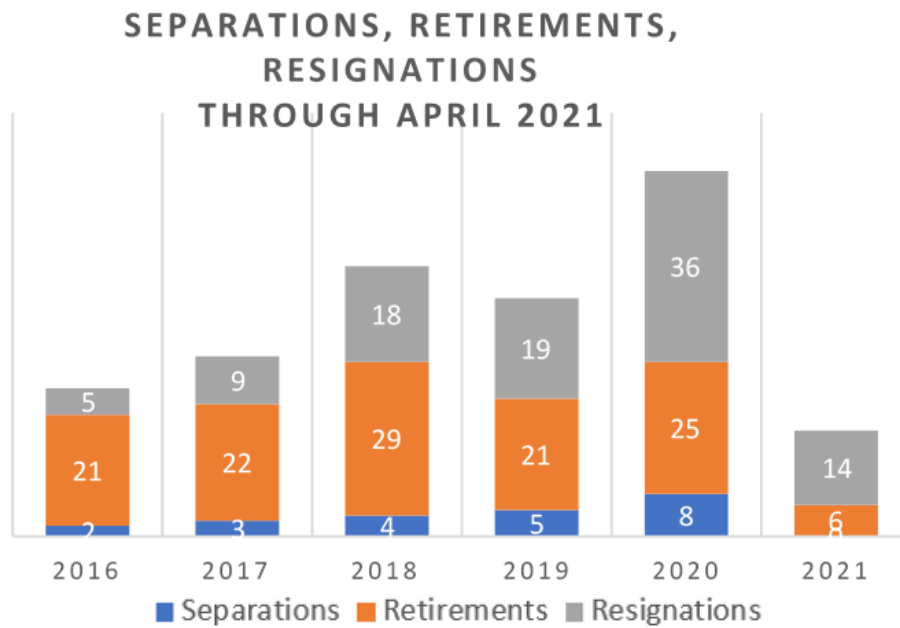


4. **New Operating Hours for Co-responders** (*social worker and sworn officer jointly deploy*) – The Council may wish to ask the Department how will operating hours change to make the co-responder model better aligned with the timing of mental health-related calls? The FY22 budget includes six more social worker FTEs and two existing officers will be assigned pending filling vacancies.
5. **New Location for the Social Worker Program’s Community Connection Center (CCC)** – The Council may wish to ask the Administration for a timeline and estimated costs to identify a new location for the CCC which is currently operating out of the Public Safety Building (PSB). The Department reports accommodating six additional social workers and reassigned officers to the co-responder model will be difficult to fit in the PSB.
6. **Crime Statistics Before and During Pandemic Comparisons** (*Attachment 7*) – The Council may wish to review Attachment 7 and discuss with the Administration how changing crime dynamics during the pandemic have impacted the Department’s operations and the community’s public safety needs. For example, violent and property crimes, unattended deaths and domestic violence saw significant increases while traffic accidents, juvenile citations and misdemeanor citations saw significant decreases.
7. **2021 Crime Control Plan Progress** (*Attachment 8*) – The Council may wish to ask the Department what action steps and goals of the 2021 plan have seen progress, what ones are pending or facing challenges and where additional resources would be helpful such as funding for a cultural assessment by an outside entity as recommended by the REP Commission. See Additional Info Section for more.
8. **37% Increase in Reported Sexual Offenses (2014-2020)** – The Council may wish to ask the Administration if additional staffing needs exist, such as victim advocates and/or Special Victims Unit (SVU) detectives, given the 37% increase. See Additional Info Section for details.

**ADDITIONAL & BACKGROUND INFORMATION**

**A. Current Staffing**

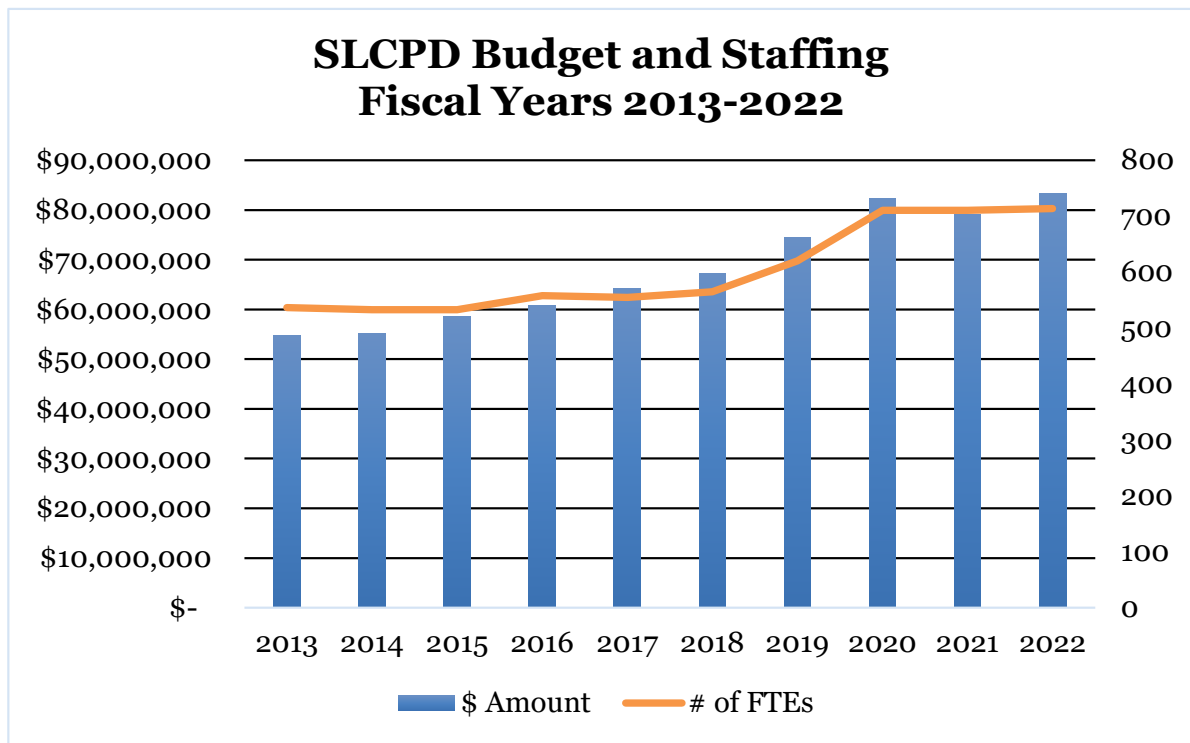
As part of Budget Amendment #8 of FY21 the Department provided the below chart to visualize the prolonged reduced staffing compared to recent years. The chart shows that in 2020 there were 36 resignations and eight separations which are both double the five-year average. There were also 25 retirements which is slightly above the five-year average. Note that it takes approximately 10 months for a new entry level police officer to finish training and be available for regular patrol duties. The Department reports prolonged reduced staffing levels means patrol officers lose time for proactive and community policing because they are responding to backlogged calls for service throughout the shift. This can increase burnout among some officers and may be contributing to elevated separations, retirements, and resignations.



**B. Police Department Budget and Staffing Summary FY2013-2022**

Council staff prepared the below chart and corresponding data table to provide a summary of the Council approved budgets, total staffing, and annual changes from Fiscal Year 2013-2022. SLCPD currently has a total of 711 employees of which 569 are sworn officers, 20 are authorized but unfunded early hire police officers and 122 are civilian staff. The FY22 budget proposes a net increase of three more FTEs. The chart shows that the Police Department budget increased every year except FY21 when the Council moved funding for the Social Worker program into Non-departmental and created two holding accounts also in Non-departmental using \$3.1 million from the Department’s budget. During the same time period two staffing level decreases occurred; first there was a reduction of four FTEs from 2013-2014 which were clerical civilian positions and then a reduction of three FTEs from 2016-2017 which were vacant civilian positions the Department no longer needed (accountant, IT supervisor and technician) because other City departments were handling these functions. The Police Department had significant staffing increases over recent years which were:

- 10 from 2017-2018: increase early hire authorized (but unfunded) police positions from 10 to 20 to help smooth staffing volatility from retirements and turnover
- 55 from 2018-2019: 27 new police officers, 13 new civilian positions and the City made permanent 15 existing police officers that were paid by a federal grant
- 91 from 2019-2020: 23 new police officers, transfer of 66 Airport police officers into SLCPD and two Airport civilian positions
- Net increase of three FTEs proposed in the FY22 budget from hiring six more social workers, an in-house mental health clinician and the Emergency Management Division moving to the Fire Department



*Note: FY21 is adopted and FY22 is proposed budget figures, the rest are actuals*

*The corresponding data table is on the next page*



Fiscal Year	Budget		Total Staffing	
	\$ Amount	Year Over Year % Change	# of FTEs	Year Over Year % Change
2013	\$54,807,841	-	537	-
2014	\$55,225,240	1%	533	-1%
2015	\$58,677,194	6%	533	0%
2016	\$60,744,716	4%	558	5%
2017	\$64,174,695	6%	555	-1%
2018	\$67,255,827	5%	565	2%
2019	\$74,428,837	11%	620	10%
2020	\$82,377,074	11%	711	15%
2021	\$79,097,332	-4%	711	0%
2022	\$83,370,502	5%	714	0.4%

### C. Police Department Demographics Comparisons

The Police Department has been working closely with Human Resources to analyze the departments diversity and improvements that can be made. In 2020, most of the outreach and recruiting was suspended due to the pandemic and budget limitations. The table below was prepared by the Administration for the REP Commission along with a statement that the City’s demographic makeup “during the day fluctuates to include many other people that commute to work from other cities along the Wasatch Front and we hire most of our people from the same demographic. The Wasatch Front is the standard we usually compare ourselves to.”

	Black or African American	American Indian or Alaska Native	Asian	Caucasian/ Not Hispanic	Hispanic	Native Hawaiian or Other Pacific Islander	Two or More Races
Wasatch Front	1.33%	0.58%	2.96%	76.11%	15.53%	1.11%	2.28%
Police Department	1.80%	0.75%	1.95%	83.91%	8.87%	2.41%	0.30%
Police Department Leadership	1.83%	0.00%	0.92%	90.83%	4.59%	1.83%	0.00%
City Leadership	2.26%	0.75%	3.76%	82.71%	10.53%	0.00%	0.00%
Mayor's Office	17.24%	0.00%	0.00%	62.07%	20.69%	0.00%	0.00%

### D. 2021 Crime Control Plan

The Department issued this plan in response to increasing crime rates experienced in 2020 which is part of a national trend of increasing crime rates since the pandemic began. The Department provided the following update about the plan:

“Project Safe Neighborhood (PSN) is an initiative that fosters a partnership and collaboration with our federal and state law enforcement officials, as well as with the local and federal prosecuting authorities to identify and remove apex criminals from the community. Thus far (2021), these partnerships have resulted in the arrest of 64 very violent and prolific criminal whose removal from the community has resulted in a safer Salt Lake City. The vast majority of these cases (45) involved the possession or use of a firearm by the offender and has resulted in the removal of 62 firearms from the streets.

The PSN initiative has proven very successful in addressing violent crime and removing apex criminals from our community. These partnerships have formed strong relationship between organizations at the local, state and federal level, which have contributed to continued success of the PSN initiative. This initiative will assist the department in its efforts to reduce violence crime in Salt Lake City by 5%, the goal of the overarching Crime Control Plan.”

The Racial Equity in Policing Commission has drafted a recommendation that an outside entity should administer the cultural assessment. The Department will work with the outside entity if the Administration and Council wish to accept that recommendation. That recommendation will require additional funding to accomplish.”

**E. Actual Police Officer Overtime Compared to Budget**

The table below shows actual overtime expenses significantly exceed budget in recent years but is within budget for FY21 year to date (YTD). Overtime is used to address hot spots, saturation of targeted areas, homeless response such as assisting the Health Department with clean ups, extra patrols and free speech / political / protest events which can happen with little or no notice. The FY21 and proposed FY22 budgets included more overtime funding to better recognize and plan for this expense. The Department’s prolonged reduced staffing levels also contribute to higher overtime funding needs to ensure minimum patrol officer staffing. It’s important to note that the base ongoing overtime funding remained \$931,500 in FY20 and FY21. Additional one-time funding was added in FY20 and FY21 in response to free speech events, protests, Vice Presidential debate, Presidential Inauguration, and other events. The FY22 budget includes the \$931,500 ongoing funding and would add \$650,000 ongoing funding for the Community Commitment Program.

<b>Fiscal Year</b>	<b>Annual Budget</b>	<b>Actuals</b>	<b>Difference</b>
FY2018	\$931,500	\$1,760,466	\$828,966 (89% more than budgeted)
FY2019	\$931,500	\$2,088,799	\$1,157,299 (124% more than budgeted)
FY2020*	\$1,777,690	\$3,053,024	\$1,275,334 (72% more than budgeted)
FY2021*	\$2,468,343	\$2,082,247	\$386,096 remaining YTD (16% of budgeted)
FY2022	\$1,581,500	TBD	\$931,500 Flexible Overtime + \$650,000 for Community Commitment Program

\*Note FY20 and FY21 annual budgets had \$931,500 and budget amendments during the fiscal year added additional funding which was one-time

**F. Increasing Mandatory Officer Trainings**

In recent years the number of mandatory training hours for City police officers increased. All officers in Utah must complete the State Division of Peace Officer Standards and Trainings’ (POST) 40-hour basic course covering tools, legal landscape, and certifications. The City’s mandatory trainings are in addition to POST’s mandatory training. The Council requested and funded several additional trainings for City police officers including:

- 4 Hours for Fair and Impartial Policing/Implicit Bias
- 16 Hours for Arbinger “Mindset Drive Behavior”
- 16 Hours for Blue Courage “Nobility of Policing” leadership development
- 40 Hours for Crisis Intervention Training or CIT
- Other trainings include de-escalation, working with survivors of sexual assaults, body cameras, working with individuals that have autism or neurological disorders, electronic warrants and citations, and tasers
- Additional specializing trainings include Public Order Unit trainings and SWAT trainings

**G. Annual Report on Code R Kit DNA Testing**

*(Note that 2020 data was not provided with the proposed FY22 budget and is currently being finalized at the time of publishing this staff report)*

A report on processing of sexual assault evidence kits (a.k.a Code R Kits) during the previous calendar year is required to accompany the Mayor’s recommended budget per Salt Lake City Code, *Chapter 2.10 Article V DNA Testing*. Below is a table comparing figures since 2014 (first year data was required to be reported). Sometimes kits are not sent to a qualified lab because the incident occurred in an outside jurisdiction or are

deemed restricted after the victim requested it not be tested at this time. The total increase of sexual offenses reported from 2014 to 2020 represents a 37% increase however the increase was greater in some years like 2017-2019. This may represent an increased willingness of sexual assault survivors to report crimes to police as the stigma around sexual offenses lessens in society and resources increase to support survivors.

Comparison of Annual Reports on Code R Kit DNA Testing

<b>Performance Measures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2019-20 % Change</b>	<b>2014-20 % Change</b>
Sexual Offenses Reported	509	589	695	785	841	841	698	-17%	37%
Code R Kits Received by SLCPD	137	179	197	234	210	225	192	-15%	40%
Code R Kits Sent to a Qualified Lab	87	179	197	223	197	193	184	-5%	111%
Code R Kits Eligible and Uploaded to CODIS (see <i>Additional Info section</i> )	N/A	N/A	1	2	0	13	33	154%	-
Cases Submitted to District Attorney for Screening	107	155	170	211	270	261	201	-23%	88%
Cases When Victim Declined to Proceed	86	111	119	112	134	149	137	-8%	59%

**H. City Crime Lab Accreditation**

The Department is working towards achieving accreditation for the Crime Lab and held an assessment last month which found 157 out of 160 standards were met. The requirements are a multi-year effort. The American Society of Crime Lab Directors accepted the City’s Crime Lab into the mentorship program to facilitate the process. Only three other labs were accepted into the program. The accreditation process is currently in the fourth (last) phases. Changes include developing standard operating procedures (SOPs), training manuals, proficiency testing, and manuals for safety and quality assurance. The Department anticipates a \$20,000 cost for accreditation in the first year and an additional \$10,000 - \$15,000 annually to maintain accreditation.

**I. Long-term Disability Premium**

As a longstanding policy, the premium for long-term disability leave has always been covered within the Police Department budget for sworn officers. It increased over the years and the Department’s budget continues to absorb the cost.

**ATTACHMENTS**

1. Summary Comparison Budget Chart
2. Department Performance Measures
3. January 12, 2021 Council Staff report Social Worker Program History and Policy Questions
4. Job Description for Senior Intelligence Analyst
5. Job Description for LCSW - Mental Health Counselor
6. Body Worn Camera Ordinance Chapter 2.10.200
7. Crime Statistics Before and During Pandemic Comparisons
8. 2021 Crime Control Plan
9. April 20 Presentation to the Council on Draft Financial and Operational Audit of Police Department
10. REP Commission March 2021 School Safety Recommendations
11. REP Commission March 2021 Set of Recommendations

**ACRONYMS**

CCC – Community Connections Center  
 CIT – Crisis Intervention Training  
 FTE – Full-time Employee  
 FY – Fiscal Year  
 GRAMA – Government Records Access and Management Act  
 LCSW – Licensed Clinical Social Worker  
 POST – Peace Officer Standards and Training

PSB – Public Safety Building  
 SLCPD – Salt Lake City Police Department  
 TBD – To Be Determined  
 YTD – Year to Date

**ATTACHMENT I**  
**SUMMARY COMPARISON BUDGET CHART**

<b>Proposed Budget Comparison by Division</b>						
<b>Division</b>	<b>FY 2018-19 Actuals</b>	<b>FY 2019-20 Actuals</b>	<b>FY 2020-21 Adopted</b>	<b>FY 2021-22 Proposed</b>	<b>Difference</b>	
					<b>Dollars</b>	<b>%</b>
Office of the Chief	\$ 5,072,214	\$ 5,656,963	\$ 3,928,611	\$ 5,971,363	\$ 2,042,752	52%
Operations	\$ 44,369,697	\$ 49,386,319	\$ 47,049,774	\$ 49,964,121	\$ 2,914,347	6%
Administration & Support Operations	\$ 24,459,824	\$ 26,789,623	\$ 27,371,263	\$ 27,382,796	\$ 11,533	0%
Emergency Management*	\$ 527,111	\$ 544,169	\$ 696,858	\$ 52,222	\$ (644,636)	-93%
<b>TOTALS</b>	<b>\$74,428,846</b>	<b>\$82,377,074</b>	<b>\$79,046,506</b>	<b>\$83,370,502</b>	<b>\$4,323,996</b>	<b>5%</b>

*\*Note the Emergency Division has moved to the Fire Department*

*At the time of publishing this staff report the Administration indicates the \$52,222 for the Emergency Management Division is an error that should go to the Operations Division*

<b>Operating Budget Comparison</b>						
<b>Department Budget</b>	<b>FY 2018-19 Actuals</b>	<b>FY 2019-20 Actuals</b>	<b>FY 2020-21 Adopted</b>	<b>FY 2021-22 Proposed</b>	<b>Difference</b>	
					<b>Dollars</b>	<b>%</b>
Personal Services	\$ 69,207,892	\$ 77,053,418	\$ 73,033,179	\$ 77,138,057	\$ 4,104,878	6%
Operations and Maintenance	\$ 1,355,764	\$ 1,152,635	\$ 2,120,089	\$ 2,255,251	\$ 135,162	6%
Charges and Services	\$ 3,858,181	\$ 4,175,226	\$ 3,944,064	\$ 3,977,194	\$ 33,130	1%
Capital Expenditures	\$ 7,000	\$ (4,204)	\$ -	\$ -	\$ -	-
<b>TOTALS</b>	<b>\$74,428,837</b>	<b>\$82,377,075</b>	<b>\$79,097,332</b>	<b>\$83,370,502</b>	<b>\$4,273,170</b>	<b>5%</b>

**ATTACHMENT II**  
**DEPARTMENT PERFORMANCE MEASURES**

<b>Performance Measure</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Target</b>	<b>2022 Target</b>
Response Time: Maintain a six minutes or better response time for priority 1 calls for service from time of dispatch*	6:19	6:02	5:50	≤ 6:00	≤ 6:00
Response Time: the mean average police response time for priority 1 calls for service from the time the call was received to the time the first officer was listed on scene	10:51	10:13	11:37	<10:00	<10:00
Social Work & Homeless Outreach: 200 referrals per quarter for services, jobs, housing, education, benefits, substance abuse or mental health treatment	1,972	1,751	1,089	1,450	1,450
Internal Affairs: Review all cases for referral to training for improvements	100%	100%	100%	100%	100%
Gangs: Provide gang outreach services and participate in a gang free education program monthly	12	12	12	12	12
Crime Lab: Maintain officer wait time for priority 1 cases at 20 minutes or less**	21:42 minutes	15:41 minutes	22:25 minutes	< 20 minutes	< 20 minutes

*\*Note: from time of dispatch includes neither the length of time a call is in queue waiting to be answered nor when a 911 call taker is speaking with the caller*

*\*\*Note: this performance measure refers to the time for a crime lab technician to travel to the crime scene. The Department used a different calculation method for 2018 to start the clock at time from the officer requested rather than the technician is on the way*



# COUNCIL STAFF REPORT

CITY COUNCIL *of* SALT LAKE CITY

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**TO:** City Council Members

**FROM:** Ben Luedtke and Kira Luke  
Budget & Policy Analyst

**DATE:** January 12, 2021

**RE:** Salt Lake City Social Worker Program Briefing

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## **BACKGROUND**

In June 2015, the Council added eight full time employees (FTEs) during the annual budget, to start the social worker program within the Salt Lake City Police Department. Demand for the program has exceeded available staff since that time. The social worker program appears to have turnover greater than the City's and Police Department's average over recent years. Compensation was recently increased for several program positions as part of the Fiscal Year 2020-21 (FY21) annual budget to improve employee retention. Elimination of the Civil Service Commission is expected to improve the City's competitive market position by speeding up job offers.

As part of the Council's audit-in-progress of the Police Department budget and operations, the scope includes the following questions to review the Police Department's responses to mental health crises and identify areas for improvement.

- What additional resources would be needed to ensure a social worker is always available to fully implement the co-responder model?
- To the extent possible, estimate the number, crime type, response time, who was dispatched (officer, social worker, single, multiple, etc.) and time spent responding to all calls for service in recent years related to homelessness, substance abuse, behavioral health and mental health. Also, identify process changes with existing resources to improve tracking of these data points.
- Identify the number of calls for service when a social worker was unavailable to co-respond with an officer in fiscal years 2018, 2019 and 2020.
- Estimate ideal staffing levels and types of positions (social workers, nurses, counselors, EMTs, etc.) to fully implement the co-responder model based on calls for service levels.
- Evaluate different models and best practices for mental health crisis response, including external partnerships and programs hosted outside of police departments



## **POLICY QUESTIONS**

1. **Crisis Response Partners** – Staff understands that Salt Lake County currently holds a limited contract with the University Neuropsychiatric Institute (UNI) Mobile Crisis Outreach Team (MCOT). How does the Salt Lake City Police Department coordinate with MCOT and plan to work with the upcoming state funded receiving center opening in 2022? Are there other potential crisis response partners? How do these partnerships address recent response time concerns?
2. **Coordination with County** – Have any conversations happened with the County about expanding access to mental health services? (Staff note: The County receives funding for and has traditionally been the main local level of government for mental health services)
3. **Calls for Service Patterns** – Are there patterns / insights that SLCPD and the 911 Bureau noticed from mental health crisis calls for service that could inform improvements to the social worker program?
4. **Short vs. Long-term Changes** – What are short-term improvements and long-term improvements to the mental health crisis response system we have today?

## **PROGRAM FUNDING & AUTHORIZED STAFFING TIMELINE**

**June 2015** – Fiscal Year (FY) 2015-16 annual budget includes eight new case worker FTEs

- Initial cost estimates were \$740,000 first year, \$600,000 ongoing, no vehicles for case workers and all funding from General Fund
- Hires were delayed until October 1 for vacancy savings

**November 2015** – first case worker hired to design program

**June 2016** – FY 2016-17 annual budget:

- One case worker FTE reclassified to social work manager (already hired)
- Three case worker FTEs reclassified to licensed clinical social worker/mental health counselor (a higher level of certification and training)
- Seven of the eight authorized FTEs in the social worker program remain vacant
- Three of the case worker FTEs held vacant for savings

**July 2016** – Community Connections Center serving as the program's leased office space opens downtown

**October 2016** – In a budget amendment, the Redevelopment Agency (RDA) Board approved \$102,400 from the Depot District Project Area for tenant improvements at the Community Connections Center

**May 2017** – In Budget Amendment 5 for FY 2016-17, the Council approved \$102,000 for 5.5 months of three FTEs and \$23,000 for supplies and certifications

**December 2017** – In Budget Amendment 1 of FY 2017-18, the Council authorized three new FTEs:

- One licensed clinical social worker/mental health counselor
- One case worker
- One office facilitator

**June 2020** – FY 2020-21 annual budget:

- Four FTE licensed clinical social workers/mental health counselors increased pay grade from 22 to 24
- One FTE social work manager reclassified to social work director and pay grade increased from 26 to 30
- Council restored \$80,798 so three vacant FTEs in social worker program are not subject to hiring freeze
- Council moved social worker program funding of \$2,470,319 into Nondepartmental so empty positions are ineligible for SLCPD vacancy savings and to provide an opportunity to evaluate role of the program





## Salt Lake City Corporation, Human Resources Department

Job Title: **Senior Police Intelligence Specialist - Union**  
Job Code Number: **002275** FLSA: **Non-Exempt**  
Pay Level: **023** EEO Code: **5**  
Bargaining Unit: **330 / AFSCME** Benchmark: **Police Intelligence Specialist**

### **JOB SUMMARY:**

This classification is reserved for incumbents whose position is covered by the contract of a recognized collective bargaining unit.

Working under the general supervision of the Unit Supervisor, incumbent performs the regular duties of a Police Intelligence Specialist along with special assignments and a variety of additional technical duties required to perform more complex crime, intelligence, and information as well as functioning as a trainer, mentor, and shift leader.

This specialist position incorporates complex research methodologies, statistical analyses, intelligence analyses, quantitative analyses, and GIS mapping strategies to perform data reviews and analysis of crime reports more in depth and with less need for quality control checks than a Police Intelligence Specialist. Assists in researching, designing, and establishing methods and standard operating procedures for other employees to obtain relevant crime information, reports and maps. Develops and maintains partnerships with governmental agencies, individual citizens, and community groups to facilitate problem solving efforts and enhance citizen involvement in their communities to include training, presentations, and other events. Performs other related duties as assigned.

### **TYPICAL DUTIES:**

1. Performs quality control checks on projects completed by CompStat Unit personnel, finalizes the products, and disseminates as needed.
2. Assists in researching, designing, and establishing methods and standard operating procedures.
3. Assists Supervisor(s) with assigning tasks and projects to personnel.
4. Trains new Police Intelligence Specialists and/or Interns assigned to the CompStat Unit.
5. Conducts requested training and/or classes outside of the CompStat Unit for other department employees, city employees, and/or the community.
6. Acts as the team/shift leader in the Supervisor(s) absence.
7. Assists in the coordination of collaborative projects and acts as the liaison for outside entities such as Universities, Colleges, Community Councils, etc.
8. Ability and knowledge to act as a system administrator on relevant software.
9. May serve on divisional, departmental, local, state, and/or federal committees as a representative of the CompStat Unit.

## **Police Intelligence Specialist Union - Cont.**

10. Performs other duties as assigned.

### **MINIMUM QUALIFICATIONS:**

1. Bachelor's degree from an accredited college or university in Statistics, Criminology, Criminal Justice or a closely related field and five (5) years working as a Police Intelligence Specialist or in an equivalent role. Applicable experience or education may be substituted on a year-for-year basis.
2. Demonstrated ability to perform duties with a high level of expertise and accuracy and with little supervision.
3. Demonstrated increased proficiency, knowledge, and willingness to progress in equivalent job role.
4. Ability and knowledge to function as the acting supervisor when requested.
5. Must successfully pass all examinations as required by the Salt Lake City Civil Service Commission Rules and Regulations.
6. Knowledge of law enforcement practices, criminal law, and federal requirements with reference to crime analysis, statistics, intelligence analysis, record keeping, and dissemination of restricted information.
7. Must be able to successfully pass a background check and drug screen.
8. Must have the ability to travel to locations outside the department for training, classes, events, etc.

### **PREFERRED QUALIFICATIONS:**

1. Current or previous work experience with the Salt Lake City Police Department or an equivalent sized agency.
2. Current knowledge and/or experience in a legal or law enforcement environment involving compiling, analyzing, and interpreting data.
3. Working knowledge and training on the Police Department records management system (RMS) and interrelated systems that collect, analyze and disseminate the information therein.
4. Extensive working knowledge of computer programs, databases, tools, and systems used to gather analytics, data, and intelligence applicable to law enforcement.
3. In depth knowledge of statistics and quantitative analysis.

### **WORKING CONDITIONS:**

1. Generally comfortable physical working conditions requiring light physical effort. Intermittent sitting, standing and walking, and frequent use of a computer, telephone, and other standard office equipment.
2. May require shift work, including holidays and weekends.

## **Police Intelligence Specialist Union - Cont.**

3. May be subject to callouts to meet the needs of the Salt Lake City Police Department.

Note: The above statements are intended to describe the general nature and level of work being performed by persons assigned to this job. They are not intended to be an exhaustive list of all duties, responsibilities and skills required of personnel so classified. *All requirements are subject to possible modification to reasonably accommodate individuals with disabilities.*

### **Position Review Information**

Date: 8/22/2018

Departmental Approval: Amberly Crowford

HR Consultant Approval: Candace Roberts

Compensation Approval: David Salazar

Notes: Updated in support of CALEA accreditation.



## Salt Lake City Corporation, Human Resources Department

Job Title: **Licensed Clinical Social Worker/Clinical Mental Health Counselor**  
Job Code Number: **002426** FLSA: **Exempt**  
Pay Level: **024** EEO Code: **2**  
Bargaining Unit: **600** Benchmark: **Social Service Worker**

### **JOB SUMMARY:**

Under the general administrative direction of the Social Work Manager of the Police Department, incumbent provides immediate crisis intervention and clinical case management services to citizens and/or their families, along with assistance to prevent the intersection or further intersection with the criminal justice system. These citizens and/or their families may have the following problems: homelessness, substance abuse/dependence, mental and/or chronic health illnesses, domestic violence, employment issues, poverty, being a victim of crime, and access to other basic necessities.

Incumbent must be willing to work closely with the entire team of the Salt Lake City Police Department, engage with external service providers on a regular basis and have the ability and skills necessary to work with the general public in a positive, friendly, and professional manner.

### **TYPICAL DUTIES:**

1. Provides clinical & intensive case management services, including, but not limited to the following: biopsychosocial assessments, treatment and service planning, clinical/crisis counseling, consultation, support, information, and appropriate referrals to other community agencies.
2. Acts as a bridge between the citizen, department, community, community agencies and other helping professionals to coordinate services and the best route of care for the person looking for assistance.
3. Monitors and documents any and all care given to the citizen. Routinely assesses the citizen and family responses to the interventions and services, while also measuring treatment plan effectiveness. Prepares and retains timely correspondence, reports, patient progress, and/or other documentation.
4. Conducts individual, family and/or group therapy sessions in accordance with the established treatment plan and provide crisis intervention when necessary.
5. Gives debriefing to responders following traumatic incidents as requested by the department.
6. Demonstrates and maintains a high standard of confidentiality and sensitivity to the persons and/or families on cultural, ethnic, racial, socioeconomic issues and diversity.
7. Assists, educates, informs, and empowers under-represented populations in the community, including vulnerable communities, refugees and immigrant populations.
8. Attends staff/staffing meetings and other meetings as assigned.
9. May be required to drive a vehicle to and from various locations throughout the community and provide transportation for citizens as needed.

## **Licensed Clinical Social Worker/Clinical Mental Health Counselor – Cont.**

10. Rides with officers to assist in co-responder model serving those in crisis and working with top utilizers of 911 services.
11. May perform other duties as assigned.

### **MINIMUM QUALIFICATIONS:**

1. Master's Degree in Social Work or Mental Health Counseling from an accredited college/university.
2. Current Licensure with the State of Utah as a Licensed Clinical Social Worker, Clinical Mental Health Counselor, Certified Social Worker, Associate Clinical Mental Health Counselor, Certified Social Worker Intern or the ability to obtain a state licensure within 6 months of the hire date.
3. Demonstrated ability to work independently as well as take initiative and work collaboratively as a part of a team.
4. Possess interpersonal skills, active listening skills, critical analysis, and written and verbal communication skills.
5. Demonstrated independent judgment to assess and meet citizen needs. Ability to have meaningful outcome oriented dialogue with citizens, families, community agencies and professional schools in coordinating care and services for citizens.
6. Demonstrated appropriate boundaries with citizens and/ or their families while providing adequate services to meet citizen needs.
7. Possession of a valid state driver license or Utah driving privilege card (or the ability to obtain one within 30 days of employment).
8. Ability to successfully pass all appropriate examinations as required by the Salt Lake City Civil Service Commission Rules and Regulations.
9. Successful completion of a drug screen if incumbent has not completed it as a Salt Lake City employee.

### **DESIRED QUALIFICATIONS:**

1. Three to five years of related work experience, which includes assessing the physical, mental, social and economic needs of a diverse population.
2. Experience working collaboratively with community agencies.
3. Experience working in both substance abuse and mental health treatment fields.
4. The ability to supervise Certified Social Workers, students and/or Associate Clinical Mental Health Counselors.
5. Fluent in oral and written Spanish communication.
6. Mental Health Officer Certification.

### **WORKING CONDITIONS:**

1. Must stand, walk, or sit uncomfortably for extended periods. Moderate exposure to elements including, but not limited to, heat, cold, dampness, fumes, noise, dust, or grease.

## **Licensed Clinical Social Worker/Clinical Mental Health Counselor – Cont.**

2. Considerable exposure to stressful situations as a result of human behaviors. In field operations, exposure to stress as well as occupational hazards is of considerable magnitude.

Note: The above statements are intended to describe the general nature and level of work being performed by persons assigned to this job. They are not intended to be an exhaustive list of all duties, responsibilities and skills required of personnel so classified.

***All requirements are subject to possible modification to reasonably accommodate individuals with disabilities.***

### **Position Review Information**

Date: 10/23/19

Departmental Approval: Jeff Kendrick

HR Consultant Approval: Jennifer Sykes

Compensation Approval: David Salazar

Notes: Updated pay level.

1 SALT LAKE CITY ORDINANCE

2 No. \_\_\_ of 2020

3 (An Ordinance Enacting Chapter 2.10.200 Regulating the Police Department’s Use of  
4 Body-Worn Cameras)

5 WHEREAS, Salt Lake City Corporation is prioritizing policy and ordinance  
6 reforms so that the City will be as progressive and safe in its policing of all people within  
7 its jurisdiction as possible.

8 WHEREAS, police body-worn camera recordings are important City records and  
9 it is in the public interest to assure that they are managed transparently and consistently.

10 WHEREAS, body-worn cameras are fundamental, essential tools for the Salt  
11 Lake City Police Department to do its job protecting and serving the community.

12 WHEREAS, body-worn camera recordings can be used to protect the rights of all  
13 parties — community members who interact with police officers, the police officers  
14 themselves, bystanders, and the City taxpayers.

15 WHEREAS, the City Council recognizes that police officers face unpredictable  
16 circumstances and need to make immediate decisions. Body-worn camera recordings can  
17 establish the sequence of events and enhance the level of accountability for all parties.

18 WHEREAS, Salt Lake City Corporation has made a significant investment in  
19 body-worn camera technology, based upon the important role the recordings serve.

20 WHEREAS, the City Council has allocated the level of funding necessary for the  
21 police department to furnish each officer with a body-worn camera and has funded the  
22 necessary technology and electronic record storage capacity.



23 WHEREAS, the City Council seeks to emphasize the importance of the use of this  
24 tool and considers it to be a mandatory component of policing. The Council seeks to  
25 avoid any circumstance where an officer’s interactions with the public are not recorded,  
26 and seeks to avoid any circumstance wherein not all officers at an incident are recording  
27 video.

28 WHEREAS, under Utah law, a police officer must activate a body-worn camera  
29 prior to any law enforcement encounter, or as soon as reasonably possible. The City  
30 Council desires to emphasize this Utah law requirement and supplement it with policy  
31 direction.

32 WHEREAS, based on these policy objectives with respect to body-worn cameras,  
33 the Council desires to enact the following regulations in order to create a safer city for all  
34 people in Salt Lake City and to ensure that the Salt Lake City Police Department is a  
35 trusted partner to all people.

36 NOW, THEREFORE, be it ordained by the City Council of Salt Lake City, Utah:

37 SECTION 1. Chapter 2.10.200 of the Salt Lake City Code shall be, and hereby is,  
38 enacted to read as follows.

39 (1) Definitions.

40 a. “Body-worn camera” means a video recording device that is carried  
41 by, or worn on the body of, a law enforcement officer and that is  
42 capable of recording the operations of the officer.

43 "Body-worn camera" does not include a dashboard mounted camera or  
44 a camera intended to record clandestine investigation activities.

45                   b. “Officer involved critical incident” means any of the items enumerated  
46                   in Utah Code 76-2-408 and its successor provisions, and only for the  
47                   purposes of this ordinance (and not for any purposes related to  
48                   activating an officer involved critical incident protocol with outside  
49                   agencies) will, at a minimum, include the following:

- 50                   i. an officer's use of deadly force;
- 51                   ii. an officer's use of a dangerous weapon, which may include a  
52                   police canine, against a person that causes injury to any person;
- 53                   iii. death or serious bodily injury to any person, other than the  
54                   officer, resulting from an officer’s:
  - 55                   1. use of a motor vehicle while the officer is on duty; or
  - 56                   2. use of a government vehicle while the officer is off  
57                   duty;
- 58                   iv. the death of a person who is in custody, but excluding a death  
59                   that is the result of disease, natural causes, or conditions that  
60                   have been medically diagnosed prior to the person's death; or
- 61                   v. the death of or serious bodily injury to a person not in custody,  
62                   other than an officer, resulting from an officer's attempt to  
63                   prevent a person's escape from custody, to make an arrest, or  
64                   otherwise to gain physical control of a person.

65                   (2) Mandatory Use of Body-Worn Cameras.

66                   a. With the exception of the members of the Salt Lake City Police  
67                   Department who have positions or job duties that do not warrant

45 b. "Officer involved critical incident" means any of the items enumerated  
46 in Utah Code 76-2-408 and its successor provisions, and only for the  
47 purposes of this ordinance (and not for any purposes related to  
48 activating an officer involved critical incident protocol with outside  
49 agencies) will, at a minimum, include the following:

- 50 i. an officer's use of deadly force;
- 51 ii. an officer's use of a dangerous weapon, which may include a  
52 police canine, against a person that causes injury to any person;
- 53 iii. death or serious bodily injury to any person, other than the  
54 officer, resulting from an officer's:
  - 55 1. use of a motor vehicle while the officer is on duty; or
  - 56 2. use of a government vehicle while the officer is off  
57 duty;
- 58 iv. the death of a person who is in custody, but excluding a death  
59 that is the result of disease, natural causes, or conditions that  
60 have been medically diagnosed prior to the person's death; or
- 61 v. the death of or serious bodily injury to a person not in custody,  
62 other than an officer, resulting from an officer's attempt to  
63 prevent a person's escape from custody, to make an arrest, or  
64 otherwise to gain physical control of a person.

65 (2) Mandatory Use of Body-Worn Cameras.

- 66 a. With the exception of the members of the Salt Lake City Police  
67 Department who have positions or job duties that do not warrant

- 91                   b. Not more than five days after the officer involved critical incident, the  
92                   Mayor, City Council Members and City Attorney will be provided  
93                   links through secure file share to all unedited body-worn camera  
94                   footage from all officers at the incident and any 911 calls related to the  
95                   incident.
- 96                   c. The Council may, at its discretion call for a closed session to be  
97                   briefed on the facts and legal issues surrounding the officer involved  
98                   critical incident.
- 99                   d. For four years after the officer involved critical incident, the Police  
100                  Department and the City Recorder will, within five business days of  
101                  receipt of such a request, notify the City Attorney and Mayor’s Office,  
102                  and City Council of any GRAMA request pertaining to body-worn  
103                  camera footage of an officer involved critical incident
- 104                  e. For four years after the officer involved critical incident, the City  
105                  Attorney will, within five business days of receipt, notify the City  
106                  Council and Mayor’s Office of any notice of claim received in  
107                  connection with an officer involved critical incident.

108                  (4) Public Review of Body-Worn Camera Protocol: Officer Involved Critical  
109                  Incident

- 110                  a. The public is presumed to have a strong interest in accessing body-  
111                  worn camera recordings of officer involved critical incidents. For this  
112                  reason, no later than ten business days after the officer involved  
113                  critical incident, subject to section 3(b) and (c) herein, the unedited

- 91                   b. Not more than five days after the officer involved critical incident, the  
92                   Mayor, City Council Members and City Attorney will be provided  
93                   links through secure file share to all unedited body-worn camera  
94                   footage from all officers at the incident and any 911 calls related to the  
95                   incident.
- 96                   c. The Council may, at its discretion call for a closed session to be  
97                   briefed on the facts and legal issues surrounding the officer involved  
98                   critical incident.
- 99                   d. For four years after the officer involved critical incident, the Police  
100                  Department and the City Recorder will, within five business days of  
101                  receipt of such a request, notify the City Attorney and Mayor’s Office,  
102                  and City Council of any GRAMA request pertaining to body-worn  
103                  camera footage of an officer involved critical incident
- 104                  e. For four years after the officer involved critical incident, the City  
105                  Attorney will, within five business days of receipt, notify the City  
106                  Council and Mayor’s Office of any notice of claim received in  
107                  connection with an officer involved critical incident.

108                  (4) Public Review of Body-Worn Camera Protocol: Officer Involved Critical  
109                  Incident

- 110                  a. The public is presumed to have a strong interest in accessing body-  
111                  worn camera recordings of officer involved critical incidents. For this  
112                  reason, no later than ten business days after the officer involved  
113                  critical incident, subject to section 3(b) and (c) herein, the unedited

137 d. Before publicly releasing a body-worn camera recording of an officer-  
138 involved critical incident that results in the death of an individual, the  
139 Police Department will:

140 i. Consult with an organization with expertise in trauma and grief  
141 on best practices for creating an opportunity for the victim or  
142 the decedent's next of kin to view the body-worn camera  
143 recording in advance of its release;

144 ii. Notify the victim or the decedent's next of kin of its impending  
145 release, including the date when it will be released; and

146 iii. Offer the victim or the decedent's next of kin the opportunity  
147 to view the body-worn camera recording in advance of its  
148 release, and if the next of kin wish to so view the body-worn  
149 camera recording, facilitate its viewing.

150 a. Body-worn camera footage will not be released to the public for any  
151 purpose other than to comply with this ordinance, unless pursuant to a  
152 valid GRAMA request, or for valid law enforcement purposes which  
153 must be approved by the Chief of Police.

154 (5) Audits. In order to ensure that members of the Salt Lake City  
155 Police Department are complying with state law, City Code, and Police  
156 Department policy, a qualified individual outside of the Salt Lake City Police  
157 Department designated by the Mayor shall randomly review at least five  
158 body-worn camera recordings at least once a month. Any findings of material  
159 non-compliance with state law, City Code and Police Department policy will

137 d. Before publicly releasing a body-worn camera recording of an officer-  
138 involved critical incident that results in the death of an individual, the  
139 Police Department will:

140 i. Consult with an organization with expertise in trauma and grief  
141 on best practices for creating an opportunity for the victim or  
142 the decedent's next of kin to view the body-worn camera  
143 recording in advance of its release;

144 ii. Notify the victim or the decedent's next of kin of its impending  
145 release, including the date when it will be released; and

146 iii. Offer the victim or the decedent's next of kin the opportunity  
147 to view the body-worn camera recording in advance of its  
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CITY RECORDER

(SEAL)

Bill No. \_\_\_\_\_ of 2020.

Published: \_\_\_\_\_

\_\_\_\_\_  
Mayor Erin Mendenhall

**APPROVED AS TO FORM**  
**Salt Lake City Attorney's Office**  
  
\_\_\_\_\_  
Katherine Lewis, City Attorney

## About The Data

The Pre-Covid Baseline Average on each chart is the monthly average for January through December of 2019 for each item listed.

### Calls & OnView Activity

Calls not requiring a police response either physically or telephonically were excluded. Examples of these types of calls are transfers, dispatch-handled calls, calls that refer callers to online reporting, private property impounds, etc.

Calls For Service are defined as calls received by Dispatch from the public and/or otherwise outside the Department.

OnView Activity is defined as Officer-initiated proactive police activity.

### Offenses & Incidents

Offenses listed include Violent Crime, Property Crime, and pandemic-relevant cases. This document does not include every offense or incident that is handled by SLCPD, only the specific offense types listed below.

Violent Crime includes Homicide, Rape, Robbery, and Aggravated Assault

Property Crime includes Burglary, Larceny, and Motor Vehicle Theft.

Incidents of Interest include Suicides/Attempts, Assaults On Officers/Resisting, Traffic Accidents, Family Offenses/Domestic Violence, Unattended Deaths, and Missing Persons/Runaways.

### Citations & Arrests

Misdemeanor Citations are citations for Misdemeanor Charges that are not traffic-related. Individuals Receiving Misdemeanor Citations are not booked into jail for the listed charges at that time. Misdemeanor Citations are considered an 'Arrest'.

Juvenile Citations are citations issued to juveniles for offenses classified as a Misdemeanor.

Jail Bookings are Arrests where an individual is physically booked into jail and/or juvenile detention.

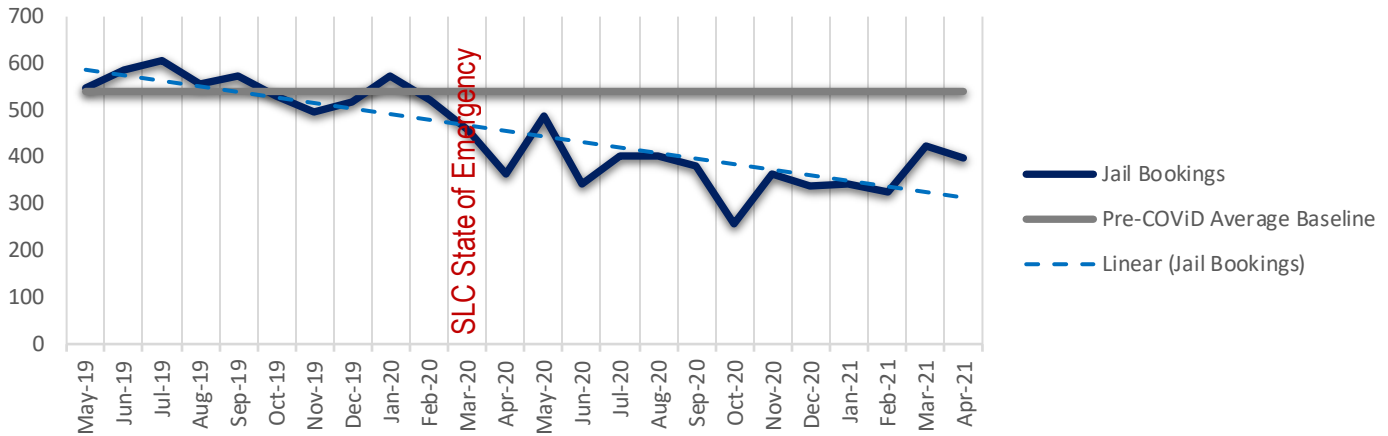
### Relevant Dates

Wednesday, March 11th:	Salt Lake City State of Emergency
Friday, March 27th:	Governor's Directive
Sunday, March 29th:	Salt Lake County Public Order Released
Friday, April 17th:	Stay At Home portion of Salt Lake County Public Order Rescinded
Friday, May 1st:	Governor lowered State from Red (High Risk) to Orange (Medium Risk)
Saturday, May 16th:	Governor lowers majority of State (not SL City) to Yellow (Low Risk)

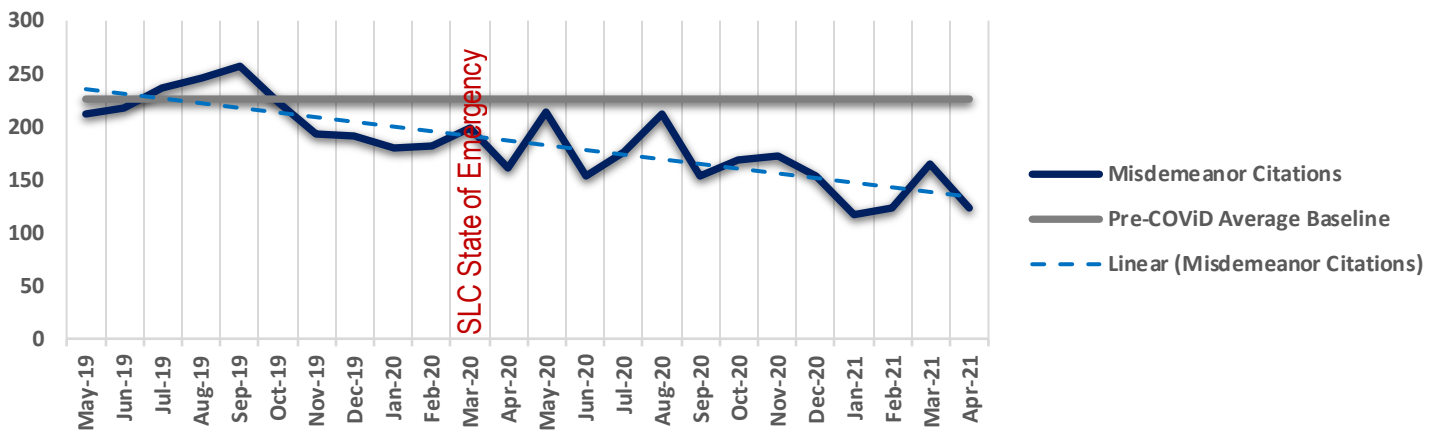


## Officer Activity

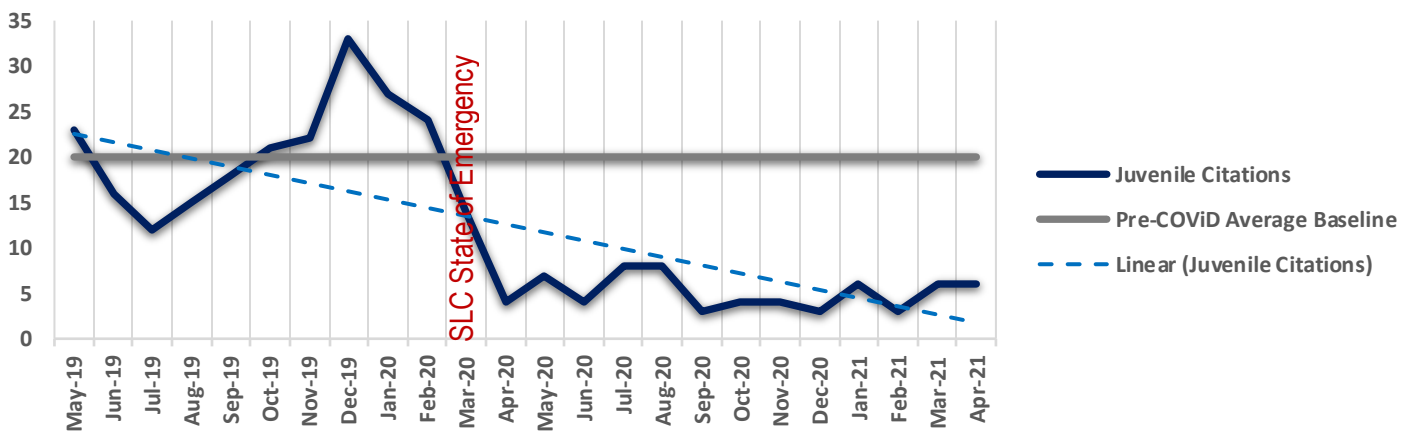
### Jail Bookings



### Misdemeanor Citations

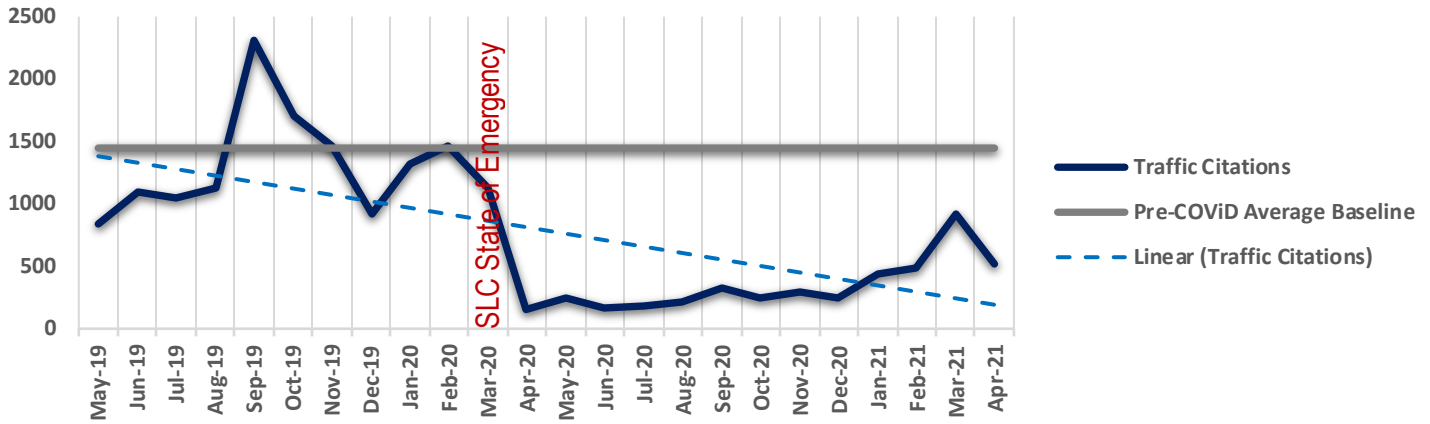


### Juvenile Citations

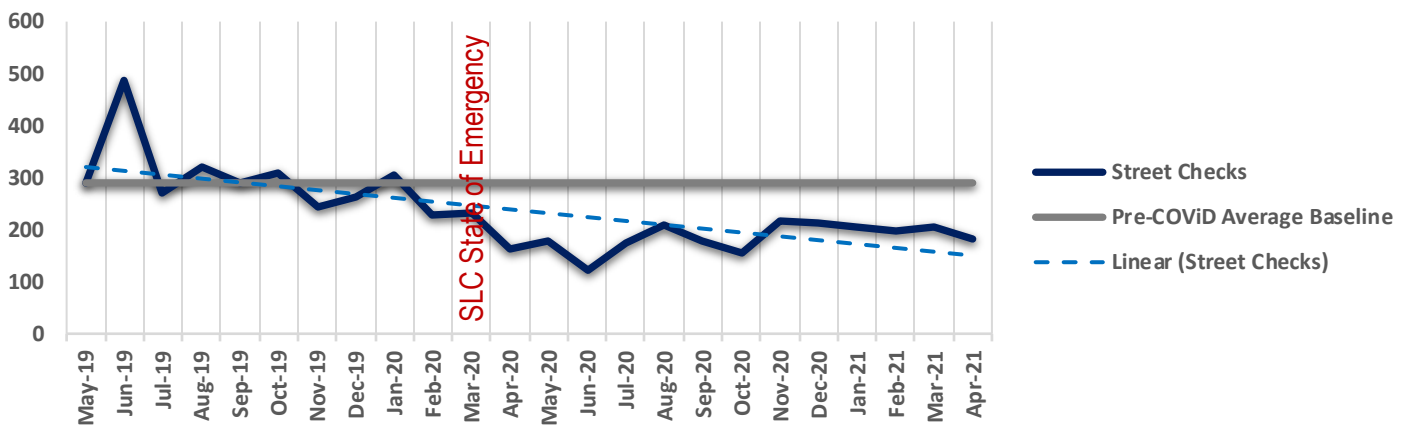


## Officer Activity Continued

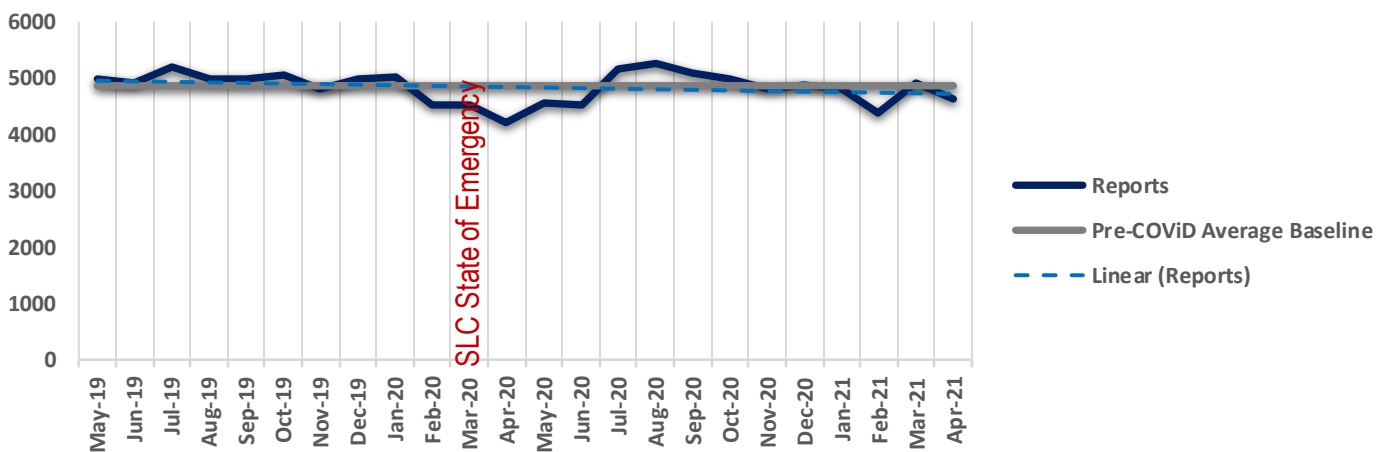
### Traffic Citations



### Street Checks

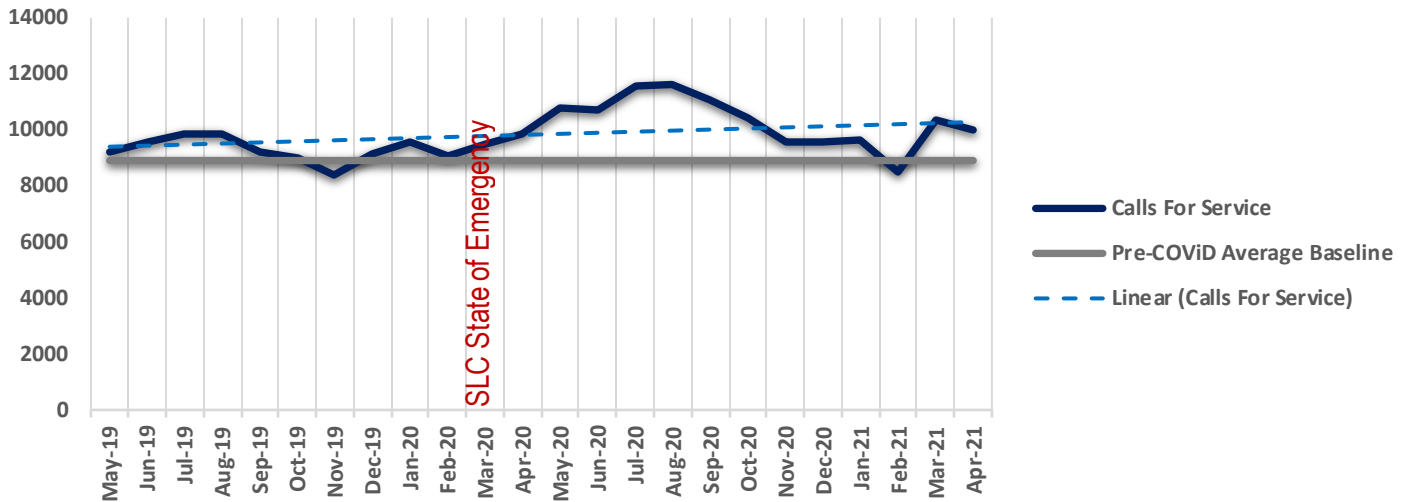


### Reports

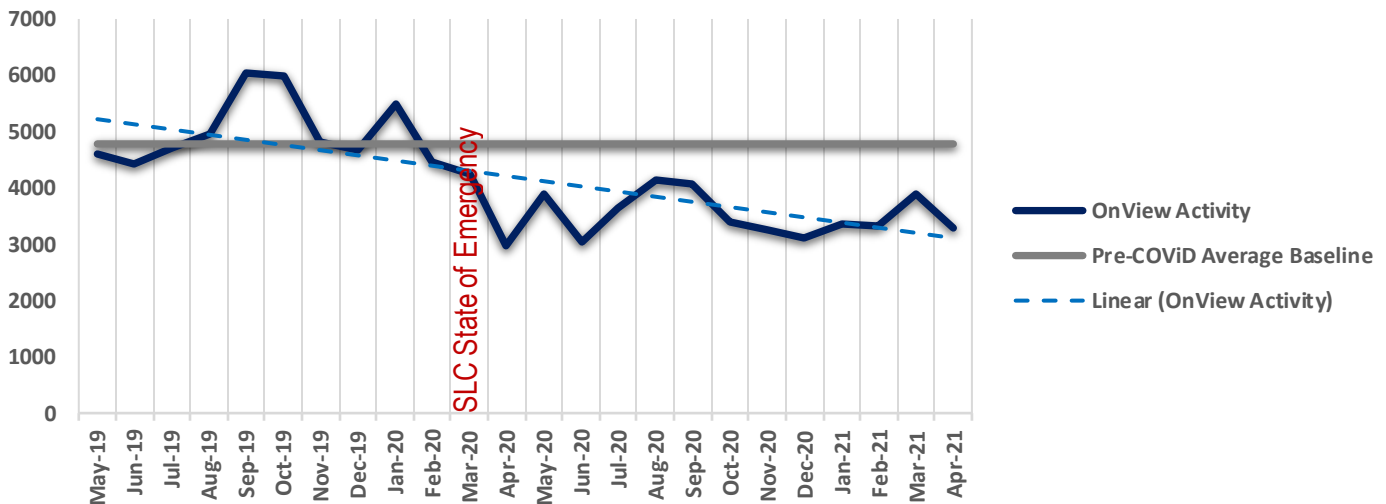


## Calls For Service & OnView Activity

### Calls For Service

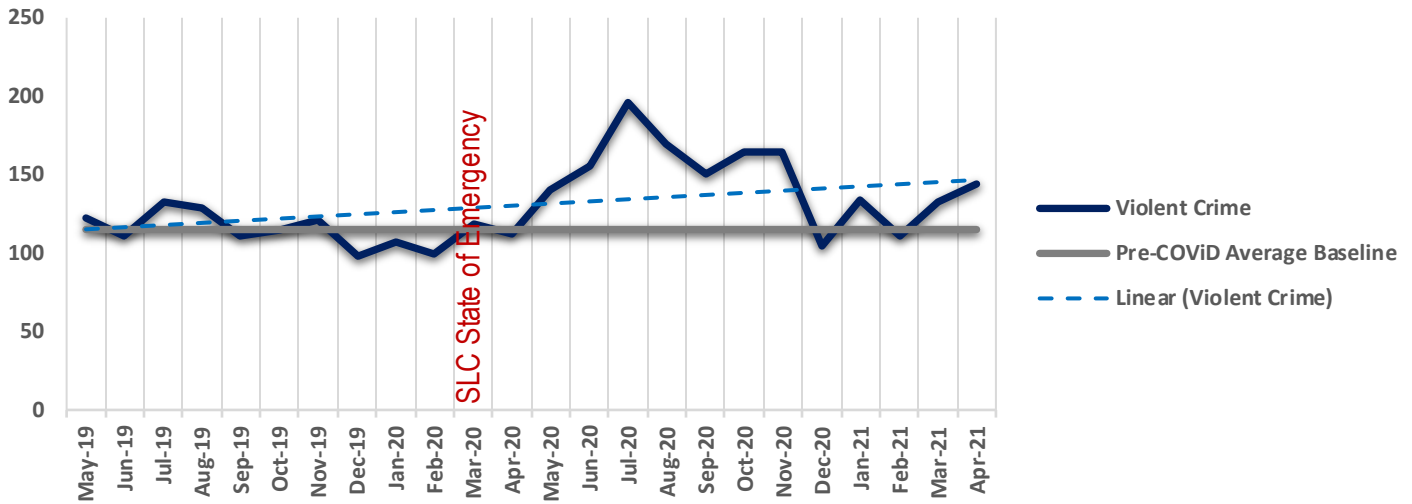


### OnView Activity

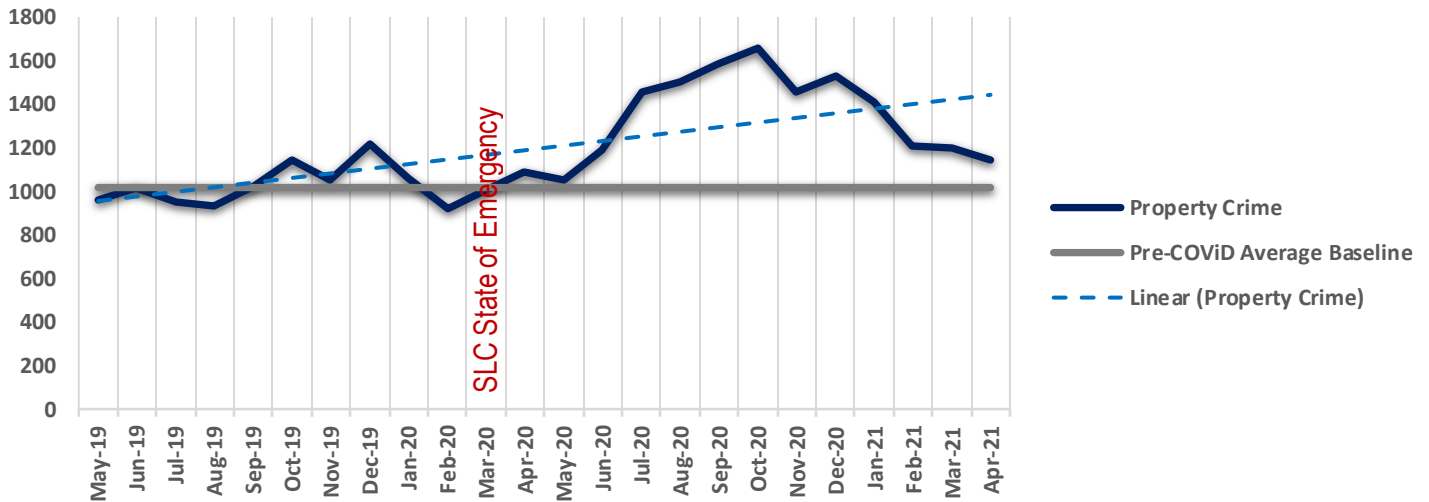


## Violent Crime & Property Crime

### Violent Crime

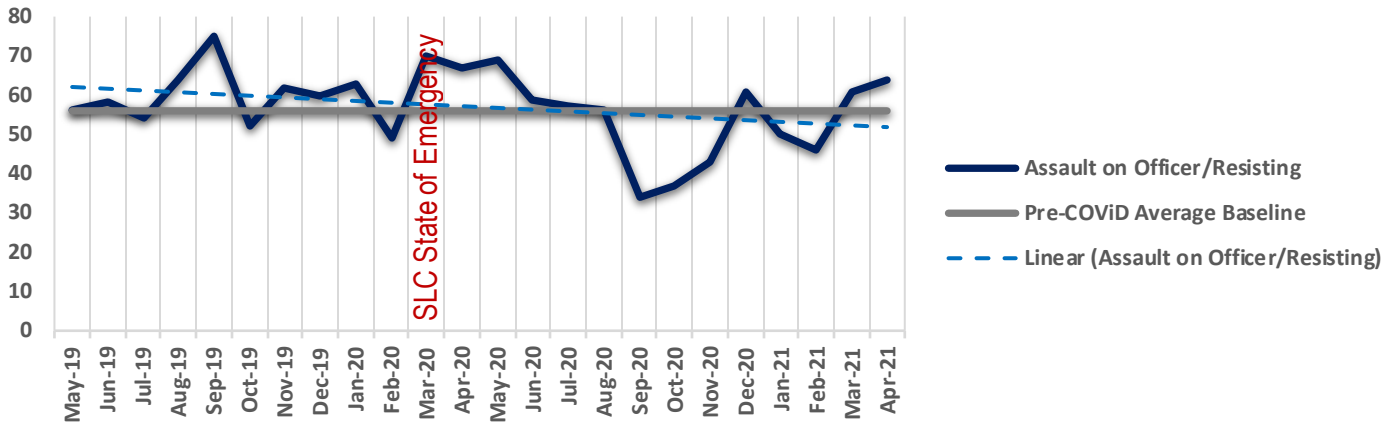


### Property Crime

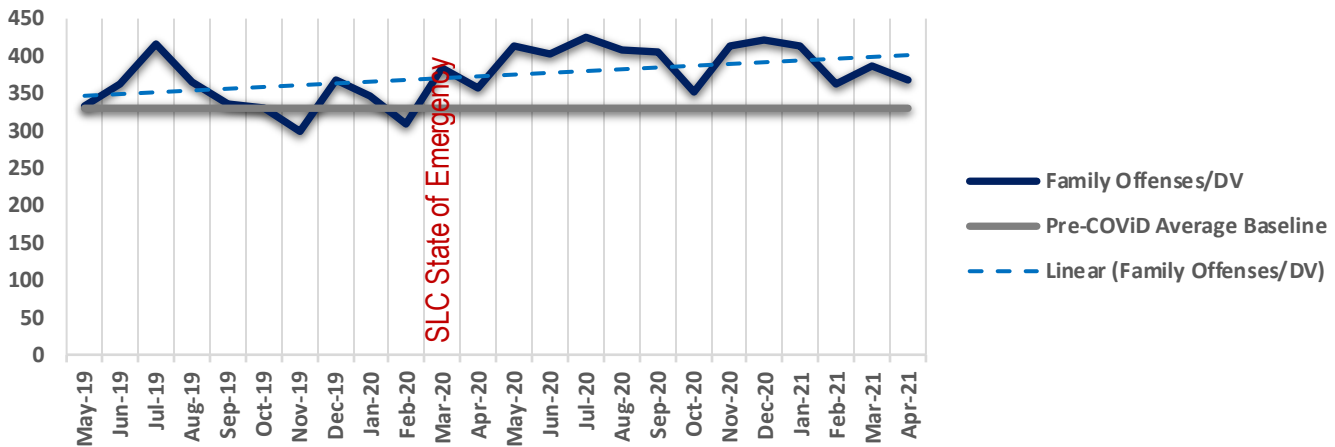


## Incidents of Interest

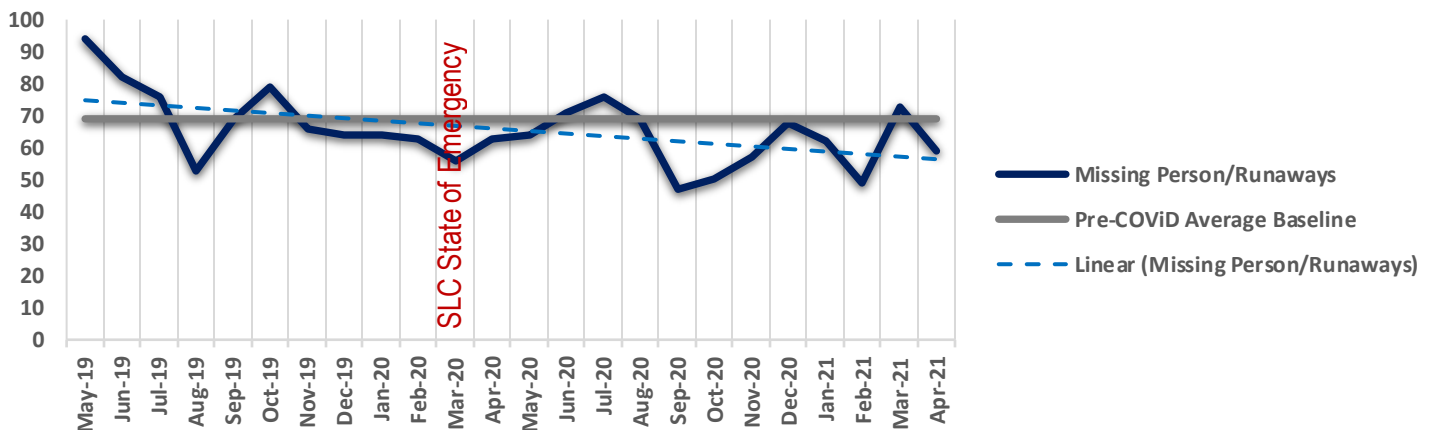
### Assaults on Officers/Resisting



### Family Offenses/DV

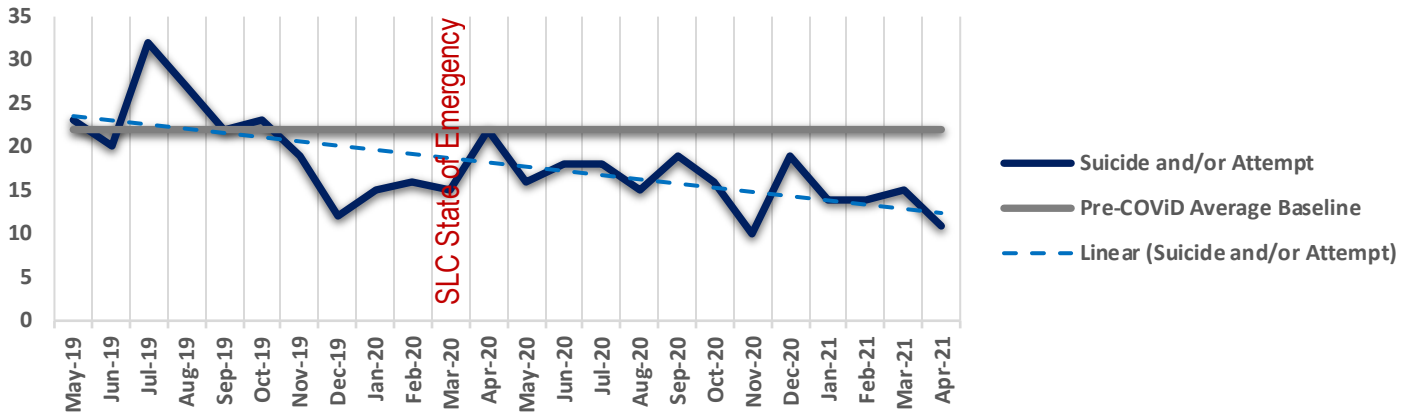


### Missing Persons/Runaways

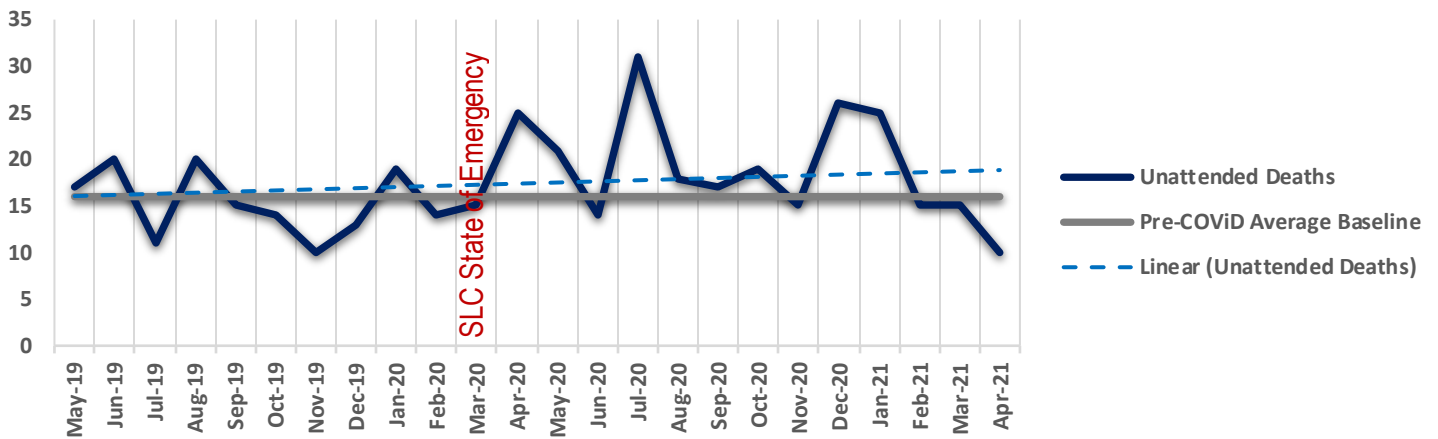


## Incidents of Interest Continued

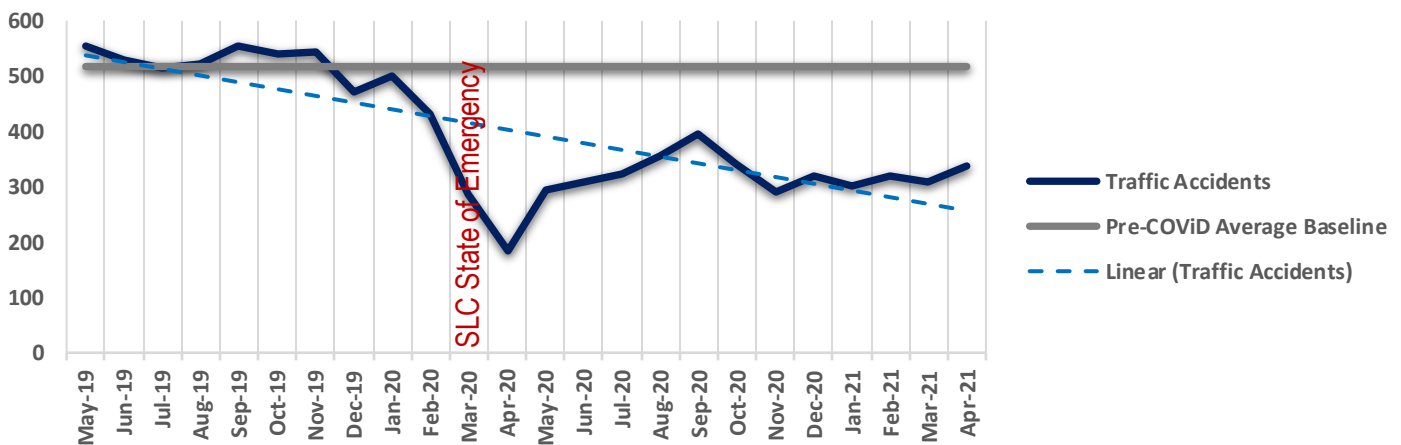
### Suicides and/or Attempts



### Unattended Deaths



### Traffic Accidents





# 2021 CRIME CONTROL PLAN



**SALT LAKE CITY  
POLICE DEPARTMENT**

## INTRODUCTION

As of December 20, 2020, Salt Lake City experienced an increase of 23.9% in overall crime<sup>1</sup> when compared to the same time period in 2019. When compared to the five-year average, overall crime was down 1.7%

As of December 20, 2020, the total rise in violent crime was 21% when compared to the same time period in 2019. When compared against the five-year average, violent crime was up 9.2%. The greatest yearly increases were in the crime categories of aggravated assault, family aggravated assaults and non-business robberies.

As of December 20, 2020, the total rise in property crime was 24.2%, when compared to the same time period in 2019. When compared against the five-year average, property crime was down 2.8%. The greatest yearly increases were in the categories of non-residential burglary, vehicle burglaries, and vehicle theft.

The department recognizes that crime data is essential in the development and deployment of effective strategies to reduce violent crime. The Plan utilizes data to establish strategic and concentrated efforts to prevent crime, address emerging crime trends and arrest those responsible for the crime.

### GUIDING PRINCIPLES

Accountability is the bedrock of Salt Lake City Police Department's crime reduction strategy. Only with strong systems of accountability in place can we as a Police Department make clear determinations of what strategies are working and what needs revision. The principles that guide this plan are based upon research, empirical evidence, best-practices, and a data-driven decision-making process. SLCPD's approach to its deployment strategy for all areas of the city will incorporate the following principles:

- Community-oriented policing approach that emphasizes a collaborative effort to work alongside the communities we serve to reduce violent crime and fear of victimization.
- Problem-oriented policing approach that directs our officers to focus on ways to prevent, disrupt, and deter crime with more than just enforcement actions.
- Intelligence-led policing that focuses on leveraging intelligence and research analysis to drive operational and deployment decisions.
- Enhanced guardianship that focuses on more visible police presence and positive community interactions that are designed to mitigate opportunities for crime to occur..
- Continuous improvement and reassessment will occur to determine the state of crime and the impact of proactive efforts.
- Department leadership will continually monitor and assess targeted enforcement activity on a frequent basis. SLCPD will also analyze both its successes and deficiencies of these efforts to maximize the impact of our strategy and to incorporate lessons learned throughout the department.

<sup>1</sup> [SLCPD CompStat Report Volume 6, Number 50](#). December 13, 2020.

## 2021 GOALS

Utilizing 21st Century Policing best practices, the 2021 Crime Reduction Plan leverages the success of existing programs and initiatives combined with new key strategies and initiatives to reduce the increase in crime the city experienced in 2020.

### CRIME REDUCTION GOALS

The crime reduction goals consider the 2020 crime data and the five-year average crime data to establish comparative analyses and realistic benchmarks for 2021. With this data, our goals are to drive overall crime below the five-year average benchmark and to impact violent and property crime in targeted areas that have been identified as spiking. We have put forth the following goals for the next 12 months:

- 10% reduction of overall crime.
- 5% reduction of violent crime.
- 10% reduction of property crime.

## 2021 OBJECTIVES

The Plan to reduce violent crime in 2020 focuses on four main objectives that contain seventeen key action items.

### OBJECTIVES

- I. Implement a data-driven, comprehensive approach to address people, places, and behaviors impacting violent crime
- II. Increase clearance rates and solvability of violent and property crime
- III. Improve coordination and communications within the department and with external partners
- IV. Optimize departmental resources using technology and improved operational and organizational changes

### 1 OBJECTIVE ONE: CONTINUE A DATA-DRIVEN, COMPREHENSIVE APPROACH TO ADDRESS PEOPLE, PLACES, AND BEHAVIORS IMPACTING VIOLENT CRIME

- a. **Continue and Enhance Intelligence Led Policing** - The department will enhance and improve its ability to prevent, disrupt, and deter violent crime through Intelligence Led Policing. Through the improved coordination and sharing of crime data and information, the department will produce regular reports to forecast trends, identify patterns, and facilitate a more accurate picture of who is committing crime and where. The department will emphasize providing the patrol divisions the information and analysis regarding specific and narrowly targeted hot spots. The department will continuously assess hot spot boundaries for needed adjustment, and generate a list of known offenders, active

gang members, parolees, and sex offenders for each focus area. The CompStat reports will provide division commanders with the foundational data and intelligence necessary to develop crime reduction operations within targeted and respective patrol areas.

- The CompStat and Analysis Unit is responsible for capturing information regarding criminal activity to create forecast analysis, crime maps, and generate offense pattern identification. CompStat manages the data component of predictive policing to identify potential criminal activity.
- The Statewide Information and Analysis Center (SIAC), is a regional resource that leverages local, state, and federal partnerships to facilitate the exchange of information and intelligence between law enforcement and private partners with a focus on combating domestic and international terrorism.

- b. Deploy Targeted Patrol** - Utilizing the data provided by CompStat, patrol division commanders will deploy resources to hotspot areas. Data reveals that calls for service correlate with high-crime areas. By proactively deploying units to these hotspot areas, officers can reduce calls for service and respond more readily and rapidly.

Utilizing CompStat information, officers will perform routine business checks, conduct traffic and investigative stops, and make strategic arrests of wanted individuals that are perpetuating violent crime. Patrol division commanders will allocate resources to the designated areas.

- c. Conduct Targeted Warrant Roundups** - The apprehension of the most violent and dangerous offenders is key to successful crime reduction. In 2021, the department will utilize specialized teams consisting of various SLCPD units working with other law enforcement agencies to conduct monthly warrant roundups. These operations will focus on the top 25 highest priority offenders who have a history of committing aggravated assault, robberies, burglaries and auto theft. Information provided by state and federal law enforcement agencies along with data provided by the CompStat Unit, will provide intelligence to develop specific operations to arrest these high-risk individuals. The targeted warrant roundup teams will be comprised of the following: Salt Lake City Police Department Units: Gangs, SWAT, Bike Units and Investigations and the US Marshal's Office.
- d. Implement Directed Tactical Enforcement** – The department will deploy the Motor Unit and Bike Units in targeted crime hot-spots to conduct traffic enforcement, enhance police presence, and gather critical criminal intelligence. Through community engagement, officers will work strategically with community organizations and leaders to elevate transparency, increase positive impact, and promote deterrence.
- e. Renewed Commitment to Project Safe Neighborhood Program (PSN)**– Project Safe Neighborhoods is an initiative that brings together federal, state, and local enforcement officials, prosecutors, and community leaders to identify the most pressing violent crime problems in a community. The project utilizes law enforcement and community intelligence, along with cutting-edge technology, to identify and target the most violent

offenders for enforcement action. This project includes the direct and significant involvement of SLCPD, the FBI, ATF, DEA, U.S. Marshals, and the United States Attorney. As part of the project, prosecutors, agents, and officers routinely meet with local community groups or hold events designed to educate and engage the public about the project and how the community can assist in reducing violence.

**f. Renew partnership with Safe Streets Task Force and return FTE to Task Force**

The Department recognizes the value of the partnership with Safe Streets Task Force and will renew our commitment to this task force by returning an FTE to participate in the task force activities.

**g. Identify Partnerships with Law Enforcement and Non-Governmental Organizations to assist in the response to those experiencing homelessness -**

The response to the condition of those experiencing homelessness cannot be a police response alone. Police have a role in protecting the homeless population and those who work with that populations, but this social problem is not one that can be solved with enforcement. The department will seek out others to partner with on the issues that are police related. These will include Utah DPS, SLCo Sheriff's Office and other law enforcement agencies as well as non-governmental organizations.

## 2 OBJECTIVE TWO: INCREASE CLEARANCE RATES AND SOLVABILITY OF VIOLENT CRIME

**a. Enhance Utilization of Record Management System to Increase Clearance Rates**

- The departmental Records Management System (RMS) is used to collect case information during the investigation of a criminal offense. Proper utilization of RMS ensures that investigation management is uniform in nature and allows officers to add and track vital information during the investigation.

In 2021, the department will enhance the utilization of RMS to improve data recording practices and enhance the efficiency, effectiveness, and utilization of resources across investigative units.

The department will develop an advanced RMS training program and design training to improve usage and familiarity of the RMS system. The goal is to ensure that all detectives receive RMS training, and that newly assigned detectives are trained in the advanced RMS within one month of assignment. In doing so, the department can realize the full capacity of RMS and work more effectively and efficiently to improve clearance rates and solve crimes.

**b. Caseload Management -** The department will assign cases using a priority-based methodology to improve detective workload. Cases will be prioritized by severity and type of crimes, actionable intelligence, and the current workload of detectives. This will enable the department to make the following operational improvements:

- Quickly identify repeat and violent offenders

- Link offenders to other categories of criminal behavior
- Ensure completeness and uniformity of cases before submitting to District Attorney's Office
- Increase effective communications between work groups and external partners
- Document identifiers and methods of offenders
- Increase oversight by supervisors for compliance, proper process, and case progress

### **3 OBJECTIVE THREE: IMPROVE COORDINATION AND COMMUNICATIONS WITHIN THE DEPARTMENT AND WITH EXTERNAL PARTNERS**

- a. Improve Internal Communication of Departmental Mission, Goals, and Operational Activities** – The objectives included in this Plan require members across the organization to understand the goals of the department and their individual roles in this strategy. Further, these goals can only be achieved if members embrace these objectives, have the ability to ask questions, and receive clear and concise answers.

The department will ensure efficient processes exist for the exchange of information both up and down the various levels of the organization. The current memorandum submission and tracking process will be replaced by an electronic memorandum tracking system to ensure timely delivery, smooth transmission through the organizational layers, and accountability for review and forwarding.

The department will use Internal Procedural Justice to improve communications. This concept identifies the need for leadership to model the customer service expectations for which members are held accountable. For example, if leadership desires an external culture of respect, trust, empathy, and professionalism, they must also model those same qualities. This is most effectively accomplished by creating channels of communication both up and down the organizational ladder that is swift, honest, and promotes the importance of each team member. This includes command level participation in patrol details, employee advisory boards, and departmental bulletins that both inform and provide updates to topics of interest to the members.

- b. Improve External Communications** – It is equally important that our crime Plan is communicated and understood by our local, state, federal, and social justice partners. To enhance our communication, SLCPD will ensure uniform data collection and dissemination of information to all agencies.
- c. Continue Community Engagement** – Engagement with the community and civic partners is vital to prevent and reduce crime. The department's efforts are most effective when there is open and frequent communication between the department and engaged residents and civic organizations. The department will continue to engage with the community through community council meetings and other opportunities to meet with the community.



## 4 OBJECTIVE FOUR: OPTIMIZE DEPARTMENTAL RESOURCES USING TECHNOLOGY AND IMPROVED OPERATIONAL AND ORGANIZATIONAL CHANGES

The department recognizes that it can be more successful in reaching the goals and objectives of this Plan when it is committed to a culture of continuous improvement. This includes exploring opportunities to increase data-driven intelligence, leverage the use of technology, improving human resource management, providing leadership development, and improving internal communication. Further, as both crime trends and the criminal justice system evolve, so too must the methods and mindset of the department. Through gained efficiencies, the department will be able to focus more energy and time on the reduction of crime.

The Plan includes the following strategies to optimize departmental resources, use of technology, and improved processes:

- a. **Increase Diversion of Eligible Patrol Calls for Service to the SLCPD Online Reporting System (CopLogic)**- The Online Reporting System allows eligible calls to be resolved through an on-line portal instead of deploying patrol. Through November 30, citizens have successfully entered 10,283 police reports which amounts to over 7,000 hours of police patrol reallocated to emergency patrol operations. 911 Dispatch will continue to promote the program to divert eligible calls from a traditional patrol response in 2021. Additionally, the department will review and add more call types that can be handle online through CopLogic.
- b. **Implement Pilot Patrol Response Model** –These changes will help patrol officers to improve response times on more serious offenses and address violent crime. The department must be more surgical with the calls for service we respond on and either reduce them based on giving them to other City entities or increase our scrutiny over the calls we decide not to respond on. A pilot program will be implemented to refer the calls for service to other service provider or government entities include but are not limited to: Camping, Transients, Parking Issues, Non-violent Ungovernable Juveniles and Suspicious Persons without details. The details of this pilot program are still being developed but the goal it to implement it during the first quarter of 2021.
- c. **Enhance Leadership Training** - The department will require leadership excellence to facilitate these crime reduction strategies. The department will expand leadership training by partnering with organizations like the University of Utah, the FBI Virtual Academy, Major Cities Chiefs Association, the SLCPD In-service Academy and others to provide training to officers at every level.
- d. **Conduct Cultural Assessment of the Department** - To understand current SLCPD culture and to develop recommendations for necessary changes, the department will evaluate costs, timelines, and options for partnering with an outside entity to complete a comprehensive culture assessment. This process will coincide with the FY 2020-21 budget development cycle. This is a leading concept among law enforcement organizations. Reimagining public safety requires police organizations to accept collective responsibility, not only for heroism, but for police brutality and corruption as

well. Agency leaders and local government managers have an opportunity to create and support change in police departments that will ultimately benefit communities. This process requires a frank assessment of the strengths and weaknesses of the current culture.

- e. **Changes recommended through Racial Equity in Policing Commission** – The department expects to receive recommendations for organizational and budgetary changes from the Racial Equity in Policing Commission. The department will work with the City Council, City Administration and the Commission to implement recommended changes.

## LIMITATIONS

While the department will strive to achieve these goals and objectives during 2021, some limitations may require a reassessment and reconsideration of the key action items. These limitations are forecasted to be staffing issues. As of November 30, 2020 the Department has lost 64 officers through retirement, resignation and separation since the first of the year. With a hiring freeze in place at the time of this writing, a major redeployment of officers will be required to accomplish the goals and objectives.





A publication of the  
Salt Lake City Police Department  
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# Summary of the Police Department Audit

Salt Lake City, Utah



# Study Objectives

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- ◆ Last year, the City Council initiated a process of police reform that focused both on budgeting and operational issues.
- ◆ The public participated in the development of the scope of work for a consulting-assisted effort to evaluate opportunities to make the Police Department more accountable and transparent.
- ◆ The result was the creation of 17 scope areas focused on:
  - ➔ The development of a 'zero-based budget' approach to assist the Council in decision-making about resource allocation.
  - ➔ The examination of alternative response issues associated with lower priority calls for service and calls involving mental health issues.
  - ➔ The examination of issues associated with disciplinary processes.
  - ➔ The examination of body worn camera reviews and other issues.



# Overview of Budget Issues

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- ◆ The City Council's zero based budgeting effort was prompted by a desire to implement more informed decision-making regarding allocated resources and service delivery outcomes.
- ◆ The current approaches to budgeting do not provide the level of detail or transparency needed for critical and informed decisions to be made.
- ◆ Additionally, current practices do not easily allow decisions to be made on services or services levels with immediately available budget and staffing impacts.
- ◆ The analysis conducted in the financial scope provides necessary background to develop an informed framework for a new budget process and monitoring that is tied, eventually, to service outcomes.



# Financial Scope of Work

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- ◆ Key areas of inquiry included:

- 1) Analyze actual and budgets for each cost center and object code (FY18, 19, 20)
- 2) Identify special projects, onetime purchases and short-term contracts
- 3) Identify associated expenses and revenues for activity outside General Fund
- 4) Define organizational units to establish consistent language and identify costs.
- 5) Identify costs and service levels associated with each functional group.
- 6) Quantify smallest organizational blocks (employees and associated costs).
- 7) Recommend best practices for use in department's budgeting.
- 8) Facilitate the Council's zero based budget exercise.



# Cost Centers and Object Codes

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- ◆ Cost Centers are not aligned with services due to frequent organizational changes and changes in initiatives and programs.
- ◆ Many costs within the Police Department are not charged to appropriate cost centers based on functional use of funds.
- ◆ Generally, the budget is developed with amounts representing anticipated expenditures. However, over a 3 period some line items identified that have actuals much lower or higher than budget.
- ◆ Object code evaluation shows they are generally appropriately utilized, however:
  - ➔ Some object codes have no budgeted amount but show expenditures
  - ➔ Others have a budgeted amount but show no expenditures.





# Special Projects and Expenditures

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- ◆ The department should more closely monitor and track all costs associated with these types of expenditures – especially for unbudgeted projects.
- ◆ The lack of a master contract listing for all contracts (especially short-term contracts) impedes a holistic view of all obligations for the delivery of police services.
- ◆ For unbudgeted efforts, costs should be coded with a ‘project code’ to enable full reporting of all associated costs and expenditures.



# Functional Area Cost Center Review

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- ◆ Costs for department-wide efforts should be consolidated into a central services / administrative overhead category.
  - ➔ This will enable more accurate and easier costing of functional units, and
  - ➔ Increases insight into costs that will be incurred regardless of changes in services levels or organizational structure.





# Organizational Blocks (1)

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- ◆ Future ZBB efforts will depend on establishing and consistently using organizational blocks, scaling factors, and defining desired service levels.
- ◆ All costs associated with the direct provision of services must be allocated at the organizational block level.



# Organizational Blocks (2)

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- ◆ The report provides an approach to establishing an organizational structure and organizational units based on functions performed, span of control factors, and position scaling factors:
  - **Workload based:** Staff based upon workload to be handled (e.g., patrol).
  - **Span of control:** Targeted or maximum span for supervisory positions
  - **Fixed coverage:** Based on number of hours and posts that must be covered. (e.g., K9 units).
  - **Ratio-based:** Scales based on size of organization. Typically used for internal service functions (e.g., human resources, training).
  - **Non-scaling:** Unique or static positions that do not scale based upon workload such as the Chief of Police.



# Best Practices (1)

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- ◆ The City's planned implementation of a new ERP is timely as most issues raised in the financial review can most easily be addressed as part of the new ERP implementation.
- ◆ Future budgets must be reorganized to group expenditures by appropriate functional levels.
- ◆ All expenditures within the functional areas must be allocated to organizational blocks (coded to the service provided).
- ◆ All airport expenditures must be fully defined and tracked whether or not they are covered by the agreement.



# Best Practices (2)

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- ◆ Alternative approaches to budgeting for personnel costs should be considered.
  - ➔ Current approach requires department to cover some routine expenditures from “attrition savings”
  - ➔ This approach impedes effectively resource allocation and budgetary decisions.
- ◆ All department-wide non-organizational unit specific costs should be centralized into one cost center.
- ◆ Routine costs for facilities maintenance, building operations, and information technology should be considered for removal from Police Department budget and handled in a centralized manner.



# Best Practices (3)

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- ◆ Line items that routinely have expenditures but no budgeted amount should have a budget developed for future years to set stage for ZBB effort.
- ◆ Line items that routinely have a budgeted amount but no expenditures should be eliminated and the amounts reallocated in the budget.



# Zero Based Budget Exercise

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- ◆ Will be conducted at a future date.
- ◆ Will enable review of impact on staffing and overall expenditures by making decisions at the organizational block level regarding:
  - Types of services provided by the department, and
  - Levels of service provided.



# Overview of Operational Issues

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- ◆ While Salt Lake City has historically focused policing on safety and efficiency, the past year has emphasized:
  - Accountability to the public
  - Transparency
  - Ensuring that policies and training reflect the best in policing
  - Effective community support and engagement
- ◆ As a result, the scope of work for this project was expanded to include these areas.
- ◆ The community was brought into the process of defining an ‘operational’ scope of work.



# Operational Scope of Work

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- ◆ Key areas of inquiry included:
  - 1) Internal affairs structure and processes
  - 2) Disciplinary processes in comparison to best practices
  - 3) Personnel management through effective evaluations
  - 4) Memorandum of understanding issues
  - 5) Body worn camera reviews
  - 6) Core policing functions that can be handled through alternative means
  - 7) Mental health response
  - 8) Mental health services available to employees
  - 9) Potential for additional partnerships





# Current Approaches to MH Crisis

- ◆ SLCPD provides alternative response and services for mental health needs and crisis intervention through :
  - ➔ **Community Connection Center:** Walk-in facility with clinicians and case managers that can connect individuals with services.
  - ➔ **CIT/HOST:** Team of sworn officers and a sergeant that respond to mental health crisis events and provide CIT training, as well as proactive policing.
  - ➔ **Co-response:** CIT/HOST officers respond with CCC clinicians to mental health crisis events, triaging 911 calls to be the primary responder when possible.
- ◆ The project team examined current operations and opportunities to better implement these strategies, with the goal of ultimately achieving better outcomes.



# MH Crisis Event Methodology

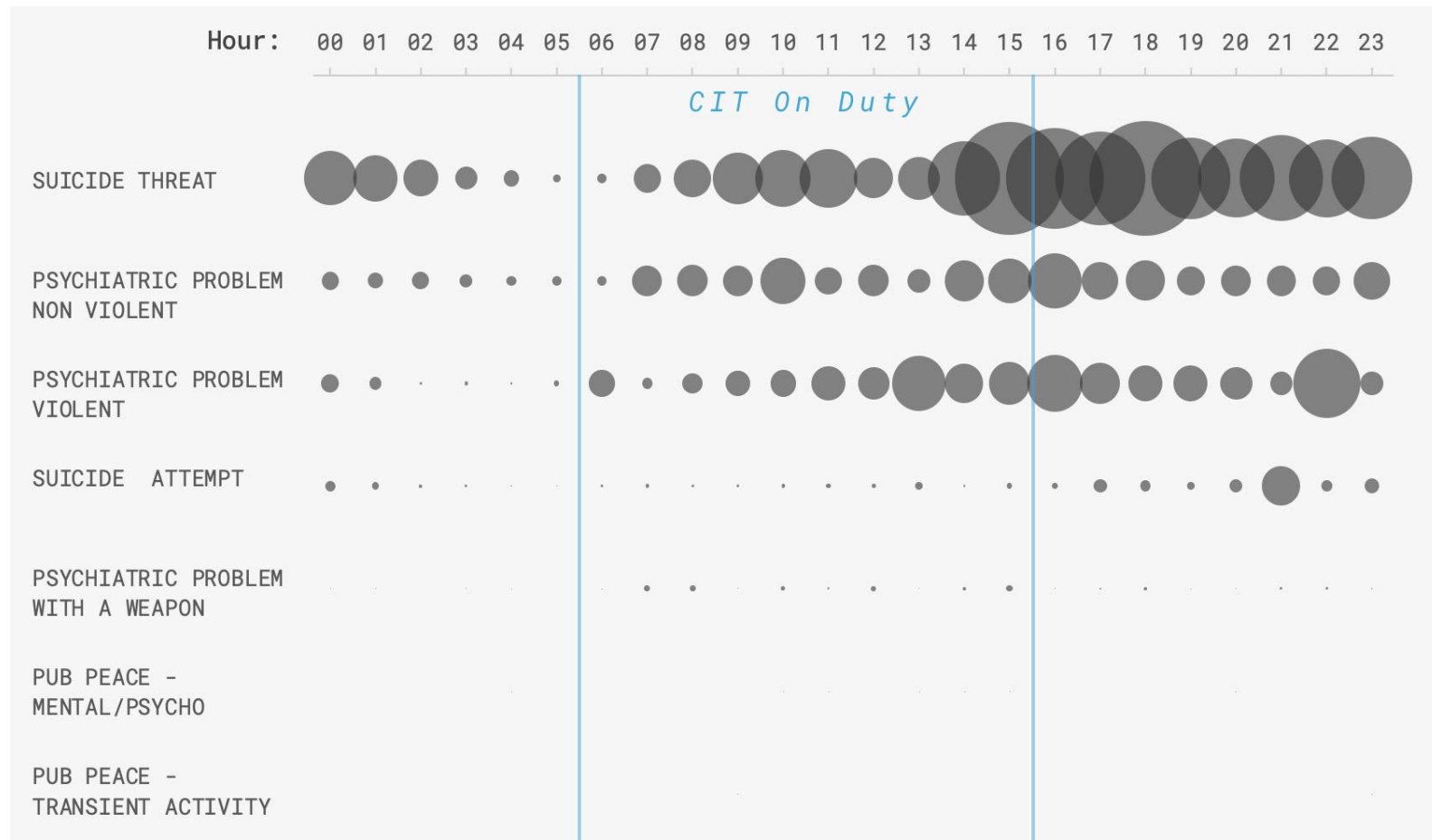
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- ◆ To quantify calls for service involving persons experiencing mental health crisis, the project team examined the call types that *most likely* involve mental health crisis.
  - For instance, “Psychiatric Problem – Non Violent” frequently involve CIT/HOST officers.
- ◆ The need for specialized co-response to mental health crisis events are then modeled for all hours and days of the week.
  - This is critical for the hours and days when CIT/HOST is not on duty, in order to understand ‘unmet demand’.



# Demand for MH Co-Response

- ◆ The frequency of events that are most likely to require specialized MH co-response shows significant unmet needs:



# Addressing MH Response Needs

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- ◆ Evening hours appear to have the greatest need for specialized co-response, while CIT is not working.
- ◆ Saturday and Sunday also have comparable levels of activity.
- ◆ Staff should be redeployed to address these needs.
- ◆ Pursuing both the co-response model and prioritizing training all officers in CIT certification + refresher training comes at the cost of both.
  - ➔ Providing the CIT training takes significant time. Current refresher training is short of best practice levels.
  - ➔ By concentrating officers on one shift, co-response is only available at certain times.



# Addressing MH Response Needs

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- ◆ Consequently, fully implementing co-response should be prioritized over widespread CIT training in order to focus on achieving outcomes such as fewer uses of force and arrest.
- ◆ In order to address these needs:
  - Redeploy 2 CIT/HOST officers and 2 Community Connections staff to Afternoon Shift hours to cover the evening.
  - Stagger workdays on both teams to cover Saturday and Sunday.
  - Increase CIT/HOST staffing by two officer positions, and add an additional clinician to provide for relief factors.
  - These recommendations will provide for specialized co-response to MH events that is available 20.5 hours per day, 7 days per week.



# Core and Non-Core Functions

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- ◆ The project team examined the core and non-core functions of the police department in order to identify potential opportunities to for alternative service provision.
- ◆ In general, units within a police organization can be considered as part of one or more core functions of a policing:
  - Response to calls for service
  - Investigation of crime
  - Suppression and prevention of crime and disorder (traffic enforcement is a component of this)
  - Build and maintain relationships and trust within the community



# Call for Service Diversion

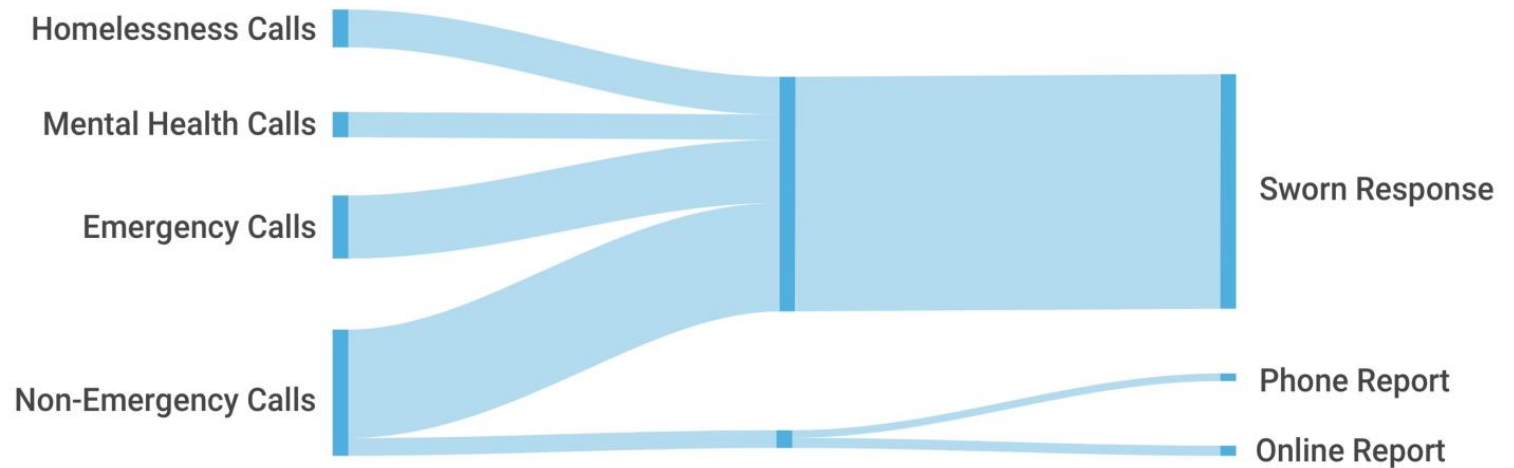
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- ◆ Among these, call response represents a significant opportunity.
- ◆ The roles of police officers have expanded in recent decades, and are asked to serve in new capacities.
  - ➔ Call diversion examines how some of these new responses can be diverted to other, more specialized means.
  - ➔ The approach enables officers to focus on their core services and have more time to be proactive and engage with the community.
- ◆ Many departments throughout the country staff civilian community service officers (CSOs) that response to non-emergency calls for service that do not require a sworn officer.

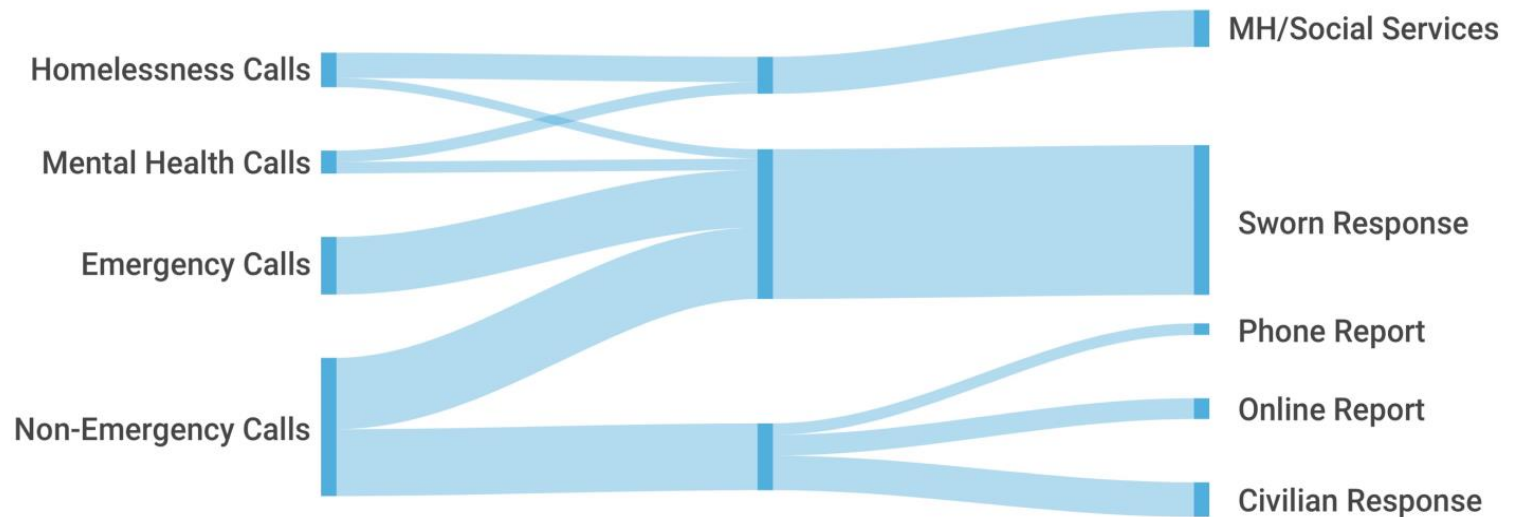


# Framework for Call Diversion

Before:



After:





# Call Diversion Potential Impacts

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- ◆ The project team examined the feasibility of implementing such an approach, using dispatch data to determine the number of calls could be diverted.
- ◆ The analysis shows that **up to 14,303 calls for service could be diverted** from sworn patrol to civilian responders.
- ◆ Based on the workload of each call, this would require adding 20 positions to a new CSO classification.
- ◆ Impacts include dramatic improvements to patrol service levels, including in proactive time and response time to low-priority incidents.



# Internal Affairs in the SLCPD (1)

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- ◆ The process in the SLCPD is similar to other larger agencies that we reviewed.
- ◆ SLCPD conforms to best practice in several areas:
  - They accept complaints from a variety of sources
  - All complaints are accepted
  - All complaints are tracked in a database
  - There is a set timeline of 75 days to conduct the investigation.
- ◆ 44% of complaints are internally generated indicating a high level of internal accountability.
- ◆ However, there is a lack of transparency.



# Internal Affairs in the SLCPD (2)

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- ◆ Current policy does not require Internal Affairs complaints to be completed on employees who resign or retire prior to an IA investigation.
- ◆ SLCPD is in the process of updating their Internal Affairs policy – requiring an update to the MOU to allow supervisors to better address low level policy violations with written warnings or verbal counseling without activating the discipline investigation clause.



# Proposed Internal Affairs Changes

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- ◆ Update IA processes to the new proposed policy which outlines types of corrective action that can be taken that are not considered discipline.
- ◆ Adopt the proposed change that allows sergeants to handle limited minor complaints in the field and provides that the complaint be entered into the employee management database.
- ◆ Adopt the proposed policy change that would require minor complaints to be handled by division commands and more serious complaints to be handled by IA investigators.
- ◆ Post complete IA complaint statistics on public website.
- ◆ Post more Use of Force information, including demographics
- ◆ Adopt a policy that would require IA investigations be completed even when an employee resigns or retires



# Discipline Process and Issues

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- ◆ The current system includes a three-tier level system based on the seriousness of the complaint
- ◆ The department is looking to move to a formalized discipline matrix which is an emerging practice among larger departments
- ◆ A formalized discipline matrix helps to make discipline more consistent.
- ◆ A formalized discipline matrix also assists in transparency.



# Discipline Recommendations

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- ◆ Adopt a proposed policy recommendation that includes a “policy deficiency” finding
- ◆ Adopt a proposed policy recommendation that includes a “coaching / counseling” finding
- ◆ Add a “training deficiency” finding which denotes that the member did not violate policy because they were not trained or there is a training gap that should be addressed department wide.
- ◆ Adopt a formalized discipline matrix



# Personnel Management Systems

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- ◆ The current early warning system does not operate effectively and needs significant changes to be more effective.
- ◆ The system as currently operated may not trigger soon enough on some issues while triggering too often on others.
- ◆ Changes may require different software.
- ◆ The IA Lieutenant is the system administrator which is not a best practice.



# Employee Wellness

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- ◆ Two recent employee surveys indicated that many officers are struggling with depression, had difficulty concentrating and 12% had suicidal thoughts.
- ◆ SLCPD has identified the need for clinician to address some of these issues
- ◆ There is a need to further develop a wellness program





# Wellness Recommendations

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- ◆ Create a steering committee of stakeholders to make actionable recommendations to address the 2019 and 2020 officer survey
- ◆ Develop an executive-led and department-wide plan to train all personnel regarding trauma, stress and PTSD for first responders from accredited behavioral science experts
- ◆ Use the steering committee to research resiliency training for employees in high stress/trauma environments
- ◆ Measure outcomes of implemented education, programs, and strategies



# HR Recommendations (1)

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- ◆ Remove Early Intervention System Administrator duties from the IA Lieutenant responsibilities
- ◆ Designate an Early Intervention and Identification System coordinator and move the administration of EIS from under the Internal Affairs Unit in the Professional Standards Division
- ◆ Identify and implement a personal management system that can be tailored to collect pre-programmed criteria specific to SLPD agency needs and community expectations
- ◆ Review categories for inclusion in data collection that could be useful as early indicators of potential problematic behavior (e.g., lawsuits and traumatic Incidents).



# HR Recommendations (2)

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- ◆ Communicate in EISS policy the stated goals for the personal management system
- ◆ Replace the current method of data collection to a system that can be modified to capture data that supports the agency goals and purpose of a personal management system
- ◆ Provide agency wide executive communication to agency personnel regarding personal management system goals, to include training on policy and/or system changes



# MOU Issues

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- ◆ Article 15 of the MOU presents a barrier to effective low-level intervention and corrections to employee as even verbal counseling or written warning may interpreted as discipline.
- ◆ Revise policy to enable supervisors to investigate and address low level complaints without violating agreed upon contractual rights.
- ◆ Negotiate with the Salt Lake Police Association regarding wording and/or what is considered discipline at the lowest level.



# Body Worn Camera Issues

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- ◆ The body worn camera policy is clearly written and incorporates State code.
- ◆ Audit results indicate that officers properly activate their camera 92% of the time, however they only noted activation 47% of the time and interrupted video within policy only 43% of the time.
- ◆ Compared to other police department audits reviewed, SLCPD had a better activation rate than several of their peers.
- ◆ The Ordinance only requires 5 audits per month which is not adequate to gain meaningful insight into whether body worn cameras are operated within policy consistently.



# BWC Recommendations

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- ◆ Make mandatory the monthly BWC auditing by supervisors.
- ◆ Conduct random BWC audits by the audits and inspections unit.
- ◆ Post body worn camera compliance on the public website.
- ◆ Add an annual body worn camera audit role to the police civilian review board (PCRB). Create a new position to do this.
- ◆ The independent body worn camera auditor should review a minimum of 20 videos per month.
- ◆ Establish BWC review performance metrics.

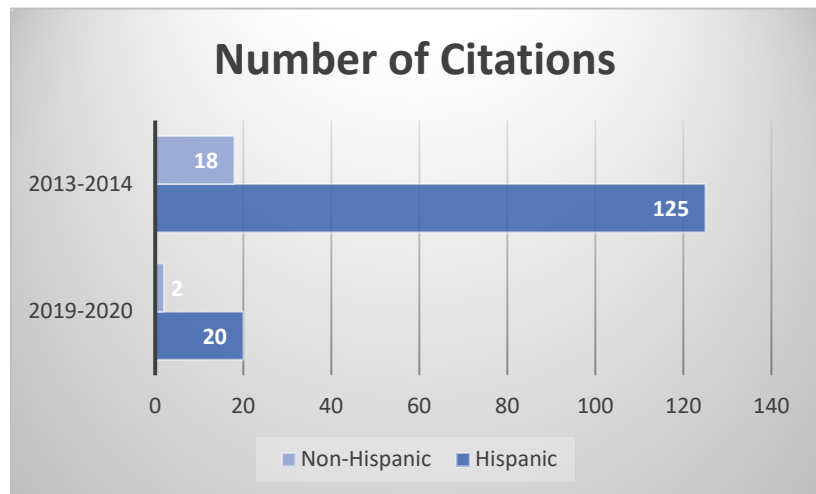


## SCHOOL SAFETY SUBCOMMITTEE ISSUE STATEMENTS AND FIRST SET OF FINAL RECOMMENDATIONS

### 1 Continued Racial Disparity in the Students that are interacting with School Resources Officers (SROs)

**ISSUE:** Despite a dramatic decrease in the overall number of citations given to students by SROs and reduction in racial disparity in these citations (due to recent juvenile justice reform efforts, the 2018 MOU between SLCPD and SLCSO, and School-Based Law Enforcement Training for both SROs and school administrators), there is still some disparity in the number of citations given to Hispanic students in some schools. For example, high school

citations for 2013-2014 were 125 White Non-Hispanic students v 18 Hispanic students. For 2019-2020, 20 White Non-Hispanic got citations v 2 Hispanic. This reveals significant reductions in amount of citations and disparity as well, but disparity is still present in 2019-2020.



### ■ ASSOCIATED RECOMMENDATIONS

- Early in the work of this subcommittee we were made aware of the impending expiration of the current Memorandum of Understanding (the “MOU”) the governs the work of the School Resource Officers (SROs) as it expires at the end of 2020-21 school year. However, it has since been communicated to the subcommittee that the expiration date will be extended until the REP recommendations are complete. This subcommittee wants to commend this adjustment and appreciates this recognition of the process underway.

- Additionally, two commissioners were invited to participate in the “SRO Oversight Committee”, which brings together Salt Lake City School District and Police Department personnel to review the SRO program twice a year.

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**2**

## **Concerns about barriers to services for at-risk youth & the contributions to the School to Prison Pipeline**

### ***ISSUES:***

- **The Promising Youth Project (PYP)** - is a comprehensive crime, violence, and gang reduction program. The purpose of the Promising Youth Project is to provide promising youth with the opportunities and support needed to unlock their promising potential. The project achieves this by utilizing evidence-based practices and program to assess, case-manage, and connect youth to community resources. In order to be successful, the Promising Youth Project designed a program dedicated to serving the needs of Salt Lake City and its residents. The Promising Youth Project contains two program components in order to meet the needs of our community. The Promising Youth Project contains a (1) School-based Violence, Crime, & Gang Reduction Program and (2) the Promising Youth Summer Opportunity an adventure, life skills, leadership program.
- PYP is currently housed within the SLCPD
- The hiring protocols at the SLCPD hinder the ability to attract and onboard youth/community advocates (practices within the backgrounds investigation portion of hiring is off-putting to potential new-hires for several reasons including, but not limited to long hold periods due to background checks before employment (average 30-60 days), home-visit inspections done by an officer in the home of the candidate (which is off-putting to candidates, especially those who identify as people of color), and a myriad of disqualifiers that prove to weed out highly qualified candidates at high rates.



### ■ ASSOCIATED RECOMMENDATIONS

**In order to strengthen the resources available to at-risk students we recommend the following shifts to existing programming:**

- The REP School Safety subcommittee recommends that the PYP program be moved from the SLCPD and into the City's Youth and Family Services division. This move is intended to allow the program to:
    - Improve PYP's ability to recruit qualified and passionate staff who can most effectively bond with the students.
    - Reduce barriers for youth participation who require a safe space to meet with their advocates or receive mental health services. Youth coming into Police Department offices is a barrier.
    - In a subsequent meeting with SLCPD, the subcommittee was made aware that moving the program to the City would threaten current funding sources (i.e. COPS grant) and they asked to have more time to allow this fledgling program to flourish under their oversight.
      - We recommend that this be revisited in February 2022 (to allow changes to be included in the next budget cycle) to determine if a move might still be needed or if adjustments described here and in red below were sufficient to ensure that this important program can most effectively deliver services.
  - We recommend that this program be given adequate space and resources (computers, cell phones, desks, curricula, risk assessments, etc.) to more effectively meet the needs of the youth they are currently serving and to expand their program to serve more youth.
    - In a subsequent meeting with SLCPD, the subcommittee was made aware that funding for supplies as described above has been found. We were also informed that PYP staff will now share offices with SROs in the schools to improve ability to meet with students and to further improve coordination between the two programs.
  - We recommend increased funding to this program to ensure continued service to the community and to allow increased collaboration with other City and private programs for the benefit of the program's targeted population.
    - While current grant funding is in place for the coming year, it is still the recommendation of this committee that secure, long-term funding for this program be found by adding it as a line item in the SLCPD budget when current funding expires.
-

- We further recommend that all (10) SROs be allowed to work with the PYP Summer program throughout the summer.
    - Currently, only a few of the SROs are allowed to participate in the summer program and selection is based on seniority. This results in a breakdown of any rapport and relationships that SROs have developed with at-risk youth during the school year.
    - This adjustment would allow continued coordination between the youth and the SROs to reduce the number of youth who drop out of the program for this reason, which places youth at increased risk of involvement in delinquent behavior and referral to the juvenile justice system. Therefore, the positive improvements that youth have gained throughout the school year may be lost during the summer.
    - This adjustment would allow School Resource Officers to continue learning, training, and collaborating with Youth Support Advocates while engaging with youth in pro-social, healthy, and positive environments.
    - In a subsequent meeting with SLCPD, the subcommittee was made aware that the funding for the SRO program is now going to be 12 months a year, allowing the SROs to stay involved in PYP through the summer months.
  
  - Peer Court - A restorative justice program working to combat the disproportionate involvement of marginalized youth in the juvenile justice system by providing all youth who commit minor offenses an alternative opportunity to be held accountable for their actions.
    - We recommend that the peer court program, the promising youth project, and the explorers program work closely together to maximize resources and outcomes.
    - We recommend ongoing and increased funding to these programs where needed to ensure they can work together to continue helping at-risk youth to avoid the juvenile justice system and building better outcomes for these students overall
- 

**3**

**Mayor's Office needs to hire dedicated FTE to address equity in education.**



SALT LAKE CITY  
**RACIAL EQUITY IN  
POLICING COMMISSION**

- To track the MOU, develop programming needed to make SROs (or other programs as determined) more effective and/or phase them out of schools, maintain a good working relationship between the school district and the City.
  - The subcommittee is aware of the new Chief Equity Officer and that there are others on staff with responsibilities in this realm. The feeling is that mixing this with other responsibilities doesn't allow the focus needed to make meaningful progress on these issues.
  - The job description for such a position should be determined in collaboration with SLCSO and SLCPD to ensure the position is set up for success and is empowered to make meaningful change.

**RECOMMENDATIONS  
FROM  
THE  
SALT LAKE CITY  
RACIAL EQUITY IN POLICING  
COMMISSION**

To: Salt Lake City: City Council  
Salt Lake City Mayor: Erin Mendenhall

From: Racial Equity in Policing Commission

RE: Recommendations for Improved Policing

Date: March 2, 2021

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## **Introduction**

The Salt Lake City Racial Equity in Policing Commission is pleased to present its first set of recommendations to the Mayor and members of City Council. The Commission's work is specifically designed to address and improve the disparate outcomes seen in the interactions between the Salt Lake City Police Department (SLCPD) and communities of color compared to White residents, as well as the internal disparities that exist within the department, e.g., the overall demographics of the department, and the minimal diversity within specialty units. The Commission's approach is to address these issues through internal culture change and increased cultural awareness. Its work is done on behalf of all the residents of Salt Lake City, and specifically its communities of color. The summer of 2020 specifically, has shined a light on the unequal treatment often received by communities of color, nationally and in Salt Lake City. This Commission hopes to be a voice and a vehicle for change. As an overall approach to its work, the Commission's work is accomplished by meeting monthly as a full body, and through the work of its three subcommittees: Training, School Safety (to include School Resource Officers), and Policies and Practice. These recommendations are the first of several to be brought to the Mayor and City Council for acceptance and implementation.

## **Acknowledgements**

The Commission wishes to acknowledge and offer its gratitude for the engagement of Chief Mike Brown, his command staff, and the officers and staff of the Salt Lake City Police Department (SLCPD) for their responsiveness to the many requests for information and personal engagement. Further, this work would not have been as efficient or effective without the excellent support of city staff, specifically Mayoral and City Council staff, who have been the behind-the-scenes support to ensure the administration of the Commission's work is as efficient and effective as possible.

## **Foundation for These Recommendations**

On February 10, 2021, the Commission heard and discussed a series of recommendations presented by the Training Subcommittee. After robust discussion and edits to the recommendations, the full Commission took a vote, and unanimously approved the attached recommendations.

These recommendations were based upon a vast amount of information and data presented to the Training Subcommittee by Salt Lake City Police Department (SLCPD), as well as information obtained and considered on its own. A foundational document for the subcommittee's work was the President's Report on 21<sup>st</sup> Century Policing, dated May 2015. Examples of data and information reviewed are:

- President's Report on 21<sup>st</sup> Century Policing, May 2015, specifically Pillar 5: Training and Education
- Curricula from the SLCPD Training Academy, Course of Instruction – 2020-2021
- Curricula from the CIT Academy, Session #10 September 17-20
- Demographic data
  - Crisis Intervention Team
  - Field Training Officer Program
  - Overall SLCPD employees
- Budget Development Report by Cost Center and Object Code
- Subcommittee discussions with Captain S. Mourtgos, Head of SLCPD Training Division, and memo to the subcommittee dated December 11, 2020
- Subcommittee discussions with Sgt. Scott Stuck and Director Jessica Watters of the Crisis Intervention Team
- Numerous discussions with, and feedback provided by, Chief Mike Brown, Asst. Chief Tim Doubt, and Lt. Yvette Zayas,

### **Focus Areas of Recommendations**

The following recommendations are in three specific areas:

1. Field Training Officers (FTO) Program
2. The Crisis Intervention Team (CIT)
3. The Training Academy and In-Service Training Curriculum

**The FTO Program** is a vital component of the SLCPD for the Commission to consider because, as stated in the *Salt Lake City Police Department Field Training Officer Manual*, (6/1/2016)

Field training has a significant impact on the individual trainee in terms of imprinting department culture, attitudes, values, and ethics in carrying out the duties of policing that will remain with the officer throughout a career.

Ensuring the broadest demographics possible within those officers who are FTO's sends an unconscious message to the new recruits that diversity is an important factor for SLCPD, that it is not essentially a White-only police department, and officers and communities of color are important in the fabric of SLCPD.

**The CIT Program** is important given the difficult work of engaging with those who may be in the midst of a mental health crisis, the intersectionality of race and mental health, and recent

engagements with People of Color who were having mental health issues that led to unfortunate and often deadly outcomes.

**The Training Academy Curriculum** is important because it is this initial and foundational training that propels an officer thru their career.

**In-service curriculum** ensures officers are up to date on current practices and is a means to emphasize the priorities of the City and the Department.

How and what is trained is what guides an officer through the performance of their duties, and most specifically how they engage with those they are expected to serve. They are the main building-blocks for an officer’s performance of their duties.

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## **ISSUE STATEMENTS AND RECOMMENDATIONS**

### **1. DEMOGRAPHIC CONCERN RELATED TO FIELD TRAINING OFFICERS (FTO)**

**ISSUE:** Out of the 67 current FTO’s, there are only six (6) People of Color:

- Two (2) are Hawai’ian/Pacific Islander
- Four (4) are Latino

There are currently no targeted outreach efforts to ensure or improve the diversity of the program. It is designed for self-selection to apply for the program.

<b>FTO PROGRAM RECOMMENDATION</b>
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<b>1. Create</b> a process for targeted outreach to officers of color to increase the diversity of the program
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### **2. TRAINING CONCERNS RELATED TO CRISIS INTERVENTION TEAM (CIT)**

**ISSUES:**

- Training is not prioritized, nor data specifically captured, for Lateral Hires
- Re-Certification is voluntary once certification from the Academy expires after two years
- There is insufficient budget to enlarge the program

- Currently the program is limited to four (4) detectives to rotate work with eight (8) social workers for one shift (day shift)

**Currently:**

- 189 officers have chosen to re-certify
- 272 have chosen not to re-certify

**CIT PROGRAM RECOMMENDATIONS**

- 1. Require** CIT re-certification for all officers
- 2. Require** CIT certification for all lateral hires
- 3. Increase** or **Re-allocate** budget to complete this priority (with an emphasis on re-allocation) and consider zero based budgeting in the long-term budgeting process
- 4. Reprioritize** budget to Core Responder Model Unit to provide for more detectives to cover more than one shift and have sufficient staffing to cover when detectives are unable to work their shift
- 5. Prioritize** and fill these detective positions (over other police specialty unit positions) and civilian mental health professional positions, to ensure quality response, and to add additional expertise and relief to emergency mental health calls

**3. TRAINING CONCERNS RELATED TO EQUITY, IMPLICIT BIAS, AND COMMUNITY POLICING CURRICULUM IN THE ACADEMY AND IN-SERVICE TRAINING**

**ISSUES:**

- There are no Salt Lake City community-based facilitators of color in the Academy or In-Service Training
- There is no component of the Academy that provides the history of Salt Lake City and its communities of color
- The current number of hours dedicated to Diversity/Equity/Inclusion/Implicit Bias training in the Academy (four during Fair and Impartial Policing) is insufficient to embed an equity lens and consciousness throughout the organization.



### **TRAINING ACADEMY AND IN-SERVICE TRAINING RECOMMENDATIONS**

- 1. Require** Salt Lake City community-based trainers of color to be part of the Academy and In-Service training team, selected in partnership with Police Civilian Advisory Board
- 2. Require** Equity curriculum that is best practice and that is co-created with a community-based trainer
- 3. Require** that recruits learn the history of the diverse communities in Salt Lake City
- 4. Require** increased budget allocation to provide additional professional diversity, equity, and inclusion training



# SALT LAKE CITY POLICE DEPARTMENT

Fiscal Year 2022

**Mayor's Recommended Budget**

Presented to City Council May 18, 2021

# General Fund Key Changes

ISSUE	General Fund		Sales Tax Option	
	Amount	FTE	Amount	FTE
<b>Police:</b>				
BA#7 - Encampment Cleanup	650,000			6.00
Legislated Action Requiring Budget	60,833	1.00		
Police Officer Mental Health Responder [10 Months]	100,000	1.00		
Increased Mental Health Responders (Funding in Non Departmental) [3@10 Months and 3@6 Months]				
Street Racing Initiative	70,000			
Police Staffing from the 2021 Holding Account (from Non Departmental)	2,800,000			



# Current SLCPD Sworn Staffing

- 569 authorized and funded sworn officer FTEs including airport staffing
  - 66 authorized are for airport officers that are ONLY available for airport calls
- 503 total for SLC (not including airport)
- 32 recruits in training and not available for regular duties i.e., responding to calls for service
- 45 vacant FTEs
- 7 officers have announced retirements/resignations in the coming weeks
- Total vacant FTEs = 84

Unavailable  $45+7+32 = 84$

Sworn FTEs authorized and funded = 503

**Unavailable  $84/503 = 16.6\%$**



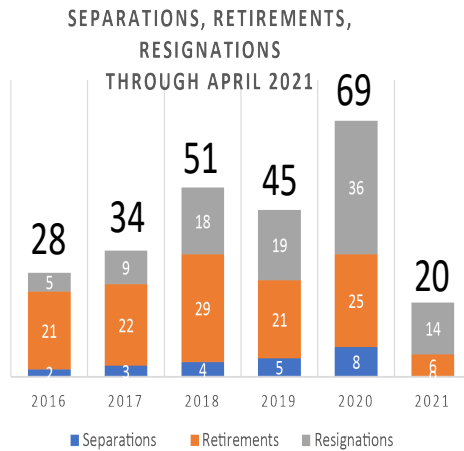
# Calls

CALL DESIGNATION	3 YR AVG (2017-2019)	2020	DIFF	% CHNG
Call For Service	103640	123350	19710	19%

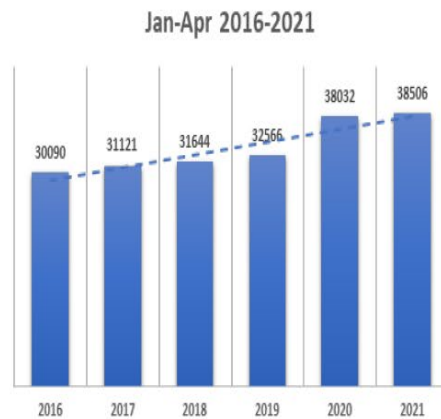


# Staffing and Calls for Service

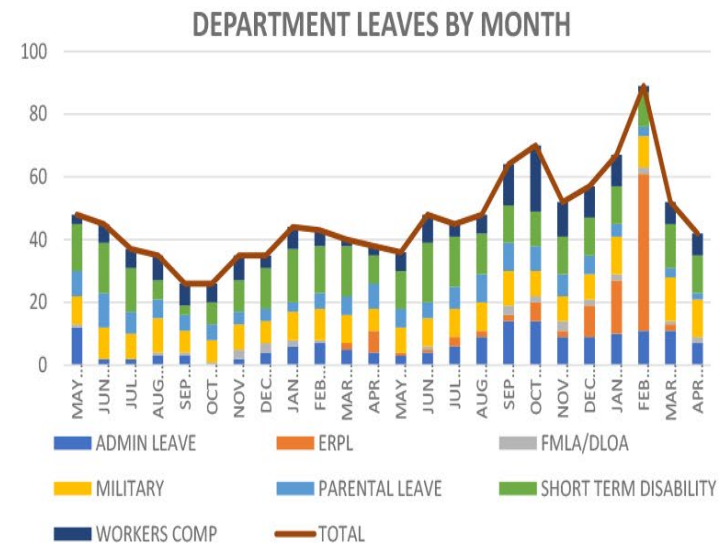
## Separations, Retirements and Resignations



## Calls for Service



## Leaves



# Department Performance Measures

Measure	2018 Actual	2019 Actual	2020 Actual	2021 Target	2022 Target
Response Time: Maintain a six-minute or better response time for priority 1 calls for service from time of dispatch.	6:19	6:02	5:50	6:00	6:00
Response Time: the mean average police response time for priority 1 calls for service from the time the call was received to the time the first officer was listed on scene.	10:51	10:13	11:37	<10:00	<10:00
Social Work & Homeless Outreach: 200 referrals per quarter for services, jobs, housing, education, benefits, substance abuse or mental health treatment.	1972	1751	1089	1450	1450

## Increased Calls for Service and Longer Response Times

In 2020, calls for service to the Police Department increased 19,710 over the three-year average. The Department also experienced prolonged reduced staffing in 2020 which continued into 2021. The performance measure tracking response time for priority one calls (the most serious) worsened from 10:13 minutes to 11:37 minutes. Longer response times are due to longer calls being on hold pending an officer being available. Officer availability is reduced because there are more vacancies and officers have increased call volumes.



# Co-Response Model

## Co-Response Model in Salt Lake City:

- Currently have 10 social workers and 1 Sergeant, 4 CIT officers.
- Additional 6 social workers moves us to our goal of 24 social workers and 24 CIT officers.
- 24/7 Coverage/Response
- In addition, provides for positive community relationships that the REP has advocated.

### Calls for service on:

Homelessness  
High Frequency Utilizers  
Welfare Check  
Potential Overdoses  
Unwanted Person  
Trespass  
Suspicious Person  
Missing with Autism/Intellectual  
Disability  
Ungovernable Juvenile  
Mentally Ill Person  
Violent Mentally Ill  
Suicide

### Individuals experiencing:

Mental Health Crisis  
Homelessness  
Substance Use

### Follow Up:

Case Management  
Frequent Utilizers  
Housing  
Medication Management  
Preventative Management  
Long Term Solutions





# 2021 Crime Control Plan

## Highlight

Project Safe Neighborhood (PSN) is an initiative that fosters a partnership and collaboration with our federal and state law enforcement officials, as well as with the local and federal prosecuting authorities to identify and remove apex criminals from the community.

The PSN initiative has proven very successful in addressing violent crime and removing apex criminals from our community. These partnerships have formed strong relationships between organizations at the local, state and federal level, which have contributed to continued success of the PSN initiative. This initiative will assist the department in its efforts to reduce violent crime in Salt Lake City by 5%, the goal of the overarching Crime Control Plan.

The Racial Equity in Policing Commission has drafted a recommendation that an outside entity should administer the cultural assessment. The department will work with the outside entity if the administration and council wish to accept that recommendation. That recommendation will require additional funding to accomplish.



# PSN Stats

Defendants Charged:		<b>64</b>	
Average Sentence (months):		<b>33</b>	
Charges			
Illegal Firearm Possession	<b>45</b>		
Drug Trafficking	<b>19</b>		
Robbery	<b>2</b>		
Other crimes	<b>12</b>		
Seizures		Drugs (KGs)	
Guns Seized	<b>62</b>	Methamphetamine	<b>3.8817</b>
Stolen Guns	<b>20</b>	Heroin	<b>2.5159</b>
Cash Seized	<b>\$116,435</b>	Cocaine	<b>1.843</b>
Cash Stolen	<b>\$1,000</b>	Crack	<b>0.022</b>



# 2020 Sex Assault Stats

Performance Measures	2014	2015	2016
Sexual Offenses Reported	509	589	695
Code R Kits Received by SLCPD	137	179	197
Code R Kits Sent to a Qualified Lab	87	179	197
Code R Kits Eligible and Uploaded to CODIS	Not Reported	Not Reported	1
Cases Submitted to District Attorney for Screening	107	155	170
Cases When Victim Declined to Proceed	86	111	119

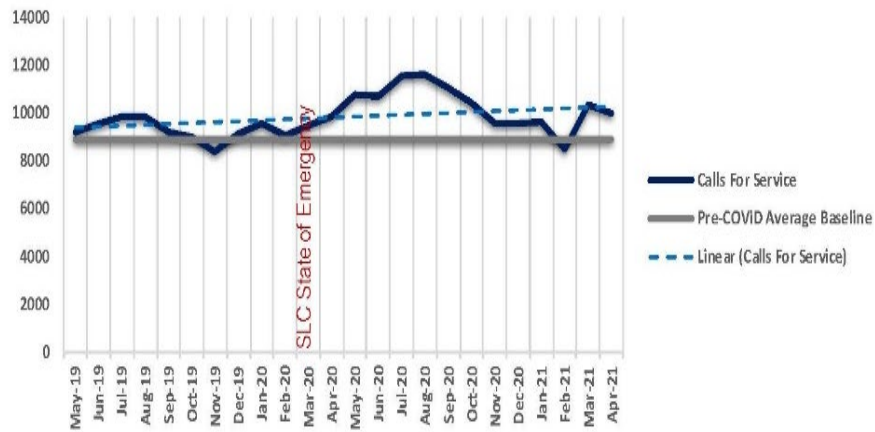
Performance Measures	2017	2018	2019
Sexual Offenses Reported	785	841	841
Code R Kits Received by SLCPD	234	210	225
Code R Kits Sent to a Qualified Lab	223	195	193
Code R Kits Eligible and Uploaded to CODIS	2	0	13
Cases Submitted to District Attorney for Screening	211	270	261
Cases When Victim Declined to Proceed	112	134	149

Performance Measures	2020	2021	2022
Sexual Offenses Reported	698		
Code R Kits Received by SLCPD	192		
Code R Kits Sent to a Qualified Lab	184		
Code R Kits Eligible and Uploaded to CODIS	33		
Cases Submitted to District Attorney for Screening	201		
Cases When Victim Declined to Proceed	137		

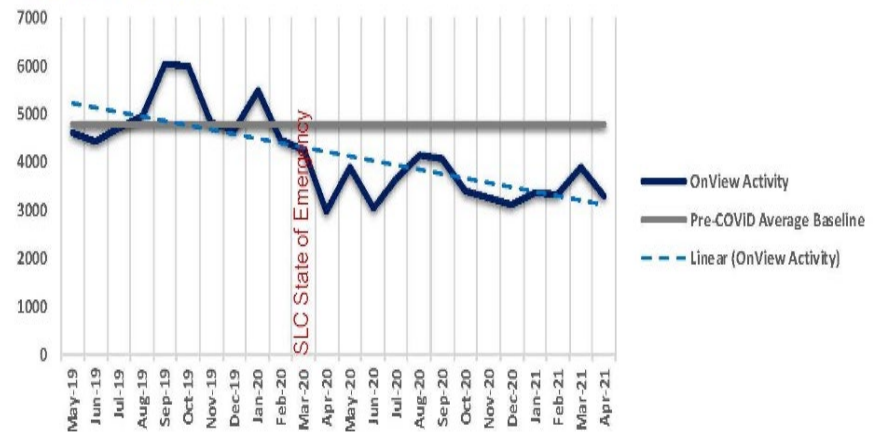


# Covid Statistics – Calls for Service & Onview Activity

Calls For Service

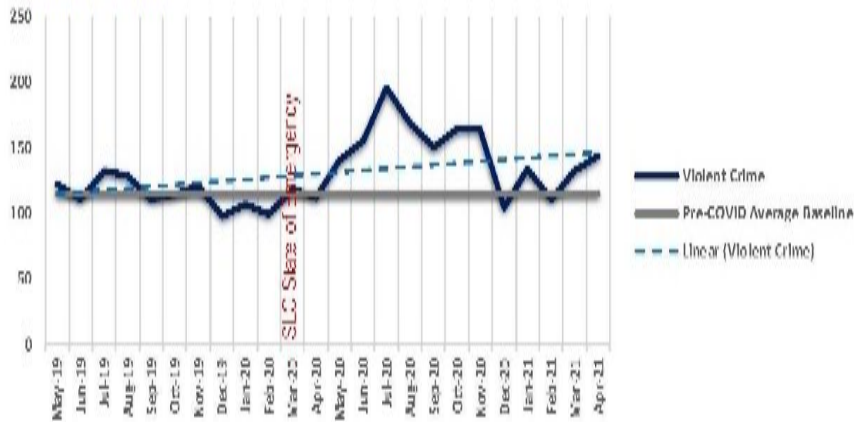


OnView Activity



# Covid Statistics – Violent Crime & Property Crime

Violent Crime



Property Crime

