

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



Prepared by:

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with subconsultants

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## From the Core Commissioners

The Core Commissioners, on behalf of the Salt Lake City Racial Equity in Policing Commission Commissioners, wish to acknowledge and offer our gratitude to all of the Commissioners for their tireless work to make Salt Lake City a better place for their communities. Their engagement, strength, voice, and willingness to “speak truth to power” have allowed the Commission to take advantage of its unique opportunity to improve or change the culture of policing in Salt Lake City.

This Commission’s work is to address structural and institutional issues within SLCPD that can and do create detrimental outcomes for Communities of Color. Our work is not to allege or suggest that any one officer is desiring to harm our communities. Our focus is on addressing programs, policies, and practices that may be creating or maintaining harm to Communities of Color, or to offer recommendations that may improve police interactions and engagement with our communities.

We wish to thank Mayor Erin Mendenhall, and members of the City Council for the important and necessary opportunity that recognizes the need to improve the outcomes for Communities of Color in their everyday engagement with police officers. The Commission deeply appreciates the engagement of Chief Mike Brown, his command staff, and the officers and staff of the Salt Lake City Police Department (SLCPD) and their responsiveness to the many requests for information and personal engagement. Further, this work would not have been as efficient or effective without the excellent support of city staff, specifically Mayoral and City Council staff, who have been the behind-the-scenes support to ensure the administration of the Commission’s work is as efficient and effective as possible.

# Members of the Commission

## Core Commissioners

**Moisés Prospero**  
**Rev. France Davis**  
**Nicole Salazar-Hall**  
**Darlene McDonald**  
**Verona Sagato Mauga**  
**Kamaal Ahmad**

## Commissioners

**Aaran Afalava**  
**Abdullah Mberwa**  
**Aden Batar**  
**Alaimalulua Tokotaha**  
**Anapesi Ka'ili**  
**Carol Shifflett**  
**Davina Smith**  
**Desange Kuenihira**  
**Dhati Oommen**  
**Ephraim Kum**  
**Lazayda Afameta**  
**Luna Banuri**  
**Mahider Tadesse**  
**Mariana Suarez**  
**MJ Powell**  
**Olosaa Solovi Jr.**  
**Rogelio Romero**  
**Samantha Eldrige**  
**Steve Anjewierden**  
**Steven Johnson**  
**Tanya Hawkins**  
**Tiffany Flores**

## Academic Thought Partners

**Pepperdine University: Straus Institute for Dispute Resolution**  
**Sukhsimranjit Singh, LLM, PhD** Judge Danny Weinstein Managing Director  
**Shaphan Roberts** Adjunct Professor

## Commission Staff and Liaisons

**Kaletta Lynch** Chief Equity Officer  
**David Litvack** Former Senior Policy Advisor  
**Cindy Lou Trishman** City Recorder  
**Lauren Shafer** Assistant City Recorder  
**Lindsey Nikola** Director of Communication  
**Jennifer Bruno** Deputy Director, City Council Office  
**Lehua Weaver** Associate Deputy Director, City Council Office  
**Allison Rowland** Budget and Policy Analyst, City Council Office  
**Kira Luke** Policy Analyst/Public Engagement, City Council Office  
**Weston Clark** Director of Community Outreach  
**Jessi Eagan** Executive Assistant to the Chief Equity Officer & Director of Community Outreach  
**Sven Karabegovic** Mayor's Office Intern  
**Hailey Keller** Mayor's Office Intern  
**Hassan Abdi** City Council Intern

## Salt Lake City Police Department

**Laura Nygaard** Executive Assistant to the Chief of Police  
**Officer Robert Norgaard**  
**Officer Jose Munoz**  
**Officer Ricardo Franco**  
**Officer Mason Givens**  
**Officer Nathan Groves**  
**Officer Brendyn Scott**

## Library Staff, Tech Support

**Aleko Campos** Audio-Visual Specialist  
**Patrick Hutchings** Event Associate  
**Elizabeth King Events** Services Manager

## Purpose Statement of the Salt Lake City Racial Equity in Policing Commission

The Salt Lake City Racial Equity in Policing Commission (Commission) is made up of clergy, lay leaders, and community members with a wide array of professional and life-experience relevant to the topic area who have engaged in dozens of meetings, and research actions, to identify solutions to ensure community safety and a stronger relationship specifically between Communities of Color and the Salt Lake City Police Department. The Commission's work is to examine the current policies, programs, culture, and budget of the Salt Lake City Police Department (SLCPD). The Commission is dedicated to making recommendations for meaningful and sustainable change.

## Organizational Methodology

The Commission was empaneled in August 2020. Core Commissioners were selected by the Mayor and City Council to assist and support the essence of the work and be a liaison to the Mayor's Office and City Council as needed. These Core Commissioners also were subsequently involved in the selection of the remaining Commissioners. The focus was on finding passionate, skilled, and engaged individuals that best represent Salt Lake City's Communities of Color.

### Consultants

The Langdon Group, (TLG) a Salt Lake City consulting firm, was awarded the contract in September 2020 to be the facilitators for the Commission. Siobhan Locke and Joshua King, Esq., represented TLG. Kearns West, a Dallas, TX based firm represented by Dr. Larry Schooler, and The Gemini Group, a Denver based firm represented by Dante J. James, Esq., were subconsultants to support the work. All references to TLG include the work of the subconsultants.

### Early Work of the Facilitation Team

Initial interviews of all Commissioners were conducted by TLG at the beginning of its engagement in order to develop an understanding of what the Commission had already decided on as its focus and to better ensure that the facilitators entered the already established Commission in a way that served to support the work already underway instead of disrupting it. Further, these interviews sought to find the elements of the

Commission structure that were working well and those that were proving less successful at the outset of the work. One of the key findings of these discussions was that the full commission was operating using Roberts Rules of Order which, while a great structure in some cases, was not a great model for this group. The Commission moved to a consensus model for decision-making. This has proven to be an efficient and effective model for the group. The facilitators further suggested moving into a full commission and subcommittee structure to provide for deeper engagement with the decided-upon focus areas – listed below:

### Subcommittees

The following four subcommittees were empaneled to better focus the work of the Commission. Commissioners were invited to join a subcommittee, making sure that no subcommittee made up a quorum of Commissioners. The subcommittees each developed recommendations within their areas of focus, and these were brought back to the full Commission for review and approval. Once approved, the recommendations were presented to the Mayor and City Council. This allowed city leadership to begin to address issues and recommendations in real time, as opposed to wait until all work had been completed by the Commission and submitted in a final Phase One Report.

### Policies and Practices Subcommittee

*Facilitated by Josh King*

- The recommendations of the Policies and Practices Subcommittee were developed over a period of several months. The Subcommittee's primary objective was to make informed decisions in developing recommendations that could address community issues at the root. The subcommittee sought to develop recommendations that are feasible, viable, and sustainable. To meet these objectives, the Subcommittee engaged in significant collaboration and dialogue with community partners, the Salt Lake City Police Department, and Salt Lake City staff. The subcommittee also conducted research of national best practices and collaborated with experts around the country.
- The Subcommittee submitted five (5) recommendations to the full Commission. The Commission supported all five (5) recommendations, which were then presented to the City Council.

## School Safety Subcommittee

*Facilitated by Siobhan Locke*

This group of dedicated Commission members worked diligently to understand all perspectives in the school safety conversation before proceeding to make any recommendations. The subcommittee conducted one-on-one interviews, attended meetings and had guest speakers come into their meetings from all of the following categories and is still working to have additional conversations beyond even these:

- Salt Lake City School Board
- Salt Lake City School District (SLCSD) Interim Superintendent
- Students who have interacted with School Resource Officers (youth subcommittee, more to come in phase 2)
- Data analysts at SLCPD and SLCSD
- School Resource Officers (SROs)
- Administrators
- Oversight Committee for the SRO program
- A number of groups that are bringing “wraparound services” in for students, especially to support students of color.

In addition to these interviews, the subcommittee conducted literature reviews and referred to several documents in exploring this subject. Including:

- The Memorandum of Understanding between SLCPD, SLC and SLCSD
- Voices of Utah Children Report
- Data provided by the SLCPD on citations given by SROs

## Training Subcommittee

*Facilitated by Dante J. James*

The recommendations of the Training Subcommittee were based upon a vast amount of information and data presented to the Training Subcommittee by SLCPD, as well as information obtained and considered on its own. A foundational document for the subcommittee’s work was the President’s Report on 21st Century Policing, dated May 2015. Examples of data and information reviewed are:

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

## Youth Subcommittee

*Self-facilitated by youth members of the Commission.*

The Youth Commission was representative of both high school and college youth. The youth Commissioners met on a regular basis and held the same decision-making authority as any Commissioner.

## Police Engagement

Led by Chief Michael Brown, SLCPD was initially represented by Command Staff and the Chief's Executive Officer. There were initially no patrol officers engaged with the Commission. At the urging of the facilitators, patrol officers were added to the work of the subcommittees to ensure that the voices of the officers who would or could be most impacted by the Commission's work would be heard.

# Community Voice and Communication

## Website

*Created by Larry Schooler and The Langdon Group Staff*

## Community Listening Sessions and Overall Approach

*Designed and led by Dr. Larry Schooler*

- Listening Sessions – Citywide
- Listening Sessions – Targeted Communities

In any project that affects the public, those charged with making recommendations or decisions are expected to seek the input of those affected by those recommendations and decisions. In the case of the Racial Equity in Policing Commission, the significance of community input cannot be understated. Indeed, the Commission itself is primarily comprised of community leaders who were (and are) steeped in the communities they represent. That said, the Commission championed a multilateral, multi-step community engagement process that ensured their work would reflect the will of the community and many of its “sub-communities”—including communities of color, residents with traumatic brain injuries and disabilities, and the law enforcement community.

The Commission hosted private and public listening sessions that enabled a wide array of stakeholders to provide input at the beginning, middle, and end of the initial phase of the Commission’s work. Private listening sessions involved officers in the Salt Lake City Police Department and (separately) the Chief of Police and Deputy/Assistant chiefs; School Resource Officers; leaders in the Black, Latinx, and Middle Eastern communities; leaders in the LGBTQ+ community; and members of the community who have dealt with mental illness, traumatic brain injuries, and/or disabilities. The Commission also hosted two public listening sessions that were televised live on SLCTV; simulcast in English and Spanish initially and then in Arabic and Mandarin as well during the second broadcast; and available for comments via phone, text message, and online posting. More than 1,500 residents participated in these public sessions. The Commission also hosted resources for the public to use for engagement at their own convenience, namely a comment line (phone), a text message-based survey, and an online portal ([slcrepcommission.com](http://slcrepcommission.com)).

The complete records of all listening sessions and asynchronous resources (phone line, text message survey, and online portal) are available as an appendix to this report, but the following points summarize the findings:

- The Commission and the Salt Lake City Police Department worked extensively to understand each other's perspectives better (see below report on private listening sessions).
- Members of the Salt Lake City community are hoping to see changes to the relationship between SLCPD and schools, with a renegotiation of an existing Memorandum of Understanding between the School District and Police Department for School Resource Officers.
- The community hopes for better training across the department to ensure officers understand how to respond to people from all communities, whether they be communities of color, immigrant and refugee populations, and those dealing with mental illness or other crises, particular around de-escalation.
- The community wants to see the Department conduct its work consistently across Salt Lake City and with independent monitoring, for response time, body camera usage, treatment during stops, and other aspects of procedural justice in recruiting for new officers, the community wants to ensure potential recruits are evaluated for red-flag behaviors, such as support for or involvement in extremist groups, a history of violent behavior, and so on.
- The community wants SLCPD to improve its citizens academy and other community educational programs, with an eye towards eliminating stereotypes.

#### ■ Police Specific Listening Sessions

Separately, the Commission conducted four private listening sessions with SLCPD in the late spring of 2021. After working for months on the details of how to revise SLCPD policies and other issues on the transactional side of policing, it became clear to all parties that some work was needed to address the relational side of the conversation. Different perspectives and experiences and even wording emphasized the need for a less formal conversation to address these differences. To that end, the Commission's facilitators convened a total of four conversations over two evenings with members of the Racial Equity in Policing Commission and personnel

from the Salt Lake City Police Department. Facilitators conducted the meetings without live broadcast or recording to maximize the potential for participants to share their perspectives with complete candor. Approximately ten members of the Police Department and a dozen Commissioners participated across the sessions.

While the personal details shared within these conversations will be kept anonymous, a few key takeaways from the conversations are shared here from the perspective of the facilitators:

- The conversations heavily focused on helping both Commissioners and officers understand one another better. Commissioners used their own lived experiences, as well as those of their family, friends, and communities, to explain why they have felt fear, anger, frustration, and confusion in some interactions with the SLCPD. Several Commissioners also commended officers for their service and, in some cases, their performance in specific incidents.
- For their part, Police Department attendees shared their own experiences both with encountering other officers and with encountering civilians. Participating SLCPD personnel (particularly those from communities of color) shared their experiences being stopped by other officers, in part to connect with some of the stories shared by Commissioners. They also spoke of their pride in their work and in the calls they field that go well, which often go unnoticed by the public, along with a desire for more of the public to understand the complexities of each stop, interrogation, or arrest.
- In both sessions, participants from SLCPD questioned why Commissioners feared SLCPD or worried about riding along with SLCPD officers. Commissioners offered numerous examples where they themselves, or their loved ones, had traumatic encounters with SLCPD and/or other police departments, experiences that greatly impact their feelings towards SLCPD today. While SLCPD participants sought to reassure Commissioners that the public could easily engage with officers in healthy, productive ways, Commissioners frequently suggested that SLCPD itself should do more proactive outreach to the community to help assuage fears.
- By the end of the sessions, participants seemed to possess a deeper understanding of how each other approaches encounters between police and civilians, as well as the significance of reducing or eliminating the fear

many communities of color feel when an officer approaches them. Some participants also expressed interest in sharing reading and viewing recommendations to understand the lens through which they view policing. They also expressed interest in finding ways to continue with this type of conversation as the Commission's work continues, acknowledging that this is as important a part of the work as the policy changes will be.

- Additionally, the participants all seemed aware that changes in the culture of policing matter as much or more as changes in the policies, procedures, training, and school safety protocols of police. Finally, the participants all seemed to acknowledge that they may continue to view concepts of public safety differently but will still commit themselves to making policing work for those in law enforcement and those in the Salt Lake City community.

## Challenges

### The Online Environment

As a Commission, working in an environment of COVID 19, being completely in an online environment, initially created challenges. Many of the Commissioners did not know each other. The opportunities to bond, develop trust, develop relationships individually and collectively, were difficult. It took months for the Commission to find its comfort level of interaction; being able to question each other, being able to find laughter in the difficult conversations, being able to comfortably engage with officers on a Zoom call, are examples of some of the challenges of the online environment.

This also created challenges with community engagement. Holding Listening Sessions and hearing from community in an online, text, email environment was new and unusual for many. It is more difficult to “spread the word” about the process of how to engage than asking people to come to their community center or place of worship to offer their thoughts or experiences.

Several of the police members of the Commission were only able to join during their actual work-time which required them to usually join by their phone, and they were often unable to turn on their cameras if they were driving. Connectivity issues were often the case with Commissioners due to broadband issues.

## Time

All of the Commissioners participated in this work by giving of their “non-work” or “non-school” time in the evenings, almost every week, for months. The level of commitment needed was significant. Additionally, the amount of meeting time per week limited the amount of material that could be considered and addressed. Had there been an opportunity for a “retreat” type of engagement once or twice, it could have made the understanding and engagement by the full Commission more beneficial.

## Open Meeting Requirements

Given the requirements for the Commission to operate as a public body, this created some challenges for engagement. The Commission was unable to engage by email as a whole. There could not be more than a quorum on any subcommittee, so care had to be taken if Commissioners wanted to attend more than one subcommittee. The requirements for notice of any meeting where a quorum was present added to the challenges for staff and Commissioners and made any quick or spontaneous response to a current issue difficult.

## Experience

The mix of experience levels among the Commissioners was an initial challenge. Many Commissioners had not had specific experience with the type of work this Commission was undertaking. Reviewing, evaluating, and making recommendations on police training, procedure, or policy, was a new experience. The passion and commitment of the Commissioners helped to ease this and the trust of those Commissioners that did have this experience also helped to alleviate this challenge.

## Volume of Material to Review

The total amount of material that could be reviewed was voluminous. The SLCPD policy manual itself is over 800 pages. The types of training conducted, the demographics of the departments, the unwritten but everyday practices that impact police work and accountably, are all examples of the significant amount of material that could not all be reviewed during this phase one period. The Commission approached the work from the most pressing and impactful components of this material.

## Late Addition of Facilitators

The Commission had been selected, empaneled, and begun work prior to the selection of the facilitators. This created the need for the facilitators to build a relationship of trust in how they work and their level of expertise. This took time and may have slowed down the work some as Commissioners were still working on their relationships with each other and then needed to find their trust in the facilitators.

## Role of SLCPD

It was initially difficult to find the most appropriate role of not only the Command Staff (Chief, Deputy and Assistant Chiefs) but also patrol officers once they became a regular part of the Commission. The engagements required trust. There seemed to be more or easier trust from both the Command Staff and Commissioners with each other. The Command Staff attended both the full Commission meetings as well as often attended the various subcommittee meetings. Patrol officers were invited to both the full Commission meetings as well as the subcommittee meetings, but only attended the subcommittee meetings when they could. The comfort level for the officers to speak was challenging for some.

A special session was held in each subcommittee for the purpose of engaging patrol officers and Commissioners in an open, honest way that was not specifically about the Commission's work, but about the police's relationship in general with the communities represented by the Commissioners. It could not be done in a full meeting because of the desire to not be recorded or have it as an open meeting. The conversations improved each other's understanding, but were often difficult, with a clear sense that there was often a disconnect in perceptions between officers and Commissioners.

# Overall Recommendations

## Training Subcommittee

The following recommendations are in four specific areas:

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

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

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

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

**2. The CIT Program** is important given the difficult work of engaging with those who may be in the midst of a mental health crisis, the intersectionality of race and mental health, and recent engagements with People of Color who were having mental health issues that led to unfortunate and often deadly outcomes.

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

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

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

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

**4. Recruitment and Hiring** is what creates the make-up of the officer and staff of SLCPD. Diversity by itself does not change culture, but lack of diversity is a picture to the community, a perceived statement of who the department is, and a representation of culture

### ***ISSUE: Demographic concern related to the Field Training Officers (FTO)***

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

- Two (2) are Hawai'ian/Pacific Islander
- Four (4) are Latino or LatinX

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

### **FTO PROGRAM RECOMMENDATION**

- Create a process for targeted outreach to officers of color to increase the diversity of the program

### **ISSUE: Training concerns related to the Crisis Intervention Team (CIT)**

- Training is not prioritized, nor data specifically captured, for Lateral Hires
- Re-Certification is voluntary once certification from the Academy expires after two years
- There is insufficient budget to enlarge the program
  - Currently the program is limited to four (4) detectives to rotate work with eight (8) social workers for one shift (day shift)

#### **Currently:**

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

### **CIT PROGRAM RECOMMENDATIONS**

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

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

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

## TRAINING ACADEMY AND IN-SERVICE TRAINING RECOMMENDATIONS

- Require Salt Lake City community-based trainers of color to be part of the academy and in-service training team, selected in partnership with police civilian advisory board
- Require equity curriculum that is best practice and that is co-created with a community-based trainer
- Require that recruits learn the history of the diverse communities in salt lake city
- Require increased budget allocation to provide additional professional diversity, equity, and inclusion training

### **ISSUE: There is no full-time recruiter for SLCPD**

- Given the difficulty in recruiting generally, and recruiting for People of Color specifically, there needs to be a full-time recruiter.
- There is currently insufficient ability to create targeted outreach efforts to ensure or improve the diversity of SLCPD and support cultural change.

## RECRUITING RECOMMENDATIONS

- **Full Time Recruiter:** Create a position that provides for a full-time recruiter, tracking and keeping individuals within the application process up to date on timing. If fruitful, it should be able to support its existence by the new recruits that are hired.
- **Recruiting Budget:** 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.

***ISSUE: The current oral interview process has no strategic approach to including community or civilian members on oral interview panels for SLCPD applicants***

- A diverse hiring panel, to include community members, creates opportunities for multiple perspectives and a better evaluation for well-rounded and diverse candidates.
- If the goal is to ensure the best applicant is hired who brings overall professionalism and compassion to the position, multiple perspectives can only add to this possibility.
- There is no legal, HR, or policy reason that non-sworn community members cannot sit on a hiring panel. Non-sworn evaluators would not be evaluating police strategic or tactical thinking which will be taught in the Academy, but evaluating the individual and what they bring to interpersonal engagements with community members.

**INTERVIEW PROCESS RECOMMENDATIONS**

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

***ISSUE: There are not a specific set of questions which allow for identification of the ideal characteristics of the ideal candidates.***

- There is a need to formalize the process to evaluate the candidates from a human-centric perspective. A structured approach would allow for the best evaluation of candidates and how they will interact with the various communities within Salt Lake City.
- There is no mandatory requirement for panel members to understand how implicit bias may impact their decision-making.

**CANDIDATE SELECTION 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 Resource representative to ensure substantive discussion for 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
3. Creating awareness of implicit biases that may impact decision-making

## School Safety

### **ISSUE: Continued Racial Disparity in the Students who are interacting with School Resource Officers (SROs)**

Salt Lake City has experienced a large decrease in the overall number of citations given to students by SROs and reduction in racial disparity in these citations (due to recent juvenile justice reform efforts, the 2018 MOU between SLCPD and SLCSO, and School-Based Law Enforcement Training for both SROs and school administrators), there is still remaining disparity in the number of citations given to Hispanic students in some schools. For example, high school citations for 2013-2014 were 125 White Hispanics v 18 White Non-Hispanic students. For 2019-2020, 20 White Hispanics versus 2 White Non-Hispanic were cited. This reveals significant reductions in the amount of citations and disparity as well, but disparity is still present in 2019-2020.

## SCHOOL RESOURCE OFFICER RECOMMENDATIONS

- Early in the work of this subcommittee we were made aware of the impending expiration of the current Memorandum of Understanding (the “MOU”) that governs the work of the School Resource Officers (“SROs”) as it expires at the end of 2020-21 school year. However, it has since been communicated to the subcommittee that the expiration date will be extended until the REP recommendations are complete. This subcommittee wants to commend this adjustment and appreciates this recognition of the process underway.
  - Additionally, two commissioners were invited to participate in the “SRO Oversight Committee”, which brings together Salt Lake City School District and Police Department personnel to review the SRO program twice a year.
- **UPDATED RECOMMENDATION** (JUNE 2021) Second extension of the Memorandum of Understanding (MOU) on School Resource Officers (SROs)

- We recommend extending the expiration date MOU between SLCPD and SLCSO. Currently, the MOU expires July 2021 and we would like negotiations to commence immediately with an extension of the current MOU remaining in place for an additional 6 months or until renegotiated.
- This will allow time for the new superintendent to become familiar with the program, its efficacy and needs.
- The School Safety Subcommittee has amassed a number of recommendations for adjustments that could apply to a future MOU and will share those with both parties.
- This will further allow sufficient time to ensure that changes to the MOU are meaningful and substantial and are not simply wording adjustments.
- We expect this will include some language from bills introduced in the last session that didn't pass at the state level.

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

The Promising Youth Project (PYP) - is a comprehensive crime, violence, and gang reduction program. The purpose of the Promising Youth Project is to provide youth with the opportunities and support needed to unlock their promising potential. The project achieves this by utilizing evidence-based practices and program to assess, case-manage, and connect youth to community resources. In order to be successful, the Promising Youth Project designed a program dedicated to serving the needs of Salt Lake City and its residents. The Promising Youth Project contains two program components in order to meet the needs of our community. The Promising Youth Project contains a (1) School-based Violence, Crime, & Gang Reduction Program and (2) the Promising Youth Summer Opportunity an adventure, life skills, leadership program.

- PYP is currently housed within the SLCPD
- The hiring protocols at the SLCPD hinder the ability to attract and onboard youth/community advocates (practices within the backgrounds investigation portion of hiring is off-putting to potential new-hires for several reasons including, but not limited to long hold periods due to background checks before employment (average 30-60 days), home-visit inspections done by an officer in the home of the candidate (which is off-putting to candidates, especially those who identify as people of color),

and a myriad of disqualifiers that prove to weed out highly qualified candidates at high rates.

## AT-RISK STUDENT RECOMMENDATIONS

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

The REP School Safety subcommittee recommends that the PYP program be moved from the SLCPD and into the City's Youth and Family Services division. This move is intended to allow the program to:

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

- We further recommend that all (10) SROs be allowed to work with the PYP Summer program throughout the summer.
- Currently, only a few of the SROs are allowed to participate in the summer program and selection is based on seniority. This results in a breakdown of any rapport and relationships that SROs have developed with at-risk youth during the school year.
- This adjustment would allow continued coordination between the youth and the SROs to reduce the number of youth who drop out of the program for this reason, which places youth at increased risk of involvement in delinquent behavior and referral to the juvenile justice system. Therefore, the positive improvements that youth have gained throughout the school year may be lost during the summer.
- This adjustment would allow School Resource Officers to continue learning, training, and collaborating with Youth Support Advocates while engaging with youth in pro-social, healthy, and positive environments.

*In a subsequent meeting with SLCPD, the subcommittee was made aware that the funding for the SRO program is now going to be 12 months a year, allowing the SROs to stay involved in PYP through the summer months*

- Peer Court - A restorative justice program working to combat the disproportionate involvement of marginalized youth in the juvenile justice system by providing all youth who commit minor offenses an alternative opportunity to be held accountable for their actions.
  - We recommend that the peer court program, the promising youth project, and the explorers program work closely together to maximize resources and outcomes.
  - We recommend ongoing and increased funding to these programs where needed to ensure they can work together to continue helping at-risk youth to avoid the juvenile justice system and building better outcomes for these students overall

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

- To track the MOU, develop programming needed to make SROs (or other programs as determined) more effective and/or phase them out of schools, maintain a good working relationship between the school district and the City.
- The subcommittee is aware of the new Chief Equity Officer and that there are others on staff with responsibilities in this realm. The feeling is that mixing this with other responsibilities does not allow the focus needed to make meaningful progress on these issues.

- The job description for such a position should be determined in collaboration with SLCS and SLCPD to ensure the position is set up for success and is empowered to make meaningful change.

## OTHER ITEMS DEVELOPED BY THIS SUBCOMMITTEE TO ADVANCE AND IMPROVE SCHOOL SAFETY

There were a number of other items developed by this subcommittee that should be outlined clearly in this report.

1. **Suggestions for the SRO oversight committee on how the efficacy of the current program could be measured.** These are attached here in draft form and should be transmitted to Dr. Sandra Buendia at the Salt Lake City School District on behalf of the School Safety Subcommittee when the subcommittee feels they are complete. This has been an ongoing effort over the life of the subcommittee.
2. **List of Potential Recommendations.** The subcommittee has been tracking the work they have been doing in a Google Document – many of the items in that spreadsheet should be used to inform a future MOU, should it be negotiated in the future. The subcommittee also reserves the right to advance any of them as official REP recommendations should it become appropriate as the work of this subcommittee continues in the future.

## Policies and Practices

### POLICY AND PRACTICES RECOMMENDATIONS

The Subcommittee presented five recommendations to the City Council. The five recommendations covered the following:

1. **Police Officer Body-Worn Cameras**
2. **Internal Implicit Bias Survey to SLCPD**
3. **Community-Based Training on the History of Policing with People of Color**
4. **Co-Response (Mental Health)**
5. **Call Diversion and Dispatch**

1. **Police Officer Body-Worn Cameras (revised and approved 6/2/2021)**

Utah Code sets minimum standards for activation, storage, notifications, and other body worn camera procedures. Body-worn camera use in the Salt Lake City Police Department is outlined in Policy 422 (Portable Audio / Video Recorders), which is largely dictated by Utah Code 77-7a (Law Enforcement Use of Body-worn Cameras) and adopted in 2016. Additionally, the City Council adopted Ordinance 54 on December 1, 2020 for the Police Department's use of body-worn cameras that formalizes recent policies and executive orders guiding body-worn camera use, data, records, and reporting (2.10.200).

The Racial Equity in Policing Commission believes the current policy and ordinance is part of a multifaceted approach the City is taking to examine internal systems and identify paths toward better accountability, transparency, and equity. SLCPD's related policies and Ordinance 54 match or exceed state law requirements with their use. Additionally, the Commission found that SLCPD is progressive in the use of their cameras by incorporating additional accountability and transparency beyond what state law requires. Examples include internal auditing and outside auditing, two levels of reports, and random audits of footage. This Commission supports the current body-worn camera policies and ordinance and recommends SLCPD continue to strive to be the "gold standard" of best practices nationwide.

Additional recommendations to achieve "gold standard" include making the following modifications to policy and Ordinance 54:

- Ordinance 54 requires a qualified individual outside of SLCPD designated by the Mayor to randomly review and audit body worn camera videos. The Commission recommends that this position be identified and provided the necessary support and funding to perform these responsibilities. Furthermore, the Mayor's designation of this qualified individual shall require approval and support from the City's Chief Equity Officer.
- Pursuant to current policy, standards, and ordinance multiple body-worn camera reviews and audits are required, including those by the SLCPD audit and inspection unit, the qualified individual designated by the Mayor, and the Commission on Accreditation for Law Enforcement Agencies (CALEA®). In furtherance of efficiency, transparency, accountability, and sustainability the Commission recommends the City specify, develop, and establish criteria regarding how body-worn camera reviews and audits are to be conducted and define uniform and consistent performance metrics and language. This should be done collaboratively with the current audit and inspection unit within SLCPD (Sgt. Mason Givens) and the

designated qualified outside body-worn camera auditor. Strongly consider including:

- Audit all use of force reviews to determine if the reviews were conducted appropriately and if the outcomes are within policy. This includes K-9 incidents involving use of force.
  - Increasing the random reviews of videos by the 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.
  - As required by Ordinance 54, a record and report will be provided to the Mayor and City Council on a quarterly basis. The Commission recommends that the SLCPD audit and inspection unit also provide a record and report on the department's internal audit to the Mayor and City Council on a quarterly basis.
  - The Commission recommends these quarterly reports be provided to the Commission at the same time.
  - SLCPD should inform the Commission of any incidents reported to Internal Affairs.
  - 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 is required to provide an annual report to CALEA and such report should also be shared with the Commission.
- SLCPD is currently nationally accredited by The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®). This requires compliance with 162 standards and only 4% of law enforcement agencies nationwide are accredited. SLCPD should strive for an advanced accreditation (462 standards) and explore the costs, resources and benefits of doing so.

## 2. Internal Implicit Bias Survey to SLCPD

Leverage the planned cultural assessment mentioned in the Police Department's Crime Control Plan to incorporate an implicit bias survey. The survey shall be

developed, administered, analyzed, and disseminated by a third-party as agreed to by the Commission and funded by the City. The results shall be shared with the Chief Equity Officer, Commission, City Council, Mayor's Office, SLCPD and the public. The survey shall be modeled after the Pew Research Center 2016 national Survey of Law Enforcement Officers\*. The results shall be shared with the Commission to inform next steps.

\*References: See the PEW survey here as example and template:

[https://assets.pewresearch.org/wp-content/uploads/sites/3/2017/08/29155639/2016-Law-Enforcement-Topline\\_Final-1.pdf](https://assets.pewresearch.org/wp-content/uploads/sites/3/2017/08/29155639/2016-Law-Enforcement-Topline_Final-1.pdf)

\*Related article: <https://www.pewresearch.org/fact-tank/2020/06/03/10-things-we-know-about-race-and-policing-in-the-u-s/>

### **3. Community-Based Training on the History of Policing with People of Color**

The Commission recommends the funding, development, and delivery of community-based training on the history of policing of people of color.

The session(s) is not just about the history of SLC and its communities of color, but of the United States and its history with People of Color and how that history impacts, and is still a part of, the present. It should be co-facilitated with a qualified community member (of color) knowledgeable and involved in equity work, and an officer Sgt./Lt. or above (of any race or ethnicity).

The training shall be incorporated into the SLCPD onboarding process and provided to new employees within the first 30 days of employment. This should also become a part of in-service training since only focusing on the Academy and new officers misses the majority of officers and would indicate that this is not a check-the-box, nor a one and done. Content would be different after all officers have gone through an initial session(s).

The session(s) should be a mix of history/present day examples of legal and social impacts based on race and ethnicity, understanding institutional bias and racism presented with no blame but as a description of what is. It should include an understanding of personal bias and examples of the impacts of both personal and institutional bias.

There should be an opportunity and the space and climate created for officers to speak candidly. If there is not a sharing of perspectives, with the ability to be open to hearing alternative perspectives, there will be no real chance for “AH HA moments”. Space must be created to be comfortable having uncomfortable conversations.

The Commission and SLCPD estimate the following scope:

- 700 officers to be trained.
- 25 officers per training group.
- 28 sessions (budget 30 sessions for makeup dates and/or new employees).
- Two hours each session (totals 60 hours).

It is recommended that this training be funded and developed as soon as reasonably possible, and all officers complete the training within a reasonable time. Additionally, it is recommended that Council provide any necessary additional funding for voluntary overtime pay to ensure regular staffing needs can still be met while officers take time to attend the training within this timeline.

#### 4. Co-Response (Mental Health)

The Community Connections Center and SLCPD CIT Co-Response model is needed and should be expanded. It should be the prioritized approach to mental health crisis response. Mental health access disproportionately impacts minority communities. According to recent data, 25% of calls to law enforcement from African Americans are mental health related – this highlights the importance of the initial moments and how to best respond. Therefore, we recommend expansion and prioritization of the current co-response model with the following:

- Focus on communities of color. Reach out to those communities and provide more community policing in these areas and build trust. Understand their needs and educate them on SLCPD’s response and assess if it is accessible to them.
- Expand the co-response program to provide co-response during hours that are at a higher risk for use of force situations – late afternoon and evening.

- Provide co-response during virtually all hours and days where mental health crisis calls most frequently occur:

**Short-term/Immediate:**

- Two officers should be redeployed to afternoon shift hours (1430-0030, or 2:30 PM to 12:30 AM).
- One CIT/HOST officer on each shift should work a staggered schedule that covers Saturday and Sunday.
- Two clinicians from the Community Connection Center should be redeployed to afternoon shift hours (1430-0030, or 2:30 PM to 12:30 AM).
- One clinician on each shift should work a staggered schedule that covers Saturday and Sunday.
- The CIT/HOST Sergeant should vary, and stagger hours as needed to provide additional coverage to both sets of assignments.
- The department should consider offering pay incentives for both officers and clinicians working afternoon shift hours and weekends to be able to consistently fill these assignments.

**Mid-term/6-12 months:**

- As staffing permits, build up this program by increasing the number of officers from 4 to 10 to match the number of social workers. There are currently 10 social workers and 4 officers, which means only 4 teams are available at a time. This increase in officers would allow for 10 teams.
- Assess and evaluate a Civilian EMS Response (like Denver's STAR) with an outside agency when time is appropriate.

## 5. Call Diversion and Dispatch

Engage in a dispute system design process to develop the best/most appropriate model/system for incoming calls, diversion and dispatch coordination and response. This process should consider and/or include the following:

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

- Understanding how communities are being policed and how they want to be policed. Engage each of the City's community councils and its communities.
- Add a mental health question to the 911 dispatch script "Hello, 911. Is this a fire, health, police, or mental health emergency?"
- 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).

## Continuing Opportunities

It is the desire of Commission to continue its work after the completion of this Phase One component. The work of building trust and understanding, and creating meaningful change takes time. The Commission believes they have offered meaningful ways to improve outcomes for communities and people of color in their engagements with SLCPD. Further, the Commission believes that to profoundly change culture and understanding is an on-going process of engagement. The difficulties of the past year for both Communities of Color and police are apparent to all. It will take both to work to improve outcomes and the Commission believes in its work and the accomplishments to date. It will take the continued support of the elected leaders of this city to ensure expectations for police are clear, and accountability for poor, unprofessional, or unacceptable behavior is expected, consistent, and swift. The Commission hopes to continue to provide methodologies that support the creation of the best outcomes for all residents of Salt Lake City, and specifically its Communities of Color. Additionally, the Commission hopes that it can be involved in a meaningful way in the monitoring and oversight of its recommendations.

# Appendices

## Appendix 1 **Small group listening sessions (Part I)**

- a. SLCPD officers
- b. SLCPD chiefs
- c. School Resource Officers
- d. Utahns with Traumatic Brain Injuries/Intellectual Disabilities

## Appendix 2 **Public Listening Session I (January 28)**

- a. Polls/text comments
- b. Comments/Themes FAQ

## Appendix 3 **Public Listening Session II (May 19)**

- a. Polls/text comments
- b. Graphs
- c. Comments

## Appendix 4 **Small Group Listening Sessions (Part II)**

- a. Native Hawaiian/Pacific Islander
- b. LGBTQ
- c. African-American/Black Community Groups
- d. Utah Black Chamber of Commerce
- e. Latinx and Hispanic Groups
- f. Native American and Indigenous

## Appendix 5 **Social Pinpoint Comments/Data**

- a. Survey data
- b. Forum Comments

## Appendix 6 **Text Message Survey Comments/Data**

- a. Polls
- b. Comments

## Listening Session – SLCPD (Officers/Beat Patrol)

Attendees: 5 participants, two people with the rank of officer, patrol sergeant, and others have some rank or supervisory responsibilities.

Larry – Thank you for all those that can attend this morning. The profession of policing has been through a lot in the last 6 to 12 months. The primary session of this meeting is to hear from you. It is not to discuss community concerns – its to hear from your perspectives about your jobs. We are here to listen and to report back to the commission. This is meant to be a judgement free zone. All comments are equally welcomed.

This meeting will not be recorded. No name attribution in the notes.

### **Why are you here and what do you hope to get out?**

- There has been a lot of discussion about racial bias. I have not seen it in my job. I am frustrated that people see us as bias. We have done a lot to train to ensure a decrease in bias. We work for a great department and we want to show that to the public.
- With this committee forming right on the heels of the unrest this summer, my feeling was that it was formed on assumptions about our department. **The commission was formed as a reaction to mob violence and political pressure.** Our patrol staff feels really defensive about our department. With that frustration, I need to have understanding **[of what this commission thinks and what their intent is]**. That is what I am here for – what is being discussed and how can I gain from those perspectives.
- I am here because I want to hear what everyone is discussing. I am not sure what to expect. I agree with the other comments. I just don't see what people are accusing us of. I haven't experienced racial motivation and I haven't heard anything. So I am interested to see where this all goes.
- My interest is multi-faceted. I am intrigued to see where this goes in Salt Lake City. I work on the west-side, I am very interested because of that perspective. The west side is **(is what? I don't remember, either)**
- I would like to help contribute to the process – scrutiny is not undue. We have a lot of power and I think it is important to have scrutiny. The way this process came about was through an assault on our characters. I was hit my protestors and they threatened horrible things to us and our families. We started this whole thing by being hit in the face. This is a hard place to come from. I would like to learn what the commission is doing to learn from police practitioners. Often times people go to police chiefs for a perspective, but it is important to have boots on the ground staff. You need the perspectives of the actual staff on the ground. The human costs of this work – I would like the commissioners to understand that I think about leaving the police force every day.

### **When you hear the phrase “racial equity in policing” in the context of your community of Salt Lake City, what comes to mind?**

- Accusatory – the term I hear is that it suggests it doesn't exist. **(<- That's unclear)** I feel like it does exist in our department (can't speak for others). I would like to be open-minded. I am not saying it might not exist, but I haven't seen it yet.

- **What does it look like when there is racial equity?**
  - Equal distribution of employment. Internally on how we employ – is there equity or balance in those we employ. There is equal opportunity for any one to come work for us.
  - No bias in policing. We don't employ those that are racially motivated.
  - Citizens feel safe and equally policed
- Defensive – I don't see it in our profession. I would like to know where people think we are being biased. When I police the West vs the East side, I never think about the difference in race or belief system. I just address each situation the same way. I don't think I am doing anything wrong – I don't see other police that way. Where is that notion that our police are mistreating the public?
  - I would love to have examples of bias and racial discrimination. Based on percentages, it likely has happened. However, I haven't seen it widespread. I feel like it is a political hot button to accuse us of misconduct.
  - **My hope is that this commission was created so they could see there is no bias in SLCPD. We would like the commission to investigate us.** We are under the impression that the commission have chips on their shoulder and something against the police department. So we would like to know what they have against us. **There are commission members who have publicly expressed anti-police sentiments. What are their biases? Is it even possible for them to be objective in this endeavor?**
- I think a lot of officers feel the same way, as already stated. I hope the finding from this study is that we are not biased. We do not look at how people look when how we respond. I, personally, choose to work on the west side of the city because I appreciate the people on that side of the city. **They are God-fearing, family oriented, hard-working people. We don't act upon a anyone's appearance. We act according to their actions, regardless of color.**
- I grew up in Glendale and I still live on the West side. When I hear the racial equity and go back to that side of the city – it brings up a question of what? I felt blindsided by that – show me where we don't treat people equally? I am looking for a pattern in traffic stops – it never has anything to do with race. We don't know the race involved.
  - Vehicles pattern of behavior – prostitution is high in the area I work. You are looking for patterns. Vehicles traveling late at night or early morning. Looking for vehicles circling the block, appearing unaware of where they are driving.
  - People on the commission came after me, following a police shooting, and that was difficult.
- I believe equity is extremely important to this department. Before this all came to the forefront, the department trained its cops on equity. At the beginning of this, I put forth examples of systemic racism that I have seen in the department. No one has reached out to me about these examples. I brought it up to management and to the mayor – no one has reached out.
  - Juvenile Shoplifting – the parent doesn't speak English and **we [the private security officers]** encourage the parent to take out a credit with the store. This doesn't feel equitable.
    - Retail theft is shoplifting. The \$2,500 fine mentioned by Mike is the civil side. It's what the State of Utah allows by statute. It allows the security **office** **company** to levy "treble damages" against a person they detained. **[I wonder if Sandra**

would be willing to address the legislature about this. None of us officers think it's fair, especially to the poor who steal something worth a few dollars, but then get levied a civil fine that can be over \$100. I'm guessing on that \$100, but I've actually seen it higher]

- Most of the time, when I initiate a traffic stop, I do not know people's race.
  - Patterns of behavior – you can't gain perspective on our profession from notes or an hour-long session.
- Patrol staff – most people are of the opinion that it doesn't matter what we say – SLC is going to do what its going to do. They don't want to attend because it feels futile. I had a discussion with a few people – they said there are mountains and valleys. We are just going to ride this time period out – keep our mouth shut. I don't see us coming back up or out of this negative perception.

**How would you characterize the culture and climate internally within the department on race and relationships with communities of color in SLC?**

- A source of pride – Before all this stuff, many people outside of law enforcement have said that I am a good person that is committed to the people. I work with other outstanding people. Going to work now is demoralizing – there is a deep human cost, as part of this job.
  - What is the relationship with communities of color – a very small group of the population have had the opportunity to taint the perception of our work. My interactions with the public have been positive.
- We have factual evidence. Things have become worse after May 30<sup>th</sup>. The large group who showed up to our city were not from SLC. The way our Mayor and Admin treated us were not great. We have a 93% favoritism with the public and a very high level of approachability.
  - Because a few outliers have thrown things at us, now we have a bad name, despite our record.
  - We have examples on our SLCPD positive interactions – we don't have examples of negative interactions.
- There is zero trust between officers and anyone above the rank of Captain. There is zero trust in the Mayor and City Council and District Attorney. We were crucified by them publicly. It is all about appearance for them – there is no concern about us. **This commission was established by the very people who threw us under the bus to protect their own image and careers.**
- I think our relationships with communities of color are excellent. Our officers do so much for these communities. They have very good hearts.
- My perception is that our relationships with our citizens of color WAS a source of pride. That has been stripped away. Instead of having our practices appropriately and productively scrutinized to improve address issues of systemic racism. Our profession has been subjected to libel and slander to the extent that I don't know how much more I can do this.
- Most people on the West Side would like the cops to be in the area. There are gangs that rule some of these areas and the normal people in these areas are scared of supporting us publicly.

**Much attention has been paid to the department's use of force policy. What's your perspective on that policy?**

- I worked on the committee that revised the use of force policy. The mayor's press conference that said they were going to redo the policies was a slap in the face. I am not debating being scrutinized and having policy revised. The fact of the matter is our use of force policy is not the problem. When I first got to this department, I thought the policy was incredible. Now policy has no purpose, other than to switch liability on to the individual officer. Policy doesn't drive cultural change – inspiration does. The cultural impact is that officers are afraid to address issues and use force.
- Officers are absolutely afraid to use force
- **Why are officers afraid to use force?**
  - I don't want to use force because I don't want to be thrown under the bus publicly. It may cost us our jobs. **[We may also be charged criminally by this hostile administration]**
  - The Mayor and City Council have no problem throwing us under the bus publicly.
- The **use of force** policies now include a clause that ~~allows~~ **threatens termination. officers to be fired and terminated.** Officers can be investigated without knowledge or representation. We are afraid to use force because our leaders will crucify us. **The Audit Unit has become an extension of Internal Affairs. "Random" audits of body worn camera compliance are sent to sergeants, who are ordered to review up to 30 days of recordings for one or two of their officers. Even when no policy violation is found, the officer is required to sign a letter which basically says, "You have been investigated for violation of a policy. Even though you weren't aware of it and had no representation, you have been exonerated. You are required to sign this document that acknowledges you are under our microscope, and that future violations may result in your termination. (I have 3 officers who are leaving, based solely upon this procedure.)** There are much bigger issues at play at our communities that are causing these issues. **Why are we not addressing having fathers in the home? Why are we not teaching our children morality and personal responsibility? When you put a band aid on an arterial bleed, why are you critiquing the band aid for failing to stop the bleeding? The police are a band aid for all of our culture's problems. You need to look at the causes that lead to police encounters. (I have no doubt this perspective will be summarily dismissed. It just doesn't fit the narrative)**
- The policy for use of force is overbearing and the only thing that matters **[to the mayor, CC, and the chief]** now. The commission needs to understand that they ~~are~~ **were established and endorsed** by those that have no support for us. We feel betrayed and do not trust the Mayor or City Council **or the Chief or the Assistant Chief or the D.A. And we certainly don't trust the media. The more dramatic the story, the more money the media earns.**
- The policy isn't the problem – the crazy swing in how it is being enforced. All of my patrol videos are going to be audited at any time. My camera has to be on but then I have to document it a bunch of different ways. Someone will watch my camera but then the city is hiring someone to randomly look at cameras. No one believes this will be random. It feels like a fishing expedition. When you take an officer with more video – it makes them not want to do the job. It feels like people are looking at us and trying to find fault. I was receiving phone calls from the city privately that were supporting me but then publicly they were bashing me. How can I trust my superiors after that? They will throw you under the bus for a news story.

**Put yourself in the shoes of the Mayor and Police chief, what would you do? There are high low levels of distrust and you are getting calls from some in the community asking for changes – what would you do?**

- Asking the police department what changes could be made – you are our experts on this subject.
- When they announced the executive order there was huge backlash from officers because they did not ask for our input, when they did finally get officer input the officers made the police something workable. why not do that more. We have been ignored, absolutely. that is why only 5 of us are here today at this meeting.
- One of our core values – courage. I don't see a lot of that. You have to be courageous enough to speak the truth. I think we are falling down as an agency. When we are accused, I want to see examples. We had to take on the mistakes of Minneapolis. We don't want to be accused for what happened across the country. No one is courageous enough to stand up for us.
- I think the chief needs communication – remove politics from his position. Being political has changed how this profession is run right now. If I was the chief, I would be focusing on the officers. I think we may need change – but I don't think changes need to be changed by the small vocal minority. They need to be thoughtful and methodical changes. When the executive order was made, the officers gave a lot of great input. We need to keep up those processes – it makes the officers feel like their voices actually matter. No one thinks this matters and no one cares. If I was the chief, I would communicate more regularly with the officers. No one is listening to the patrol officers. (I will add to this: The chief has a long history of making a show of listening, but our comments have always been ignored. He'll go through the motions of "listening," but we all know it doesn't mean anything to him)
- Would you all be willing to ask others to participate?
  - If you came to a line up – officers would be willing to talk. They will be defensive in the beginning.
  - People will not engage and it's too late. We need to see action by our leaders. I don't want to ask others to engage.
  - On May 30<sup>th</sup>, standing on the front lines and I saw my friends get carted away with injuries. I got hit by a commercial firework. When it was safe and all was secure, the chief came out and knelt with the protestors. This was an ultimate betrayal to our department.
    - The two people in power - one has no courage and the other has no conscience. conscious
    - There is nothing the Chief can do to have our trust.
  - I would like to meet with the commission – I want to understand them.
  - We are the dumping ground for everything wrong in society – the police are portrayed as the problem. No one wants to take accountability. We are banging our heads on the wall. No one listens. It is hard when people ask us to come and talk again.
  - This is the last chance I am giving the department to make things right. effort I will make to be part of a discussion with our administration. Witnessing this for 30 years, I have little faith anything will come of this, other than anti-police results.

# 1.11.21 Beat Cops

Monday, January 11, 2021

8:06 AM

Larry conducted a kickoff statement - talking about the goals for today, gathering feedback for the commission

Interested in learning from the public and stakeholders about interactions with PD, specifically communities of color and regarding communities of color

Attendance - 5 participants, only two people with the rank of officer, the others have some supervisory responsibilities

## What brought you here

Officer 1 - Has never seen instances of racial bias and is frustrated at the perception that this bias exists. How can we better communicate the steps we've taken to address this and the realities that he sees?

Officer 2 - Officers are feeling undue scrutiny, he feels that the best way to deal with this is to better understand the other perspective

Officer 3 - works graveyards no previous experience before PD - wants to hear some of the conversation first hand so that he doesn't just hear it indirectly - had a company for 15 years before this. He doesn't see the things that he feels people are accusing the PD of and wants to see where all of this is going

Officer 4 - This issue is at the forefront of policing today everywhere - he works in Pioneer precinct where a majority of the minority community resides

Officer 5 - Doesn't feel that scrutiny is undue - we have the power to take people's freedoms away - so scrutiny is in order. He wants to be a part of the process. Before the protests - he would've been wide open to the conversation about reform. Post protests - came personal attacks and physical assaults - making the conversation a bit more difficult to participate in. It's common to go to the leadership - he's pleased to see that the cops that are on the street are being included in this conversation as well. The human cost of this work - he wants the commission to understand why he considers leaving police work most days.

*Larry provided an explanation of the Commission and its work (the same explanation provided on the website)*

## What do you think of when you think about racial equity in policing?

- The word "Accusatory" comes to mind - because it implies that it doesn't exist. He's worked a lot of different assignments and feels he's seen a lot of different parts of the department. *What does it look like when we have racial equity?* Those we employ in the organization, is the opportunity there? Are we employing tactics or individuals that are bringing racial bias into their work. Do people feel they are being treated equally without regard to any factor?
- Makes him feel defensive. Shows up to the call, handles the call and then moves on to the next call. Where is the evidence that we are doing anything wrong? He doesn't see it. Wants to see an example of how SLCPD has done something biased or discriminatory. Wants concrete examples - so its hard to understand. Maybe he's not attune to it? He hopes he would recognize it and put a stop to it. Feels its just a political hot button that is being used as an excuse to levy accusations at the PD.

- Follow up comment on this from another officer - they hope that there is a finding that the SLCPD is better than other departments and that we find that there are no problems of racism in this department. They feel that if you look at everything
  - There are feelings that the members of this Commission is made of up people who have a "chip on their shoulder" and **an axe to grind**. They would like to hear the specific of examples they have of this racism. The same people on the Commission are people who lobbied against him personally, who don't know him or his values and followed him home. Feels that those things were done just based on the fact that he is white.
- Officer that is from the West Side, hears from neighbors about this issue and is frustrated at the accusation. He looks for a pattern - looking at vehicles that fit a pattern of behavior - he usually can't see inside the vehicle most of the time. State Street is a great example - there are vehicles that drive certain streets, pull over in certain areas, or near the seedy motels. Two rights - Main St to Major St looking for drugs or a hooker
- This officer has offered up some examples of systemic racism examples
  - How this department handles retail theft - someone who is ESL and maybe doesn't understand the PD system - a uniformed officer issues the ticket to the parent of a youth offender - then they have a \$2500 ticket hanging over them issued by the loss control officer **[from a private security company]** too and they have to set up a line of credit to pay that off? Doesn't seem fair.
    - He has had those examples ready to share for a year and no one has taken him up on that officer, including the mayor herself
- A ride along is insufficient to help them gain perspective, an hour long zoom meeting is insufficient
- There is an assumption that it doesn't matter what the officers say - what's going to happen is going to happen. Some people want to just put their heads down and keep moving without saying anything.
- How would you characterize the culture and climate internally within the department on race and relationships with the communities of color in SLC?
- Prior to this, it would've been characterized as "a point of pride" - now its demoralizing - we felt we were doing well. There is a human cost to this job that is huge - traumatic incidents stay with each officer - and putting this on top of it has people wanting to quit.
  - *Copied from the chat* "Point of clarification, for the purpose of notes: My perception is that our relationships with our citizens of color WAS a source of pride. That has been stripped away. Instead of having our practices appropriately and productively scrutinized to improve address issues of systemic racism. Our profession has been subjected to libel and slander to the extent that I don't know how much more I can do this."
- A small portion of the population has had the opportunity to paint the entire department with this brush - one on one they say "thank you for your service" or "I know its not you". There were a small group of known felons that perpetrated the violence during the riots - they have a pattern of that type of behavior. The large group of people who protested aren't from our City. We have a 93% favoritism and 96% approachability - from our five year plan. This is undoing a ton of work and effort to improve things with SLCPD and this "defunding" brand has overshadowed that.
- The fear is that we have factual evidence of the bad behavior during the riots and the positive track record.
- There is zero trust between beat cops and the chief, mayor and city council right now - as well as the district attorney. They are making decisions to protect their reputations and their careers, not based on the facts.

- Communities of color and PD relationships are fine - officers are going above and beyond to show compassion and they aren't asking for recognition - these officers have good hearts
- Militant organizations like the Brown Berets are assaulting officers and are personally attacking them. Where is this coming from? We don't see any issues in our day-to-day work.

Much attention has been paid to the department's use of force policy. What's your perspective on that policy?

- Officers were asked to be included in the process to revise this policy. The policy was not the problem - policy does not drive culture. Inspiration and leadership drive culture change. He liked the policies when he arrived. Policy has no purpose but to shift the liability on to the individual officer. The cultural impact of the changes in policy are functionally - people are afraid to do their jobs
  - He'd be hesitant because he doesn't want to be crucified in front of the community for doing his job.
  - The leadership of the city will not hesitate for one second to ruin us publicly before knowing any details
  - Violation of policy can result in termination - if there is no violation of policy, they have to give a letter that says they are exonerated. Please sign here. This means, you've been investigated without your knowledge or representation
  - Why are we looking so far downstream and scrutinizing on the enforcement end, when we know the causes of much criminal and undesirable behavior comes from childhood adversity, poverty and what we teach our children? **SPECIFICALLY, no fathers in the home and the disintegration of the nuclear family.**
  - The Commission needs to understand that they are endorsed and established by the people who DO NOT support us, they have betrayed us.
  - The swing of how the policy is being enforced. He does 400+ stops per year, that's 400+ videos that he has to add comments to and do other things for. They are all being reviewed, etc. They are hiring an auditor - no one believes this will be random - they think it will be a fishing expedition. It makes the officers not want to do the job - more videos = more fodder for the auditors.
  - Distrust is bred when leadership comes to you and tells you you've done nothing wrong and then crucify you in the media - this won't lead to positive culture change

If you were in charge, chief, mayor, city council and you were faced with this situation - what would you do?

- Ask us....unless you have stood in a situation where someone who is not complying with your lawful order and have had to use force. You can't possibly make effective change.
- They feel like they've been asked and ignored.
- They spent hundreds of hours giving feedback on the change in policy and were effectively ignored.
- *Copied from the chat* "When they announced the executive order there was huge backlash from officers because they did not ask for our input, When they did finally get officer input the officers made the police something workable. why not do that more? We have been ignored, absolutely. that is why only 5 of us are here today at this meeting"
- In addition to courage - the chief needs to communicate. He needs to remove himself from politics. He needs to be focused on his officers and his department. Slow and methodical changes, with input from those doing the work. They have a lot to share and contribute.

We need more voices from the PD but trust is broken - and when they have been asked to participate in things - they can't endorse any more withdraws from the energy bank with no promise that it will make any difference.

Officers stood and were hit with bricks, metal and frozen water bottles. Once it was safe and secured - then the leadership came out and knelt with those protestors who just assaulted us. There is no hope for those leaders - we have no faith in them. They say one thing to us and then they say the direct opposite to the media. They allow societies issues to be hung on individual officers, that's too heavy a weight to bear. This is the last chance many are giving the department - they will leave. Those that can easily leave, already have.

There are those who would participate, names attached, in a true conversation with the Commission.

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session - SLCPD Chiefs*

January 11, 2021

**Attendees:** We had one Deputy Chief, one Assistant Chief, one Chief of Police, one Investigations Commander, and one Police Lieutenant attend the meeting.

### **Objectives:**

- Understand the concerns and aspirations of those who have had interactions with the Salt Lake City Police Department, particularly communities of color, and key stakeholders interested in the work of the Racial Equity in Policing Commission.
- Provide and hold space for an honest dialogue and candid feedback for the Commission.
- Solicit advice and innovation from the community in formulating solutions.
- Ensure that Commission recommendations reflect community values and dynamics.

### **Discussion Agreements:**

- Open-mindedness: Listen to all points of view
- Acceptance: Suspend judgment as best you can
- Curiosity: Seek to understand rather than persuade
- Discovery: Question old assumptions, look for new insights
- Sincerity: Speak for yourself about what has personal heart and meaning
- Brevity: Go for honesty and depth but don't go on and on
- Respect: Focus on issues rather than individuals.

### **Who you are and what are you hoping to get out of tonight's experience?**

- I really appreciate the SLC REP (we refer to you all as REP). We appreciate what you are bringing to the community. It is a place where we can ask hard questions and have a safe place to do so. It is to help us be a better department. We want to be a good department. We are one of the oldest in the country. You get out what you put in - there is always more we can do to serve the community. We want to be the best in the country. The number one tool we have is the community - the more trust we have the better our department will be. I hope to have the community and our department come together so we can serve better.
- My main role is to translate vision into action. We were shocked on May 30th - the shock was because we thought we were doing great. We had done surveys that told us we were doing a good job. We had meetings with the community and received feedback - no one showed up. We thought we were doing fine. It was shocking on May 30th. We think this is helpful and are excited to have this feedback. If people stop calling the police, then our statistics look better. With communities of color, they have stopped talking with us. I am excited to start talking to them and to implement the changes that come from the commission.

- We came into this, last summer, under the impression that we were on top of our game. That is our perspective in the world we were functioning in. It is interesting to hear other perspectives - they can be hard to hear. But we live in an echo chamber - other perspectives can be surprising. Oftentimes the other opinions feel like an attack. I am interested in having an honest opinion and to hear that feedback.
- Violent crimes get reported but we do face obstacles with cooperation with facets of the community. I want to find ways to build better trust and build cooperation. This will help crime across the city - especially poor communities.
- I think the REP commission is a good thing. It will help us open our minds and be ahead of the game.

**When you hear the phrase “racial equity in policing” in the context of your community of Salt Lake City, what comes to mind?**

- Fair, compassionate, unbiased policing, for everyone - races, socioeconomic status, all communities. It comes down to compassion for the communities that we serve with unbiased representation.
- Misunderstanding - we had a discussion with a police officer union meeting. It turned into a shouting match. When the officers hear structural racism, they hear “you are racist.” They don’t understand the difference between outright racism and implicit racism. This is a stumbling block moving forward discussing with our officers. It will be hard for them to see that the system is racist. A lot of them have never been taught that. We want to have racial equity in policing but it will be a stumbling block with our officers.
- When we say “Racial Equity in Policing,” one could infer that there is no racial equity in policing, and what we’re trying to do is create something that doesn’t exist. Calling someone from the millennial generation racist - this is very offensive. They immediately become defensive. We have been taught about implicit bias - it is not intentional racism. Once you get people to realize we aren’t calling them a name (racist), then we can work with them. But we have the challenge of helping people seeing past those labels. This is about learning about our implicit bias.
- SLCPD is a very progressive police department. It is composed of some of the most compassionate, professional officers with a very high level of integrity. We provide some of the best training. Racial Equity in Policing insinuates on its face that the officers are racist, uncaring, and unprofessional. This is directly opposite of how they perceive themselves. That’s how it’s been taken by many officers, or the general attitude that is being picked up.
  - What does progressive mean to you?
    - SLCPD is part of IACP and all of the best practices in policing organizations. There is good research behind this. We follow best practice and we put them into our policies. We hold our officers to this standard and they take to those trainings and expectations. We have some of the most professional and best-trained officers in the nation.
    - We have been able to rub shoulders on President Obama’s commission on policing. Our classes had many leaders throughout the country - out of

that organization, we have been able to talk and learn from leaders around the country.

- Our Police Department brought in Fair and Impartial Policing and the Arbinger Institute. We were one of the first agencies to have CIT training. We were one of the first to have social workers. We formed a group of the community to help reform things.
- You talk to many citizens that they would rather be stopped by SLCPD than any other police department.
- We formed CAG and spoke to anti-police activists to hear what their main concerns were.

### **What might it look like if your department achieved racial equity in policing? How might you want that measured?**

- If our demographics of our officers matched the demographics of our communities. This may be one way to measure. It is a revolving circle of trust. If our community trusts us, we can have more officers that represent these communities.
  - Some things that could help this: we need to meet the community where they're at. COVID has been hard and we haven't been able to go out on the streets, but if the community trusts us, we will get more people in our department. Part of Racial Equity in Policing is to work towards this. We want all communities to trust us and get to know our communities. A lot of people don't want to be cops and it doesn't appeal to a lot of people. There are many reasons for this, and one of them is distrust.
- I think the greatest measurement is from the community we serve. There are so many things we can do, best training, best policies...etc. if we don't involve the community, then the trust is never built. After Ferguson, I went and called Pastor Davis and asked to meet with him. I walked in and said this is what we want to do - we want to build these in roads and build trust. He paused and lowered his glasses and said - we have been here for 42 years - where have you been?
  - You have to do it with the community and in the community. The community wants to help us - they want to participate in the policies. This is the SLC police department - this is the communities department. We have a lot of work to do to make them feel like our police force is for them. This is the most rewarding work we can do to build trust.
- It is important for the communities to tell us what to do. We have never really asked the community what they want us to focus on. I think it would be good for them to be involved in what we are focusing on work on.
  - Are there certain communities you hear from that you don't have to go out and talk to? Are there communities that are much less likely to reach out and you don't have to make the first move with?
    - Yes, that definitely happens. You have to be completely engaged in outreach to the communities - some are very fearful of the police department. We have to do a lot to bring them in.

- To add - I think keeping SROs at schools is really important. When I worked at West High School, I built relationships with those kids. SROs build relationships with the communities and this is really helpful to building trust. Reaching out to specific communities, such as the Latino Coalition, and asking what we can do better, could result in progress.
- Doing surveys is also really helpful - it helped us to know how the community was feeling.
- What might some of the indicators be that the department could use to indicate that they have achieved REP? What could show this? What is currently inequitable and needs to be addressed?
  - That is really hard to measure. I still think it comes from the community. I have been to church at the Calgary Baptist church a lot. You see people come up and say they really want to be a police officer - that is a huge win. As we do more of this deliberate outreach, more people will want to be a part of the police department.

**After May 30th, can you describe some things that you did differently to demonstrate that you needed to do something different?**

- I heard that the community wanted change in our policies. The chiefs wrote the executive orders - we used the Mayor's pulpit to put forth that change. We need to meet the expectations of all of our communities. I always ask the officers - we all went to CJ 101 that covered the errors of law enforcement and the different eras. We get to live through a reform period. It's exciting to live through this time and to create change. A lot of the cops feel like everyone is their enemy - I keep reminding them to lower their guard and to keep making small changes to meet the needs of the entire community. Change is coming, let's embrace it.
- Two things cops hate the most: the way things are, and change. To the previous point, these conversations have been happening. We're all about serving our communities, but sometimes we get very black and white and forget that it's all about change. We had over 270 protests over the summer, and a lot of our time was spent dealing with those protests. The next 2 weeks are going to be a fiasco as well. I don't think the officers/communities are scared of change, but it's going to take time. The community only wants to be "us," and they don't want "us vs. them." Pushing people together results in people seeing each other as people.

**Much attention has been paid to the department's use of force policy. What's your perspective on that policy?**

- This department is a best practice department. The Use of Force policy isn't just one thing; it's a conglomerate including deescalation, [guidelines about] when you should [use force], when you shouldn't. Married to any UOF policy is training, and you have to drive that training home. Our UOF policy and the tweaks we've made to it recently are moving in the right direction. Our officers embrace and understand that we need to have these UOF policies. SLC is not having chokeholds, etc. It's not in our policy; it's

forbidden. So after some explanation and involvement of officers, it was looked at differently and not as some scary thing in the corner.

- As a part of Internal Affairs, I learned a lot about use of force. Historically, these have been based on case law. Our analysis of force was always analytical. What I learned when I explained those things to the community, is that they were more based on intuition. Community's perception on the use of force is very different from how we perceive how we are making those decisions. There are policies, like use of force, that are going to be difficult for the community to understand. Our new policies have moved us well beyond the standards of case law and more to a community stand. We have to be in the middle here.
- The community standard is different than what the law demands. When we wrote the new policies, we wanted to raise our standards. We still have a ways to go but the policy we do have is really good.
- *Graham v. Connor* - <https://www.oyez.org/cases/1988/87-6571>: this is a baseline and we wanted to be better than the baseline.

### **What training do you feel either needs improvement or needs to be introduced that officers don't currently get?**

- We're very excited to hear about REP and what training we bring back for SLCPD. You can go to training, and sit there for 8-10 hours and learn the policies, but until you actually practice them, nothing will happen. Scenario-based training (where officers are given an opportunity to try out what they've learned and emulate that into their communities) will be really good for our department and putting into practice the things we're learning. Training usually is everyone reading something and signing off that they read it. We want to give hands on training to reinforce the learning.
- With scenario-based training, it will allow us to provide a variety of responses to situations. It will create muscle memory for situations and help them respond well. It will help them think through scenarios.
- I think it is important we train a lot more than we do now - right now it is 36 hours for things we get sued for. Just the application of shooting the gun or shooting the taser instead of going through the scenarios and thinking about when force should be used and why. All of these things are just checking a box right now, and we should be spending more time on de-escalation and de-escalation without using force or deadly force. It's not so much the topics, but the issue of more training, because we're just doing the items so we are not sued.
- Officers want more training - they suggested 200 hours of training. It came at their suggestion.
- Walking out of the Police Academy, thinking you know everything, is due to some respected members saying that "this is everything." The reality is, the things that were taught 30-40 years ago as the basics, would be laughed at today. The reality is also that the people we have on the street right now believe in what the policies were before because they were taught by those they trusted. So if we modify policies, we need to modify how we teach them and there needs to be a consensus that "this is the right way to do things." We need buy-in from informal leaders of the organization to support these

changes. The people the officers know and trust need to point to these modifications and say “yes, this is the way to move forward.”

- US Holocaust Museum - Policing in a Democratic Society - this was the best course I have ever taken. It teaches you to see people as humans. I would love to bring it here.

## **Guidelines for notes**

1. Maintain anonymity - do not capture people's names
2. Capture themes of responses - in as much detail as possible
3. Save one copy in the google drive and one in our project folder:  
\\jub.com\Central\Clients\UT\SaltLakeCity\Projects\83-20-045\_FacilitatorRacialEquity\PubInv\ListeningSessions\_FocusGroups\Listening Session Notes - the notes from previous sessions are saved here too if you would like further guidance on formatting
4. Contact Larry Schooler ([lschooler@kearnswest.com](mailto:lschooler@kearnswest.com)) ahead of meeting, if agenda hasn't been shared - so you can have a preview of what questions he plans to cover in each meeting (this will vary slightly - meeting to meeting)

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session - SLCPD SROs*

January 19, 2021

**Attendees:** 8 student resource officers attended from a few of the high schools and elementary schools.

### **What do you hope to get out of this experience?**

- Get a side you won't see from anyone else. We have a different perspective from working in the schools.
- General understanding of what is happening in the schools in comparison to what is really going on in the schools.
- Get on the same page. Why some people think one way and others think the other way.
- I want it to be productive. I don't want it to be a waste of time.
- I want this to be a productive meeting. I hope to learn different perspectives.
- Hoping to get other perspectives on police in schools. I am hoping they will be able to see our perspectives. Half the squad is minority races and we want to get a feel for what they think of us.
- See where the commission is headed and see what the opinions are

### **What is the most misunderstanding about the work you do?**

- That we arrest anyone and we keep taking kids to jail
- People overestimate what an arrest can have on people's life in the future. The difference in how visible those records are as an adult. I knew gang members at a high school and one kid stopped after he was 18, and all of that is invisible after 18. When arrests are made, the consequences are not as dire as we think. People think that once you get a couple arrests that it will be seen on a background check and that's not true. It's the false narrative from the school to prison pipeline. That's not actually the case when action is taken, it's not as severe as everyone thinks.

- General perspective of cops - we are racist. We are the most diverse squad in the whole department and even for my caucasian or white colleagues, they treat everyone the same but when you break the law, you have to face the consequences. We have the discretion of giving verbal warnings or pressing charges. Most of us understand that kids' brains are developing and sometimes they make poor choices.
- The studies that come out that have numbers saying - disproportionately colored people being arrested at higher rates of caucasians. We take the situations that come to us - we aren't seeking out specific races or picking out someone because of this or that. We don't get to choose what we respond to in the schools. I don't think it's a fair thing that offices are being looked at like that.
- There is a lot of disparity and disparity can come out as racist. The end result is what is seen and we don't have any control over this. What you are seeing in our numbers are results of a lot of other issues long before they get to us. The symptom with the police is the end of a long chain of other experiences - parent drug use, family issues...etc.

**When you hear the phrase “racial equity in policing” in the context of your community of Salt Lake City, what comes to mind?**

- Obviously, are our policies being applied equally on the basis of socioeconomic status and race. Am I conducting myself the same on the eastside as I am on the west side?
- When I hear that, it is not a thought that comes to mind as to what my peers think. I think about what others on the outside - how do people perceive us doing our job? It is how we are perceived that affects our work.
- Socioeconomics - the eastside versus the westside - people can get treated differently because of socio economics, it happens. I have been on the receiving end. All the guys I work with (SRO's), I can't put my finger on anything where they have treated anyone differently. It is more on what crimes they have committed and their behavior. This determines how they are going to be treated and dealt with. It boils down to the crime and the reason for the contact. We are a bit more reactive than proactive in trying to find things. It is not like patrol where we go looking for stuff. We don't go chasing kids down.
- I have been called a race traitor - People think I am hispanic and they call me a traitor. I don't let it affect me. I chose this profession because I wanted to help people.
- I have had a lot of experiences - I am hispanic, we have a bunch of schools on the westside. I have had a lot of administration and teachers call me on my day off and I refer them to my partner. They respond, no, we want you to come. We don't want your partner because he is a white male. Schools specifically want a minority officer and because of that I am favored because of the color of my skin. They voiced their opinion and they still chose this officer because of their race. I don't see other officers being racist, I feel more accepted there and the discrimination I experience is outside of the department. This primarily comes from admin and staff. They prefer the minority cops over the white cop.
- What does the public think because of the badge we wear?
- As a white male officer, I can have good interactions with minority people. I want to change the perception that I can't have good interactions because of my race.

### **What do you see as your role within a school community?**

- A lot of us know that, in the current climate, that we serve as a protector. There have been a lot of school shootings. Having us in the schools is a big deterrent. You wear a lot of hats in the school - you become a teacher. I help a lot of students with their homework. You become a therapist for students dealing with things and they confide in us. We deal with staff, faculty, admin. We deal with the neighboring community as well.
- We have several times with students dealing with home issues, suicides, runaways. We act as counselors and therapists but we are necessarily trained for that. Kids respect our opinions. I have been working patrol and I run into parents. I have been thanked for the advice I gave their kids. We are more than cops in a school.
- I have worked to connect families to resources - social worker aspect. We have social workers at our disposal and I try to use them.
- Media wants you to believe that this white cop comes in and x,y,z happens and I want to show up and be kind and change that perception.

### **Do you want to be doing all the other roles (counselors, teachers,...etc)?**

- I think that is the job of an SRO. We are here to be mediators, cops, counselors. It helps build a relationship of trust.
- What used to be ideal and gets overlooked is the best cops knew the area, he knew the families, he could mediate. In the last few decades, we have moved away from that. The SROs are the last bastion of that form of policing. All the kids know my names at the school and the parents know me. I think cops used to do more of that. We get the chance to do that type of work.
- We are in a unique position as an SRO. We bridge the gap between the kids and the force. We see them day in and day out. A lot of them will come to us with problems that are not police related. It is a big facet of our jobs. A lot of these kids feel helpless. Some kids don't know how to ask for help. I have ingrained myself in the school. I coach at the school. Sometimes that has more of an impact than my role as a police officer.
  - Given the side of the law of what we can and cannot do - We can't do anything to hold them accountable outside of the law. We aren't going to be hands on to stop a student from being truant. We have our hands tied. We can't force a person to go back to school. The administrators are also overrun.
  - If a kid starts running, it escalates. We disengage and we can't do anything to use force. House Bill 239 took away our ability to enforce truancy. SLC does not enforce truancy or take students to court over it. Children can drop out of school and no one will do anything.
  - When kids drop out of school in Middle School, we have no way to enforce that they attend school. We know there is no recourse. It is hard to watch them fail.
  - Courts don't hold the parents accountable - we have no one to hold them accountable to their children not attending school.
- **Are you the accountability force in the school?**
  - The way things are, the administrators get to their wits end and come to the law enforcement to fill the gaps in enforcement. It is pretty easy to educate them on what we can and cannot do.

### **Do you feel you have the training and support to fulfill those additional roles?**

- We don't have a ton of training - basically none. We don't have resources to offer them. Everything I can offer are additional resources offered in the school. The SRO training is very little.
- I worked at a different city as an SRO. The training in the other city was way better than in SLC. I was told this was the premier agency. But the other city offered out of state training for SROs and it was incredible. There were break out sessions to talk about school shootings and lots of other topics. Everything you could think of, they addressed. I have relied on previous experience coming to the SLC department. With the mental health issues, you just use your own personal experience.
- You are given a little bit of mental health training at the academy. We are not trained to be therapists. We are given a small level of training until someone else can step in to help.
- Our squad is pretty good. When we hire on, we vet the names and ask for people to fit the mold of an SRO. You have to have a certain level of patience.

### **What should we be on the lookout for in our session with students?**

- Make sure they are sharing first hand accounts - they can get stories from a third party and don't actually know what happened.
- When the kids come, ask them before their interaction with the SROs - did they have any interaction with an SRO prior to the incident? If they have had a prior interaction, was it a better experience because they already knew the SRO?
  - Try and find out their perception of law enforcement before an interaction with an SRO
    - How did that change after they met the SRO? A lot of times they have a different perception of an SRO.
  - The school wants us to be a shield when something bad happens (a shooting,...etc). We have a responsibility to protect the school - we would put ourselves in harm's way for them. We are willing to protect them even if they don't like us.
  - I have a few kids that have run from the administration to my office to take a break. It shows their comfort levels with us.
  - Ask the students where they learned their perception of police - a lot of times parents have set a hard perception of police for their children.

### **School to Prison Pipeline - What are your perceptions of that?**

- On a local basis - there are some places that have zero tolerance. Even in SLC, ten years ago, this was the case. But this has changed significantly. The interactions with the cops in the schools is a symptom of the issues at home.
  - Example - a student with parents in prison - they tend to have more interactions with SRO's than others. It seems to others we are the ones putting them on this path but they have had years of abuse, neglect, and trauma and usually multiple

run ins with the cops. We have to have a way to address the trauma and neglect. Even if we stopped arresting them in the schools, they will stay on that trajectory.

- I don't think people understand after a student gets cited
  - Example: 14 and 16 year olds - they were in a young new gang. I charged these kids numerous times for assaulting teachers. The administrators were chasing down these kids and couldn't even do their jobs. I reached out to the prosecutors on their previous charges. Some of these students had very serious charges - beating, robbings,...etc. A lot of these charges were dismissed because they were younger than 18. They were not going before a judge. People think you are ruining a kids life by charging them. It is not ruining their lives because the juvenile history does get hidden at the age of 18.
- There are students that have a slew of violent felonies and it is not being addressed because they are juvenile. Repeated offences need to be addressed and not just be a slap on the hand. Kids need to have consequences for their actions. Dismissal of cases solves nothing.
- Kids not learning in their youth of the consequences will lead to a bad outcome once they are
- By not holding them accountable - they don't learn the consequences. They aren't protected anymore. They are held at a higher standard. The pipeline is created by not punishing students when they are juveniles.
- School staff are the ones that build walls and spread the misperceptions.

I think law-makers could learn a lot by spending a month in a school. Drive around the neighborhoods and see how the policing is happening.

slcrepcommission.com

Text "EQUITY" to (801) 575-7755

(801) 708-0935

## **Guidelines for notes**

1. Maintain anonymity - do not capture people's names
2. Capture themes of responses - in as much detail as possible
3. Save one copy in the google drive and one in our project folder:  
\\jub.com\Central\Clients\UT\SaltLakeCity\Projects\83-20-045\_FacilitatorRacialEquity\PubInv\ListeningSessions\_FocusGroups\Listening Session Notes - the notes from previous sessions are saved here too if you would like further guidance on formatting
4. Contact Larry Schooler ([lschooler@kearnswest.com](mailto:lschooler@kearnswest.com)) ahead of meeting, if agenda hasn't been shared - so you can have a preview of what questions he plans to cover in each meeting (this will vary slightly - meeting to meeting)

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session - People with Intellectual Disabilities/Traumatic Brain Injuries*

January 28, 2021

**Attendees:** Give general notes of the types of people that attended. For example - 5 participants, only two people with the rank of officer, the others have some supervisory responsibilities.

### **Write down the questions that the facilitator asks in Bold**

- Capture the responses and follow-up here below in bullet points
- If comments are sent in via the chat - call out that they were sent in via the chat and copied and pasted

### **Introductions/Attendance**

There were 9 registrants for the meeting. There were 5 attendees and 3 staff members.

### **What brought you here today?**

- I know very little about this organization. I come from a perspective of traumatic brain injury. I would like to understand what we are talking about here today. I have had multiple brain tumors and have my own brain shortcomings. I am in a unique position as a neurologist that is unable to actually practice. My interactions with the police are more from an observer perspective. I want to understand how policing is applied with those in my condition.
- I am a program administrator for brain injuries programs. If we want to make a difference in people's lives, we need to understand their lives. This applies to racial equity and justice.
- I have had a number of Traumatic Brain Injuries in my life. My cognitive abilities were not severely compromised. I have had many migraines and I have brain scarring. I experience vertigo and have vestibular migraines. I stopped driving for a number of

years. I became a medical assistant to a neurologist. Because of my vertigo, I have thought about how to interact with a police officer. I couldn't pass a sobriety test when I am experiencing vertigo. I know that this can create real experiences for others.

- I am autistic and on the spectrum. I work for a local tech company. My spouse is an immigrant from Brazil. She has experienced harassment from police. My mother-in-law has disabilities and we have to be constantly with her. She can't communicate very well and it could spiral out of control. A lot of autistic people will exhibit behaviors that are [akin to someone] on drugs. Autistic people have had tragic interactions with police officers because of sensory overload from sirens, noise, lights commands, etc. The police officers were not trained to respond to someone with Autism. They do not know how to discern between autistic people and people on drugs. We had a tragic incident in SLC last year. As a white male, I have never had one of those experiences. I haven't experienced something like that. I can't speak for those experiences. But I can speak as an advocate for those people. We would like to work with dispatchers to know how to respond and evaluate intellectual disabilities and how those play into the response.
- From the chat - The Utah Brain Injury Council (UBIC) used to offer 101 training to first responders such as police officers to bring awareness about brain injury. Those trainings can still be offered.

#### **What sorts of actions have you experienced or observed from SLCPD?**

- One is personal interaction. This is something that has been echoed by other Latinx members of Salt Lake County. My wife was pulled over for something like expired tags, something very mundane, but the state trooper insisted that she resolve it immediately. She got out, got a screwdriver, and unscrewed her license plate at the side of the road. Words were exchanged and she threw the license plate at the feet of the officer, and she was charged with battery of an officer. Overzealous reporting/charging is not uncommon. The DOJ struck a deal with the South Salt Lake PD ~10 years ago and her case was expunged as a part of that deal. The Bishops in Brazilian wards in Utah have had to warn their members with interactions with police officers. With those on the Autism spectrum, there have been interactions where the common theme is how quickly an anodyne interaction can be escalated stemming from a lack of verbal responses, or even something that is pulled out and misinterpreted as a threat and has led to arrests/guns being drawn. There was another incident in Woods Cross where a black 11 year old playing in his yard had a firearm drawn on him because something he did was perceived as threatening to an officer. The person with autism or disability doesn't think they are doing anything wrong and the officer misinterprets it. Sometimes people will also use their phones to communicate non-verbally, but this can also be viewed as a threat/some unknown. These would be the two things I've heard the most--how quickly things can escalate.

-When I think about this, I think of a case 3-4 years ago when a gentleman was walking with headphones and was chased by police telling him to get down. The POs didn't realize he had headphones on and he ended up being shot and killed. What if someone was deaf? How do you initiate these issues with police officers? I was at the 'riot' where people with disabilities were pushed down by police, even those with physical and

invisible disabilities. How do we initiate/implement something potentially so subtle into a police force? They don't even respect skin color, and now we're trying to move on to invisible disabilities and other problems."

- We had friends involved in the protests and they were shoved and hurt by police officers. They were attacked and ended up with a TBI. It took over a year to heal. Healthcare access was a problem for them with their autism."
  - **What was the interaction like?**
    - It was during a protest where the police kettled protestors. This friend was protecting another friend who had been pushed to the ground (visibly disabled). The friend was trying to help their friend, who was physically disabled, up and was hit by police in the head. Both of these people are petite and white. The friend who is recovering now had a history of TBIs and they are finding now that they are dealing with long-term effects and cognitive disabilities. They were advised by their attorney not to pursue charges against the police due to participating and being charged in the protest.
    - I remember being pushed against a wall so hard by a police officer's backside, who then turned to me and said 'what, are you trying to steal my wallet?'
- The other thing, from a program administrative perspective--we have quite a few patients with mental health issues and disabilities. Depending on where the brain injury occurred, it elicits certain behaviors. Behaviors include criminal acts that lead to arrests. Sometimes we are able to convince the court that the person is in a program to counter these behaviors with replacement behaviors. We have to work with the courts with these people. We have our own attorneys. We have some people in jail and then they get released - they have to talk to us once the release date is set. But often, they get released without telling us. Then there is a Catch-22 where we are not notified until the next criminal act occurs. We then get a call from an attorney asking how to break the habitual offender--we say you have to be a partner with us and not just look at the court docket. We need to make sure they are healthy and safe and get back in the program after release. There is a lot of miscommunication between the courts, the jail, and us and it needs to be resolved in order to break this cycle. The Police Department is supposed to reach out and tell us about release dates, but we only see the court docket, and sometimes it is hard to tell exactly when people are being released.
  - **Does the police department do this type of outreach?**
    - Yes, they know when people are released and they are supposed to communicate with us to show when people are going to be released. We have to find an open spot for people so they don't end up back on the street.
    - It is setting them up for failure.
- I work for a University in Utah. I am a speaker with developmental challenges. I came on the call because I wanted to hear from the others on this call. I come from a perspective of how can we better educate police officers, correction facilities, community members, etc. What can we do to better help these people? I have a friend who has some reading,

processing issues who was being seen by UNI for some of his mental health issues/medication issues. When he found himself in jail, it was hard to get any of those mechanisms going again, and even expressing that this individual may need some additional support. It was really frustrating and though it wasn't a one-way street; he didn't want to disclose that he had a disability out of fear of being put in solitary confinement. How do we educate people on these issues?

**What do you think additional training for SLCPD officers should look like? What training would be beneficial to the police?**

- The training should be very basic. We don't really know what an average PD education looks like or what the training curriculum looks like. We need to start 1:1--what is the brain? What is the body language of someone with a TBI/mentally disability? They need to think, regardless of race, might this be someone who has a brain injury/is psychotic? Other mechanisms need to kick in that tell the officers 'I need to be careful, I need to stay back.' If you see your 4-year-old having a meltdown, you don't escalate the situation further. This is the kind of interaction that needs to take place for police officers.  
-On reactions to protests--I have been involved in multiple protests/marches. I am not a criminologist, but the responses from PD officers were very different depending on the content of the protests. This isn't a wild conjecture--CNN did a study on the content of the protests influencing reactions of PD officers. For BLM protests, I looked very heteronormative in a shirt and tie and could look very neutral when facing a police officer. I acted as a go-between/'straight man' for the autistic protestors. I know how to pass as neurotypical and come across as neurotypical as a late-diagnosed person on the Autism spectrum. On more than a couple occasions I was able to talk a police officer down. The police officers would get agitated, shout commands more, look like they're going to arm themselves. I have learned how to de-escalate officers.
  - **It sounds as if you've acquired the vocabulary that can get through even in a high stress situation that can get through to an officer who is misreading someone with a disability.**
    - Yes--I keep my voice level, say that this person isn't a threat. I looked goofy wearing a shirt and tie with a backpack of medical supplies, but it worked. When we talk about training, taking a step back--we don't have a lot of transparency for what training is. It's surprising this isn't public record. The other thing is something my brother (who is a veteran) said: he said 'if I did half of the things these officers did, I'd be pounding rocks in Leavenworth (in a max prison where U.S. war criminals are sent).' If you look at the rules of engagement, before even the rules are stated, the rationale is stated. 'Maintain peace and order,' ok, but through what means? Through a show of force? Or does this mean a community acting in a civil way? On a definitional level, what are the police trying to do? The Navy's rules of engagement/the very top of the rationale will say if you violate these rules, you threaten the mission. You jeopardize the mission and the civilians. This is something missing from a lot of police training materials. On training--what is striking is the Marines/ROE lay out that if

you mess up, the civilians' reactions are deemed justifiable. You don't respond to that with more force. I see that sorely lacking in a lot of our police materials today. There seems to be a disconnect--even after Breonna Taylor was killed--that officers don't understand why locals would be mad. Follow the NYPD Twitter feed and you'll see the same thing. This is something that has to be resolved--what are you trying to do? I would love to see this from the top--transparency.

- I always wonder what is the best way to approach this - we need better communication. How do we communicate from the perspective from someone with a disability? How do we get the police department to understand that it comes down to communication? Is communication better taught in an educational setting or through stories? Maybe we need to communicate through stories. Maybe this is the way to get into these people in the system? Sometimes, educationally, there are programs out there--was there a training about Autism after the shooting of Mr. Cameron? I know they've done some training but it's been difficult to find out what that actually looks like. Maybe we need to approach it in a different way."
- I love everything that's being said--there are a couple things I've been thinking of especially that we are all white people here. I'm from New England and I didn't know I had a skin color until I moved here. Strangers will ask me where I'm from and even in work situations. It really depends on where I am and who I'm with for how white I get treated. I get to experience flavors of racism in tiny ways and I get to spend time with people who have different issues with police that I don't. You can't train police out of being racist. But what happens when they get trained that everyone around them is a threat, their training is implicitly racist from the get-go, from the academy. Even if they're not, their instructors are racist and telling students 'this is what and who you have to watch out for,' and it is implicitly racist.
  - From the chat: my wife felt EXACTLY the same way when she immigrated from Brazil to America. She basically said it wasn't until she moved here that she became Brown.
- The people who come into policing couldn't cut it as big dogs (militaristic) in other things, and this is the way they get their muscle in. These are the picked-on kids. I was taught to interact with police as a kid, inappropriately, that the way to make sheriffs go away is to yell at them because they were picked on kids in high school who did this as their revenge. I recall being 16 and coming home from a church dance at 2 a.m. and getting stopped at a checkpoint and having the officer ask me if I've had anything to drink tonight. I looked at the officer and asked him if it looked like I had anything to drink tonight, and then he just waved me off. This is what can get people shot. This is not how to deal with police, and that is a disgusting fact. You can't teach people how to deal with disabilities kindly if police are already out to get people. If police are already walking around looking for bad stuff instead of being a presence in the community to protect and serve, that's your first problem. The summer that young autistic man was shot, a woman whose son is an autistic teen posted about this, and how he is also larger, which makes him a target. I can't imagine being her and wondering every time he leaves the house what is going to happen. How do you teach people not to see 'large black man' but

instead 'person with autism.' These stories need to come from people of color and from their families, and the families who have been affected.

- I'm a neurologist, and neurology/psychiatry has a huge overlap. Are there any mental health liaisons that can be sent out to the police?
  - Part of the problem of Linden Cameron was that the mother requested a mental health care team, and she was sent a crew of armed police officers. SLCPD has offered a different explanation every time. Do they even deploy the mental health liaisons when they're supposed to?
  - I've heard this from friends who have had mental health issues/suicidal tendencies who have called for help, and they've said no mental health workers have shown up, only cops.
  - I think it would be helpful for the police department to hear stories about people's own circumstances, their disabilities, their psychiatric issues, and this should be taught.
- There is a very basic issue with people going into policing, people supervising police, that they're more comfortable with someone who is as least different as possible. Maybe it's exposure.
- There are also cities who have gotten lots and lots of exposure who aren't doing well, however, too.
- Somehow the education needs to include anti-racism, unlearning racism.
- I'm bipolar, and sometimes my moods affect my speech and levels of aggression. I'm fortunate that I've never gotten to the extreme end of mania. I'm fairly well-controlled but sometimes there are situations that my impulse control isn't great. This could definitely influence my experiences with cops.
- I don't want police officers to become neurologists, but there are enough general red flags that can be taught that tells someone that you need to do something other than put them in handcuffs/shoot."

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

What part of Salt Lake City do you live or work in?	What is your race or ethnicity?	In general, what have your experiences been like with police in Salt Lake City?	SLCPD officers should have better training in which area?	What might SLCPD do to better recruit officers from all backgrounds?	What can you share about your experiences with SLCPD and recommendations for changes in policy, training, school safety, and/or officer recruitment?
	African			Stronger outreach	C,What has the commission been working on since last smer?,Please include social media history in background checks for police. Please do this quarterly. You can tell a lot by what people post online or their gro
	Black or African American		Cultural competency/implicit bias	Stronger outreach	
	Black or African American				
	Black or African American	Bad	Cultural competency/implicit bias		
	Black or African American	Okay	Cultural competency/implicit bias	Other	Policy- end qualified immunity, 8 can't wait, etc.. Training- barriers to transparency and convictions, school safety- resources and holistic approach to serving children and families, have them watch pushout and learn more about the school to prison pipeline, recruitment- let them know there are safe ways to report bad police officers and that they can change the structure of their department, make it real.
Rosepark/NW Quadrant	Hispanic, Latino, Chicano	Okay	Other	Other	Understanding that studies show that personal bias trainings actually can further entrench biases, what is the city's position on pursuing comprehensive,I am a westside, Latina citizen... while most of the comments have been valuable... but, I do not feel as though issues of RACIAL equity have been considered
	Hispanic, Latino, Chicano	Bad	Cultural competency/implicit bias	Other	
I don't live in Salt Lake City	Native Hawaiian or Other Pacific Islander	Haven't had any interactions with police	Cultural competency/implicit bias	More welcoming culture	
	Native Hawaiian or Other Pacific Islander				
	Native Hawaiian or Other Pacific Islander	Haven't had any interactions with police	Cultural competency/implicit bias	Stronger outreach	Can we get the polls that were given at the beginning to the end of this meeting for latecomers
	Native Hawaiian or Other Pacific Islander		Cultural competency/implicit bias	Stronger outreach	

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Avenues/University/East Bench	Other Race, Ethnicity Southeast Asian	Haven't had any interactions with police	Cultural competency/implicit bias	Other	I think they have been great
Avenues/University/East Bench	White	Okay	Crisis intervention	More welcoming culture	Engage with the Center for Policing Equity
Downtown/Central City	White	Great			
Downtown/Central City	White	Okay	Other	Other	
Downtown/Central City	White	Haven't had any interactions with police			
I don't live in Salt Lake City	White	Haven't had any interactions with police		More welcoming culture	
Liberty Wells	White	Great	Crisis intervention	More welcoming culture	
Liberty Wells	White	Okay	Crisis intervention	Stronger outreach	NA
Rosepark/NW Quadrant	White	Great	Crisis intervention	Stronger outreach	
Rosepark/NW Quadrant	White				
Sugarhouse	White	Haven't had any interactions with police	Community interaction		
Sugarhouse	White	Great	Crisis intervention		B
Sugarhouse	White				
	White	Great	Crisis intervention	Better pay, benefits	
	White	Great	Crisis intervention	Stronger outreach	When officers have time to respond to calls, my experience has been great! But in the past 6 months, officers have seemed totally demoralized and understandably less motivated, like they're fighting a battle with crime and public safety that they can't win.
	White	Haven't had any interactions with police	Crisis intervention	More welcoming culture	Require officers to de-escalate situations, where possible, by communicating with subjects, maintaining distance, and otherwise eliminating the need to u

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What part of Salt Lake City do you live or work in?	What is your race or ethnicity?	In general, what experiences been like with police in Salt Lake City?	SLCPD officers should have better training in which area?	What might SLCPD do to better recruit officers from all backgrounds?	What can you share about your experiences with SLCPD and recommendations for changes in policy, training, school safety, and/or officer recruitment?
	White	Okay	Cultural competency/implicit bias	Better pay, benefits	I called for assistance at 3:00am, because a man was trying to get into my house. Dispatch told me the SLCPD was not in the area, and they would be at my address in about 20-30 minutes, then disconnected. I was distressed and scare, and not happy with my personal safety being dismissed. When the police arrived 30 minutes later, they reluctantly walked around my house, found a slashed screen on my door, but did not make a report as the man was no longer on my property. Another interaction was at the State Fair, talking to members of the SLCPD wearing riot gear, and asked if they were expecting issues. Was informed by an officer that the "union" couldn't endorse a mayoral candidate because of a perceived alignment with the Brown Berets and Black Lives Matter movements. My question was why weren't they?,SLCPD has an opportunity to build community relations by integration into the neighborhoods. There is a difference between law enforcement and not inflicting personal bias and agenda into the job.,Psychological vetting for all police, to be sure how they are able to do their jobs, without harming the community is very important.
Downtown/Central City		Okay	Crisis intervention	Stronger outreach	
Downtown/Central City					
I don't live in Salt Lake City Sugarhouse			Community interaction		
Sugarhouse		Bad	Cultural competency/implicit bias Crisis intervention	More welcoming culture	I would like to ask a Question..0
					How can the police on their job when they are being told they are racist yest they are dealing with criminals.that have guns and dont compy.. and how do
			Cultural competency/implicit bias	More welcoming culture	2

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

What part of Salt Lake City do you live or work in?	What is your race or ethnicity?	In general, what have your experiences been like with police in Salt Lake City?	SLCPD officers should have better training in which area?	What might SLCPD do to better recruit officers from all backgrounds?	What can you share about your experiences with SLCPD and recommendations for changes in policy, training, school safety, and/or officer recruitment?
					I would like this to be presented to the Police chief. I used to live in a dangerous area of midvale. I lived in an apartment complex that had a drug dea,How are you going to take these calls more seriously?
					I am interested what these comments are going to be put toward? I remember being in a similar call with Chief Brown in 2016/2017 at the city library. Mos

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					How often is professional development? Diversity training?? There,How often is professional development? Diversity training?? There's a diverse room of commissioners but how many are Salt Lake residents??? I feel lik
					Black lives matter,Defund the police is the same as re-invest with police in DV specialists, substance use specialists, harm reductionists, social workers, and social safet
		Great	Crisis intervention	Stronger outreach	
		Okay	Crisis intervention	More welcoming culture	The resignation of officers after the mayor's police reform executive order this smer indicates a culture that avoids accountability for officer actions. This should be addressed by holding the department accountable through increased power for our independent civilian review board
		Bad			
		Okay			
		Okay	Cultural competency/implicit bias	More welcoming culture	
			Crisis intervention	More welcoming culture	
				More welcoming culture	
			Crisis intervention		
				Stronger outreach	If police insist on carrying lethal weapons around many different types of people and in many situations they are not properly trained for than they should have a decent amount of actual training in de-escalation, mental health mediation, implicit bias and cultural training.
				More welcoming culture	
					It has been mostly okay, however I have had interactions with SLCPD that made me question whether their intent was driven by policy or implicit bias. Their efforts didn't make it better and thus I wondered what the intent was as the stated reason for their actions didn't really add up.
					I'd like to see police trainings / school look more like a 4 year degree, like other professional jobs. It would help weed out the i

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

What part of Salt Lake City do you live or work in?	What is your race or ethnicity?	In general, what experiences have you had with police in Salt Lake City?	SLCPD officers should have better training in which area?	What might SLCPD do to better recruit officers from all backgrounds?	What can you share about your experiences with SLCPD and recommendations for changes in policy, training, school safety, and/or officer recruitment?
					Why is the Standard Operating Procedure (SOP) of the police not easily accessible? Or how do I gain access to it?,What kind of training do the police get for dealing with people who are on doctor prescribed drugs?

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

Date of Comment	In general, what have your experiences been like with police in Salt Lake City?	Do you have a story to share about your experiences with police in SLC?	It is most important that SLCPD officers get better training in which of the following (cultural competency/implicit bias, crisis intervention, community interaction, firearms, other)?	What other kinds of training should SLCPD officers get that they may not get now?	What's one critical change in policy or procedure that SLCPD should implement that would help the SLCPD do their	What might SLCPD do to better recruit officers from all backgrounds (stronger pay, better	What other things should SLCPD do to recruit a diverse police force?	How do you think school resource officers should improve school safety?	What else would you like the Racial Equity in Policing Commission to know?	Name
1/28/2021	Okay	"This morning, police were called for a Black, homeless man looking through the trash in my neighborhood. I had given the homeless man some clothes and books a few days ago which he had in his possession at the time. The officers accused the man of stealing the clothes and books, and said "we're not going to arrest you, but we could." I was walking my dog and happened to walk by, and worry about what would have happened if I were not there."	Community interaction, crisis intervention, cultural competency/implicit bias	"I don't think training is going to fix the problem. Defund the police and reallocate the resources into housing, addiction treatment, and social services."	"Defund the police. I think this is a critical change that would improve the city and the role of the police. This is not a personal attack on the officers, but they are being stretched too thin by responding to too many issues."	Other	"There are three problems here. First, primarily white men are attracted to the PD as a position of power and a method of enforcing whiteness, misogyny, and colonization. So you're going to get a largely white and masculine police force. Second, police on the whole are not just discriminating against but actively harming BIPOC, trans and queer folks, and poor and homeless people. That means that anyone from those populations is risking a lot by joining that group. Third, police in the United States are charged with protecting property, not people. Whiteness is one of the most precious forms of property we have. As long as police exist as an institution, that will be true and will not change by trying to recruit a 'more diverse police force.'"	"I have a master's degree in education. I do not think police belong in schools."	"This commission feels like a half-measure towards what we spent all smer asking for. Someone probably told you that it was a good compromise. I don't think there's going to be any real change, but I'm open to a conversation."	Benjamin Petrie

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

Date of Comment	In general, what have your experiences been like with police in Salt Lake City?	Do you have a story to share about your experiences with police in SLC?	It is most important that SLCPD officers get better training in which of the following (cultural competency/implicit bias, crisis intervention, community interaction, firearms, other)?	What other kinds of training should SLCPD officers get that they may not get now?	What's one critical change in policy or procedure that SLCPD should implement that would help the SLCPD do their	What might SLCPD do to better recruit officers from all backgrounds (stronger pay, better	What other things should SLCPD do to recruit a diverse police force?	How do you think school resource officers should improve school safety?	What else would you like the Racial Equity in Policing Commission to know?	Name
1/28/2021	Okay	"In 2002 i was stopped for driving while brown. The cop couldn't find anything wrong with my car or driving and was nervous when I called him out on it. This is real, and I under they are doing their best, however, that's no longer good enough. Therefore, I don't always feel safe when I see police."	Firearms, community interaction, crisis intervention, cultural competency/implicit bias	"Mindfulness, emotional intelligence, crisis management, confidence with respect for self and others, cultural experience, grounding, listening skills."	"Become part of the community. They need better pay and mandatory counseling at least once a month."	Better pay, benefits	"Have the ability to see the person and not the color. The color is there regardless, you the white cop are just as flawed as a person of color, you are not better or smarter. We are equals with different life experiences. Be han and don't dehanize. If you don't know that's ok, own it, and be kind."	"They should teach and help develop afterschool programs where cops become the mentors. Include your family. In minority cultures family is everything, so be willing to integrate, once you can master the skill of acceptance you will have a family for life. The community will help keep the community safe. Share your values and don't be afraid to adopt a few new ones. We are all one body, in one world, let's take	"Racism is real. But we are afraid of calling for what it is. Racism is wrong, but we let people get away with it. It should be a crime. White people need to know that it's ok to call someone out in it even if that person looks like them. Bring back classes like sociology, ethics and philosophy to schools."	Moni Candia

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

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1/28/2021	Great	"I have witnessed nerous school officials request the minority officers over white officers. When I am in crisis I don't care what your skin color is, I only want someone who will help."	Other, Firearms	"Job specific training for specialty positions and more tactical and defensive tactics training to help limit use of force and confidence in individual skills."	"Less restrictions on what they can do. The more our city puts restrictions on our officers, the less safe we are in this city."		"I don't believe we should be racist in who we hire. I believe it should be the most qualified people not the most colorful people. We will see corruption and terrible people if we continue to lower the standards."	"I pulled my kids out of SLCS D schools because the SROs can not enforce many crimes and if we do not support our SROs I do not feel confident my child is safe."	"Think about the long term consequences of what you are doing. We should not seek officers for their skin color but for their abilities to be a great officer. I am Hispanic and the most racist people have been colored people. I have seen more discrimination against whites than anyone else but no one wants to talk about it. I also think you need to link into what the SROs role is within the school, familiarize yourself with the MOU and how it's failed because tying their hands only makes the problems worse. Talk to the administrators at the high schools who have to deal with	Jon Chu

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

Date/Time of Comment Relative to Facebook Live	Comment	Comment Reactions #	Comment Replies	First Name	Last Name/Username
1/28 / 1:42:35	How can you get young kids engaged in being proactive in their community without hating the police. Some kids are taught to hate police by family, peers and others in the community?.	2		Shellie G	McKissick
1/28 / 1:32:09	SROs in schools decrease graduation and higher GPAs. Remove SROs	3		Rae James	Duckworth
1/28 / 1:34:01	I think it's pretty problematic that police departments are often in charge of evidence that incriminates them. My lawyer requested dash cam footage of an incident only to be told that it had been "lost."	1		Tanya	Platt
1/28 / 1:31:21	I'm appreciative of this commission who is here to address the issues of racism and equality in policing. I hope they are given proficient time and resources to make changes. Thank you for leading the way. This work is vital to our existence!	4		Lita	Sagato
1/28 / 1:25:57	"Thank you! There are plenty of professionals out there deescalating similar situations without excessive force. I would also like to see ONGOING training for officers if they expect to continue carrying lethal weapons around our community members."	2		Kalolaine	Palei

January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments

Date/Time of Comment Relative to Facebook Live	Comment	Comment Reactions #	Comment Replies	First Name	Last Name/Username
1/28 / 1:14:34	This is a racially diverse commission (and it's great). How does it compare with the diversity and leadership in the police departments? city leadership? mayor's office?	7	@user good point. If only the police departments were as diverse as the commission 🙏👤🗣️	Bobby N Belinda	Saltiban
1/28 / 1:06:44	Why did the officer who knocked down the elderly man in SLC last year get to keep his job? What was the reasoning on that?	4		Cheynne	Nimes
1/28 / 59:11	I'd like to hear more about the role police unions have in addressing these obvious community concerns. I understand they represent police officers but where is the alignment of representations, policy, and accountability as well as training to mitigate the issues and concerns shared by the community. Seems a bit lopsided when it comes to the actions and the perceived mission of community service.	4		Charles	Henderson
1/28 / 36:20	Han resources that focuses on Diversity & Inclusion.		(User), I have reached out to people in the city about that issue and they have expressed interest in working on that.	Ralph	Misa
1/28 / 0:00	The labor of BIPOC community members shouldn't always be free. 😊			Bobby N Belinda	Saltiban
1/28 / 1:48:14	Props for the for and listening ears.			Daela	Taeoalii-Higgs

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

<b>Date/Time of Comment Relative to Facebook Live</b>	<b>Comment</b>	<b>Comment Reactions #</b>	<b>Comment Replies</b>	<b>First Name</b>	<b>Last Name/Username</b>
1/28 / 1:47:46	The Commission needs a stipend!!!			Bobby N Belinda	Saltiban
1/28 / 1:46:55	Mendenhall and Brown, are you still keeping your commitment with CAG tonight?	2		Kalolaine	Palei
1/28 / 1:45:44	I want to hear from you mike brown			Natasha	Cadet
1/28 / 1:45:07	Where will these questions be answered? I'd like to see the responses 😊	4		Lita	Sagato
1/28 / 1:43:46	Yes Lisa!	1		Heilala Fu'itahi	Potesio
1/28 / 1:41:44	FTP	1		Natasha	Cadet
1/28 / 1:40:32	REFORM SLCPD OR BE ABOLISHED BY COMMUNITY	3		Rae James	Ducksworth
1/28 / 1:40:11	👏👏👏👏			Jme	Cee
1/28 / 1:39:57	👏👏👏👏👏👏👏👏👏👏			Rae James	Ducksworth
1/28 / 1:39:26	Who's this Michael speaker? Hmu			Rae James	Ducksworth
1/28 / 1:39:17	They used tax payer money to take away the shelter and necessities of people	1		Natasha	Cadet
1/28 / 1:38:18	What is the point of having them in this meeting if they are not going to respond to the people.. they are getting paid to sit and look uninterested	2		Natasha	Cadet
1/28 / 1:39:06	That gear is NOT returned! It is thrown away.	1		Kalolaine	Palei
1/28 / 1:37:54	Great questions			Rae James	Ducksworth
1/28 / 1:37:52	It goes to the dpster			Jme	Cee
1/28 / 1:37:02	Police are bullies asf.	2		Rae James	Ducksworth

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

Date/Time of Comment Relative to Facebook Live	Comment	Comment Reactions #	Comment Replies	First Name	Last Name/Username
1/28 / 1:36:29	It is obvious that when racial representation is intentional, you can find qualified folks who are excellent. Hence, this commission. So, how is the city (and its departments) actively and intentionally diversifying their departments outside of this commission? Finding excellent professionals of color should not solely be isolated to a commission, like this. Walk the talk...	1		Bobby N Belinda	Saltiban
1/28 / 1:35:14	Brown and Mendenhall, WHY AREN'T THE OFFICERS IDENTIFYING THEMSELVES. why are you openly dodging an important security concern question			Rae James	Ducksworth
1/28 / 1:34:14	Answer her questions now. There is time. Where is transparency			Rae James	Ducksworth
1/28 / 1:33:03	Code 3b			Rae James	Ducksworth
1/28 / 1:27:35	I agree! I feel like there is much more understanding between officers and their community if those officers are from the community they serve in.	2		Kalolaine	Palei
1/28 / 1:24:02	Thank you Maggie	1		Ralph	Misa
1/28 / 1:23:45	The young 13 year old was shot near my home... we heard him say he had a gun..	1 (sad reaction)		Shellie G	McKissick
1/28 / 1:23:40	Maggie, Thank you!	1		Anna	Zwalt
1/28 / 1:23:33	Good call out regarding unarmed citizens and mentally challenged citizens.	1		Ralph	Misa
1/28 / 1:22:53	I still have yet to see Mendenhalls follow up.	1		Ralph	Misa

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

<b>Date/Time of Comment Relative to Facebook Live</b>	<b>Comment</b>	<b>Comment Reactions #</b>	<b>Comment Replies</b>	<b>First Name</b>	<b>Last Name/Username</b>
1/28 / 1:22:35	Lethal force should not be an option unless ALL other options have been used	3		Colton Uchiha	Warden
1/28 / 1:22:37	The mayor is on the call. Good call out regarding the 13 year old autistic boy who was shot several times last year.	3		Ralph	Misa
1/28 / 1:17:53	AMEN			Colton Uchiha	Warden
1/28 / 1:17:54	Great question Consul.			Ma	Black
1/28 / 1:16:30	Internal affairs review ??	1		Peter	Brownstein
1/28 / 1:11:25	With the LDS church now implementing racial sensitivity courses for its members. Do we have anything like that in the pipeline for law enforcement? I feel like it should be required in police office training.	1		Ralph	Misa
1/28 / 1:09:41	How many hours of training does an officer get?	3		Peter	Brownstein
1/28 / 1:06:53	Milo!! Great great questions!!	2		Anna	Zwalt
1/28 / 1:06:29	I had the same question regarding homeless individuals thank you.			Colton Uchiha	Warden
1/28 / 1:04:49	Are the texts going to be addressed?	1		Colton Uchiha	Warden
1/28 / 1:00:41	I am appreciative of all the work being done here in SLC to address these challenges. I'm fairly certain that other cities share these. Are there any best practices that are being used elsewhere in the nation with positive results ?? Have any efforts been made to find these??	2		Peter	Brownstein
1/28 / 59:59	Thank you 🙏🙏🙏	5		Ralph	Misa

**January 28, 2021 Listening Session Responses to Survey, Text Messages, Social Media Comments**

<b>Date/Time of Comment Relative to Facebook Live</b>	<b>Comment</b>	<b>Comment Reactions #</b>	<b>Comment Replies</b>	<b>First Name</b>	<b>Last Name/Username</b>
1/28 / 56:10	How about we keep people on who have had issues with the police and we can discuss how the situations will be handled and prevented from there on out.	1		Colton Uchiha	Warden
1/28 / 53:53	This was reported by the Attorney Generals office and stated "we're just not there" so then what ?????	1		Ralph	Misa
1/28 / 53:39	Please follow up with Lou as she had 3 incidents to report. It's unfortunate that she is autistic and is somewhat being mistreated or in a way targeted.			Betsy Naeata	Nau
1/28/2021 / 52:49	No data no solutions in my opinion.			Ralph	Misa
1/28 / 52:40	Utah historically failed to politically fund ongoing police enforcement data. What is the commission doing about the collection of law enforcement data?	1		Ralph	Misa
1/28 / 48:29	The Utah's Attorney General was surprised by the shootings by SLC police officers and one of the highest in Utah. Mayor????			Ralph	Misa
1/28 / 48:16	How can this caller provide information to identify the date and place of these interactions			Peter	Brownstein
1/28 / 48:12	Do you feel your being targeted?			Betsy Naeata	Nau
1/28 / 46:16	Does Mayor Mendenhall have a follow up into the shootings from last year?	2		Ralph	Misa
1/28 / 45:11	One situation last year was a 13 year old Autistic boy in Glendale:			Ralph	Misa





Theme	Proposed FAQ Text
Treatment of citizens with disabilities, special needs, mental illness	How does SLCPD train its officers to handle situations where a person cannot communicate easily?
Better de-escalation, especially with students/young adults (including changes to SRO program)	What training do officers receive on de-escalation and how might SLCPD improve that training and performance?
General non-lethal and/or non-physical interaction with citizens	What training do officers receive on how to avoid lethal/physical interactions with the public?
Racial profiling, disparate treatment during stops (harsher treatment given to communities of color)	How does SLCPD work to ensure that officers do not engage in "racial profiling," where people of a particular race are stopped for reasons they don't understand?
Better screening of potential officers (looking for extremism, penchant for violence, etc.)	How does SLCPD evaluate potential recruits for red flag behaviors, such as support for or involvement in extremist groups, history of violent behavior, etc.?

<p>Better resources and options for SLCPD to address homelessness, gang activity</p>	<p>What kinds of resources is SLCPD seeking to improve its performance for Salt Lake City?</p>
<p>Cultural sensitivity when dealing with communities of color</p>	<p>How does SLCPD train personnel in understanding different cultural norms and how to interact with people from different backgrounds?</p>
<p>Sensitive handling of individuals in distress (praise for SLCPD)</p>	<p>What kinds of best practices does SLCPD use in dealing with members of the public in some form of distress, such as mental illness?</p>
<p>Praise and concerns about citizens academy, depictions of communities of color</p>	<p>How are decisions made about Citizens Academy curriculum with an eye towards racial equity/eliminating stereotypes?</p>
<p>Disparate responses to calls for police assistance (specifically on West side)</p>	<p>How is SLCPD addressing concerns raised in the western part of the city, particularly concerns raised by communities of color?</p>
<p>Call for better working relationships with the refugee community</p>	<p>What measures has SLCPD taken to build and/or strengthen relationships with refugee populations?</p>

# The Salt Lake City Racial Equity in Policing Commission Public Listening Session will begin in a moment



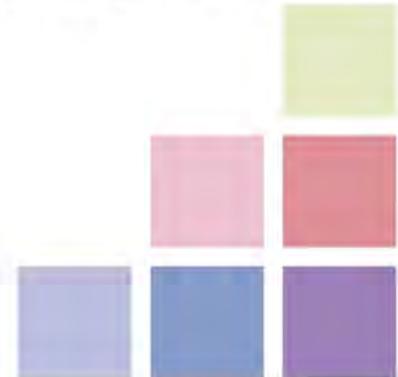


SALT LAKE CITY  
**RACIAL EQUITY IN  
POLICING COMMISSION**

# Public Listening Session

Facebook Live, YouTube Live & on SLC TV

6:00 P.M.



# HOW TO PARTICIPATE

Call **(888) 410-3427** to participate  
in English

Call **(844) 881-1317** to participate  
in Spanish

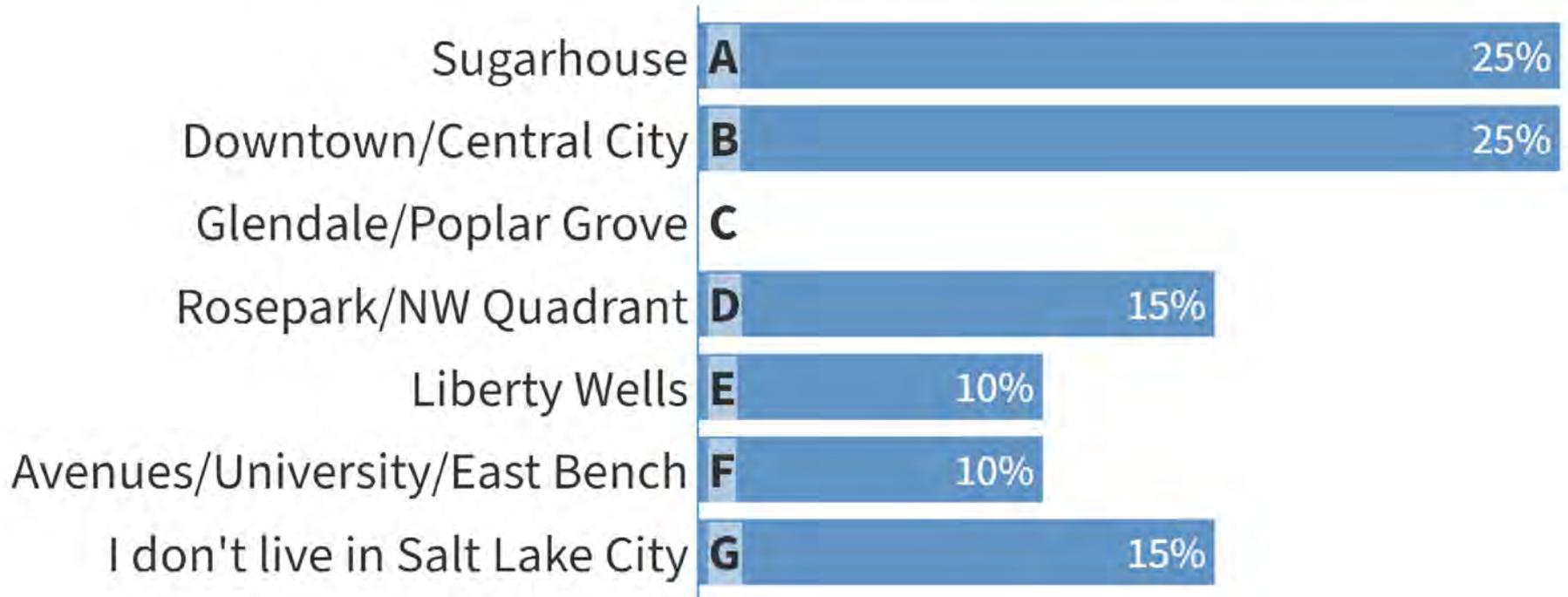
Text **“EQUITYSLC”** to **22333**



Respond at [PollEv.com/equityslc](https://PollEv.com/equityslc)

Text **EQUITYSLC** to **22333** once to join, then **A, B, C, D, E...**

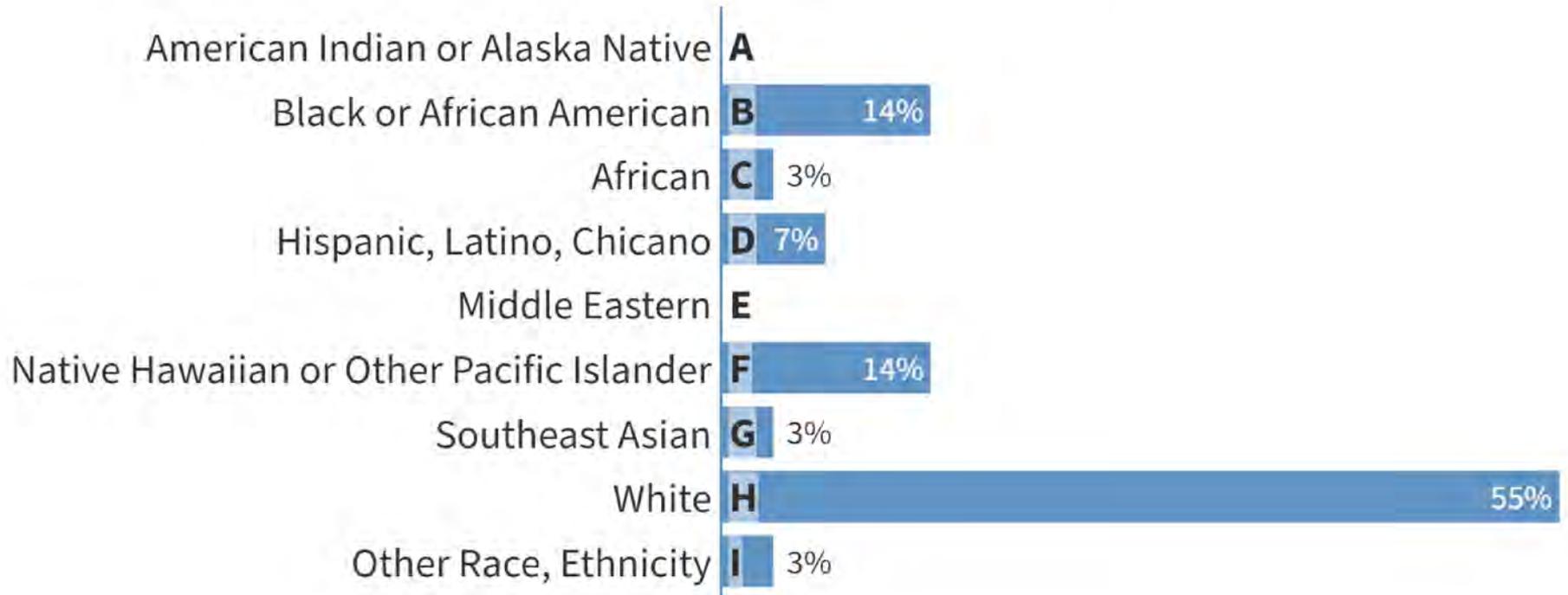
## What part of Salt Lake City do you live or work in?



Respond at [PollEv.com/equityslc](https://PollEv.com/equityslc)

Text **EQUITYSLC** to **22333** once to join, then **A, B, C, D, E...**

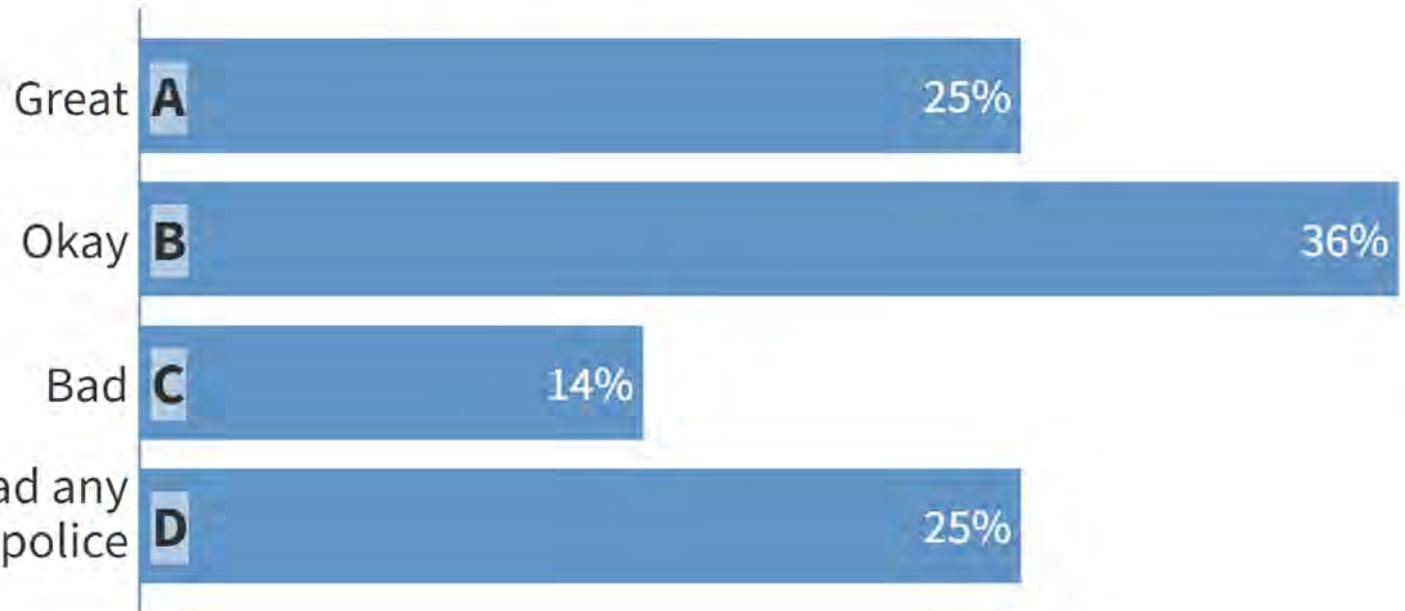
## What is your race or ethnicity?



Respond at [PollEv.com/equityslc](https://poll-ev.com/equityslc)

Text **EQUITYSLC** to **22333** once to join, then **A, B, C, or D**

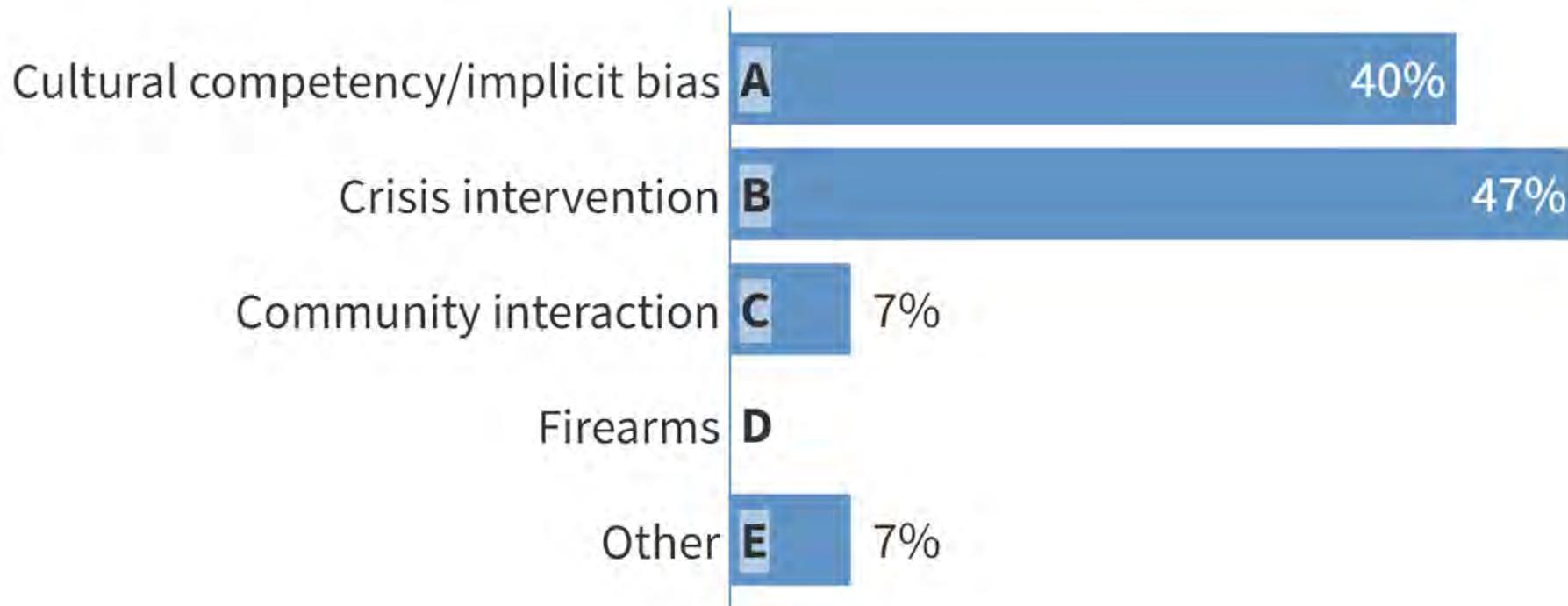
## In general, what have your experiences been like with police in Salt Lake City?



Respond at [PollEv.com/equityslc](https://poll-ev.com/equityslc)

Text **EQUITYSLC** to **22333** once to join, then **A, B, C, D, or E**

## SLCPD officers should have better training in which area?



Respond at [PollEv.com/equityslc](https://PollEv.com/equityslc)

Text **EQUITYSLC** to **22333** once to join, then **A, B, C, or D**

## What might SLCPD do to better recruit officers from all backgrounds?



How can the police on their job when they are being told they are racist yet they are dealing with criminals that have guns and don't comply.. and how do

I would like this to be presented to the Police chief. I used to live in a dangerous area of Midvale. I lived in an apartment complex that had a drug dealer, How are you going to take these calls more seriously?

I am interested what these comments are going to be put toward? I remember being in a similar call with Chief Brown in 2016/2017 at the city library. How often is professional development? Diversity training?? There's a diverse room of commissioners but how many are Salt Lake residents???

Black lives matter, Defund the police is the same as re-invest with police in DV specialists, substance use specialists, harm reductionists, social workers, and social safety

When officers have time to respond to calls, my experience has been great! But in the past 6 months, officers have seemed totally demoralized and understandably less motivated, like they're fighting a battle with crime and public safety that they can't win.

What has the commission been working on since last summer?, Please include social media history in background checks for police. Please do this quarterly. You can tell a lot by what people post online or their gro

I think they have been great

Understanding that studies show that personal bias trainings actually can further entrench biases, what is the city's position on pursuing comprehensive, I am a westside, Latina citizen... while most of the comments have been valuable... but, I do not feel as though issues of RACIAL equity have been considered  
Engage with the Center for Policing Equity

Can we get the polls that were given at the beginning to the end of this meeting for latecomers  
Require officers to de-escalate situations, where possible, by communicating with subjects, maintaining distance, and otherwise eliminating the need to u

I called for assistance at 3:00am, because a man was trying to get into my house. Dispatch told me the SLCPD was not in the area, and they would be at my address in about 20-30 minutes, then disconnected. I was distressed and scare, and not happy with my personal safety being dismissed. When the police arrived 30 minutes later, they reluctantly walked around my house, found a slashed screen on my door, but did not make a report as the man was no longer on my property. Another interaction was at the State Fair, talking to members of the SLCPD wearing riot gear, and asked if they were expecting issues. Was informed by an officer that the "union" couldn't endorse a mayoral candidate because of a perceived alignment with the Brown Berets and Black Lives Matter movements. My question was why weren't they?,SLCPD has an opportunity to build community relations by integration into the neighborhoods. There is a difference between law enforcement and not inflicting personal bias and agenda into the job.,Psychological vetting for all police, to be sure how they are able to do their jobs, without harming the community is very important.

The resignation of officers after the mayor's police reform executive order this summer indicates a culture that avoids accountability for officer actions. This should be addressed by holding the department accountable through increased power for our independent civilian review board

Policy- end qualified immunity, 8 can't wait, etc.. Training- barriers to transparency and convictions, school safety- resources and holistic approach to serving children and families, have them watch pushout and learn more about the school to prison pipeline, recruitment- let them know there are safe ways to report bad police officers and that they can change the structure of their department, make it real.

If police insist on carrying lethal weapons around many different types of people and in many situations they are not properly trained for than they should have a decent amount of actual training in de-escalation, mental health mediation, implicit bias and cultural training.

It has been mostly okay, however I have had interactions with SLCPD that made me question whether their intent was driven by policy or implicit bias. Their efforts didn't make it better and thus I wondered what the intent was as the stated reason for their actions didn't really add up.

I'd like to see police trainings / school look more like a 4 year degree, like other professional jobs. It would help weed out the i

Why is the Standard Operating Procedure (SOP) of the police not easily accessible? Or how do I gain access to it?,What kind of training do the police get for dealing with people who are on doctor prescribed drugs?



# THANK YOU FOR ATTENDING AND SHARING YOUR VOICE

A recording of the Public Listening Session can  
be found on Facebook or YouTube





To share additional input for the  
Commission, please visit:

**[SLCREPCOMMISSION.COM](https://slcrepcommission.com)**



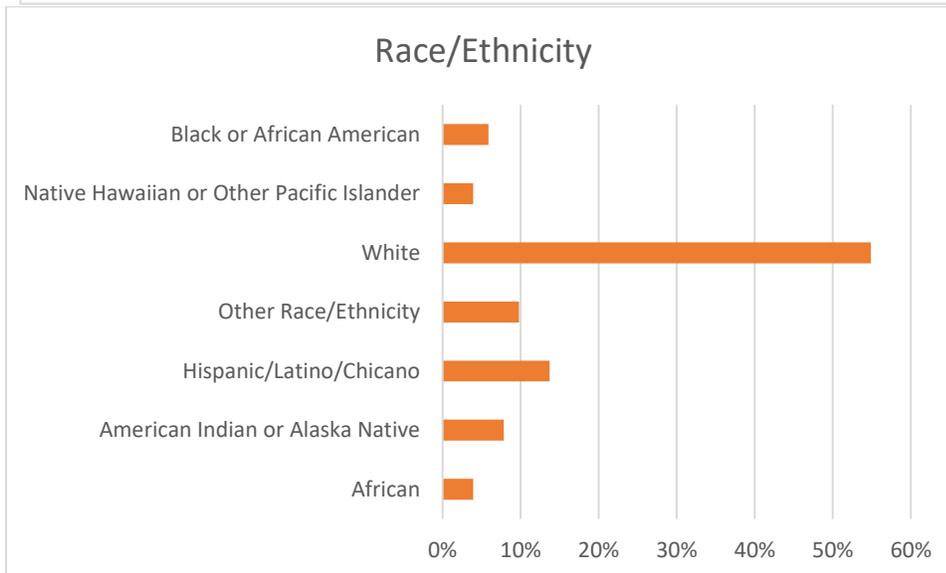
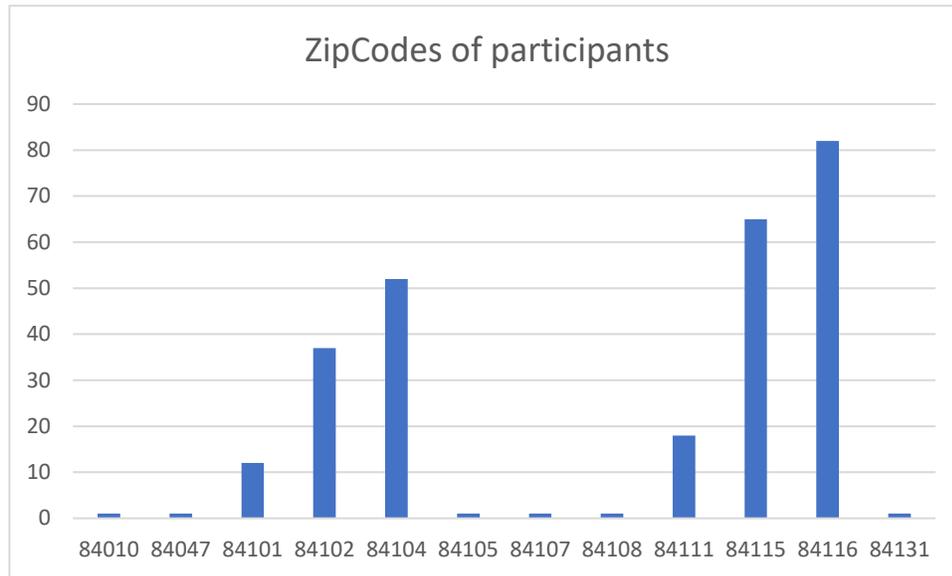
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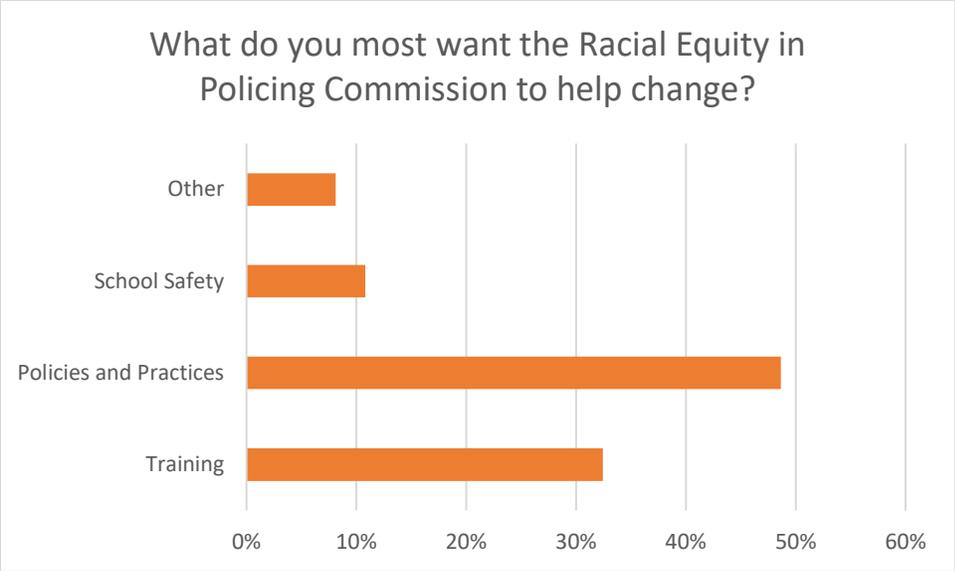


# The Salt Lake City Racial Equity in Policing Commission Public Listening Session has concluded



## Preliminary Findings: REP Commission May 19 Listening Session





Other Responses:

Resources for mental health and addiction recovery  
Increase in funding.

More mental health workers and fewer police

Policing culture

Cultural changes within the department



**What else should the Training subcommittee know?**

Trainers need to be from the neighborhood people that know the ins and the outs in the nuances of the community

I particularly appreciate the recommendation that trainers themselves need to be diverse and representative of the community

I would like to know more about how the training will promote Racial Equity

Training must be paired with accountability for consistent and sustainable behavior change

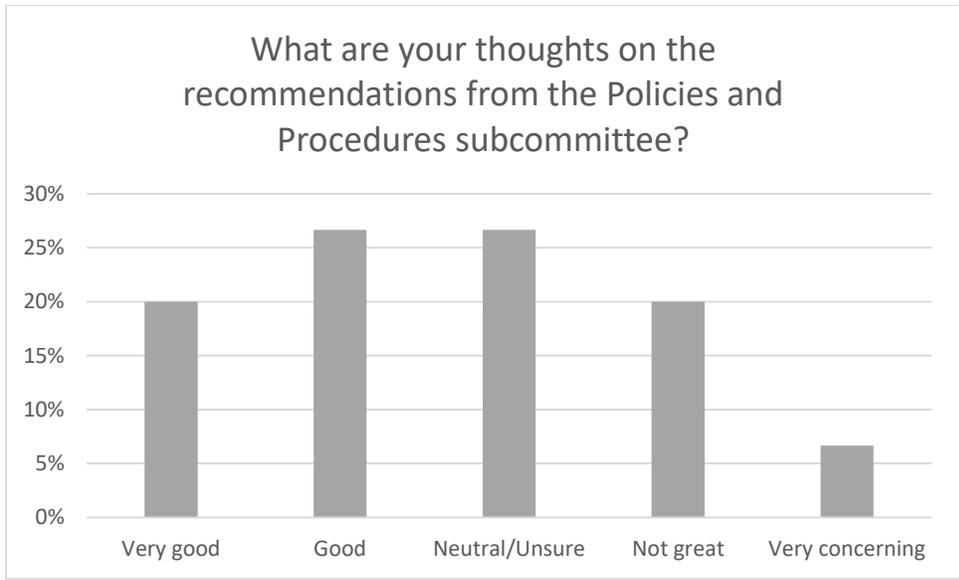
I believe that we need more officers than what we are coming up with for helping defuse mental health situations we also need more social workers

Please train these folks by including citizens opinion

Thank you so much for your time and commitment to our community

Focus on ongoing efforts in the mix with point in time trainings as change takes time

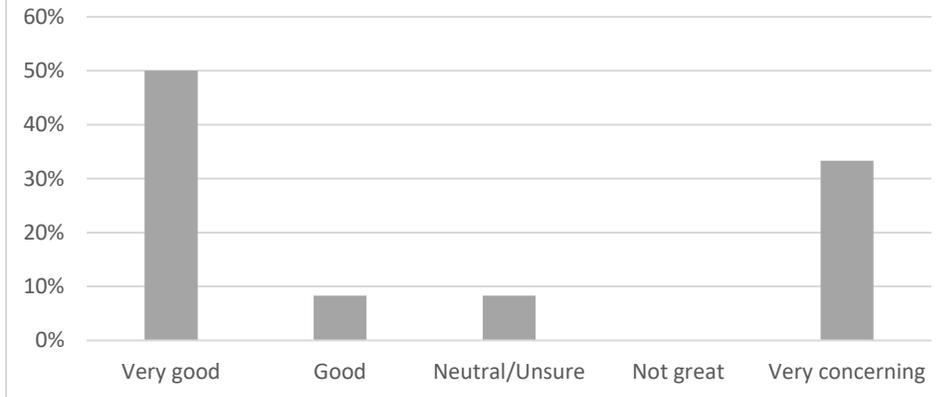
I'd like them trained to do their job without firearms



What else should the Policies and Practices subcommittee know?

- What about 911 dispatchers? Are they being trained to gather information to relay to police
- What are you doing to stop officers from profiling black and brown people while driving? My husband is black and is pulled over disproportionately for th
- what about a CTR type training?
- I believe that's what the caller was referring to
- Were there any findings that changed your personal views?
- I'd like the REP commission to also look at the calls made to 911 by the public and if there are ways that calls for service which may be themselves based in racism can be weeded out by dispatch.
- Will the bias assessment be required and lead decision-making in the application process for prospective officers AND performance reviews of existing officers?
- Great work to the committee. Thank you.
- Is there thought to taking infractions out of police purview? Like traffic stops and things like that?

### What are your thoughts on the recommendations from the School Safety subcommittee?



#### What else should the School Safety subcommittee know?

In a predominate white state and even school environment, having SRO is what makes many young people of color uncomfortable. This had not only been seen in high school, but students of color are also against that in higher education. There are better ways to address people rather than just placing SRO

Involve students in decisions about who their SRO will be and how they are asked to interact with students, to determine what will impact positive change

The issue is less the officers at the schools but that the school administration is using them improperly and calling on them to do things they shouldn't.

Police shouldn't be in schools. Why not the mental health workers instead?

Telephone Comments (transcribed):

- 1) Okay, thank you, before my question, given the salt lake valley has always been a gathering place for the indigenous peoples we acknowledge that this land which name for the youth tribe is the traditional ancestral homelands, of the shoshone tribe and is the crossroads for. All of the turtle island native nomads and indigenous settlers we stand in solidarity with our brothers and sisters who are displaced Africans, Asians and recognize that Asian Pacific islander heritage month is this month, and we also stand in solidarity and and with the Palestinians and condemned the actions of the Israelis. My question is a bit of a twofold now that i've heard some of the policies in because I just want to get some clarity on that listening session we were just in. What my concern is is, these are trainings for the future, and is there a place that this curriculum is made public as to how the training will be informed by the curriculum. What data, what sort of is where yeah can we see the curriculum, so that the public may review it. Rather than just because I think that's something that's important that the Community, be able to. bring some feedback into that sort of policy and making i'm curious is officers are currently excuse me i'm My tmj is affecting how I speak today. Is officers know qpr training and the reason I asked this is because the majority of Much of the response and what we're seeing in our communities is that responses to neuro divergent. People often ends in the centrality and i'm curious if they're aware that qpr exists and to utilize those qpr tactics before responding when it with anything other than less than lethal for someone like that. kind of what i'm tying into that question is the recent clips of the Swedish officers that were tourists in New York City and amongst the four of them, they were able to break up a violent fight that. With their techniques of de escalation managed to. subdue those men, without any harm, like any fatal harm to them, and it seems like it was quite easy technique to execute and that there was some significant training for them to all be so coordinated, even on their personal time.
- 2) yeah Thank you, you had mentioned that a certain percentage of calls to police work for mental health issues, I wonder what the criteria are that you use to make that determination and if those are criteria you use when the call comes in, or only after it's been responded to thank you
- 3) Okay um so i'm a 40 year old one, almost 42 year old students have. an incredibly diverse school district in Dallas Texas, which was predominantly black and Brown. And we had a was Carter high school and I can tell you from my personal experience. That was a little over two decades ago. As sorrows only represented forces antagonism and a sense of internalized racism that perpetuates quite a lot of the bias that we see. That that are associated with as sorrows within the black and brown school systems and how a lot of those racist ideologies seep in and affect the quality of care and the quality of safety that our children have and the protections of a checklist policing. With that just simply can't be met without a cultural understanding of how we correct our youth and how elders within the Multi economies. Of of communities that exist here how we call in our youth and how we correct our youth. And how this way is not the way for children, children should not be policed children should not go to school in and fear this authoritarian influence around them and instill so they can get a quality education. And I disagree with having a sorrows as being a child of a family of several generations of students who've passed through the SRO system only to experience how much of my family had been affected by it. Because they were sucked in by that vortex of the school to prison pipeline, of having friends people I love who go to prison. For you know youthful folly that ends up being criminalized because there's an SRO officer there's an SRO rather than an elder right or. Not um

and it bothers me that you don't have K PR and that that sorrow officers who are in our schools in a state that has such highest. numbers of youth self harm and you've completion that you don't have officers that are qpr trained. it's it's it's disturbing to note that this is the first time you're hearing of it when it's existed for quite a while. And i'm wondering why there seems to be quite a lot of reinvention of processes when there's already good stuff that works out there right and why that just not simply being incorporated in that current training. modalities it's just, we need to keep our kids safe and COP have no business in our school. Maybe surrounding perimeters and and that sort of thing, but we need to have a. You know, principles and you know ways of being able to de escalate, even in like I said in the most dangerous situations, so the evidence that we can do that to do want to.

Comment from Spanish line:

(Diego Munoz)(Salt Lake City)() There's not security at RosePark school, we'd like to see a police officer there watching the kids.

Facebook comments: to be provided by staff

Theme	Proposed FAQ Text
Treatment of citizens with disabilities, special needs, mental illness	How does SLCPD train its officers to handle situations where a person cannot communicate easily?
Better de-escalation, especially with students/young adults (including changes to SRO program)	What training do officers receive on de-escalation and how might SLCPD improve that training and performance?
General non-lethal and/or non-physical interaction with citizens	What training do officers receive on how to avoid lethal/physical interactions with the public?
Racial profiling, disparate treatment during stops (harsher treatment given to communities of color)	How does SLCPD work to ensure that officers do not engage in "racial profiling," where people of a particular race are stopped for reasons they don't understand?
Better screening of potential officers (looking for extremism, penchant for violence, etc.)	How does SLCPD evaluate potential recruits for red flag behaviors, such as support for or involvement in extremist groups, history of violent behavior, etc.?

Better resources and options for SLCPD to address homelessness, gang activity	What kinds of resources is SLCPD seeking to improve its performance for Salt Lake City?
Cultural sensitivity when dealing with communities of color	How does SLCPD train personnel in understanding different cultural norms and how to interact with people from different backgrounds?
Sensitive handling of individuals in distress (praise for SLCPD)	What kinds of best practices does SLCPD use in dealing with members of the public in some form of distress, such as mental illness?
Praise and concerns about citizens academy, depictions of communities of color	How are decisions made about Citizens Academy curriculum with an eye towards racial equity/eliminating stereotypes?
Disparate responses to calls for police assistance (specifically on West side)	How is SLCPD addressing concerns raised in the western part of the city, particularly concerns raised by communities of color?
Call for better working relationships with the refugee community	What measures has SLCPD taken to build and/or strengthen relationships with refugee populations?

## **Guidelines for notes**

1. Meeting is held with anonymity- Do not capture names.
2. Capture themes of responses - in as much detail as possible
3. Save one copy in the Teams Folder for Subcommittee

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session - Native Hawaiian Pacific Islander*

June 24, 2021

### **Attendees:**

Two Commissioners

Seven Community Members (Civic Engagement, Executive Director for National Tongan Society, (JP), Case Manager SL Equal Rights Community, Movement & Black Lives Matter, Tongan American, Utah Pacific Islander Civic Engagement Community  
One City Staff

### **Write down the questions that the facilitator asks in Bold**

- School Safety – Interest; Training – Interest; Policies & Practices
- Feedback about the SRO
  - Which schools are allocated an SRO?
  - Are charter schools included?
  - Where will the data be gathered from – intentionally focusing it from the communities of color
  - Male students of color, also include separately female students of color and what disproportionate referrals look like to admin/juvy/authorities
  - Guidelines helpful for when teachers should involve SROs (truancy can lead someone into the system – not previously exposed to until group homes)
  - MOU Provided in Chat  
[https://www.slcdocs.com/recorder/REPAgenda/Agenda\\_Materials/2019%20SRO%20Agreement.pdf](https://www.slcdocs.com/recorder/REPAgenda/Agenda_Materials/2019%20SRO%20Agreement.pdf)
  - What is the role of the SRO officer in addressing bullying?
  - Emphasize the essence of policing – and the students rights with the SRO
  - Hire those that have Bachelor's degree or something related to the education teachers also must pursue to engage with students
  - The records completed by the SRO when included as part of the individuals history, carries on with the individual
  - SRO should be available for safety – more money put into counselors and cultural background experienced individuals
    - Impact of the records is very influential in the development of the success of the youth involved
  - Suggestion to de-escalation include working with families for more involved intervention

- Training
  - Will community-based trainers be compensated?
    - (Larry: Yes – contracted by the City/Department)
  - Not one single trainer for all of the topics
  - What are the rules with officers who have civilian complaints or other (Zane James) offenses – particularly to be in schools
    - No clear clarification on how SROs are selected to be in the schools; requested a need to be clear about the involvement in the selection process (instead of Police determination solely)
  - Interview process with community members/students in the selection process, will records be available to assist with the decision?
  - Mana Academy has a good cultural training (required by teachers) and would be worthwhile to consider as a resource
  - Is there separate training provided to SROs (and can it be evaluated)
  - Value of officers training when involving adolescents, especially when so many young students especially BIPOC students who may have mental health issues. working with younger kids with mental health issues is much different than adults.
- Policies & Practice
  - Will there be a student review team for SRO (similar to the Civilian Review Board)

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session – LGBTQ*

June 18, 2021

### **Attendees:**

- 1 commissioner
- 1 community stakeholder
- 1 facilitator
- 2 city staff

### **Notes on the session:**

*(The facilitator went through the recommendations of the Policies & Practices and Training Subcommittee – the School Safety recommendations were briefly touched on)*

There was a breakdown of the commission and explanation of what the commission was and what it worked on. It was highlighted that the commission has reached more than just communities of color and that it's work has touched the lives of a lot of different groups within the City.

The group began working their way through the three subcommittees and going over their recommendations. They began with Policies & Practices and went through the recommendations and touched on reviews and audits and how those need to be reviewed, and on how communities should have a say in if there are specific things within the community that officers need to be trained on. The bulk of time was spent on how officers respond to those in a mental health crisis. Integration of clinicians or civilians in the response to those in a mental health crisis was the highlight of this portion.

It was mentioned that youth suicide rates within LGBTQ youth is very high and that the focus on mental health response was impressive and will help those who are struggling. Another major theme was that there can be a lot of fear in calling 911 and having authorities come out but that the integration of mental health professionals could help eliminate that hesitation and do so drastically. Some of the challenges for LGBTQ youth could be the fear of how officers respond to those who are transitioning or are transgender, as well as costs of services like an ambulance. One of the other main themes was the officer's use of gender pronouns when interacting with LGBTQ individuals while doing what is needed to be respectful and mindful of an individual's preferred gender pronouns and preferred name.

The group then moved into the Training Subcommittee's recommendations. It was once again discussed that the community should be involved in the applicant process to ensure that their needs are being met. Additionally, it was touched on the field training officers should be a more diverse body and reflect their community. One of the main themes in the recommendations that was touched on was training for responding to a mental health crisis – requiring a re-certification for all and if you come into the Salt Lake City Police Department from another City that those officers are also required to be certified and meet the same qualifications and certifications as

the officers in SLCPD. It was added that co-response should be required to mental health crisis calls, as they are more knowledgeable in how to effectively respond.

The community stakeholder also believes requiring diversity and history training for new recruits on the different communities in Salt Lake City would be beneficial to aiding how officers respond.

Some of the feedback in response to the Training recommendations was that the tones need to be continued and carried over to those within the LGBTQ community. It was added that there are resources and trainings available for law enforcement that could be provided to help train and aid officers. Enhanced recruitment within the LGBTQ community and diversifying the police force and could aid in response. It would also help the SLCPD accurately represent the diversity of the City it serves.

It was briefly added at the end by the community stakeholder that the police should start their recruitment with Q Salt Lake (a local news outlet for the LGBTQ community) and potentially do interviews or articles to begin recruiting within the community.

# Racial Equity in Policing

## Small Group Listening Session – African American/Black Community Groups

### Meeting Notes

Tuesday, June 15<sup>th</sup> 9:30am

- Group wanted to see an outside entity that oversees the implementation of how the REP is formed.
- Would like to see checks and balances monitored with a live doc/report.
  - How is the information being released?
  - What is the data after implementation is complete?
- Comments Regarding School Subcommittee:
  - Would like to see more student/parent involvement.
  - More administration reviews.
  - Curate healthy relationships between SROs and students.
    - SRO to be viewed more like a faculty member as opposed to an officer.
    - May help reduce funneling of school-to-prison pipeline.
    - Informal conversations with students can help with de-escalation tactics.
  - How are SROs distributed throughout? Who makes that determination?
    - Community would like to see transparency in these decisions.
  - What problems are we trying to solve by means of SROs? How have they been resolved in the past?
  - Clarify the role of SROs on campus’.
- Training Subcommittee
  - Officers need more mental health training.
    - Possibly send a different entity to respond to mental health calls.
  - DNI Officer trainings on culture, experiences, & history.
- Policy & Practice
  - Group liked the script “Hello, 911. Is this a fire, health, police, or mental health emergency?”
    - Maybe add more questions into the script to engage correct response to emergency.
  - If a 911 caller is African American/Black, there is an element of fear/hesitation because of the unknown of who will respond to the call.
    - “Sometimes the product doesn’t match the model.”
    - “The standard is not the standard.” The level of standard should always be rising.

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session –Utah Black Chamber of Commerce*

March 18, 2021

**Attendees:** two participants from the Utah Black Chamber

### **Objectives: - reviewed**

- Understand the concerns and aspirations of those who have had interactions with the Salt Lake City Police Department, particularly communities of color, and key stakeholders interested in the work of the Racial Equity in Policing Commission.
- Provide and hold space for an honest dialogue and candid feedback for the Commission.
- Solicit advice and innovation from community in formulating solutions.
- Ensure that Commission recommendations reflect community values and dynamics.

### **Discussion Agreements: - reviewed**

- **Open-mindedness:** Listen to all points of view
- **Acceptance:** Suspend judgment as best you can
- **Curiosity:** Seek to understand rather than persuade
- **Discovery:** Question old assumptions, look for new insights
- **Sincerity:** Speak for yourself about what has personal heart and meaning
- **Brevity:** Go for honesty and depth but don't go on and on
- **Respect:** Focus on issues rather than individuals.

### **Generalized Agenda**

- 1) Facilitator's Introduction (3 min) - reviewed
  - a. Why we're here
  - b. Facilitator's role
  - c. Objectives of session
  - d. Commitment of anonymity

- 2) Intro of Commissioner(s), statement of their goals/interests in the session (5 min)

Commissioner heard concerns from officers that the Commission's work is attempting to change the scale. The Commission wasn't established to limit the Police Department's (PD) function, but rather understand their process. Commission hopes to cure concerns of where money will be removed, and focus on where funding is needed.

The Commissioners are an advisory body to suggest to the city what should happen. The Commission is about making the PD work best for all of SLC.

- 3) Brief intros of participants—what brought them to session, what do they hope to get out of experience (5 min)

- 4) Review of [Commission's mandate](#) (2 min) – reviewed

Overview of facilitators, commission.

Review of webpage – City commission page; REP page

- 5) **When you hear the phrase “racial equity in policing” in the context of your community of Salt Lake City, what comes to mind?**

- a. Multiple things, the first being that it's odd. It's very odd that we put police that aren't from a particular area or neighborhood to police that area or neighborhood. When we're looking at a difference in culture between the neighborhoods near me (Glendale) vs South Jordan, it's a very clear difference between who lives in both of those neighborhoods. Someone who doesn't understand how that particular group may interact with one another. If they don't understand, they may police incorrectly. There's a cultural divide and lack of understanding between different subgroups and how they behave. There's a lack of investigation and we go on the offensive. That's what they're trained to do in some ways. If you add more people of color to that police department, or training, or the right people from those neighborhoods policing those neighborhoods, they'd police more appropriately.

**Are officers more likely to respond with suspicion/make an arrest?**

- Yes. A couple of years ago, in Saratoga Springs [Darren Hunt](#), dressed for Comic Con, had a fake wand that looked very real. Someone called the cops and said we're terrified, what is that person doing with that sword. He was not attended to properly.
- Another incident, a 13-year old white boy with Autism (Linden Cameron). This is a child. If we could approach this by, knowing this child is autistic, coming from that angle, my approach needs to be different. If there was some training to identify those kind of things – if the police were working in that particular neighborhood, you might be a little more in the know. You'd have seen that child. We don't understand the cultural and social implications that make up a particular neighborhood and without that understanding, we can't provide the right type of treatment. When interactions are not based on fully-able-bodied cisgender white male [experiences], everything else is different.
- My husband is white, but if he's in the car and I'm driving with him in the car, no problems. Never get stopped, never get ticketed. Use [white] privilege for good – it works.

**Once upon a time, an interracial couple would be stopped simply for being interracial.**

- I don't think any of that has changed, especially with the depiction from Hollywood's perspective. Laying out how the black experience should be or the black definition ... If I cast all black actors in a black film, am I targeting a black audience, or am I trying to tell the story of a black individual to

everyone. Hollywood is terrible with their depiction. When you break down racial equity, privilege is in that carrier. There is no equity for Black people as far as treatment. I'm from an era when it was illegal to date or marry a white woman.

- When I look at equity in policing, it's so far off scale that it's crazy. Black people are treated so different in a traffic stop, in a detainment, interrogation/"questioning" – it's unreal.
- The other day, I read at a museum exhibit, "do you think just because Obama was elected president, that things have shifted?" I don't. Politics play a huge role in racial inequity in the depiction of blacks. The power structure between the rich and the poor – pure example right now with the pandemic. The rich are fighting over power why the rest of us basically die. When we look at racial equity, it's like Utah: 2% black – that's how I gauge racial equity in America.

#### **Have you lived places other than Utah/SLC?**

- Cleveland. Hard place to come up. Detroit, Florida. From Colorado.
- Bronx

#### **What if any comparisons/contrasts would you draw between SLC and elsewhere?**

- SLC is behind the clock on a lot of things. First came here the first time in 2020, it was slow. No division between church and state; church runs the state. Maybe 1.5% Black population. You could see the division between the races. Blacks aren't taken as serious and their needs and conditions aren't examined as closely as other nationalities who "contribute more" economically to Salt Lake, like the Hispanic presence in UT which gives [Latinx community members] a bigger opportunity to define/dictate experiences.
- From the Bronx. Growing up, we knew who our cops were and they lived in our neighborhoods. If they didn't, you kinda know. It happens here as well – cops will be called to a particular home, say it's a Latino home and there's a party, that can escalate really quickly. Growing up it was like, "just turn that off. We don't want to come back here, just letting you know." It wasn't as aggressive as things I've seen here. I've seen it treated very differently with Hispanic parties in Glendale compared to rowdy college parties at the university. Differences based on not just stereotypes but lack of understanding on how that culture references itself or shows up.
- We're telling people show up as your real self and we want to celebrate that, but if people do that, we'll criminalize it. The best way to show up is to assimilate. What am I supposed to do, if I'm upset? Someone who didn't grow up with people like me think my loud voice, emphatic gestures, are aggressive. It's used as justification to push assimilation.

- If my husband were to tell me to calm down when I'm [being emphatic] I'd be more upset! At that's the normal reaction. It doesn't calm people down, it does the opposite. If we learn to recognize that and then learn other methods to deescalate, we wouldn't be asking people to assimilate and we wouldn't be getting into this type of trouble

**Officers who look like the community/are from a particular area – what do you think is critical for the department/city to do to recruit people to the department who could be protecting the neighborhoods they live in, like Glendale? What would attract a more diverse crowd?**

- we already know how to do it – we do it in the rural communities because it is so difficult to travel to those communities so it's often just easier to hire someone there. Part of that is an educational approach, like any other job. You have a Rose Park taqueria, more often than not it's people who live in that area. It's people who know what is needed, very familiar with the pizza/taco/whatever is needed in the neighborhood. Same thing – if you're hiring someone for a particular role, you have to say exactly what it is and put a requirement, like "looking for someone who lives within this mileage/radius." We tell people at our business, we don't hire outside a 20-mile radius. Specifically because we want to provide jobs within the westside of SLC and Tooele Co. If we can do it as a company, PD can do that too.
- Companies are doing community engagement and diversity training. Community engagement goes a long way because if you need to recruit outside, you introduce people who come into our environment to the community, but you have to make a concerted effort,
- We have a team dedicated to onboarding those people into the community and get to know what UT is like. Go on trips, go to events, meet with community organizations. Trainings like "understanding UT culture"
- PD needs to get more involved in areas they want to put officers in or recruit from – partner with minority organizations who offer them access to demographics they're targeting.
- PD has never approached UBC. Chamber has set up at least six job fairs – PD has never played a role, reached out, or tried to access those resources to hire minorities or connect with candidate pool.
- The Chief holds everyone accountable and does a great job, and so does the Assistant Chief. But if we're going to say we need diversity, then we need to go get it.
- The reality is: the Police know. They know! I've worked with them before. I've worked with a past Mayor's campaign. During a homelessness and drug user initiative, a PD representative come up and spewed all kinds of different stereotypes about the Latinx community, Hondurans selling drugs to vulnerable Utahns – in other words, these minorities are making the white folks sick. That's bad rhetoric. Those present, including me, State representatives and community advocates, called it out. We need to work together to eliminate these stereotypes that negatively impact how we

interact. The Chief agreed, but never did it. You know you have a responsibility, you know these things exist. You've been told as long as I've been in this work, and you're not implementing it.

- Dad said, if I ask you once, I'm asking you. Twice, reminding you. Three times, I'm begging you. SLCPD talks a good game, but nothing ever gets done until there's friction. When there's friction, everything is a priority and under a microscope. Everything was fine until the protests got violent.
- Utahns Against Police Brutality started in 2013 out in the streets, doing this work right at the PD building, then federal building. You can't say you don't know what to do when there are so many articles. My family used to be so worried about my life because my work protesting in the streets, worried I would get shot. They already know how to change. I've been saying this for a long time and I'm not the only one. We're begging you and you just don't want to listen.

**Training – what do you want police officers to learn they're either not learning or not learning effectively**

- Mental health is a big issue.
- Unconscious bias training doesn't do enough. It just says, "there are biases."
- Officers need to be leaders in our community, respected in our community – need to be able to look at it that way.
- Why is any type of diversity work important in policing – that's just a baseline to get us to an understanding of why diversity is even important. Then we can do these trainings and crucial listening things. They're important but not as much as certification on mental health issues, doing a deep dive into pitfalls and privileges we hold and how to understand communities we serve. Everyone should have something that speaks to that community. You shouldn't go into a community without knowing who they are and privileges and biases they hold. Just a baseline – we do it in the corporation world all the time.
- Beyond de-escalation, how do we effectively communicate with someone, especially in an intense situation? Like example of husband saying, 'calm down' – it's demeaning. At home, we reframe with our families to deescalate and communicate better. They need to do that out in the community.
- We need empathetic/inclusive leadership training. That gets to the heart of people. Everyone likes to hear that they're a leader – it makes you feel good, like you're not just performing a job. This is something near and dear to their heart. How do you improve as a leader in your community?
- We need to educate people in how to be better allies – how are you [police officer] an ally to that community? Deepen your understanding of the community, its diversity and values. Now you understand where you stand in this community. How do you help them understand you don't just want to send them to jail or murder them, but be there for them in their times of need?

**Have there been moments where you've said to yourself, if that's what they're being told to do, they shouldn't do it – policies that need to be changed?**

- Closest I've gotten is intimidation. 5 years ago, joined a group out of University of Utah doing homeless outreach by the Road Home. They would bring all types of items and lunch food because Catholic Community Services is closed on Sundays. I would see police intimidate the group bringing food and try to get them kicked out under pretext they needed a specific license. Asked former mayor about this, learned that policy was eliminated at the beginning of the year. The next weekend, PD tried to stop the group. I spoke up about talking to Mayor about policy change, PD pushed back, attitude changed after verifying relationship with Mayor. Shouldn't intimidate people or use the badge privilege to lie/deceive/dismiss.

**During Public Listening session, there were comments about speed with which the Police respond to unhousted people inside businesses. Are there other particular issues in what you'd expect relating to PD protecting you/your business?**

- We don't generally have individuals coming in. Honestly, one of our pillars includes treating everyone as an equal. Part of that is, hey, if you feel uncomfortable, ask a person to leave, if not, ask PD. Goal is to not escalate to assault on the premises – take it outside would be the expectation. Want Police to be responsive, protect and serve.
- Saw story of a woman, not in Utah, at her business. A white male came in for services from this Black-owned business. He attempted to pull out a gun to harm these individuals because he wasn't receiving the services he felt entitled to receive after being told to leave multiple times. I thought it was really sad that in the 911 call, the woman business owner was saying "this is happening, we can't get this person out of here. I want to reiterate my husband is black, but he's the owner. He's not the person assaulting" I think that speaks to the fear that we now have – it's really sad we have to do that. It's very possible the businesses in our community, even in a dangerous situation, might not be as prone to calling for help. We had a couple businesses just last month receive multiple calls harassing the businesses, someone saying they'll show up, making threats – businesses called the Chamber not knowing who to call, not sure the police would protect the business owners because of how they look. Without proper training, communities are left to deal with this on their own because they can't trust the police to come protect and serve.
- Utah's a whole different animal. Different from other places I've been/encountered. Just gotta keep to the grindstone, keep working to make change here. Keep telling the story, amend certain parts here as we keep telling it.

Facilitator: would be happy to meet again if you thought there was another opportunity, maybe in tandem with an already-scheduled meeting/event.

**Chamber would love to signal boost SLCREP – requested follow up with messaging they could use to email/social media promote opportunities to weigh in via the website.**

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session – Native American and Indigenous groups*

June 23 2021

### **Attendees:**

Member of the Navajo nation

Law practitioner; worked with Navajo nation; professor of American Indian Studies

### **What attendees hope to get from this**

- Share what has been learned from work in their communities
- Get caught up on what's happening so far
- Learn what commission is doing, about recommendations
- Provide perspective on those recommendations.

### **Feedback on SRO recommendations**

- Question – is recommendation that SROs are handling issues that could be handled by school administration a liability consideration? To facilitator's understanding, this is more about the officer-student dynamic
  - o Do SROs receive counseling training? If they aren't trained in that, even beneficially providing that service can be a liability
  - o Are current SROs required to take anti-bias training to reduce stereotypes against students of color.
- Participant shared experience as a parent when child first went to middle school. Child reported first time seeing an SRO caught her off guard. Mother suggested asking SRO's name and introducing herself, advised child that it's good to know who you can turn to if students are in harm's way. Repeated advice when child went to high school; same advice to younger child. Recommended developing a good relationship with the SRO, which can also improve relationship between SROs and other students of color.
- A big concern is if SROs are not receiving training – if asked to do something you aren't trained, you might do more harm than good.
- Suggest reaching out to Kayley Richards with the Utah Board of Juvenile Justice, who worked on HB 239 re juvenile justice reforms. Included providing training throughout the state.
  - o Dr. Procerro? (Potentially Commissioner Prospero?) At U of U, who is lead in implementing this training statewide. Not sure where SLC school district is on this. Separate training for school administrators on when it's appropriate to bring SRO in; vice versa on when SROs need school guidance
  - o Utah Board of Juvenile Justice - Kayley Richards - [ktrichards@utah.gov](mailto:ktrichards@utah.gov)
- Chuck (Dr. Foster) would be helpful in this conversation as well.
  - o **Dr. Harold (Chuck) Foster**  
Education Specialist (State Board of Education, Title VI, American Indian

## **Salt Lake City Racial Equity and Policing Commission**

*Listening Session – LatinX & Hispanic*

June 22, 2021

**Attendees:** At the beginning of the meeting there were 5 community members. One experienced audio difficulty and dropped out and another could only stay a few minutes. By the end, only three members remained and provided feedback/comment. There was also one foreign government representative.

### **School Safety**

- How is efficacy in school safety measured?
  - Who and how do we evaluate that data? It has to be tied to the actual work. Who collects/reports it? SD and PD need to work together on these solutions.
- Frustration of PD response at scene, community fears their reaction – need efficacy, would aide in feedback infrastructure.
- Want to see more feedback from parents and families.

### **Peer Court**

Education)  
Phone: (801) 538-7838 | [E-mail](#)

### **Training recommendations**

- Positive feedback – recommendations are spot on
- One participant shared a story of an EMT in Magna who trains responders for disaster situations, who has been asking for groups of people of color who would like to participate in this training. EMTs who are not people of color tend to go to other white people first. Important to get people used to people of color. Important to offer training like that with people of color.
- Commissioner shared how her participation and vulnerability sharing specific examples from her experience helped foster understanding of shared/generational trauma for the Training subcommittee.

### **Policy and Practice Recommendations**

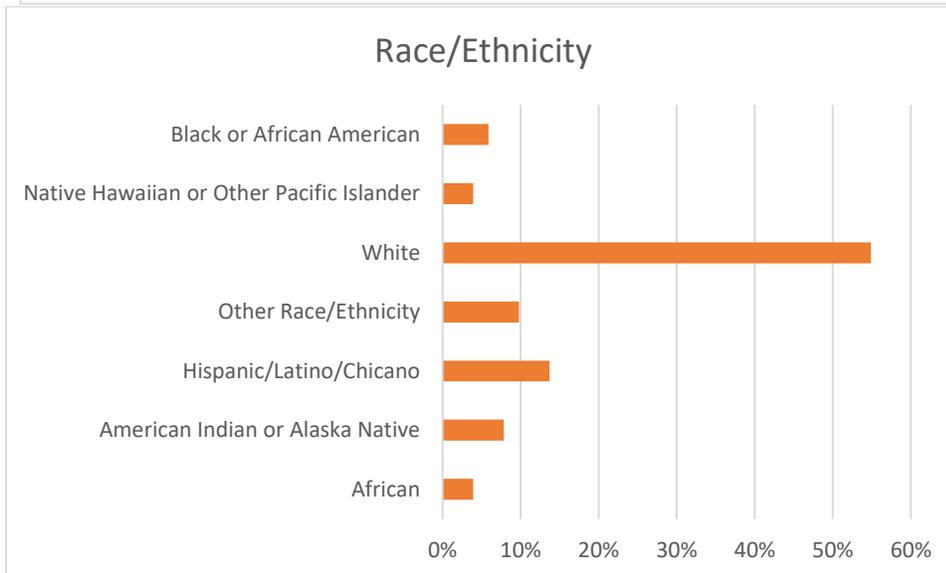
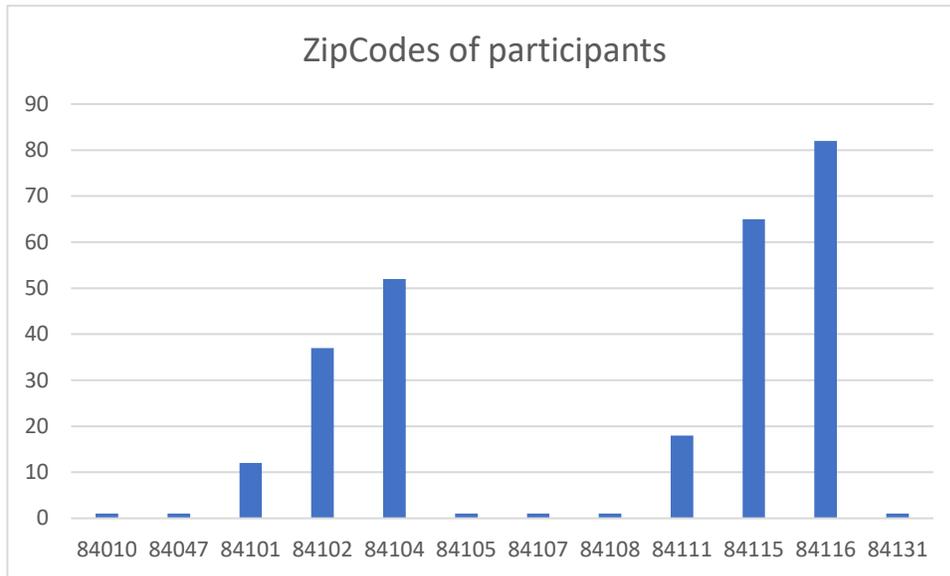
- Commissioner shared experience as boarding school survivor, and how parent taught children to hide if encountering law enforcement officer (LEO). Physiological effects persist to date.
- Requested more information on civilian response, a la Denver Star. Staff to follow up.
  - o Staff compilation of mental health response programs, presented to the City Council September 2020  
[https://www.slcdocs.com/council/agendas/2020agendas/September/15WS/A3\\_Informational\\_UpdatesonRacialEquityandPolicing.pdf](https://www.slcdocs.com/council/agendas/2020agendas/September/15WS/A3_Informational_UpdatesonRacialEquityandPolicing.pdf)
- City might consider – if this civilian response goes out, are they acting on behalf of the City and something goes wrong, if they do something outside normal acceptable training, who is liable? What recourse would victim's families have, if there's no formal liability identification?
  - o Staff note: City Dispatch has a new agreement with the University of Utah's mental health crisis line
- Developing some type of community policing program – understanding of that practice is that it focuses on relationships within communities, helps build trust and helps officers understand norms within those communities.
  - o Share details on what has officially been put into place and what's been explored.

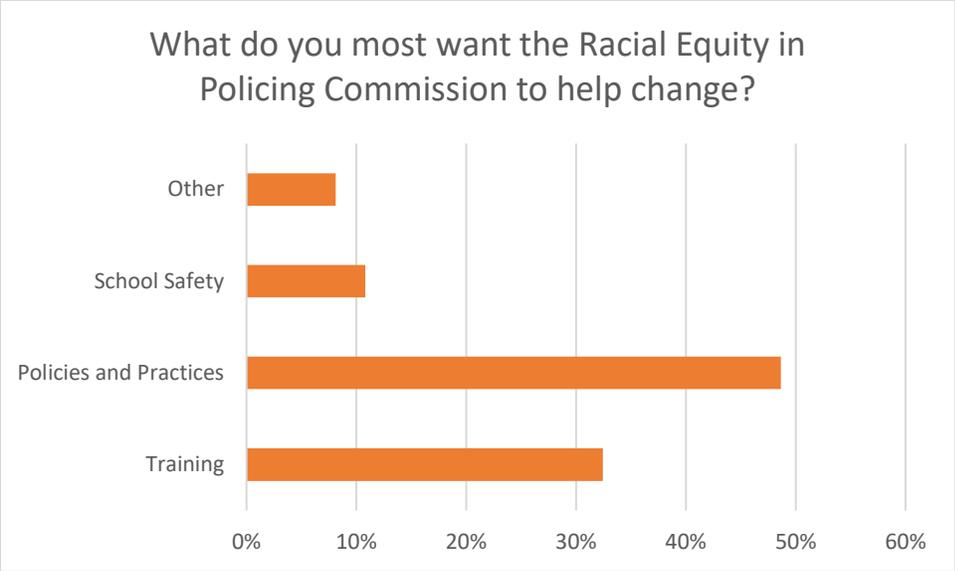
### **What might have been missed entirely?**

- Sense is that this is going in the right direction. Trainers from different backgrounds may be able to provide firsthand experiences with law enforcement.
- Collaboration with State: Multicultural Affairs; Board of Juvenile Justice
  - o Nubia Pena, Director, Division of Multicultural Affairs - [npena@utah.gov](mailto:npena@utah.gov)
- Tribes have their own law enforcement – could be helpful to see what they're doing to improve relationships in tribal areas, towns near reservations. Could already be solutions in place that would be helpful.
- Mo Smith with Urban Indian Center in SLC

- Recommend including Rozanna Benally-Sagg with Governor's Multicultural Affairs Office, particularly for the Urban Native perspective in SLC proper

# Preliminary Findings: REP Commission May 19 Listening Session





Other Responses:

Resources for mental health and addiction recovery  
Increase in funding.

More mental health workers and fewer police

Policing culture

Cultural changes within the department



What else should the Training subcommittee know?

Trainers need to be from the neighborhood people that know the ins and the outs in the nuances of the community

I particularly appreciate the recommendation that trainers themselves need to be diverse and representative of the community

I would like to know more about how the training will promote Racial Equity

Training must be paired with accountability for consistent and sustainable behavior change

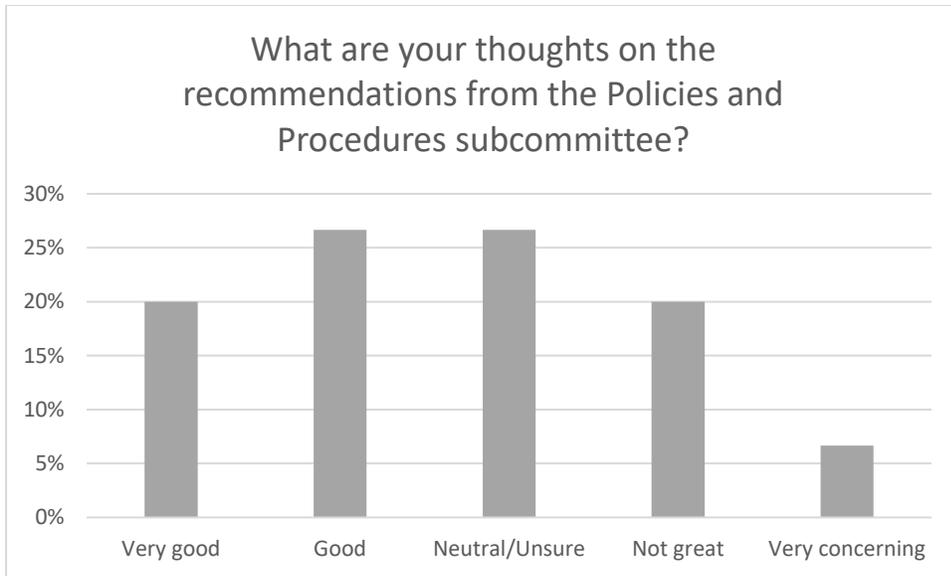
I believe that we need more officers than what we are coming up with for helping defuse mental health situations we also need more social workers

Please train these folks by including citizens opinion

Thank you so much for your time and commitment to our community

Focus on ongoing efforts in the mix with point in time trainings as change takes time

I'd like them trained to do their job without firearms



What else should the Policies and Practices subcommittee know?

What about 911 dispatchers? Are they being trained to gather information to relay to police

What are you doing to stop officers from profiling black and brown people while driving? My husband is black and is pulled over disproportionately for th

what about a CTR type training?

I believe that's what the caller was referring to

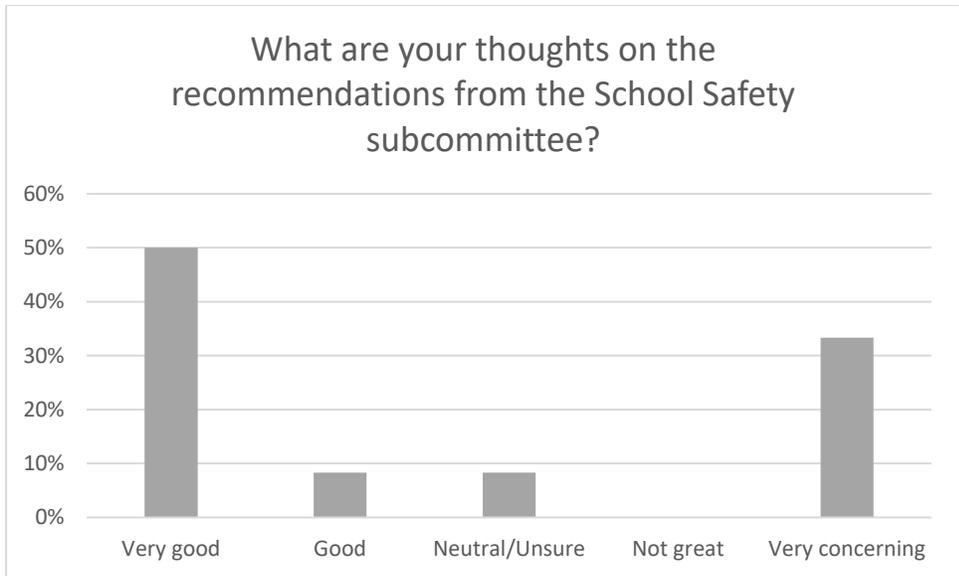
Were there any findings that changed your personal views?

I'd like the REP commission to also look at the calls made to 911 by the public and if there are ways that calls for service which may be themselves based in racism can be weeded out by dispatch.

Will the bias assessment be required and lead decision-making in the application process for prospective officers AND performance reviews of existing officers?

Great work to the committee. Thank you.

Is there thought to taking infractions out of police purview? Like traffic stops and things like that?



**What else should the School Safety subcommittee know?**

In a predominate white state and even school environment, having SRO is what makes many young people of color uncomfortable. This had not only been seen in high school, but students of color are also against that in higher education. There are better ways to address people rather than just placing SRO

Involve students in decisions about who their SRO will be and how they are asked to interact with students, to determine what will impact positive change

The issue is less the officers at the schools but that the school administration is using them improperly and calling on them to do things they shouldn't.

Police shouldn't be in schools. Why not the mental health workers instead?

Telephone Comments (transcribed):

- 1) Okay, thank you, before my question, given the salt lake valley has always been a gathering place for the indigenous peoples we acknowledge that this land which name for the youth tribe is the traditional ancestral homelands, of the shoshone tribe and is the crossroads for. All of the turtle island native nomads and indigenous settlers we stand in solidarity with our brothers and sisters who are displaced Africans, Asians and recognize that Asian Pacific islander heritage month is this month, and we also stand in solidarity and and with the Palestinians and condemned the actions of the Israelis. My question is a bit of a twofold now that i've heard some of the policies in because I just want to get some clarity on that listening session we were just in. What my concern is is, these are trainings for the future, and is there a place that this curriculum is made public as to how the training will be informed by the curriculum. What data, what sort of is where yeah can we see the curriculum, so that the public may review it. Rather than just because I think that's something that's important that the Community, be able to. bring some feedback into that sort of policy and making i'm curious is officers are currently excuse me i'm My tmj is affecting how I speak today. Is officers know qpr training and the reason I asked this is because the majority of Much of the response and what we're seeing in our communities is that responses to neuro divergent. People often ends in the centrality and i'm curious if they're aware that qpr exists and to utilize those qpr tactics before responding when it with anything other than less than lethal for someone like that. kind of what i'm tying into that question is the recent clips of the Swedish officers that were tourists in New York City and amongst the four of them, they were able to break up a violent fight that. With their techniques of de escalation managed to. subdue those men, without any harm, like any fatal harm to them, and it seems like it was quite easy technique to execute and that there was some significant training for them to all be so coordinated, even on their personal time.
- 2) yeah Thank you, you had mentioned that a certain percentage of calls to police work for mental health issues, I wonder what the criteria are that you use to make that determination and if those are criteria you use when the call comes in, or only after it's been responded to thank you
- 3) Okay um so i'm a 40 year old one, almost 42 year old students have. an incredibly diverse school district in Dallas Texas, which was predominantly black and Brown. And we had a was Carter high school and I can tell you from my personal experience. That was a little over two decades ago. As sorrows only represented forces antagonism and a sense of internalized racism that perpetuates quite a lot of the bias that we see. That that are associated with as sorrows within the black and brown school systems and how a lot of those racist ideologies seep in and affect the quality of care and the quality of safety that our children have and the protections of a checklist policing. With that just simply can't be met without a cultural understanding of how we correct our youth and how elders within the Multi economies. Of of communities that exist here how we call in our youth and how we correct our youth. And how this way is not the way for children, children should not be policed children should not go to school in and fear this authoritarian influence around them and instill so they can get a quality education. And I disagree with having a sorrows as being a child of a family of several generations of students who've passed through the SRO system only to experience how much of my family had been affected by it. Because they were sucked in by that vortex of the school to prison pipeline, of having friends people I love who go to prison. For you know youthful folly that ends up being criminalized because there's an SRO officer there's an SRO rather than an elder right or. Not um

and it bothers me that you don't have K PR and that that sorrow officers who are in our schools in a state that has such highest. numbers of youth self harm and you've completion that you don't have officers that are qpr trained. it's it's it's disturbing to note that this is the first time you're hearing of it when it's existed for quite a while. And i'm wondering why there seems to be quite a lot of reinvention of processes when there's already good stuff that works out there right and why that just not simply being incorporated in that current training. modalities it's just, we need to keep our kids safe and COP have no business in our school. Maybe surrounding perimeters and and that sort of thing, but we need to have a. You know, principles and you know ways of being able to de escalate, even in like I said in the most dangerous situations, so the evidence that we can do that to do want to.

Comment from Spanish line:

(Diego Munoz)(Salt Lake City)() There's not security at RosePark school, we'd like to see a police officer there watching the kids.

Facebook comments: to be provided by staff

## REPSLC Survey

Name

Response

Rubina Halwani

Tawnya Keller

Benjamin Petrie

Connor Arrington

Lynn A Hanson

Steve Woodall

Angelica

Brian

Anonymous

Jon Chu

Moni Candia

Venis Marie Weaver

Justin Merrill

Gayle Dawes

John Allen Shaw

Janet K. Cook

Gretchen Krebs

**Answered**

**17**

**Skipped**

**3**

# Policies and Practices

Can we agree that any police officer with 17+ "excessive use of force complaints" (like Derek Chauvin) should be dismissed from the force and prevented from serving in other jurisdictions? How many officers would be ousted?

I am a liberal Democrat living on the West Side of Salt Lake. I am all for police reform and holding bad cops accountable, but the whole mayor in city council approach about hands off the homeless and de-funding the place is ridiculous. I called 911 I said your call will be answered in the order was received. We should not defund the place we should actually give them more money for diversity training and the independent investigation team that has nothing to do with the police force.

(1 of 2) It is not the case that 1 bad apple spoils the bunch, be it police officers or any other groups of people, that is an unfair generalization. Cops risk their lives daily to keep us safe, and SLCPD needs resources, recognition and respect so they can do their jobs, and also get training to address community concerns.

(2 of 2) In RP/FP, I am saddened to see homeless camps, drug activity on North Temple, stolen vehicles, trespassers, a trashed Jordan River Trail, gang houses w/ bullets fired into the air; it really comes off like the city is neglecting the area, & cops can't do their jobs effectively. We must empower the community & create change, but we also have to empower SLCPD, else we will continue to lose good cops, our property values will decline and you'll lose residents to bordering neighborhoods.

I would suggest adopting policies and training procedures that have worked in other places—the texts KUER series, Mountain West News Bureau series "Elevated Risk," a project powered by America Amplified, had some very good reporting. Expanding the focus of police to deescalation and as a link to other social services would be a good direction.

This past weekend, I witnessed a horrific & brutal police response to a woman who was suicidal!! My neighbors & I were appalled by the way the police drug the distraught woman down our hall, hitting her head on the wall, which caused bleeding & tasing her more than 3 times. The department needs to scrutinize each applicant; member of any hate groups, write-ups for excessive force, signs of racism & lack of self-control.

### **SLCPD Training**

We have a huge gang/drug issue in SLC, west of I-15 and in the Fairpark/Rose Park/Poplar Grove area. I bought in Rose Park to raise my baby daughters (we moved from New York), but if the neighborhood doesn't improve, I'll sell and move somewhere where it's safer. I see many complaints about teens firing guns into the air, theft and petty gang things that need to be addressed with a hard hand.

None. They are already well trained they just have 0 leadership. That's why so many officers that can are leaving. I'm so excited my loved one will be leaving soon and won't miss the Hitleresc mayor and city council. Also, wondering how much taxpayer dollars were wasted on the bikini top masks when people are going hungry.

SLCPD officers need Procedural Justice training to improve their interactions in the community. You can read the report of a random sample, controlled study showing how Procedural Justice training reduced police officers' use of force in the field:  
<https://onlinelibrary.wiley.com/doi/epdf/10.1111/1745-9133.12337>

### **School Safety**

Students/children should not be treated as criminals. They should not feel that they are not safe. Security officers should be only against an outside threat.

Untitled

Activity count	11
Participant count	28
Average responses	10.09091

What part of Salt Lake City do you live or work in?	Activity type	Multiple choice
	Total responses	16
	Unique participants	16
	Response options	Count    Percent
	Sugarhouse	4        25
	Downtown/Central City	3        18.75
	Glendale/Poplar Grove	1        6.25
	Rosepark/NW Quadrant	1        6.25
	Liberty Wells	2        12.5
	Avenues/University/East Bench	2        12.5
	I don't live in Salt Lake City	3        18.75

What is your race or ethnicity?	Activity type	Multiple choice
	Total responses	17
	Unique participants	17
	Response options	Count    Percent
	American Indian or Alaska Native	0        0
	Black or African American	3        17.65
	African	0        0
	Hispanic, Latino, Chicano	5        29.41
	Middle Eastern	0        0
	Native Hawaiian or Other Pacific Islander	2        11.76
	Southeast Asian	0        0
	White	6        35.29
	Other Race, Ethnicity	1        5.88

What do you most want the Racial Equity in Policing Commission to help change?	Activity type	Multiple choice
	Total responses	19
	Unique participants	19
	Response options	Count    Percent
	Training	5        26.32
	Policies and Practices	12       63.16
	School Safety	2        10.53
	Other	0        0

What else should the Racial Equity in Policing Commission be focused on changing?	Activity type	Open ended
	Total responses	5
	Unique participants	5
	Responses	
	Resources for mental health and addiction	
	Increase in funding.	

More mental health workers and fewer police  
 Policing culture  
 Cultural changes within the department

What are your thoughts on the recommendations from the Training subcommittee?

Activity type	Multiple choice	
Total responses	15	
Unique participants	15	
Response options	Count	Percent
Very good	7	46.67
Good	2	13.33
Neutral/Unsure	3	20
Not great	2	13.33
Very concerning	1	6.67

What else should the Training subcommittee know?

Activity type	Open ended
Total responses	9
Unique participants	8
Responses	
Trainers need to be from the neighborhood people that know the ins and the outs in the	
I particularly appreciate the recommendation that trainers themselves need to be diverse and representative of the community	
I would like to know more about how the training will promote Racial Equity	
Training must be paired with accountability for consistent and sustainable behavior change	
I believe that we need more officers than what we are coming up with for helping defuse mental health situations we also need more social	
Please train these folks by including citizens	
Thank you so much for your time and commitment to our community	
Focus on ongoing efforts in the mix with point in time trainings as change takes time	
I'd like them trained to do their job without	

What are your thoughts on the recommendations from the Policies and Procedures subcommittee?

Activity type	Multiple choice	
Total responses	8	
Unique participants	8	
Response options	Count	Percent
Very good	3	37.5
Good	2	25
Neutral/Unsure	2	25

Not great	1	12.5
Very concerning	0	0

What else should the Policies and Practices subcommittee know?

Activity type	Open ended
Total responses	9
Unique participants	7
Responses	
What about 911 dispatchers? Are they being trained to gather information to relay to police	
What are you doing to stop officers from profiling black and brown people while driving?	
My husband is black and is pulled over what about a CTR type training?	
I believe that's what the caller was referring to	
Were there any findings that changed your	
I'd like the REP commission to also look at the calls made to 911 by the public and if there are ways that calls for service which may be themselves based in racism can be weeded out	
Will the bias assessment be required and lead decision-making in the application process for prospective officers AND performance reviews of	
Great work to the committee. Thank you.	
Is there thought to taking infractions out of police purview? Like traffic stops and things like	
c	

What are your thoughts on the recommendations from the School Safety subcommittee?

Activity type	Multiple choice
Total responses	7
Unique participants	7
Response options	Count      Percent
Very good	4      57.14
Good	1      14.29
Neutral/Unsure	0      0
Not great	0      0
Very concerning	2      28.57

What else should the School Safety subcommittee know?

Activity type	Open ended
Total responses	4
Unique participants	4
Responses	

In a predominate white state and even school environment, having SRO is what makes many young people of color uncomfortable. This had not only been seen in high school, but students of color are also against that in higher education. Involve students in decisions about who their SRO will be and how they are asked to interact with students, to determine what will impact The issue is less the officers at the schools but that the school administration is using them improperly and calling on them to do things they Police shouldn't be in schools. Why not the mental health workers instead?

What else should the Racial Equity in Policing Commission know?

Activity type	Open ended
Total responses	2
Unique participants	2
Responses	
Integration!	
coffee	

## SLC Text Survey Comments

I had one experience with a policeman in spring 2020, he pulled me over for speeding, he was kind and gave me a warning. The other experience has been through friend's Instagram video stories during the 2020 summer protest, seeing police running at peaceful-unarmed protesters in live video freaked me out. One of my friends son was also injured by police and had to go to the hospital.

I've never been in a situation where a police officer has helped me. I have, however, been pulled over several times by the same officer on the same stretch of road for incredibly minor infractions; perhaps a financial quota was about due. Cops have never prevented my property from being vandalized, my possessions from being stolen, my car broken into, or myself from being harassed, nor did any police interaction from said event amount to any compensation of any kind; merely a waste of time. Cops don't prevent the vast majority of crime. Defund the police and invest in community resources

My biracial son, half East Indian, half white has been stopped multiple times as he was walking home from school or a friend's house by cops and asked what he is doing in the neighborhood where he lives. I have sought the advice of my lawyer and I am prepared for future racial profiling. I am disgusted, disappointed, and wholly unsurprised that this is the relationship law enforcement is developing with my son as he enters adolescence. Of course there needs to be robust diversity training. I'm glad the commission wants to make improvements, but I don't understand why it's putting the question to the public. Was the intensity of the Black Lives Matter protests in SLC IN 2020 insufficient evidence that communities of color in our state have a problematic relationship with police at BEST, and deadly at WORST? Was that not an expression of public opinion? It bothers me that the question is being treated as though it remains unanswered. No doubt there will be an array of responses including many that will say it is unnecessary or it does no good. Does the commission intend to give weight to those opinions with such a cloud of evidence that the policing of communities of color in the state is faulty and inadequate?

How do you think school resource officers should improve school safety?

School staff needs to take care of routine discipline. SROs should only be involved when there is criminal activity. Reduce the number of kids in the school to prison pipeline. Efforts to do that are not just the responsibility of the police. School staff and parents must also play a role.

Stop working at schools. SRO's only contribute to the school-to-prison pipeline

What else would you like the Racial Equity in Policing Commission to know?

No one in this commission should have ties to the police in my opinion to avoid bias

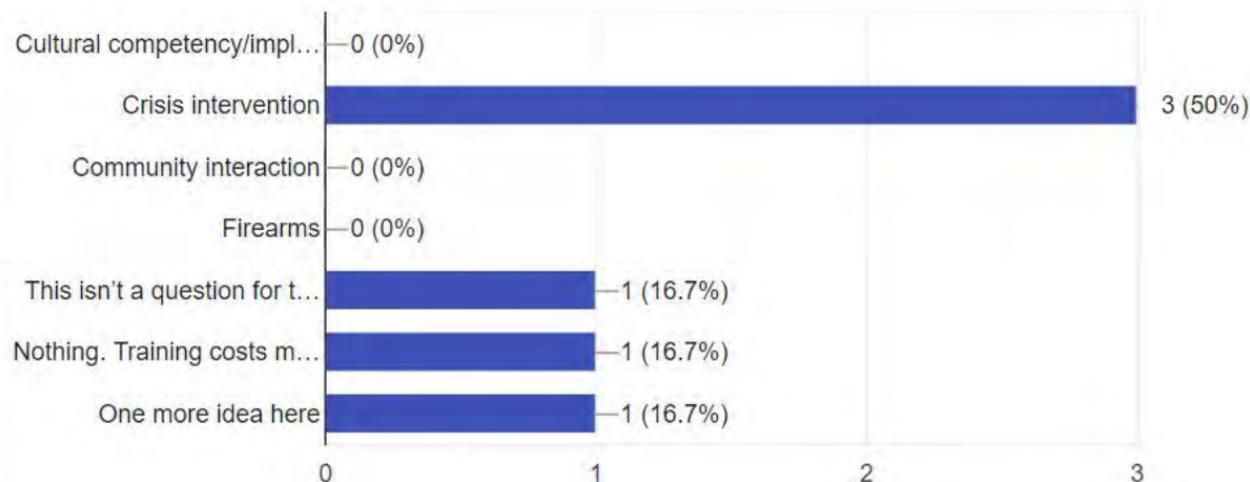
DEFUND. THE. POLICE.

# It is most important that SLCPD officers get better training in:

8 responses

[Select Your TOP Choice]

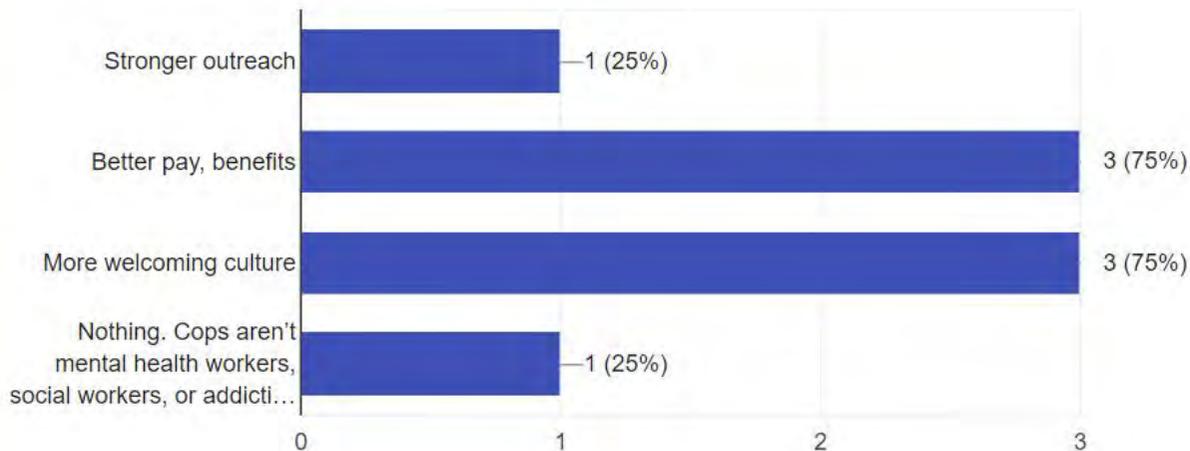
6 responses



What might SLCPD do to better recruit officers from all backgrounds?

[Select All That Apply and add any Other ideas]

4 responses



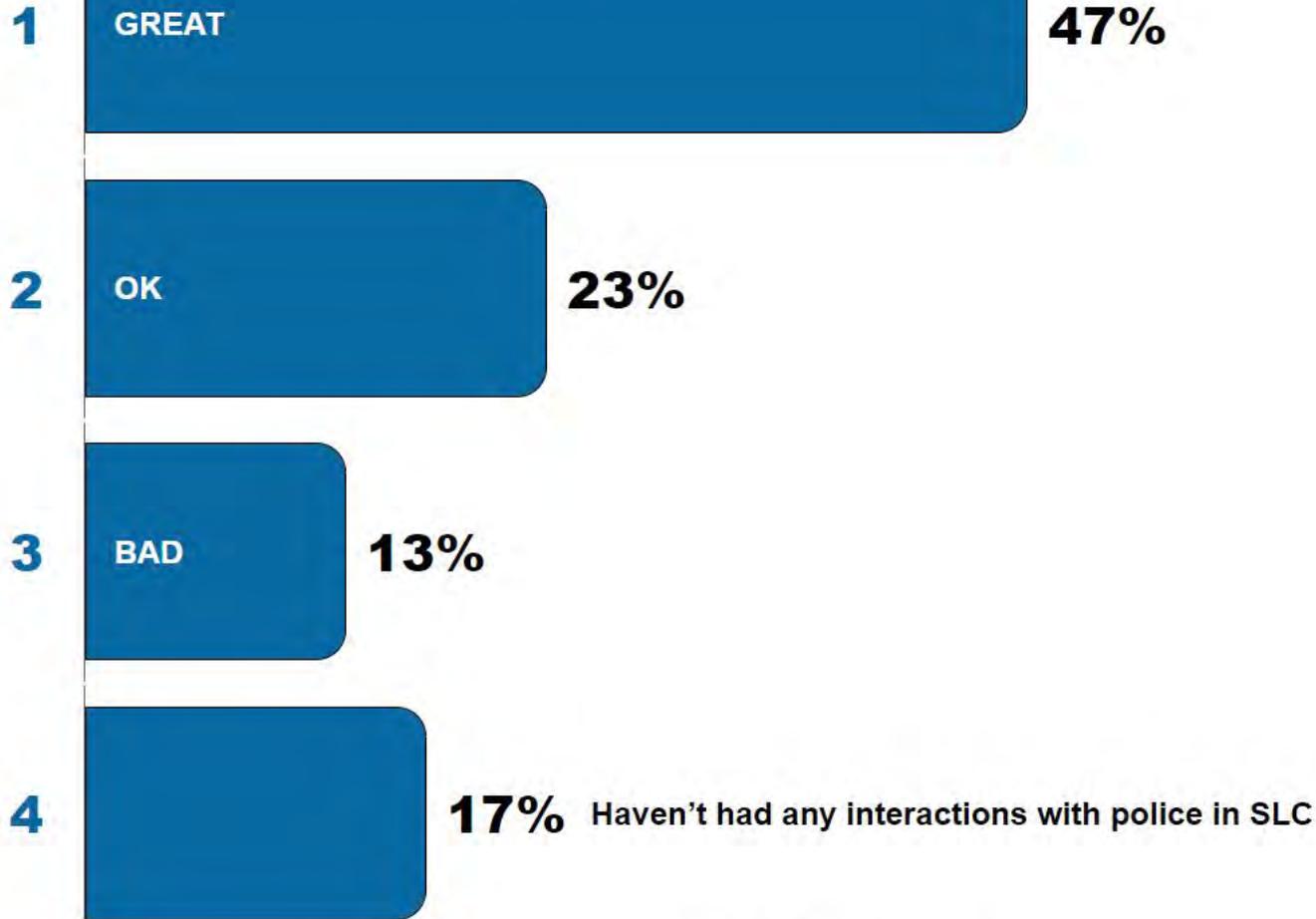
What other things should SLCPD do to recruit a diverse police force?

2 responses

Defund the police

Improve image by holding bad cops accountable, reward good cops.

# In general, what have your experiences been like with the Police in SLC?



30 Responses