STRATEGIC PLAN
FY 2018-2022

2017
VOL. 1

SALT LAKE CITY POLICE DEPARTMENT
CHIEF MIKE BROWN

475 South 300 East | PO Box 145497
Salt Lake City, UT 84114
801.799.3100

IMPACT | IMPROVE | INVOLVE

CHIEF'S MESSAGE

The Salt Lake City Police Department employs the most amazing women and men in the country. They espouse our core values of character, compassion, commitment to the community, communication, and courage. Without their unwavering work ethic and enduring willingness to improve, this 5-Year Strategic Plan would have never left the idea list on a white board.

Men and Women from all departments, divisions, and units, both sworn and civilian, participated in the surveys, sub-committees, and SWOT analysis. Their invaluable input and extensive participation shaped the direction of this plan – their plan.

Crime and public safety are also community issues. Therefore, the community and the police must work together with solidarity of purpose to solve them with shared responsibility and participation. To that end, we also asked the community what they wanted from their police department.

Once all the data and input was gathered, three strategic goals were established based on common themes that arose. These goals will be our guideposts for the next five years.

- Positively *Impact* Employee Satisfaction
- *Improve* Department Effectiveness and Efficiency
- *Involve* the community in Crime Reduction and Outreach Efforts

Each member of the Salt Lake City Police Department is responsible for achieving our mission, owning the outcome and providing consideration for unique circumstances. Likewise, the community, in solidarity and shared vision, has a stake in the outcome, provides bottom-up contributions, and shares responsibility for making this City both safer and more enjoyable.

I am excited to unveil our 5-Year Strategic Plan and look forward to sharing our successes and implementing lessons learned. I firmly believe that the strength of any organization is the ability to look at its own weaknesses and aspire to improve. Salt Lake City Police Department would love to have you join us as we impact, improve, and involve.
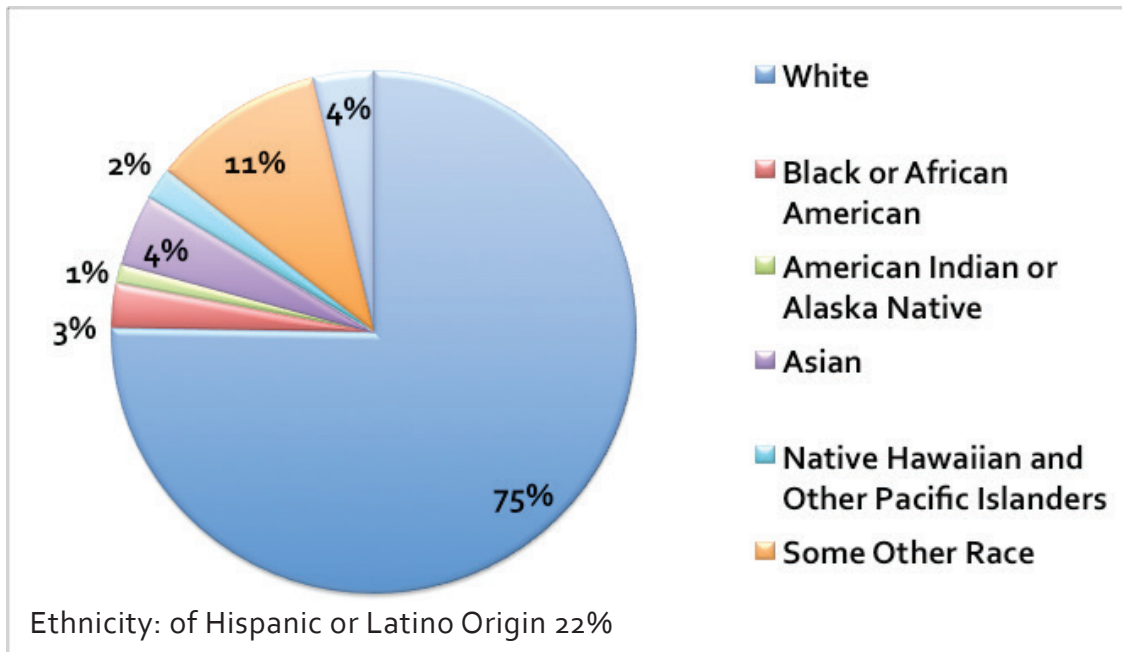
MIKE BROWN
Chief of Police

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COMMUNITY OVERVIEW

The Salt Lake City Police Department provides policing services for the capital city of Utah – Salt Lake City. The 2016 estimated population of Salt Lake City was 193, 744, making it the largest city in the state. The total resident population is estimated to increase with working commuters by 86%, thereby creating an approximate daytime population of 360,000. Other population dynamics include college students during the academic school year and a substantial tourism population attending many of the large special events throughout the year.

Salt Lake City is situated in the Intermountain West at the base of the Wasatch Mountain Range and is approximately 110 square miles.

Salt Lake City is becoming more diverse every year and, as of the 2010 census residency is comprised as follows:

Pie chart legend:
- White — 75%
- Black or African American — 3%
- American Indian or Alaska Native — 1%
- Asian — 4%
- Native Hawaiian and Other Pacific Islanders — 2%
- Some Other Race — 11%
- (4%)

Ethnicity: of Hispanic or Latino Origin 22%

- Males – 51.3%
- Females – 48.7%
- Median Age – 30.9

- Language other than English spoken at home – 26.2%

According to the 2015 American Community Survey, the socio-economic climate for Salt Lake City is as follows:

- High School graduates or higher – 87.4%

- Bachelor's Degree or higher – 43.1%

- Median Household Income – $50,827

- Persons below Federal Poverty Level – 17.1%

Total calls have remained relatively steady over the past 24 months (2015-2016).

Part 1 crime statistics for 2016 are:

- Violent crime (homicide, sex assault, robbery & aggravated assault) was up 14% compared to the previous year (2015-2016).

- Property crime (burglary, larceny/theft, motor vehicle theft, arson) was down 8% compared to 2015.

- Part 1 crime overall was down 6% compared to the previous year (2015-2016).

THE SALT LAKE CITY POLICE DEPARTMENT PROVIDES POLICING SERVICES FOR THE CAPITAL CITY OF UTAH – SALT LAKE CITY.

ORGANIZATIONAL OVERVIEW

The women and men of the Salt Lake City Police Department have been protecting Salt Lake City since the creation of a police department for Salt Lake City on March 10, 1851. Forty men were appointed to police the city at that time. Because the area was isolated from the rest of the country, criminal activity was at a minimum and the railroad would not reach the territory for nearly twenty years.

Today, Chief Mike Brown, SLCPD's 46th Chief of Police, leads the Department. The Department has an authorized staff of 453 sworn officers and 111 civilian employees. Members of the two Patrol Divisions answered 243,604 calls for service in 2016.

The Salt Lake City Police Department is a cutting edge, professional police agency. It leads the nation and the region for creative ideas. It was an early adopter of Crisis Intervention Teams, Community Policing, and Body Cameras. SLCPD was one of the first to integrate social workers into the Department response to crime and disorder. Also, the Department is in the process of accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

The Department's foundation is built on a community policing philosophy, and a strong emphasis is placed on building partnerships within the community and its neighborhoods to improve the quality of life in our city by working together to prevent crime, disorder, and fear.

While the Department's enforcement actions are guided by the intelligence-led policing theory, it incorporates multiple policing strategies in its crime suppression and prevention efforts.

BY THE NUMBERS

Every day in SLCPD

600 working hours spent by patrol officers investigating crimes.

53 traffic citations are written daily.

In 2016

46 Lateral recruits

35 New recruits

179 crimes are reported

1 gun seized

20 people arrested by Officers each day.

69,457 Number of 911 calls to Dispatch in 2016.

174,147 Number of non-emergency calls to Dispatch in 2016.

CALLS PER DAY

911 calls **190**

non-emergency calls **477**

0   100   200   300   400   500

EXECUTIVE COMMAND STAFF

The senior leadership of the Salt Lake City Police Department is comprised of the Chief of Police, the Assistant Chief of Police, two Deputy Chiefs, and six Captains. The Department is organized into two Bureaus - Operations, and Administration/Support, each commanded by a Deputy Chief. The Operations Bureau is comprised of three Divisions, Pioneer Patrol, Liberty Patrol, and Special Operations. The Administration and Support Bureau is comprised of the Support Division, Investigations Division, and the Professional Standards Division. Captains command each of the six divisions.

CHIEF OF POLICE Mike Brown	ASST. CHIEF Tim Doubt	DEPUTY CHIEF Dave Askerlund	DEPUTY CHIEF Josh Scharman	CAPTAIN Carroll Mays
CAPTAIN Lance VanDongen	CAPTAIN Scott Teerlink	CAPTAIN Brian Purvis	CAPTAIN LaMar Ewell	CAPTAIN Ty Farillas

THE DEPARTMENT UTILIZES THE COMPSTAT MODEL FOR CRIME CONTROL STRATEGIES AND DIVISIONAL ACTIVITIES. COMPSTAT IS AN ACRONYM FOR COMPARATIVE STATISTICS AND IS A DATA DRIVEN MODEL THAT HOLDS COMMANDERS ACCOUNTABLE FOR THEIR STEWARDSHIPS.

Salt Lake City Police Department Organization Chart

Mike Brown - Chief of Police

Current as of 01JUN17

Chief of Police
Mike Brown

Legal Counsel
Mark Kittrell

Public Relations Unit
Dir. Christina Judd

Chief of Staff
Assistant Chief Tim Doubt

Finance Unit
Dir. Shellie Dietrich
- Finance

Human Resources
Candace Roberts
- Human Resources
- Backgrounds

Executive Officer
Lt. Jeff Kendrick
- Peer Support
- CompStat
- Intelligence Unit
- Personal Protection

Operations Bureau
Deputy Chief Josh Scharman

Liberty Patrol Division
Captain Lance VanDongen

Liberty Admin
Lt. Marty Kaufmann
- Patrol
- K9
- Desk Officers
- LT - Watch Command
- LT - Watch Command
- LT - Watch Command
- LT - Watch Command

Pioneer Patrol Division
Captain Scott Teerlink

Pioneer Admin
Lt. Mike Hatch
- Patrol
- Telephones
- CIU
- LT - Watch Command
- LT - Watch Command
- LT - Watch Command
- LT - Watch Command

Special Operations Division
Captain Ty Farelas

Tactical Unit
Lt. Derek Dimond
- SWAT
- City Narcs
- Street Crimes
- Organized Crime
- HDU

Motor/Special Events Unit
Lt. John Beener
- Motors
- Special Events
- Secondary Employ.
- Public Order

Strat Deploy Unit
Lt. Andy Oblad
- CIT
- Homeless Outreach
- Social Workers
- Bike Patrols

Investigations Division
Captain Carroll Mays

Person Crimes Unit
Lt. Taylor West
- Homicide
- Robbery
- Special Victims
- Victim Advocates
- Domestic Violence
- DEA Task Force

Property Crimes Unit
Lt. Stefan Bennett
- Property Crimes
- Auto Theft/Hit and Run
- Financial Crimes
- Accident Inv.
- Gangs
- School Resource

Crime Lab/Evid. Unit
Dir. Derek Mears
- Crime Lab
- Evidence

Administration Bureau
Deputy Chief Dave Askerlund

Support Division
Captain Lamar Ewell
- Quartermaster
- Facilities
- Fleet
- Technology/IMS
- Body Cameras
- Radios
- EOC Coordination

Records Unit
Dir. Mia Jacobs
- Records
- GRAMA

Prof. Standards Division
Captain Brian Purvis

Training Unit
Lt. Eddie Cameron
- Basic Academy
- In-Service Academy

Internal Affairs Unit
Lt. Rich Lewis
- Internal Affairs
- CALEA

FROM LONG-TERM VISION TO SHORT-TERM ACTION

This Strategic Plan lays out a long-term forward path for the Salt Lake City Police Department. A path that will be guided by a strong and effective strategic management process that assesses where we are today, where we plan to go, and how we deliver tangible action and results. This Plan is just one component of a multidimensional strategy management process that bridges from short-term annual budget requests to a long-term vision for the Salt Lake City Police Department through 2022.

DEFINING OUR VISION

This Strategic Plan is the culmination of an 18-month effort to redefine the vision, mission and values of the Department and planning process. Through the use of those guiding principles the Department will use this plan as a framework to define a long-term path forward.

This planning process started in February 2016. A command retreat was held in February 2016 to redefine the vision, mission, and core values of the Department. The vision, mission, and core values of the Salt Lake City Police Department are:

VISION

We will build upon the noble traditions of integrity and trust to foster a culture of service, respect, and compassion toward our employees and the communities we serve.

MISSION

The mission of the SLCPD is to serve as guardians to the citizens of the city, to preserve life, maintain human rights, protect property, and promote individual responsibility and community engagement.

CORE VALUES

Character: The moral qualities distinctive to an individual. Foundational pillars of character are integrity, reverence for the law, and respect for individuals.

Compassion: Caring and respect with sensitivity and empathy. Compassionate service is essential to human relationships and indispensable to the foundation of a just and peaceful community.

Commitment to the Community: A promise to be a loyal partner with the community. Uphold our responsibility to be responsive to community needs and implement solutions that produce meaningful results.

Communication: Honest and transparent dialogue with the community. Professional representation, dignity in our speech, and truthfulness in our interactions establish trust and legitimacy. Communication creates an environment that encourages authentic conversations about hard issues that impact the community.

Courage: Guardian and protector of the community in the face of personal sacrifice. The quality of mind or spirit that enables a person to face difficulty, danger, or pain. Organizational and individual courage to do the right thing and be held to a high standard and show the strength to stand up for those we serve.

DEFINING OUR ENVIRONMENT

Following the publication of the new vision, mission, and values, the Department formed a Strategic Plan Committee, which was tasked with obtaining input from community members and Department employees. The data from each of these groups was gathered and analyzed in an effort to define the Department's environment.

COMMUNITY INPUT

Community input was obtained through a general public telephone survey and seven community meetings with community groups and City Community Councils.

Telephone Survey

The Department engaged Lighthouse Research & Development, Inc. to conduct a professional community survey with Salt Lake City residents regarding their perceptions of law enforcement and safety. A total of 505 surveys were completed for the phone survey in February 2017 for a confidence level of 95% with a ±4.35% margin of error.

The results of this survey were as follows:

- **60% of respondents**

  were fairly satisfied with SLCPD, giving a rating of 6 or 7.

- Only 5% of respondents were quite dissatisfied, giving a rating of 1-3.

- 93% of respondents feel SLCPD officers are professional and respectful in their interactions in the community.

- 74% of respondents feel the SLCPD's efforts to enforce the law are currently meeting the needs of the City, while only 11% felt SLCPD efforts are not meeting the needs of the City.
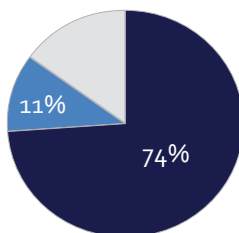
- While 53% of respondents feel crime is Salt Lake City has stayed the same over the past year, there was a 20% net increase in perceived crime.

- Respondents felt that panhandling was the biggest problems among crimes in Salt Lake City (5.22 rating), but when it came to which crime the SLCPD should focus more efforts of their attention on, respondents most frequently mentioned "illegal drug use" (19%).

- **66% of respondents**

  feel the SLCPD keeps the public reasonably informed on matters of public safety.

- 70% of respondents stated they were most concerned about the possibility of their bike being stolen if it were left outside and unlocked while they were away.

- 53% of respondents feel there are enough police officers patrolling their neighborhood, while 42% did not.

- 93% of respondents

  would NOT hesitate to call SLCPD if they needed assistance.

- 79% of respondents who contacted SLCPD for an emergency situation feel officer response times were acceptable, while that percentage drops to 75% of those who contacted SLCPD for a non-emergency situation.

- 65% of respondents feel the SLCPD uses a "reasonable amount of force", while 16% feel the SLCPD uses "excessive force".

Community Workshops

Members of the Strategic Plan Committee held seven community workshops that identified strengths and weaknesses of the Department from the community point of view. Some of the common themes of strengths and weaknesses identified from these meetings were:

STRENGTHS:	WEAKNESSES:
- Residents feel safe dealing with SLCPD. - Residents like the recent increase in numbers of officers assigned to patrol. - Residents feel community input is valued. - Downtown resident feel like crime is down. - Residents feel like most officers are friendly and approachable.	- Although it is not a part of the police department, Dispatch was a common weakness identified by residents. - Residents would like more officers so that each beat can have an assigned officer. - Residents feel like some officers disparage the neighborhoods they are assigned to. - Residents feel some officers have a bad attitude or sometimes give the impression that they don't care or are upset they had to respond to a call.

EMPLOYEE INPUT

Members of the Strategic Plan Committee also sought employee input in order to better understand perceptions and attitudes of Department employees, and to help guide the executive command staff in the development of the Strategic Plan. The Employee Feedback Subcommittee coordinated several meetings with employee groups to determine what areas of interest should be addressed in an employee survey.

Employee Workshops

The Employee Outreach Subcommittee held employee workshops and conducted a SWOT analysis. Employee SWOT analysis workshops identify the strengths, weaknesses, opportunities, and threats from the employees' point of view.

A review of the responses indicated that there were many common themes present. These common themes were identified and used to assist the executive command staff in developing the initiatives that serve as the core of this Five-Year Strategic Plan.

The common themes of strengths, weaknesses, opportunities, and threats identified by the employees include:

STRENGTHS:	WEAKNESSES:
• Leadership is receptive to feedback and change.	• Intra-Department Communication.
• SLCPD has higher pay, better training, better tactics and more opportunities for specialized assignments and movement than other regional departments.	• Understaffed Sworn staffing.
• SLCPD has good equipment (except for Fleet).	• Understaffed Civilian staffing.
• Employees feel that the Department leads in areas of Outreach/Community Collaboration, Community Policing, CompStat (Intelligence Led Policing) and Media relations.	• Lack of effective supervisor/leadership training
• Employees feel the department is professional, has a good reputation, is compassionate, progressive and embraces technology.	• Outdated and lacking policies and procedures
	• Current technology systems under performing.
	• Very young command staff.
	• Cultural disconnect between SLCPD and Community.

OPPORTUNITIES:	THREATS:
• Community Education/Engagement. • Enhance community partnerships. • Take back control over Dispatch. • Expand Public Service Announcements and the use of Social Media.	• Increasing calls for service. • Shrinking applicant pool. • Increase in residential population and daytime service population. • Natural or manmade disasters. • Lack of jail space. • Changes to retirement system. • Low quality of dispatch/community interaction. • Outdated and old, failing fleet.

Employee Survey

The Survey Subcommittee took the above information from the employee workshops and developed a questionnaire, then administered the survey and subsequent analyses. One hundred seventy employees participated in the voluntary survey for a participation level of approximately 30%. Employees were asked questions intended to gauge their perceptions of employee relations, support from command staff and SLC residents, and citizen accountability.

The employee survey measured numerous employee perceptions, needs, and attitudes in several areas. One of the primary measures was that of employee morale. To gain a better understanding of what employee perceptions and attitudes were most strongly associated with morale levels, a correlation matrix encompassing perceptions of employee relations, citizen and command staff support, and citizen accountability was generated against reported morale levels. Each of these areas are described below, followed by the results of how they are associated with overall morale levels.

Employees were asked to rate, on a 4-point scale (1 – Not At All; 2 – Slightly; 3 – Somewhat; 4 – Very Effective), how effective the police department is in several specific employee relation categories. The vast majority of categories were rated between "Slightly Effective" and "Somewhat Effective". The categories falling within

EMPLOYEES WERE ASKED TO RATE, ON A 4-POINT SCALE, HOW EFFECTIVE THE POLICE DEPARTMENT IS IN SEVERAL SPECIFIC EMPLOYEE RELATION CATEGORIES.

the top half of this range included "Praising Employees for Work Well Done (2.36), "Incentivizing Higher Education" (2.42), "Communicating Important Information within the Police Department (2.43), "Providing Opportunities for New Assignments/Mobility (2.48), and "Providing Appropriate Training" (2.76). The categories falling within the bottom half of the reported range included "Providing Constructive Criticism for Work Not So Well Done" (2.08), "Responding to Employees Ideas and Suggestions" (2.13), "Involving Employees in Research and Planning" (2.17), "Promoting our Work Plan and Product to the Public" (2.32), "Recognizing the Need to Improve Working Conditions" (2.32), and "Treating Employees Fairly & Consistently" (2.32). The two categories that fell within the "Not At All Effective" and "Slightly Effective" range were "Providing Informative and Helpful Work Evaluations" (1.85) and "Involving Employees in Decisions that Impact Them" (1.96).

In reference to citizen and command staff support, the vast majority of employees rated Salt Lake City residents as "Moderately Supportive" (75.1%). And, while 89.9% of employees reported it was very important to them to have the command staff publicly support them after a controversial police-citizen interaction, the distribution of the degree to which employees perceived the actuality of this support was more diffuse. In their perception of command staff support, the distribution of responses was bi-modal, with the perception of "Low Support" being reported by 29.3% of employees, and the perception of "Somewhat Supportive" being reported by 28.7% of employees. The "Very Supportive" option was chosen the least (7.2%).

Additionally, 88.2% of employees reported that it was very important to them to have citizens held accountable if they make false complaints against employees. And 94.1% of employees reported that it was very important to them that Civilian Review Board members be required to attend some type of police training before making decisions about cases.

When reporting morale, on average, employees reported an above neutral score (3.14). The measure utilized a 1 – 5 scale, with 1 being "Very Low", 3 being "Neutral", and 5 being "Very High". As noted above, a correlation matrix was generated in order to ascertain which of the previously discussed items were most strongly associated with employees' reported morale levels. Overall, the following items were most strongly associated with all employees' morale levels: 1) Responding to employees' ideas and suggestions; 2) Communicating important information within the police department; 3) Treating employees fairly and consistently; 4) Recognizing the need to improve working conditions; and 5) Involving employees in decisions that impact them.

Employees reported that it is most important to them to accomplish increasing pay and benefits, as well as increasing the number of sworn officers, in the next few years. They identified increasing racial/ethnic/gender diversity within the department and soliciting community input on police operations as least important. Employees reported that responding to calls for service, increasing police presence in neighborhoods, and

follow-up investigations should be the focus of the Department's policing strategy. Employees reported the Patrol Division as the most effective unit/program within the Department and MCOT as the least. Employees identified firearm use, investigative skills, and legal updates as the top three areas they would like to receive more training in. And finally, approximately 75% of employees reported that they did not feel that they had received adequate training to respond to a large natural disaster or a large, coordinated attack (i.e., terrorist action).

To end the survey, employees were given the opportunity to respond to a few open-ended questions. The first question asked what employees liked most about working for the police department. The top three phrases used in response to this question were "people I work with", "opportunities", and "support". The second question asked what employees would most like to see improved at the police department. The top three phrases used in response to this question were "pay", "communication", and "public" (this included comments about support from the public as well as public support from the command staff during controversies). The third question asked what employees would most like to see from Salt Lake City residents. The top three phrases used in response to this question were "support", "understanding", and "police" (this included comments about funding more police officers, citizens being accountable for their own actions rather than blaming the police, better understanding of a police officer's job, assisting more in crime control rather than solely relying on the police, and showing support for police).

> EMPLOYEES REPORTED THAT RESPONDING TO CALLS FOR SERVICE, INCREASING POLICE PRESENCE IN NEIGHBORHOODS, AND FOLLOW-UP INVESTIGATIONS SHOULD BE THE FOCUS OF THE DEPARTMENT'S POLICING STRATEGY.

COMMAND REVIEW

Once all of the external and internal data was collected, the executive command staff held a retreat to analyze the environment and clarify a clear path forward by identifying and articulating the long-term strategic goals, organizational initiatives, and key activities to accomplish the goals and initiatives.

This strategic plan has articulated an action plan of three strategic goals, fourteen initiatives to meet those goals, and eighty four key activities to be carried out in order for those initiatives to be successful. Ownership of each key action of the Plan has been delineated to drive accountability throughout the strategic plan implementation and life cycle. Measures of success were identified where possible.

OUR VISION FORWARD

As the Department continues its strategic journey toward 2022, the Command Staff will assess and renew this Strategic Plan document as appropriate on a 12-month basis to reflect the dynamic of law enforcement and emerging needs of the communities the police department serves.

The vision for the department will not be possible without budgetary requests that will set forth Department needs of required resources, both personnel and equipment. First and foremost, funding must include additional positions for both sworn and civilian field positions to not only meet the needs of calls for service and investigations, but also to ensure that the Department has proper span of control in the field. Over the next five years, command staff will also request funding for additional civilian positions that not only address the support needs of the police department, but address the critical civilian administrative responsibilities that will support and enable police officers to focus on their primary mission.

MEMBERS OF THE RECORDS UNIT ARE INTEGRAL TO DEPARTMENT OPERATIONS.

SLCPD STRATEGIC PLAN FY 2018-2022

GOAL 1: POSITIVELY IMPACT EMPLOYEE SATISFACTION

The Salt Lake City Police Department recognizes that our most valuable asset is our employees. Assets are something you invest in. One indisputable fact is that frontline employees, those who interact daily with our residents and visitors, know them the best. They're the most familiar with the processes in place and have solid and perceptive ideas about how to improve them. Even in today's environment of high tech policing, the calls don't get answered, the crimes don't get investigated, and the safety of the city isn't accomplished unless our employees do their job.

This goal and its accompanying initiatives and key action items will strategically guide us in raising employee morale, recruiting and retaining qualified candidates and developing our employees to be the best they can be.

STRATEGIC GOAL 1 | POSITIVELY IMPACT EMPLOYEE SATISFACTION		
Initiative A: Enhance Internal Communications		
KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Educate* and *involve* line officers and front line supervisors in Stratified Policing process	COS	PCPT, LCPT SOCPT, ICPT
2. *Improve* and *continue* Employee Advisory Board Process	COP	XO
3. *Institute* Monthly Chief's Message		
4. *Evaluate* and *Improve* Lineup (roll call) Communications	ODC	PCPT, LCPT, SOCPT
5. Full *implementation* of Smart Force to *enhance* intradepartmental communication	SCPT	PCTP LCPT
6. *Create* Collaboration Process for Mid-Level Managers	COS	ADC, ODC
7. *Communicate* to front line employees success derived from Stratified Policing process	ODC	PCPT, LCPT SOCPT, ICPT

MEASUREMENTS	
	Satisfaction survey conducted and published
	Chief's Message delivered monthly
	Advisory Board operational
	Collaboration Process implemented

STRATEGIC GOAL 1 | POSITIVELY IMPACT EMPLOYEE SATISFACTION
Initiative B: Enhance Recruiting Efforts

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Enhance* recruiting efforts by reviewing and redesigning recruiting webpage	COP/PRD	COS XO
2. *Partner* with U of U, Weber State and SLCC to recruit students	COP/PRD	COS XO
3. *Establish* NPOST mentoring program	COP/PRD	COS XO
4. *Identify* and *target* minority and refugee applicant pools	COP/PRD	XO
5. *Work* with University of Utah to study and remove refugee applicant roadblocks	COS	FIND PRD
6. *Review* and *streamline* hiring process	COS	HR

MEASUREMENTS

Webpage updated

Partnership with Weber, SLCC and U of U established

Hiring process streamlined

Mentoring program established

BY TAKING PART IN EVENTS LIKE SHOP WITH A COP, OFFICERS AND EXPLORERS GET TO KNOW OUR COMMUNITY AND PLANT THE SEEDS TO RECRUIT A FUTURE DEPARTMENT MEMBER.

STRATEGIC GOAL 1 | POSITIVELY IMPACT EMPLOYEE SATISFACTION
Initiative C: Develop and Retain a Quality Workforce

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Implement* Patrol Reality Based Training Program	LCPT	PCPT
2. *Research* possibility of implementing reserve officer program	COS	XO SCPT
3. *Conduct* survey of all employees to determine areas of satisfaction and dissatisfaction beyond pay and benefits	ADC	CALEA
4. *Develop* and *implement* Leadership Academies for all ranks	PSCPT	
5. *Implement* formal mentoring program	ADC	PSCPT
6. *Analyze* and *conduct* specific audits regarding average turnover and causal factors	ADC	CALEA
7. *Explore* incentivizing veterans to stay past retirement age	COS	FIND
8. *Identify* career broadening opportunities	COS	ADC ODC
9. *Train* all Department members in Arbinger, Blue Courage and Implicit Bias Courses		

MEASUREMENTS

Training Program established

Surveys and audits completed and published

Leadership Academy and Mentoring Program established for all ranks

Research completed on Reserves and Career Broadening

Number of employees trained in Arbinger, Blue Courage and Implicit Bias

ONE OF OUR GREAT PATROL SQUADS. THEY ARE THE BACKBONE OF OUR DEPARTMENT.

GOAL 2: IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY

The second strategic goal that was identified is to improve our effectiveness and efficiency. Efficiency is doing things right and effectiveness is doing the right things.

Measures of efficiency, effectiveness, and capability for rapid adaptation are of great interest to all stakeholders. Inefficient processes are costly in terms of dollars, waste, response delays, resource utilization, and so on. Ineffective processes are costly as well because they are not reliable. They don't do what they are supposed to do. Processes that are not capable of rapid adaptation (flexibility and innovation) are costly because they are not capable of rapidly responding to needs in terms of customization and rapid decision-making.

The initiatives and action items of this goal seek to streamline department processes and procedures to empower our employees and supervisors with the tools and flexibility that they need to provide police services to our residents and visitors.

STRATEGIC GOAL 2 | **IMPROVE** DEPARTMENT EFFECTIVENESS AND EFFICIENCY		
Initiative A: Provide Superior Service		
KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Implement* and *maintain* a strategic staffing plan to increase staff based on workload	COS	HR COMPSTAT
2. *Provide* command with a tool to help determine staffing levels and supervisors a mechanism to help manage personnel	ODC	PCPT LCPT
3. *Evaluate* response times for calls for service and implement revisions as necessary	ODC	PCPT LCPT
4. *Analyze* and *implement* optimal workload and staffing levels for Patrol and Investigative Divisions	ODC ADC	PCPT LPCT ICPT
MEASUREMENTS	Staffing, workload, response time reports all completed and published to command Implement data driven tool to determine staffing levels Conduct public survey on response time perception	

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY

Initiative B: Analyze and Implement Cost Savings Programs and Practices

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Develop* and *institute* an approach that defines true needs with considerations for operational & budget impact, and a cost-benefit analysis prior to implementing a plan, service or program	COS	FIND
2. Annually *evaluate* and *update* budget plan denoting when major expenditures are necessary	COS	FIND
3. *Institute* an unmet needs plan updated quarterly	COS	FIND
4. *Institute* quarterly grant and budget update meetings with Divisions	COS	FIND
5. *Correlate* budget requests to department plans and initiatives		

MEASUREMENTS

Analysis and reports published to command

Numbers of meetings and briefings


SLCPD EXPLORERS HELPING WITH THE ANNUAL "SHOP WITH A COP".

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY

Initiative C: Establish Processes and Systems for Accountability and Compliance

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Acquire* and *maintain* CALEA accreditation	ADC	CALEA
2. *Implement* and *use* robust Early Intervention System	ADC	PSCPT
3. *Develop* a comprehensive case evaluation system to assess detective performance	ICPT	SCPT
4. *Obtain* accreditation for Crime Lab	ADC	CLD FIND
5. *Develop* a comprehensive management report for investigative units that incorporate performance measures relating to case assignment, closure and prosecution rates	ICPT	

MEASUREMENTS

Accreditation for Department and Crime Lab

EIS implemented

Management reports published
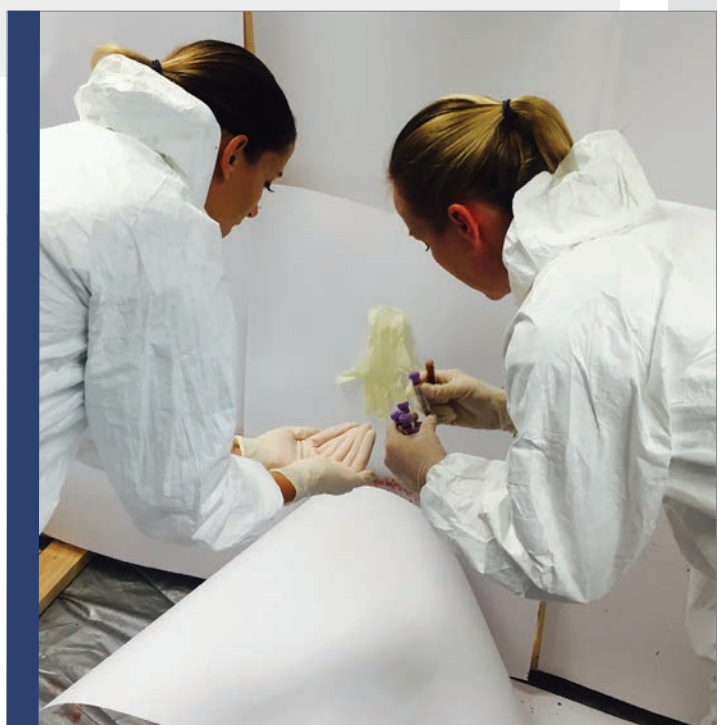
STRATEGIC GOAL 2 | **IMPROVE** DEPARTMENT EFFECTIVENESS AND EFFICIENCY

Initiative D: Increase Disaster and Terrorism Response Capabilities

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Obtain* and *maintain* all required NIMS courses for all commanders.	ADC	PSCPT
2. *Obtain* and *maintain* all required NIMS courses for first line employees.	ODC	PSCPT
3. *Develop* and *publish* operational plans for disaster and terrorist events.	ADC	SCPT
4. *Provide* training and exercises for terrorist incidents.	PSCPT	
5. *Provide* training and exercises for natural disaster response.	PSCPT	
6. *Provide* training to employees on SARS process and reporting.	PSCPT	
7. *Provide* opportunities for joint training and exercises with outside jurisdictions and agencies	PSCPT	

MEASUREMENTS

Compliance percentage for required courses

Operational plans published

Number of training courses and exercises

MEMBERS OF THE SWAT TEAM AND HAZARDOUS DEVICES UNIT ENHANCE DEPARTMENT RESPONSE CAPABILITIES.

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY
Initiative E: Embrace and Integrate New Technologies

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Reinstitute* and *maintain* technology committee to research new technologies.	SCPT	
2. *Form* and *maintain* Hexagon RMS/CAD Implementation Committee.	ADC	SCPT PCPT
3. Jointly *research* and *implement* with VECC and Valley PD's a call-taking platform to replace or update ProQA.	ADC	ADC FIND
4. *Identify* funding and plan to move forward with upgrading City Radio System to P25.	COS	LCPT
5. *Research* best practices and available software for Intel-led Policing and analysis.	XO COMPSTAT	PCPT

MEASUREMENTS

Compliance percentage for required courses

Operational plans published

Number of training courses and exercises

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY
Initiative F: Reduce, Solve and Prevent Crime

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Enhance* best practices as it relates to Stratified Policing efforts.	COS	LCPT PCPT COMPSTAT
2. *Research* and *implement* methods to reduce violent crimes.	ICPT	PCPT LCPT
3. *Conduct* educational outreach campaigns for targeted crimes identified through Stratified Policing model.	COP	PRD
4. *Conduct* high visibility patrols in identified CompStat focus areas.	ODC	PCPT LCPT
5. *Conduct* sobriety enforcement operations in areas of high DUI and alcohol related collision activity.	ODC	SOCPT

MEASUREMENTS

Reduction of Part 1 and Part 2 crime

Numbers of operations and special enforcements

Best practices of reducing crime shared with members of Valley Police Alliance

OFFICERS DISCUSSING DETAILS AT A SCENE.

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY
Initiative G: Enhance Investigative Capabilities

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Research* and *implement* crime scene investigation techniques for patrol officers to perform their own CSI on basic calls.	ICPT	LCPT PCPT CLD
2. *Research* and *develop* a prioritized response system for the Crime Scene Units and provide training for new department processes to first line employees	ICPT	CLD
3. *Investigate* and *implement* new DNA and other technology to assist in case investigation	ICPT	CLD
4. *Explore* detective exchange program with other agencies to learn innovative techniques to solve cases	ICPT	
5. *Increase* Patrol and Detective interaction	ICPT	PCPT LCPT SOCPT
6. *Increase* training opportunities for Detectives to learn cutting edge techniques for solving crimes	ICPT	
7. *Investigate* possibility of a computer crimes squad	ICP	COS

MEASUREMENTS

Improved service and response in evidence recovery and processing for crime scenes

Reductions in the backlog of evidence processing

Enhancement of Crime Scene processing for field units

Measure number of Patrol lineups visited by Detectives

Measure number of courses attended by Detectives

STRATEGIC GOAL 2 | IMPROVE DEPARTMENT EFFECTIVENESS AND EFFICIENCY

Initiative H: Establish Effective Enforcement Initiatives

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Research* and *implement* methods to reduce violent crimes	ODC	PCPT LCPT
2. *Conduct* educational outreach campaigns	PRD	CIU
3. *Develop* and *implement* crime prevention strategies based on Stratified Policing and other data-driven approaches	COS	ODC COMPSTAT
4. *Research* and *develop* a plan to work with victims to reduce repeat victimization	ICPT	
5. *Collaborate* with task forces and other agencies and organizations to establish innovative practices	ODC	ICPT

MEASUREMENTS

Reduction of Part 1 and Part 2 crimes

Survey of public to determine effectiveness of perception of crime

GOAL 3: INVOLVE THE COMMUNITY IN CRIME REDUCTION AND OUTREACH EFFORTS

Community policing is a philosophy that places an emphasis on police community relations to tackle problems of crime, disorder and fear within a specific community. Community policing has evolved significantly with the explosion of technology since its establishment in the 1970's but holds the core value that police community collaboration is what matters for a lawful society.

The Salt Lake City Police Department holds a core belief that the Department must work in close partnerships with the communities that we serve. The community should be an active partner with the Department in crime reduction, resolving quality of life issues and the recruitment of employees.

STRATEGIC GOAL 3	INVOLVE THE COMMUNITY IN CRIME REDUCTION AND OUTREACH EFFORTS		
Initiative A: Enhance External Communication		
KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Publish* Quality of Life tips to community on regular basis.	COS	ADC,ODP, PCPT, LCPT, SOCPT, ICPT, SCPT, PSCPT
2. Each member of command staff to *attend* at least 1 community event or meeting outside of normal hours per month	PCPT	
3. *Create* and *maintain* a Patrol/Elementary School Reading Program	PSCPT	
4. *Hold* regular Citizen's Academy Classes	COP/PRD	
5. *Increase* the number of Community Outreach Events, ie, Coffee with a Cop, Bike Rodeos, etc.	COP/PRD	
6. *Research* and *develop* methods to get line officers involved with community groups and events	COP/PRD	
7. *Maintain* and *strengthen* involvement with groups such as Community Advocates Group and Citizen Advisory Board	COP/PRD	
8. *Increase* participation in Volunteer Corps and Neighborhood Watch through recruitment and additional meetings/training		
MEASUREMENTS	Measure number of Citizen Academies	
	Measure percentage increase of community outreach events	
	Measure participation in Volunteer and Neighborhood Watch	
	Measure events where line officers attended event	

STRATEGIC GOAL 3 | INVOLVE THE COMMUNITY IN CRIME REDUCTION AND OUTREACH EFFORTS

Initiative B: Improve Quality of Life Issues

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Implement* community surveys to determine crime response priorities.	PRD	CALEA
2. *Research* and *implement* tactics to deal with panhandling issues.	ODC	
3. *Research* and *implement* tactics to deal with transient camping.	ODC	
4. *Research* and *implement* tactics to deal with nuisance addresses.	ODC	

MEASUREMENTS

Survey public on their perceptions of quality of life issues and progress made on identified issues

Decrease in quality of life and nuisance crimes

STRATEGIC GOAL 3 | INVOLVE THE COMMUNITY IN CRIME REDUCTION AND OUTREACH EFFORTS
Initiative C: Engage the Community in Joint Problem Solving

KEY ACTION ITEMS	RESPONSIBLE	ASSISTING
1. *Survey* community regarding prioritization of problems in neighborhoods.	ADC	CALEA
2. *Allocate* resources to deal with identified priorities.	ODC	PCPT LCPT
3. *Work* with businesses identified through COMPSTAT as high call load businesses to reduce call load.	ODC	CIU
4. *Increase* participation in bi-annual Citizen Academy	PSCPT	PRD
5. *Investigate* and *consider implementing* enhanced Good Landlord Program	ODC	CIU
6. *Increase* participation in SafeCam Program	PRD	ODC XO
7. *Increase* participation in Neighborhood Watch meetings in areas identified in the CompStat process	PRD	COMPSTAT PCPT LCPT

MEASUREMENTS

Numbers of events and participants.

Surveys completed

Measure increase in SafeCam program and NW Meetings

MEMBERS OF THE PUBLIC ATTENDING A CLASS DURING CITIZEN ACADEMY.

ACRONYMS

ADC	Administration Deputy Chief	ODC	Operations Deputy Chief
CIU	Community Intelligence Unit	PCPT	Pioneer Patrol Captain
COMPSTAT	Comparative Statistics	PRD	Public Relations Director
COP	Chief of Police	PSCPT	Professional Standards Captain
COS	Chief of Staff	RECD	Records Unit Director
FIND	Financial Services Director	SCPT	Support Captain
ICPT	Investigations Captain	SOCPT	Special Operations Captain
LCPT	Liberty Patrol Captain	XO	Executive Officer to the Chief

ACKNOWLEDGMENTS

The Strategic Plan Committee spent many hours in meetings, coordinating and conducting workshops, collecting data and writing this plan. All were volunteers and without their efforts, this plan would not have been possible.

MEMBERS OF THE COMMITTEE WERE:

Assistant Chief Tim Doubt – Coordinator

Director Christina Judd – Advisor

Community Outreach Subcommittee

Chair – Officer David King

Officer Jeff Bedard

Supv. Julene Lundsberg

Officer William Caycho

Supv. Teresa Guitierrez

Surveys Committee

Chair – Sgt. Scott Mourtgos

Officer Jody Whitaker

Adm. Asst. Laura Nygaard

Officer Matthew Roper

Sgt. Andy Leonard

Employee Outreach Subcommittee

Chair – Sergeant Dustin Marshall

Capt. Lance VanDongen

Sgt. Sam Wolf

Sgt. Yvette Zayas

Officer Rich Stone