WEST VALLEY CITY POLICE DEPARTMENT

Council Report

February 14, 2015

FINDING 1: A SOLID FOUNDATION EXISTS BUT IMPROVEMENTS ARE REQUIRED

Action:

- ***Ensure responsible and appropriate polices; update where necessary.***
  - Found deficiencies within the current policy manual that was managed through a third party provider.
  - Conducting a comprehensive review of the Department's operating policies and procedures in incorporating the CALEA accreditation standards.
  - First draft completed with finalized review due 2/17/15.
- ***Implement administrative accountability and enforce when required.***
  - Implemented monthly reviews and auditing of performance standards and active cases being handled by the Department
  - Expanded the Internal Affairs role to include department-wide inspections.
- ***Develop an environment of operational focus, alignment, and follow–thru.***
  - Implemented a weekly command review of city wide crime activity to establish operational priorities and dedication of resources across the Patrol and Investigation divisions.
- ***Build, implement, and monitor effort with strategic view.***
  - Created a new uniformed operations unit within Patrol that focuses on emerging and persistent problems occurring across the City.

FINDING 2: DEPARTMENTAL STRENGTH AND EXCELLENCE

Action:

- *Competence and motivated staff.*
  - Worked with HR to revamp and streamline the City's hiring process for police officers.
  - Expanded the Police Lateral Program
  - Hired 38 new police officers in 2014
  - implemented a new Police Officer 1st Class grade that has created a first level career enhancement program that values and rewards those within the department who choose a career path within the first tier (police officer and detective) of the organization.
  - added staff to both our Intelligence Unit and Forensic Section, expanding our service capabilities and capacities
  - Completed a 10-week leadership course, Adaptive Leadership, in partnership with the University of Utah for all sworn supervisors
  - trained line and command staff on the CALEA process and have begun integrating the bench mark requisites of CALEA into the Police Department's policies and procedures

FINDING 2: DEPARTMENTAL STRENGTH AND EXCELLENCE (Continued)

Action

- ***Empowerment and engagement within.***
  - Implement quarterly communication meetings with both supervisory and line level staff to gather actionable feedback on Departmental needs, initiatives and ideas.

- ***Look for opportunities to recognize and reward successes.***
  - Established a new promotional platform through a new PIO and social media to recognize individual and organizational successes and achievements.
  - Regular and direct recognition to staff members regarding efforts and specific activities.
  - Reinstituted Departmental awards program.

FINDING 3: ORGANIZATIONAL REALIGNMENT AND STRUCTURAL REFORM

Action:

- ***Look for opportunities to improve efficiencies and effectiveness.***
  - New Crime Suppression Unit
  - Expansion and realignment of Intelligence and Information Unit
  - New Vice/Narcotics Unit
  - CALEA
- ***Align resources and effort.***
  - Weekly COMPSTAT meetings

FINDING 4: NEED FOR NEW LEADERSHIP AND MORE EFFECTIVE SUPERVISION

Action:

- ***Establish and follow a progressive vision and clear mission***
  - The mission of the West Valley City Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City. In doing so, members of this Police Department commit themselves in the following core tenets:

    1) Protect Life and Safety
    2) Preventing Crime
    3) Reducing the Fear of Crime
    4) Bringing Offenders to Justice
    5) Maintaining Public Accountability
    6) Providing Excellence in Service

- ***Establish accountability at all levels***
  - Disciplinary matrix
  - Power DMS program
- ***Leadership Development***
  - New Police Officer 1st class
  - New promotional process for Sergeant and Lieutenants
  - Adaptive Leadership program
  - Quarterly supervisory meeting and dialogue
- ***Command Support***
  - Empowerment of first line supervisors to respond to problems and implement action plans.

FINDING 5: BUILDING CONFIDENCE IN INTERNAL AFFAIRS AND THE DISCIPLINE PROCESS

Action:

- Consistency
- Fairness
- Timeliness
- Disciplinary Matrix
- Standardize case investigation and documentation
- Thoroughness
- Openness
- Impartiality
- Case assessment and assignment
  - Internally reassigned existing Captain to IA/Inspections

FINDING 6: LEADERSHIP NEEDED IN INVESTIGATIONS

Action:

- ***Accountability***
  - Monthly auditing and reporting through the chain of command
- ***Inspection***
  - Auditing and spot inspections of specific cases
- ***Coordination and Liaison***
  - Weekly information and intelligence sharing across line-level staff of Patrol and Investigations
- ***Assessments, follow up, and closure.***
  - Reported feedback from field personnel to command and intelligence personnel

FINDING 7: PUBLIC IMAGE, CONFIDENCE & TRUST

Action:

- ***Proactive and positive media engagement***
- ***Openness***
- ***Recruiting***
  - Hire 38 new police officers in 2014
  - Awarded 10 new officers through CopsMore Grant
  - Authorized sworn staffing has risen from 198.5 to 208.5
- ***Public Accountability***
  - Body Worn Cameras
- ***Responsiveness to community concerns/problems***
  - Transparency & Accountability efforts
- ***Building Trust & Confidence – Internal & External***
  - PIO
  - Monthly Police & Community Forum meetings
  - Social media and proactive partnership with print, TV, and radio media outlets promoting social interest stories, programs and successes.
  - "We Believe" public awareness campaign.

FINDING 8: CHALLENGES IN NARCOTIC INVESTIGATIONS

Action:

- *Accountability*
- *Integrity*
- *Supervisory guidance*
- *Inspection*
- *Operational tactics and guidelines*
  - New Vice/Narcotics Unit
  - Hand picked supervision
  - New policies and benchmarking with CALEA, HIDTA & DEA
  - Comprehensive screening and vetting of new investigators
  - Comprehensive training program focusing on investigations, narcotic enforcement operations, and field training within DEA

FINDING 9: INTELLIGENCE-LED POLICING

Action:

- ***Intelligence Development and reporting***
  - Integrated State-wide Palentir program into the Police Department's weekly crime analysis meetings.
  - Added staff to both our Intelligence Unit and Forensic Section, expanding our service capabilities and capacities.
  - Refined field reporting and processing of those reports so information is entered into the RMS within 48 hours (on most occasions entry occurs within 24-hours)
- ***COMPSTAT***
  - A process of utilizing timely information to identify problems through which commanders can align necessary resources to quickly implement intervention tactics, evaluate action plans and establish accountabilities.
- ***Action Assessment and feedback***
  - Weekly crime tracking meetings have allowed executive staff to understand the patterns, locations, and nature of criminal activity occurring across the City so that commanders and field personnel can quickly identify emerging problems and dedicate resources to contain, reduce and even eliminate those concerns.

FINDING 10: POLICIES AND PROCEDURES NEED IMPROVEMENT

Action:

- **CALEA Commitment**
  - All command & support staff trained in CALEA process and accreditation standards.
  - CALEA coordinator identified – Lt. Bill Merritt
  - Policy review near complete.
  - Next step to gather "proofs" and prepare for a mock assessment in mid-2015.
  - Reorganization of internal personnel to establish and transition to a civilian Inspections/CALEA manager's position.