

**RECOMMENDATIONS  
FROM  
THE  
SALT LAKE CITY  
RACIAL EQUITY IN POLICING  
COMMISSION**

To: Salt Lake City: City Council  
Salt Lake City Mayor: Erin Mendenhall

From: Racial Equity in Policing Commission

RE: Recommendations for Improved Policing

Date: March 2, 2021

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## **Introduction**

The Salt Lake City Racial Equity in Policing Commission is pleased to present its first set of recommendations to the Mayor and members of City Council. The Commission's work is specifically designed to address and improve the disparate outcomes seen in the interactions between the Salt Lake City Police Department (SLCPD) and communities of color compared to White residents, as well as the internal disparities that exist within the department, e.g., the overall demographics of the department, and the minimal diversity within specialty units. The Commission's approach is to address these issues through internal culture change and increased cultural awareness. Its work is done on behalf of all the residents of Salt Lake City, and specifically its communities of color. The summer of 2020 specifically, has shined a light on the unequal treatment often received by communities of color, nationally and in Salt Lake City. This Commission hopes to be a voice and a vehicle for change. As an overall approach to its work, the Commission's work is accomplished by meeting monthly as a full body, and through the work of its three subcommittees: Training, School Safety (to include School Resource Officers), and Policies and Practice. These recommendations are the first of several to be brought to the Mayor and City Council for acceptance and implementation.

## **Acknowledgements**

The Commission wishes to acknowledge and offer its gratitude for the engagement of Chief Mike Brown, his command staff, and the officers and staff of the Salt Lake City Police Department (SLCPD) for 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.

## **Foundation for These Recommendations**

On February 10, 2021, the Commission heard and discussed a series of recommendations presented by the Training Subcommittee. After robust discussion and edits to the recommendations, the full Commission took a vote, and unanimously approved the attached recommendations.

These recommendations were based upon a vast amount of information and data presented to the Training Subcommittee by Salt Lake City Police Department (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 21<sup>st</sup> Century Policing, dated May 2015. Examples of data and information reviewed are:

- President's Report on 21<sup>st</sup> 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,

### **Focus Areas of Recommendations**

The following recommendations are in three specific areas:

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

**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.

**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.

**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.

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## **ISSUE STATEMENTS AND RECOMMENDATIONS**

### **1. DEMOGRAPHIC CONCERN RELATED TO FIELD TRAINING OFFICERS (FTO)**

**ISSUE:** 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

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.

<b>FTO PROGRAM RECOMMENDATION</b>
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<b>1. Create</b> a process for targeted outreach to officers of color to increase the diversity of the program
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### **2. TRAINING CONCERNS RELATED TO CRISIS INTERVENTION TEAM (CIT)**

**ISSUES:**

- 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**

- 1. Require** CIT re-certification for all officers
- 2. Require** CIT certification for all lateral hires
- 3. 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
- 4. 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
- 5. 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

**3. TRAINING CONCERNS RELATED TO EQUITY, IMPLICIT BIAS, AND COMMUNITY POLICING CURRICULUM IN THE ACADEMY AND IN-SERVICE TRAINING**

**ISSUES:**

- 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**

- 1. 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
- 2. Require** Equity curriculum that is best practice and that is co-created with a community-based trainer
- 3. Require** that recruits learn the history of the diverse communities in Salt Lake City
- 4. Require** increased budget allocation to provide additional professional diversity, equity, and inclusion training