

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 crime¹ 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.

¹ [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.



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