

UPDATED  
**2021**  
**CRIME CONTROL PLAN**



**SALT LAKE CITY  
POLICE DEPARTMENT**

## SUMMARY

This report provides guidance on how the Salt Lake City Police Department will continue addressing criminal activity within city limits. The SLCPD will follow short-medium-and long-term strategies to help with its progression. This allows for reasonable expectations and reassessment as the department moves through implementation of the revised 2021 Crime Control Plan. The department will continue to use data provided by the CompStat & Analysis Unit to allow division commanders' autonomy when addressing hyper-local crime-related issues.

### OUR ORGANIZATION

- 720 general fund Full Time Employees
- Funded for 571 sworn police officers
- Current strength: 516 sworn police officers (Oct. 19, 2021)

### OUR ASSETS

- 110 non-sworn professional staff
- 09 SLCPD Social Workers
- 01 Mental Health Clinician

### OUR COMMUNITY

- Salt Lake City's population in 2020 was 199,723
- Between 2010 and 2020, Salt Lake City added 13,283 new residents
- The City's daytime population increases an estimated 72%<sup>1</sup>

### OUR OPERATIONS

- Office of the Chief
- Administration Bureau
- Investigations Bureau
- Field Operations Bureau I
- Field Operations Bureau II



1 <ftp://frftp.slcgov.com/attachments/1-8-13-Capital%20City%20Challenges.pdf>

## IMPACT AREAS



**STAFFING**



**CRIME REDUCTION**



**CALLS FOR SERVICE**



**COMMUNITY LIVABILITY**



**COMMUNITY-BASED POLICING**



**HOMELESSNESS**

## OVERALL GOALS



LOWER CRIME



IMPROVE  
RESPONSE TIMES



FILL FUNDED  
AND UNFUNDED  
SWORN POSITIONS



CONTINUE BUILDING  
COMMUNITY  
RELATIONSHIPS

## STRATEGIES

SHORT TERM	MEDIUM TERM	LONG TERM
<ul style="list-style-type: none"> <li>• Develop the SLCPD Violent Crime Task Force</li> <li>• Expand recruitment efforts</li> <li>• Continuous lateral officer hiring</li> <li>• Implement the Police Civilian Response Team</li> <li>• Introduce hiring incentives to include signing bonuses and retention bonuses</li> <li>• Submit Budget Amendments for additional funding</li> </ul>	<ul style="list-style-type: none"> <li>• Work with incoming SLC911 Director to expand the current SLCPD Call Diversion Program</li> <li>• Work with the Salt Lake County Sheriff's Office and other criminal justice stakeholders on jail release issues</li> <li>• Work with the Salt Lake County District Attorney on the high utilizer program</li> </ul>	<ul style="list-style-type: none"> <li>• Fill funded and unfunded sworn positions</li> <li>• Assess through strategic planning increasing the authorized strength of the department</li> <li>• Continue Project Safe Neighborhoods commitment with federal partners</li> </ul>

PROGRAM	STATUS	REPC RECOMMENDED	MATRIX RECOMMENDED	NEED	FUNDING SOURCE	IMPACT AREA
Call Diversion and Expanding Online Reporting	In Progress			  	Attrition savings	
Business Community Engagement Officer (BCEO)	Concept			 	Grant Funding or Attrition Savings	
Community Reestablishment Areas	In Progress			 	Budget Admendment #4	
Police Civilian Response Team	In Progress			 	FY22 Budget Request	
Recruitment, Hiring, and Retention	In Progress			 	FY22 Budget Request & REPC Funding Request	
Violent Crimes Task Force	Concept			 	Budget Amendment #5 & FY22 Budget Request	
Volunteer Corp	Concept			 	TBD – FY23	

**REPC**

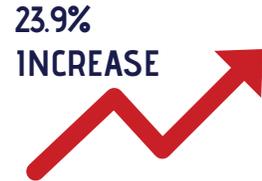
= Racial Equity in Policing Commission

# INTRODUCTION

The foundation of the Salt Lake City Police Department is to serve its community members by building upon its traditions and fostering a culture of respect and compassion toward everyone. Without the unwavering commitment of the women and men of the Salt Lake City Police Department, this organization could not have overcome the unforeseen challenges of 2020 that continued into the current year.

## CRIME CONTROL PLAN

In January 2021, the Salt Lake City Police Department launched a crime reduction plan in response to a 23.9% increase in overall crime when compared to the same time period in 2019. While the department has made significant strides through the hard work and determination of its officers to reach the goals in the initial report, it is apparent fully achieving the objectives will be unrealistic.

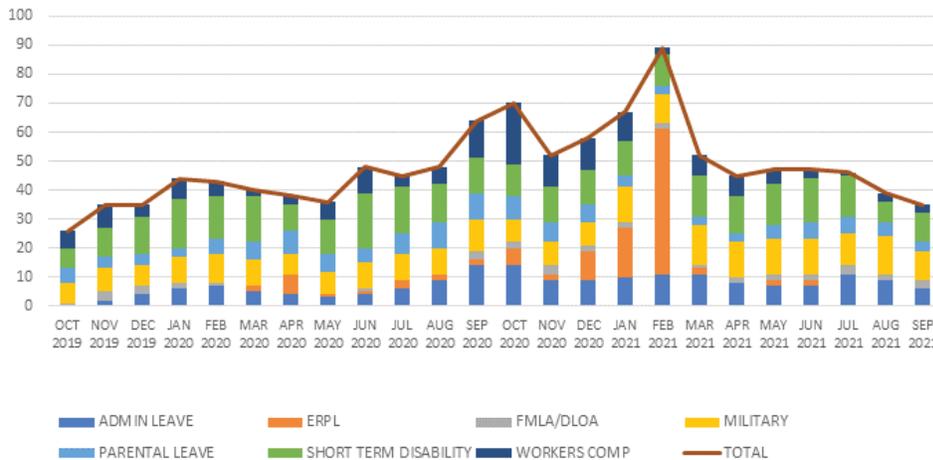


## COMPLICATING FACTORS OF 2020 AND 2021

There are numerous factors that further complicated the department's abilities in 2021. The COVID-19 pandemic, staffing levels, increased calls for service and nurturing community trust and legitimacy in our profession pushed our department to adapt by making significant changes to meet the expectations of those living, working and visiting Salt Lake City. It gave the department an opportunity to reassess its goals with the reality that policing has forever changed yet the department remains committed to being leaders of that change throughout policing and to set examples for other

departments across the country.

**DEPARTMENT LEAVES BY MONTH THROUGH SEPTEMBER 2021**



## COVID-19 PANDEMIC

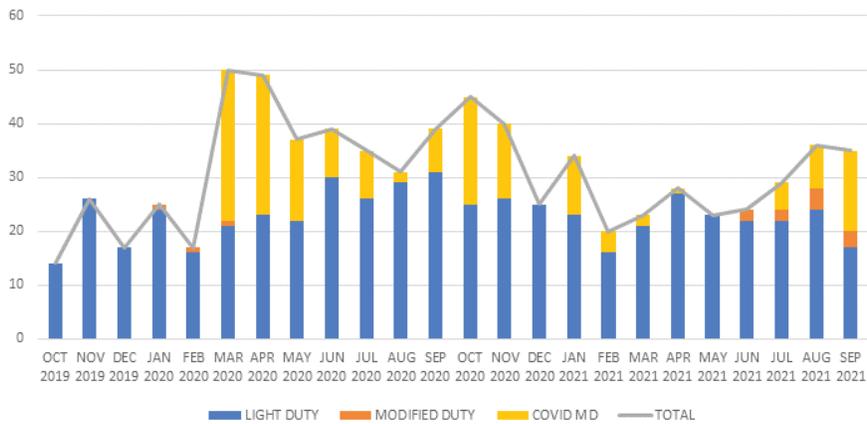
The COVID-19 pandemic compounded staffing issues within the department. Early into the pandemic, the department launched

policies and procedures to not only protect our employees but to also ensure the department could still perform its duties without interruption. In October of 2020, near 10% of the department's workforce was under COVID-related quarantine. In the early part of 2021, COVID-related quarantines continued but by summer dropped considerably. Quarantines lasted between 4-14 days. A quarantined officer could not respond to calls for service, but were allowed to take telephonic calls, depending on their health. The department remains vigilant to this issue as recent media reports suggest<sup>2</sup> there could be

<sup>2</sup> <https://www.deseret.com/coronavirus/2021/10/18/22732468/dr-fauci-prediction-covid-coronavirus-wave>

another wave of COVID-related infections. Like communities across the United States, the department saw breakthrough cases of COVID-19 in late summer 2021. As reflected in the chart titled “Department Light & Modified Duty by Month,” many of these officers were placed on modified duty and did not require full length quarantines. Again, any sworn member on COVID-19 modified duty was unable to work a regular patrol shift out in public. The department continues to adhere to local, state and federal guidelines when it comes to reducing the spread of this virus.

**DEPARTMENT LIGHT & MODIFIED DUTY BY MONTH**



**STAFFING CHALLENGES**

The Salt Lake City Police Department lost approximately 130 sworn officers between January 01, 2020 and September, 30 2021. Departments across the country saw similar, if not more, numbers of resignations and retirements. This reduction in staffing had a critical impact on the core service of the department. Specialty units such as the Bike Squads for all three patrol divisions, our Parks

Bike Squad and our Motor Squad and Gang Unit were asked, and continue to this day, to be call-responsive. Said another way, every department specialty squad, including some detective units, was told to stop their primary speciality duties and take calls for service until cleared by the on-duty Watch Commander. As a result, the primary duties of the specialty squads were slowed to ensure the department remained focused on its primary mission of taking calls for service.

The department must recognize the number of separations seen in 2020. Mirroring trends seen across the United States, the Salt Lake City Police Department saw officers leaving the profession in droves, particularly in June, September, and October 2020 and then again in June 2021. The majority of these departures came from retirements and resignations that resulted after SLCPD officers responded to and managed more than 300 protests/demonstrations/marches and rallies, along with several riotous incidents and officers leaving for nearby police agencies that offered higher pay.

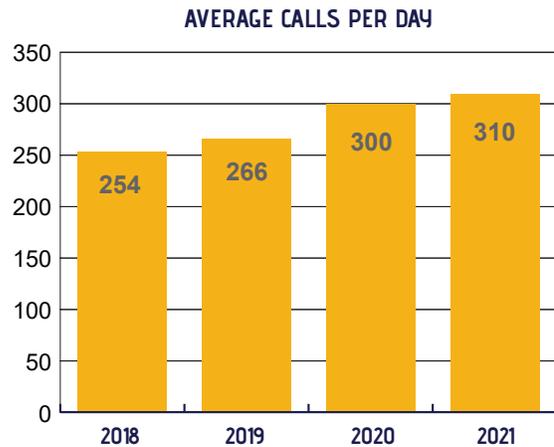
Researchers noted<sup>3</sup> in 2021, nationally, “criminal justice stakeholders must be prepared to confront workforce decline and increased voluntary turnover.” The department, working with City Administration, is thoughtfully addressing these issues. In July 2021, pay for entry-level Salt Lake City Police officers increased<sup>4</sup> by 30%, and by 12% for other officers. Separations from the department have considerably slowed since July 2021.

**CRIME TRENDS**

The Salt Lake City Police Department remains committed to taking all necessary steps to reduce crime. In 2021, because of the tenacity of the women and men of this department, we have seen improvements in our crime trends, but more must be done. The increase in crime Salt Lake City is seeing is not isolated to the Crossroads of the West.

Cities across the United States are grappling with the very same issues. The San Diego Police Department saw a 129% increase in gang-related shootings in the first half of 2021<sup>5</sup>. In Utah, more violent crimes were reported throughout much of the state in 2020<sup>6</sup>. Furthermore, the 2020 homicide rate in Utah was 24% above the 10-year average<sup>7</sup>.

Preliminary data shows 2021 in some cities may end up being even worse than 2020 for violent crimes. A report by the Major Cities Chiefs Association shows homicides have increased by approximately 20% in 66 of the nation’s largest cities since last year<sup>8</sup>. According to national publications,<sup>9</sup> experts have pointed to many factors for the recent increase in gun violence, including the COVID-19 pandemic’s socio-economic impacts. Further, criminologists have noted<sup>10</sup> the nation is not seeing a “crime wave across all forms of crime<sup>11</sup>.” This is the same for Salt Lake City. Many of the city’s



3 <https://onlinelibrary.wiley.com/doi/10.1111/1745-9133.12556>

4 <https://kutv.com/news/local/have-police-pay-raises-impacted-slcps-staffing-problem>

5 <https://www.justice.gov/usao-sdca/pr/assistant-u-s-attorneys-connie-wu-619-546-8592-and-cindy-cipriani-619-546-9608>

6 <https://www.sltrib.com/news/2021/10/08/new-report-shows-utah/>

7 <https://kutv.com/news/local/utah-had-a-surge-of-homicides-and-violent-crime-in-2020-new-fbi-data-shows>

8 <https://www.upr.org/post/new-fbi-data-shows-utah-had-surge-homicides-and-violent-crimes-2020#stream/0>

9 <https://time.com/6053309/gun-violence-surge-summer-2021-pandemic/>

10 <https://www.theguardian.com/us-news/2021/jun/30/us-crime-rate-homicides-explained>

11 <https://time.com/6086558/us-homicides-violent-crime-rates/>

livability crimes<sup>12</sup> are below average on a year-to-date comparison. In Salt Lake City, residential burglaries have declined 17% over the five-year average -- this is reflective of similar crime trends<sup>13</sup> across the country.

Despite the sobering numbers in violent crime trend data, there is hope. There is continued and strengthened commitment by the women and men of the Salt Lake City Police Department to forge through the challenges they face with staffing, call volumes and response times to address crime and ensure the safety of those who live, work and visit in Salt Lake City.

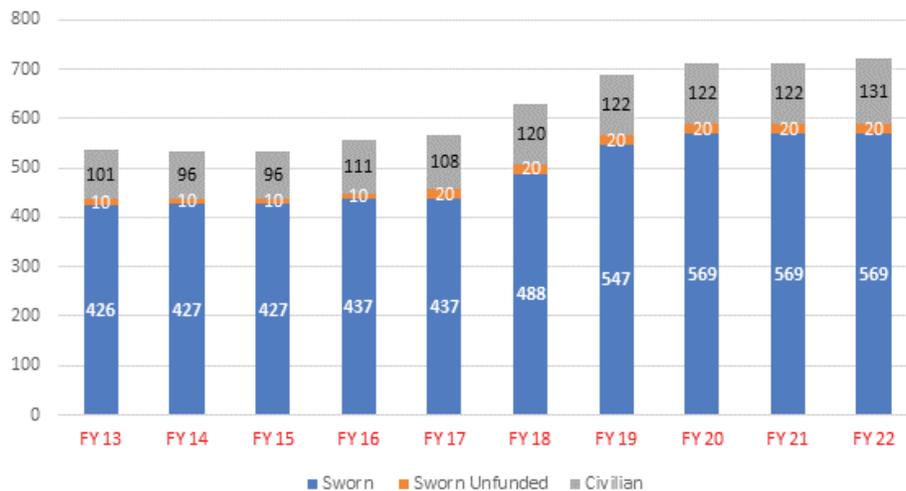
### POPULATION GROWTH

With Utah’s roaring population growth, all levels of regional, state, and local government will be strained in their efforts to keep pace with this transformation. Utah added half a million new residents between 2010 and 2020, a combination of people moving here and family growth. That’s an 18.4% growth rate, the fastest in the nation<sup>14</sup>. Salt Lake County’s population rose by 155,583 people to 1,185,238 – a 15.1% jump, according to the U.S. Census Bureau. The historic growth of residents and tourists in Salt Lake City places more pressure on the department. With calls for service increasing, the department faces the reality that with fewer officers, response times will go up. To stem further increase and to alleviate the pressures put on officers, the department is:

- Prioritizing recruitment, hiring and retention
- Further expanding its call diversion program and online reporting
- Utilizing officers on “light duty” to take telephonic calls for service
- Developing its Police Civilian Response Team (PCRT)

The initial phase of the PCRT will involve non-sworn members taking telephonic police reports on low-level calls that don’t need an officer response so sworn officers are available for high-priority calls--potentially allowing the department to lower its response times.

### POLICE DEPARTMENT STAFFING BY FISCAL YEAR



12 <http://www.slcpd.com/ass3ts/uploads/2021/10/Citywide-Vol.7-No.42.pdf>

13 <https://covid19.counciloncj.org/2021/05/21/impact-report-covid-19-and-crime-4/>

14 <https://www.sltrib.com/news/2021/08/12/new-census-numbers-are/>

# RECRUITMENT, HIRING AND RETENTION

## HIRING THE BEST QUALIFIED OFFICERS WHO MEET THE NEEDS OF AND WHO REFLECT OUR CITY



We need more police officers. Hiring and retention, along with reducing violent and overall crime in the city, is the top priority of the department

As of Oct. 25, 2021:

- We have 55 vacant sworn positions.
- We have 3 pending vacancies.
- We have 5 officers on military leave.
- We have 45 sworn positions in training or recruit status.
- We have 66 officers assigned to Salt Lake City International Airport and not available for typical patrol response.

The department is working to completely close its vacancies as fast as possible. Once achieved, the department will focus its efforts on hiring the 20 additional unfunded positions within the department’s staffing structure.

Law enforcement agencies across the country continue to struggle with a shortage in hiring and recruitment. According to a 2020 survey by the

National Police Foundation,<sup>15</sup> 86% of departments reported a staffing shortage. The department is considering several incentives to hire and retain officers.



- **SHARED RECRUITMENT & RETENTION BONUS:** The department will provide bonuses for current officers who refer a lateral officer who is then successfully hired. All employees receiving a bonus will be subject to an employment agreement for a minimum length of service.
- **HOUSING INCENTIVE:** Recognizing many of the new, entry-level officers applying to the department are also first-time homebuyers, the department wishes to explore avenues to assist with mortgage payments. The Chief of Police will work with City departments and the United States Department of Housing and Urban Development for a housing incentive program for officers.
- **TAKE-HOME CAR POLICY:** Currently, the department’s take-home car policy is set by City ordinance at 35 miles from the nearest city boundary with a \$3 per mile usage fee. To

15 <https://news.yahoo.com/shortage-police-officers-becoming-crisis-183900129.html>

say it in another way, no officer can take home their city-issued vehicle if they live past the 35 mile limit. The Mayor has requested the City Council extend the take-home policy to 60 miles. With Council approval, officers who then choose to take their cars home will pay more to cover the costs associated with the extra mileage. For example, if an employee lives 60 miles away from the nearest city boundary, they would pay \$180 a paycheck, or \$360 a month, to take their assigned city vehicle home.

### RECRUIT CLASS 153 - NEW, ENTRY-LEVEL OFFICERS



17 officers in field training, will be eligible to take calls for service on their own by the end of November, 2021. The remaining two will be able to take calls for service on their own by the end of December, 2021.

### RECRUIT CLASS 154 - NEW, ENTRY-LEVEL OFFICERS



An estimated 20 officers in the academy now, will be eligible to take calls for service on their own June, 2022.

### RECRUIT CLASS 155 - LATERAL OFFICERS



An estimated 5 lateral officers in training, will be eligible to take calls for service on their own by the end of November, 2021.

### RECRUIT CLASS 156 - LATERAL OFFICERS



We are hoping to have a lateral class starting in early 2022 with 5 new lateral hires.

### RECRUIT CLASS 157 AND 158 - NEW, ENTRY-LEVEL OFFICERS



We hope to have two academy classes January and May, 2022 with 30 new, entry-level hires. They won't be on the streets from another 16-18 weeks from their graduation.

OCTOBER

CLASS 153 (17), 155

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CLASS 153 (2)

DECEMBER

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CLASS 157

CLASS 156

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APRIL

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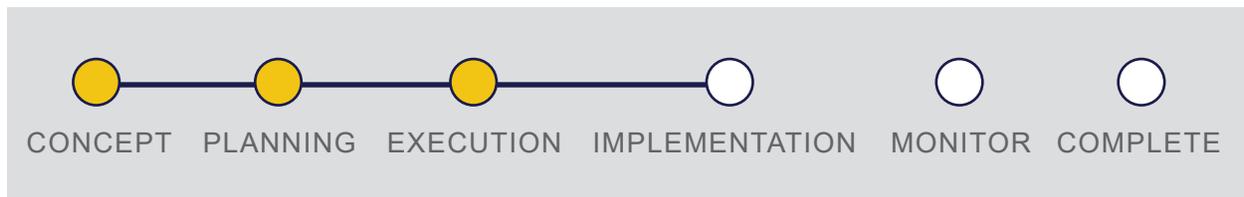
CLASS 158

CLASS 154

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JULY

## IMPACT AREA



# COMMUNITY REESTABLISHMENT EFFORTS

## REDUCING ILLEGAL CAMPING, INCREASING SERVICE RESOURCES AND REDUCING CRIME



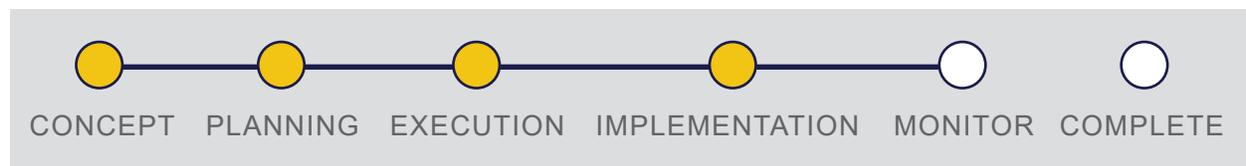
The Salt Lake City Police Department is committed to providing high-quality and community supported police services with compassion. In response to criminal activity occurring at encampments in Rio Grande and throughout downtown, the Salt Lake City Police Department launched a formalized and extensive downtown community reestablishment and crime mitigation effort in mid-2020 to clean-up the illegal camps, get people inside and into treatment, enforce city and state laws, and to deter criminal activity and illegal camps from re-establishing.

More than 50 officers have participated in these overtime focused area shifts. Prior to the focused area policing implemented by the department, the illegal camps posed significant public health and public safety concerns. The primary focus areas included:

- Rio Grande Street – 200 S to 400 S
- 500 W – 200 S to 400 S
- 300 S – 500 W to 600 W
- 600 W South Temple.
- 600 W — 1000 W North Temple

The department has seen considerable improvement in these focus areas. As a result of their successful efforts, the department is now able to focus on its secondary goal of this program: crime reduction, including recovering stolen vehicles and illegal firearms. In September of 2021, citywide, the department recovered 164 stolen vehicles, 41 firearms (pistols, rifles, and shotguns), and approximately \$1.05 million in seized drugs. The efforts of our focused patrol areas serve to protect vulnerable individuals who need behavioral health treatment and services.

### IMPACT AREA



# VIOLENT CRIMES TASK FORCE

## COMBATING VIOLENT CRIME CITYWIDE, BY INCREASING POLICE STAFFING LEVELS



The Salt Lake City Police Department will use COPS Hiring grant funds to create squads to specifically address violent crime patterns and repeat violent crime offenders in Salt Lake City. Once funding is secured and approved, the department intends to further address violent crime by forming a 10-person Violent Crimes Task Force (VCTF) to create targeted responses to identify, apprehend and prosecute individuals within our community who engage in violent conduct. The VCTF will have a citywide span of management and will work with division commanders to address violent crime issues using the CompStat

model. The VCTF squads will provide dedicated resources to lead the effort to address emerging violent crime patterns and increase accountability for repeat offenders of violent crime.

The VCTF will work directly with the Salt Lake County District Attorney’s Office and the Project Safe Neighborhood partners to investigate and refer criminal gun-crimes for prosecution.

The types of criminal offenses the VCTF will pursue include:

- Assault Offenses
- Criminal Homicide Offenses
- Drug Offenses
- Kidnapping, Trafficking, and
- Smuggling Offenses
- Sexual Offenses
- Weapon Offenses

The Salt Lake City Police Department is committed to tackling gun violence in our community. So far in 2021, the Salt Lake City Police Department has booked nearly 500 firearms into evidence. Many of those firearms --- if left in the wrong hands --- could have been used to threaten, coerce, injure and even worse - to kill. The Salt Lake City Police Department will continue its partnerships with county, state, regional and federal partners to investigate gun crimes.

The gun epidemic facing our country requires urgent action locally and nationally. More than 8,200 people have been killed this year as of June 3, according to data from the Gun Violence Archive .

The VCTF will be instrumental in using all available technology to help our investigators piece together gun crimes.

The implementation of this task force, using funding from the COPS Hiring Program grant awarded to the City in June of 2020, would take our department staffing level to historic highs.

### IMPACT AREA



## POLICE CIVILIAN RESPONSE TEAM

TAKING THE BURDEN OFF PATROL OFFICERS SO THEY CAN FOCUS ON IN-PROGRESS EMERGENCIES

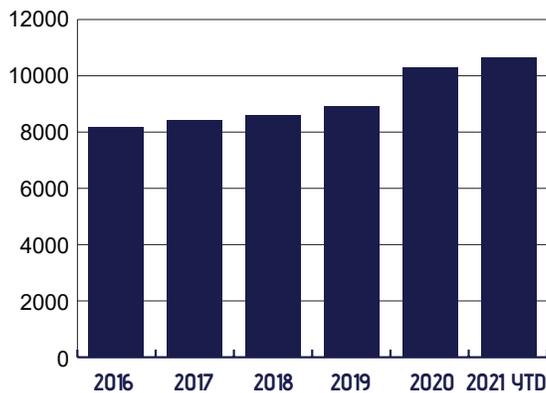


The department is in the process of implementing a “Police Civilian Response Team” (PCRT) that will start with the hiring of Police Telephonic Specialists (PTS). These non-sworn positions will take telephonic police reports on low-level calls that don’t need an officer response so sworn officers are available for high-priority calls--potentially allowing the department to lower its response times. It is the department’s intent, based on scheduling availability, there will be coverage seven days a week. The equipment and technology required for this program will be determined through the development phase focus group meetings. On October

14, 2021, the department posted the application process on the City’s hiring portal. The department intends to implement this program as a fully funded program.

### CALLS FOR SERVICE

January 1, 2016 - October 1, 2021

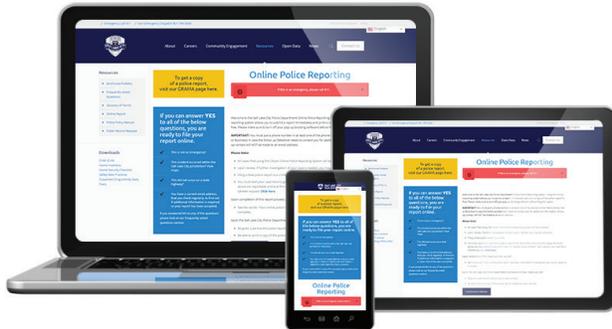


### IMPACT AREA



# CALL DIVERSION AND EXPANDING ONLINE REPORTING

## GIVING COMMUNITY MEMBERS FASTER ACCESS TO POLICE SERVICES



The department continues to implement changes in how it processes and handles non-emergency calls for service, such as non-injury traffic crashes. Currently, the department has a call diversion plan but this program could be more efficient and effective with additional considerations. The department will work with the incoming Director of SLC911 to increase cooperation to ensure certain low priority calls for service are processed as telephonic calls for service or

the caller is directed to online reporting services. The department will work with SLC911 to address accessibility and equity issues to ensure all community members are provided services. Considerations include installing computer terminals at the Public Safety Building, its Pioneer Division and other city locations for individuals without access to a computer or internet. Careful consideration will be given to the language used by SLC911 call takers.

CURRENT SLCPD ONLINE REPORTING CRITERIA		CURRENT TYPES OF REPORTS AVAILABLE FOR ONLINE REPORTING	
 A non-emergency matter	 The incident did not occur on a state highway	 Harassing phone calls	 Theft
 The incident occurred within the Salt Lake City jurisdiction	 The complainant has a current email address	 Hit and run traffic crashes	 Vandalism (including graffiti and vehicle vandalism)
 There are no known suspects		 ID Theft	 Car Prowls
		 Lost Property	 Bike Registration

### IMPACT AREA



## BUSINESS COMMUNITY ENGAGEMENT OFFICER (BCEO)

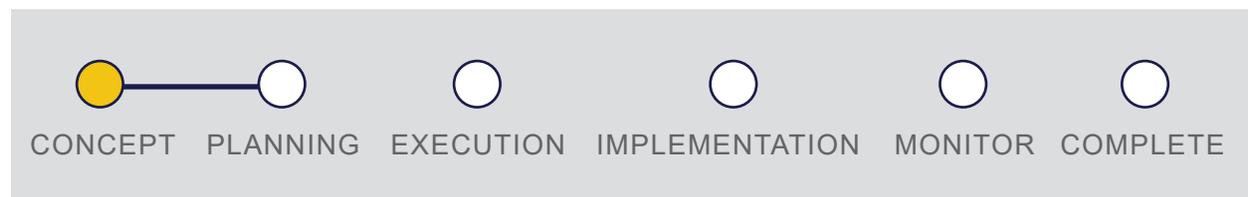
CENTRALIZING A POLICE POINT OF CONTACT FOR BUSINESS-RELATED CRIMES



In the short term, the department intends to create a Business Community Engagement Officer (BCEO) who will work additional hours funded by overtime. The officer will serve as a direct point of contact for business operators and owners. This position will become a full-time position through added FTEs -- once again expanding the department's historic authorized staffing levels. The BCEO will work directly with SLC911 and Watch Command to respond to non-emergency calls for service that tend to impact our business

districts disproportionately, including trespassers, shoplifting, and vandalism. The goal of the BCEO program will offer an immediate response separate from SLC911. The BCEO will provide businesses of all sizes problem solving models, direct resources, and will reduce patrol response times for calls for service. Businesses will be reminded that any in-progress emergency should be directed to 9-1-1.

### IMPACT AREA



## VOLUNTEER CORP

### UTILIZING COMMUNITY-BASED VOLUNTEERS TO SUPPLEMENT SLCPD ON NON-CRITICAL INCIDENTS, CALLS



For more than 30 years, the department has frequently utilized volunteers to help with its community policing efforts. The pandemic resulted in the Volunteer Corp temporarily disbanding for safety as we all adhered to physical distancing guidelines. Now, the department will pursue using qualified volunteers for specific tasks and duties in order to create efficiencies for the department and to improve services to the community. Volunteers are intended to supplement and support, rather than replace, sworn officers and professional staff. Volunteers can be an important part of any organization and are proven to be an asset to law enforcement agencies. Volunteers help to increase departmental

responsiveness, delivery of services and information input, and provide new program opportunities. In addition, volunteers bring new skills and expertise to the department and prompt new enthusiasm.

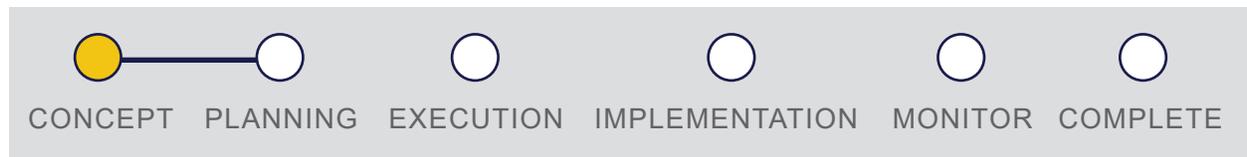
#### BENEFITS TO THE DEPARTMENT INCLUDE:

- Bridging the gap with the Police Explorer program to increase potential recruitment
- Increasing engagement with community
- Reducing workload for patrol officers for certain matters

#### DUTIES FOR THE VOLUNTEER CORP COULD INCLUDE:

- Assisting with traffic control
- Conducting proactive welfare checks
- Interpreters who ride with officers to assist when interacting with community members
- Looking for abandoned stolen vehicles
- Supplemental services of crowd control, parade set up, and searching for missing subjects, during a special event, emergency or call-out
- Transport crime victims to police precincts, courts, or services

### IMPACT AREA



## CONCLUSION

The Salt Lake City Police Department remains dedicated to reducing criminal activity occurring in the city and to serving and protecting crime victims. The department will work to achieve these goals using the guiding principles and objectives outlined in the initial SLCPD 2021 Crime Control Plan, including empirical evidence, best-practices, and a data-driven decision-making process.

There will not be any one thing that will alleviate the pressures being put on the department. Instead, there must be a holistic approach to jumpstart the department's revised Crime Reduction Plan to address response times and its crime mitigation efforts.



A publication of the  
Salt Lake City Police Department  
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