

SALT LAKE CITY POLICE DEPARTMENT

# RACIAL EQUITY

# IN POLICING

# COMMISSION

# PHASE I

# RESPONSE REPORT

SEPTEMBER

2021



# INTRODUCTION

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The Commission on Racial Equity in Policing (REPC) was formed to examine the Salt Lake City Police Department's (SLCPD) policies, culture, and budget and any City policies that influence SLCPD's culture or policies. The Commission is composed of people who represent a diverse range of Communities of Color, expertise, and viewpoints in Salt Lake City. The Commission's initial core committee members were selected by the Mayor and Council of Salt Lake City to lead in the structure of the Commission, to invite others to participate (supported by the selected facilitator) and to create the space for productive and inclusive discourse with the broad group of Commissioners and the diversity of opinions therein.

During Phase I, the Commission created recommendations for the SLCPD. Many of these recommendations were based on listening sessions with the community, City Commissioners and police officers of all ranks to help gain a better understanding.

# PHASE 1 RESPONSE PROGRESS

## ● **RECOMMENDATIONS COMPLETED:**

- SLCPD Field Training Officer Program (*Page 4*)
- Crisis Intervention Team certifications and re-certification (*Page 5*)
- Addressing Recruitment (*Page 6*)
- Addressing Hiring Issues (*Page 7*)
- Working on School Resource Officer Program (*Page 9*)
- Improving body worn camera markers (*Page 11*)
- Improving Internal Affairs (*Page 12*)
- Review Accreditation (*Page 13*)
- Evaluate Co-Response team (*Page 15*)
- Call diversion (*Page 16*)
- Community Relations & Engagement (*Page 16*)

## ● **RECOMMENDATIONS IN-PROGRESS:**

- Expanding Field Training Officer positions (*Page 4*)
- Request funding for Crisis Intervention Team and training (*Page 5*)
- Evaluating Recruitment Efforts (*Page 6*)
- Developing hiring committee (*Page 7 & 8*)
- Solidify school resource officer memorandum of understanding (*Page 9*)
- Expand modifications to internal affairs process (*Page 12*)
- Review Implied Bias Survey (*Page 13*)
- Developing training based on history of policing (*Page 14*)
- Addressing staffing shortage on Mental Health Professionals (*Page 15*)
- Continue working on Call Diversion (*Page 16*)
- Expand Police Civilian Response Team (*Page 17*)
- Develop Business Community Engagement Officer (*Page 17*)

## ● **RECOMMENDATIONS NOT YET COMPLETED/UNDER EVALUATION OR NEEDING ADDITIONAL TIME:**

- Full-time Recruiter for SLCPD (*Page 6*)
- Advance Accreditation Opportunities (*Page 13*)
- Increasing Staffing for Co-Response team (*Page 14*)
- 911 Script on mental health calls (*Page 16*)
- Call Diversion: Develop list on calls for service (*Page 16*)

# TRAINING SUBCOMMITTEE

## AREA 1:

### FIELD TRAINING OFFICER (FTO) PROGRAM

ISSUE: *Demographics*

**RECOMMENDATION:** Create a process to target/outreach to officers of color to increase the diversity of the program.

#### SLCPD RESPONSE:

- The current SLCPD FTO demographics are as follows:
  - Males - 77
  - Females - 6
  - Different Ethnic background -14 (16.8%)
- FTO School as of August 2021: 21 new trainers
  - The SLCPD has modified the requirements to increase more FTO applicants
  - The Department is allowing all applicants to attend FTO training
  - The SLCPD has opened the FTO program to Lateral Officers who have put in 1 year of service to the Department and 2 years previous experience.
- Long-term goals:
  - The Department will continue to promote the need of the FTO program to all officers
  - We will find more incentives (i.e. promotional process points)
  - The SLCPD will look to open the program up to the Detective Division to recruit more diverse officers.

## AREA 2:

### CRISIS INTERVENTION TEAM (CIT)

ISSUE: *Training not prioritized or mandatory*

*No budget to enlarge Co-Responder model*

**RECOMMENDATIONS:** Require CIT certification/recertification for all officers to include lateral hires. Increase or reallocate budget to complete this priority (zero-based budget). Reprioritize budget to co-responder model unit to provide for more detectives to cover more than one shift. Prioritize filling detective positions (CIT) and mental health professional positions to ensure quality response, and to add additional expertise and relief to emergency mental health calls.

## SLCPD RESPONSE:

- The Department currently requires all officers, including lateral officers to complete CIT certification and recertification.
- The SLCPD received a budget increase to facilitate:
  - More academies and re-certification classes
  - Overtime shifts to fill vacancies in patrol for officers to attend training
    - ♦ As of October 2021,
      - 87 recertifications need to occur within the Department
      - 56 full certifications need to occur within the Department
    - ♦ There are no more trainings being offered in 2021, but there are five scheduled for 2022, with the possibility of adding additional classes for upcoming SLCPD recruit classes. It should be noted, more options are being provided to the Department virtually to assist with recertifications.
- The Department will be requesting more officer FTEs as operational staffing numbers increase to support the CIT Unit and the Co-Responder Model.

## AREA 3:

### TRAINING ACADEMY AND IN-SERVICE CURRICULUM

**ISSUE:** *Training concerns related to equity, implicit bias, and community policy curriculum in the Academy and In-Service Training.*

**RECOMMENDATIONS:** SLC community-based trainers of color to be part of training team.  
Incorporate equity into curriculum using best practices.  
Incorporate the history of the diverse communities for recruits.  
Increase budget allocation to provide additional professional diversity, equity and inclusion training.

## SLCPD RESPONSE:

- The SLCPD will collaborate with the Mayor's Office and city stakeholders to create a curriculum, determine costs and a training schedule.
- The Department will reach out to the Community Action Board (CAB) to find members willing to assist with the development of the curriculum and teaching.

# AREA 4:

## RECRUITMENT

ISSUE: *No full-time SLCPD recruiter*

- RECOMMENDATIONS:** Create a position that provides for a full-time recruiter, tracking and keeping individuals within the application process up to date on timing.
- Regular recruitment budget to ensure that there is a budget that allows in-state and out-of-state recruiting.
- Communication strategy development of inclusive strategy, including a new video with inclusive language with emphasis on recruiting candidates of color, social media platforms to attract the very best officers and candidates to SLCPD.
- Provide specific funding for a new recruitment video that is a more up-to-date approach to recruiting, highlighting the continual hiring process opportunities.

### SLCPD RESPONSE:

- The SLCPD agrees that there should be a full time recruiter for the department. Currently, this falls to a detective with other primary responsibilities.
  - The Department can forecast the following costs associated to this position:
    - ◆ \$350,000
  - The Department will seek to request 2 FTEs, one sworn and one non-sworn (housed in HR) to focus on all areas of recruitment, track data and maintain constant contact throughout the hiring process.
    - ◆ The sworn officer will facilitate the Outreach component while the non-sworn HR staff will facilitate the recruitment component. This collaborative effort will ease the process for potential candidates sworn and non-sworn.
  - The funding needs for the department for this unit will include:
    - ◆ Vehicles
    - ◆ Travel
    - ◆ Promotional items/equipment fees
    - ◆ New Recruitment Video
    - ◆ Promotional costs (billboards, fliers, etc)
    - ◆ OT (Current team and collaterals).
- The Department is currently using the following practices for its recruitment efforts:
  - Social media platforms
  - Career fairs, as travel permits.
- The Department has done the following to increase recruitment:
  - Changed testing process to make it more accessible for applicants
  - Adjusted lateral process as to not lose potential candidates
  - Offering monetary bonus to lateral candidates and current officers
  - Increase meetings between recruitment team and stakeholders
  - Engaged in continuous improvement.

# AREA 4:

## RECRUITMENT

**ISSUE:** *Oral interview process has no strategic approach to include communities of color or civilian members on panel.*

**RECOMMENDATIONS:** Require community members as part of panel sitting on any oral interview panel, with the same decision-making authority as officers on the panels.  
Define specific characteristics desired to become a SLCPD officer e.g:  
Compassion, Empathy, Integrity, Eagerness to Learn, Mental Agility, Cultural Humility, Awareness, Sensitivity, Communication Skills.

### SLCPD RESPONSE:

- The SLCPD now involves selected community members with our interview process
  - Two REP Commissioners volunteered to assist, as their schedules permitted
  - This permitted the panel to ask a bonus question of their choice, as time permits.
- This was implemented in Spring of 2020
- The Department will develop a hiring committee and will continue to use the Department's core values as a framework for developing the characteristics we are seeking.
- The Department will continue working with the interview coordinator to add more questions specific to the recruitment process that meet the department's vision and mission.

# AREA 4:

## RECRUITMENT

**ISSUE:** *There are no specific questions which allow for identification of the ideal characteristics of the ideal candidate.*

**RECOMMENDATIONS:** Create and use questions which help the candidate identify their place in the world and describe their level of cultural understanding outside of their own. Recognize that this is an on-going process of question creation for multiple panels.

Mandatory training on a regular schedule with Chief's Office representative and Human Resources representative to ensure substantive discussion panel members prior to the oral interview of entry level and lateral applicants, with the goals of: 1. Addressing interview questions, 2. Discussing the intent of character desired based on the questions, and 3. Creating awareness of implicit biases that may impact decision-making

## **SLCPD RESPONSE:**

- The Department will continue to ensure and collaborate with SLCPD, HR, and Office of Equity and Inclusion to ensure that components in the development of questions are equitable and inclusive.
- We will develop standardized training for all panelists (sworn/community member) detailing the expectations, provide an implicit bias training (already exist-HR will collaborate with Office of Equity and Inclusion to review components of this training).
- SLCPD will continue to collaborate with Human Resources to develop behavioral based questions, which allow to identify characteristics of the ideal candidate.

# SCHOOL SAFETY SUBCOMMITTEE

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## AREA 1:

### SCHOOL RESOURCE OFFICERS (SRO)

**ISSUE:** *Continued racial disparity in the Students who are interacting with School Resource Officers (SROs).*

**RECOMMENDATION:** Extend Memorandum Of Understanding (MOU) on SROs.

### SLCPD RESPONSE:

- Chief Brown and staff met with new Salt Lake City School District (SLCSD) Superintendent Dr. Timothy Gadson and his staff on November 2, 2021.
  - A committee was formed to rework the MOU before the expiration date (December 31,2021).
  - The goal to have the MOU completed is slated for June 2022 which was agreed upon by all parties.
  - Superintendent Gadson wants to work on a partnership with the SLCPD and the school district.

## AREA 2:

### PROMISING YOUTH PROGRAM

**ISSUE:** *Concerns about barriers for at risk youth and the contributions to the school to prison pipeline.*

**RECOMMENDATIONS:** Promising Youth Program (PYP) reassess after one year to determine value within SLCPD.

Allow all 10 SROs to work in the summer program.

Peer Court incorporating this into PYP and the Explorer program.

Ongoing and Increased funding.

SRO Oversight Committee.

## **SLCPD RESPONSE:**

- Due to operational staffing levels, only five SLCPD SROs worked the full 12 months (2020).
- SROs participated in the Summer Youth Program--hosting an average of 40 youth
  - Graduated - 42
- During the COVID-19 pandemic:
  - SROs went to the schools daily to assist in handing out meals building on relationships
- In the 2021-2022 School Year the Department has:
  - Provided Peer Court training to the current SROs and its Sergeant
  - Split the time of the five SROs among all SLC schools
  - Addressed a variety of violent issues throughout schools.

# POLICIES AND PRACTICES

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## AREA 1:

### POLICE OFFICER BODY WORN CAMERAS (BWC)

**RECOMMENDATION:** SLCPD should strive to be the “Gold Standard” of best practices nationwide. Make modifications to policy and ordinance 54.

#### SLCPD RESPONSE:

- SLCPD agrees with the recommendation of becoming the “gold standard” in this area. As such, the Department’s Audit Unit will work with the Mayor’s Office to determine protocols specific to the Department’s needs and capabilities.

**RECOMMENDATION:** Audit all Use of Force reviews to determine if the reviews were conducted appropriately and if the outcomes are within policy.

#### SLCPD RESPONSE:

- SLCPD has been practicing this since 2020.
- Included in this review are three Chain of Command levels:
  - Administrative (Sergeant)
  - Command (Lieutenant)
  - Internal Affairs Review (IA Lieutenant).

**RECOMMENDATION:** Increase random BWC reviews by an outside qualified individual from 5 to 20 per month and include random sampling of officer videos as well as completed supervisor reviews and allow for direct selection.

#### SLCPD RESPONSE:

- This is a function of the outside auditor hired by the Mayor’s Office.

**RECOMMENDATION:** Provide a record and report to the Mayor and City Council on a quarterly basis.

**SLCPD RESPONSE:**

- This is currently part of City Ordinance.
- The Department currently has the following audits in place:
  - Internal (Random audit monthly, Supervisors)
  - External (Outside)
  - Council
  - Annual (SLCPD Audit Squad).

**RECOMMENDATION:** The Commission has recommended quarterly reports on matters pertaining to the SLCPD Audit and Inspection Unit’s findings on BWCs.

**SLCPD RESPONSE:**

- This is currently part of the City ordinance and is in practice.

**RECOMMENDATION:** SLCPD should inform the Commission of any incidents reported to Internal Affairs.

**SLCPD RESPONSE:**

- Nearly all incidents referred to Internal Affairs are then reported to the Police Chief and his Command Staff. These significant incidents may include allegations of law violations, criminal investigations, bringing disparity to the Department or City, and major policy violations.
- The Department is working on a format to provide the same information to the Commission that is given to Council
  - This information will provide a brief statement about any significant allegations
  - This will be included in the quarterly report

**RECOMMENDATION:** Pursuant to Ordinance 54, any findings of material non-compliance with State law, City Code, and Police Department policy will be referred to the Chief of Police, the City Attorney, the Council Chair, the Mayor and the Mayor’s Chief of Staff. These findings should also be reported to the Commission.

**SLCPD RESPONSE:**

- SLCPD currently refers these to those mention with the exception of the Commission.
- The Commission will now be part of the referral group.

**RECOMMENDATION:** Provide an annual report to CALEA and share with the Commission.

**SLCPD RESPONSE:**

- An annual CALEA report is already created as part of the accreditation format.
- This report will now be shared with the Commission annually.

**RECOMMENDATION:** SLCPD should strive for an advanced accreditation and explore costs, resources and benefits.

**SLCPD RESPONSE:**

- SLCPD is currently researching this matter.

## AREA 2:

### INTERNAL IMPLICIT BIAS SURVEY TO SLCPD

**RECOMMENDATION:** The survey shall be developed, administered, analyzed, and disseminated by a third party as agreed on by the Commission and funded by the City. This survey shall be modeled after the Pew Research Center 2016 national survey of law enforcement officers. The results should be shared with the Commission.

**SLCPD RESPONSE:**

- SLCPD is working with the Mayor’s Office Equity Team to determine what organization would be best used to implement a survey of this magnitude.
- Administration will request CREP funding to support this request.
- As always the Department will partner with Human Resources to accomplish this initiative.

# AREA 3:

## COMMUNITY BASED TRAINING ON THE HISTORY OF POLICING WITH PEOPLE OF COLOR

**RECOMMENDATION:** Funding, development, and delivery of community-based training on the history of policing of people of color.

### SLCPD RESPONSE:

- SLCPD is working with the Mayor’s Equity Team to create a list of accomplished and skilled individuals to provide and develop a program that will address providing budget for long-term quality instruction of this program.

# AREA 4:

## CO-RESPONSE (MENTAL HEALTH)

**RECOMMENDATION:** Focus on communities of color. Reach out to those communities and provide more community policing in these areas and build trust.

### SLCPD RESPONSE:

- Due to low staffing levels and high call volume, our Co-Responder teams have been unable to be proactive.
- Their goal is to be more proactive as the staffing levels increase
  - Reach out to a community leader on a monthly basis about resources available to their community
  - Send a team of social workers to a community meeting monthly
  - Grow our program to allow for more capacity for the various communities.

**RECOMMENDATION:** Expand the Co-Responder teams to provide co-response during hours that are at a higher risk for use of force situations.

### **SLCPD RESPONSE:**

- The Department has been provided 10 more FTEs for the social work position
  - Job opening has been posted
  - Actively trying to fill vacancies
    - ◆ Currently, there is a national shortage in the number of mental health professionals and the service needs in communities across the country are going unmet.
    - ◆ The SLCPD is exploring recruitment and hiring options for its mental health professionals.
- Co-Responder Adjusted Schedule
  - A pilot program was implemented in June of 2021 and is still active
  - Our Social Workers call into dispatch at the start of their shifts.
  - These social workers are then available over the radio to respond to calls for service with patrol officers in the field. The teams respond to a variety of calls such as:
    - ◆ Violent Psych issues
    - ◆ Psych problem
    - ◆ Suicidal
    - ◆ Welfare check
    - ◆ Homeless calls
    - ◆ Suspicious person
    - ◆ Unwanted person
    - ◆ Substance abuse
    - ◆ Any crisis encounter
- Because of the Department's current Co-Responder model, the Department has received positive feedback from field operations.

# AREA 5:

## CALL DIVERSION AND DISPATCH

**RECOMMENDATION:** Collaboration with public safety to understand how 9-1-1 calls are being taken and directed.

### SLCPD RESPONSE:

- The Department currently has in place a call diversion program to assist with calls handled in the field versus telephonically.
  - This allows officers to respond more efficiently to in progress calls.
- Once the Call Diversion program has been finalized, the Department will increase messaging for the community.
  - The information will provide a list of calls handled online or telephonically and will provide other resources available to report various criminal activity.

**RECOMMENDATION:** Understanding how communities are being policed and how they want to be policed. Engage each of the City's Community Councils and its communities.

### SLCPD RESPONSE:

- SLCPD currently meets with three community groups on a monthly basis
  - Native Hawaiian Pacific Islander (NHPI)
  - Refugee Community
  - Latino Coalition.
- Division Community Liaison Officer (DCLO)
  - Attends all community meetings within the various seven districts monthly.
- Community Outreach Team
  - Active within the community
  - Various events monthly
  - Visiting with schools to build on the relationship with the youth.

**RECOMMENDATION:** Add a mental health question to the 911 script "Hello, 911. Is this a fire, health, police or mental health emergency?"

### SLCPD RESPONSE:

- SLCPD will present this to the SLC911 Director since SLC911 is its own department.

**RECOMMENDATION:** Establishing a civilian force response team to handle certain calls for service related to low-level investigative crimes and low-level disputes (Matrix Call Diversion Opportunities)

**SLCPD RESPONSE:**

- The department is in the process of implementing a Police Civilian Response Team (PCRT) that will start with the hiring of Police Telephonic Specialists (PTS). This will help with handling low-level calls that don't require an in person response from a police officer.
- The department is in the process of developing a Business Community Engagement Officer (BCEO) who will serve as a direct contact for the business operators and owners.