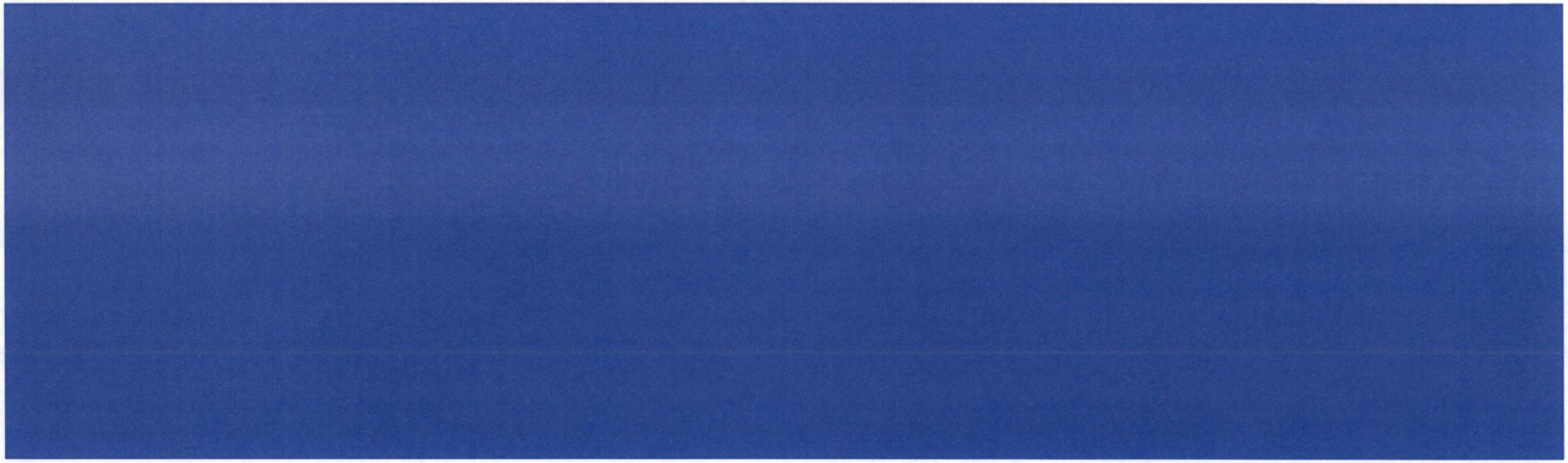
TAYLORSVILLE POLICE DEPARTMENT

FIRST QUARTER REPORT JULY 2021 – SEPTEMBER 2021



ALL AREAS GENERAL OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	28
ARSON	1
ASSAULT	110
BURGLARY ALARM	2
BURGLARY	37
CONSERVATION	5
COUNTERFEITING	3
DAMAGED PROP	76
DRUGS	151
ESCAPE	37
FAMILY OFFENSE	229
FORGERY	19
FRAUD	83
HEALTH AND SAFETY	3
HEALTH WATERSHED	1
HOMICIDE ATTEMPT	1
IMMIGRATION	1
JUV OFFENDER	2
KIDNAP/CUSTODY	8
LARCENY	393
LIQUOR	2
MORALS	3
OBSCENITY	1
OBST JUDICIAL	1
OBST POLICE	21
POSS OF WEAPON/MINOR	1
PRIV/CRIMINAL TRESSPA	52
PUBLIC ORDER	428

OFFENSE	2021
PUBLIC PEACE	348
ROBBERY	11
RUNAWAY	10
SEX ASLT	9
SEX EXPLOIT	3
SEX OFFENSE	31
STOLEN VEHICLE	112
STOLEN PROPERTY	11
TRAFFIC	**598**
TRAF-ACCIDENT INVOL PEDESTRIAN	*5*
TRAF-ACCIDENT W/CITY EQUIPMEN	*2*
TRAF-ALCOHOL IN OR ABOUT A VEH	*4*
TRAF-DRIVING UNDER .05 ALCOHOL	*2*
TRAF-DRIVING UNDER ALCOHOL/CLB	*12*
TRAF-DRIVING UNDER DRUGS/CL B	*7*
TRAF-DUI CLASS A	*7*
TRAF-DUI FELONY	*1*
TRAF-FLEEING	*24*
TRAF-FREE TXT	*18*
TRAF-HIT AND RUN	*89*
TRAF-IMPOUND/ABAND VEH	*42*
TRAF-MOVING TRAFFIC VIOLA	*54*
TRAF-NON MOVING TRAFFIC VIOLAT	*22*
TRAF-NON-REPORTABLE ACCIDENT	*43*
TRAF-OFFICER INVOLVED ACCIDENT	*2*
TRAF-REPORTABLE ACCIDENT	*264*
WARRANTS	25
WEAPONS OFFENSE	14
TOTAL	2871

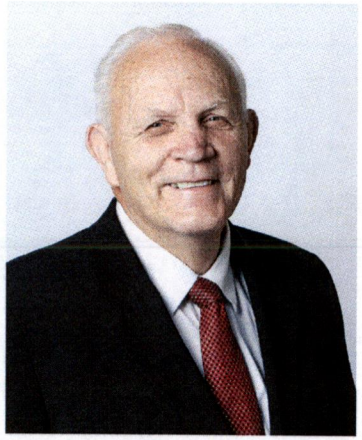


DISTRICT 1 GENERAL OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	7
ARSON	
ASSAULT	31
BURGLARY ALARM	
BURGLARY	10
CONSERVATION	
COUNTERFEITING	1
DAMAGED PROP	23
DRUGS	30
ESCAPE	5
FAMILY OFFENSE	55
FORGERY	4
FRAUD	11
HEALTH AND SAFETY	
HEALTH WATERSHED	
HOMICIDE ATTEMPT	1
IMMIGRATION	
JUV OFFENDER	1
KIDNAP/CUSTODY	2
LARCENY	60
LIQUOR	1
MORALS	1
OBSCENITY	
OBST JUDICIAL	
OBST POLICE	7
POSS OF WEAPON/MINOR	
PRIV/CRIMINAL TRESSPA	18
PUBLIC ORDER	72

OFFENSE	2021
PUBLIC PEACE	65
ROBBERY	3
RUNAWAY	4
SEX ASLT	1
SEX EXPLOIT	1
SEX OFFENSE	5
STOLEN VEHICLE	26
STOLEN PROPERTY	1
TRAFFIC	**98**
TRAF-ACCIDENT INVOL PEDESTRIAN	*2*
TRAF-ACCIDENT W/CITY EQUIPMEN	*1*
TRAF-ALCOHOL IN OR ABOUT A VEH	
TRAF-DRIVING UNDER .05 ALCOHOL	
TRAF-DRIVING UNDER ALCOHOL/CLB	*3*
TRAF-DRIVING UNDER DRUGS/CL B	*2*
TRAF-DUI CLASS A	*1*
TRAF-DUI FELONY	
TRAF-FLEEING	*1*
TRAF-FREE TXT	*4*
TRAF-HIT AND RUN	*14*
TRAF-IMPOUND/ABAND VEH	*8*
TRAF-MOVING TRAFFIC VIOLA	*14*
TRAF-NON MOVING TRAFFIC VIOLAT	*2*
TRAF-NON-REPORTABLE ACCIDENT	*5*
TRAF-OFFICER INVOLVED ACCIDENT	*1*
TRAF-REPORTABLE ACCIDENT	*37*
WARRANTS	6
WEAPONS OFFENSE	4
TOTAL	554

DISTRICT 1



DISTRICT 2 GENERAL OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	1
ARSON	1
ASSAULT	28
BURGLARY ALARM	1
BURGLARY	12
CONSERVATION	1
COUNTERFEITING	1
DAMAGED PROP	19
DRUGS	29
ESCAPE	10
FAMILY OFFENSE	47
FORGERY	2
FRAUD	15
HEALTH AND SAFETY	1
HEALTH WATERSHED	
HOMICIDE ATTEMPT	
IMMIGRATION	
JUV OFFENDER	
KIDNAP/CUSTODY	1
LARCENY	62
LIQUOR	
MORALS	1
OBSCENITY	1
OBST JUDICIAL	
OBST POLICE	2
POSS OF WEAPON/MINOR	1
PRIV/CRIMINAL TRESSPA	7
PUBLIC ORDER	105

OFFENSE	2021
PUBLIC PEACE	91
ROBBERY	4
RUNAWAY	4
SEX ASLT	
SEX EXPLOIT	
SEX OFFENSE	11
STOLEN VEHICLE	26
STOLEN PROPERTY	1
TRAFFIC	**86**
TRAF-ACCIDENT INVOL PEDESTRIAN	*1*
TRAF-ACCIDENT W/CITY EQUIPMEN	
TRAF-ALCOHOL IN OR ABOUT A VEH	*1*
TRAF-DRIVING UNDER .05 ALCOHOL	
TRAF-DRIVING UNDER ALCOHOL/CLB	*3*
TRAF-DRIVING UNDER DRUGS/CL B	*1*
TRAF-DUI CLASS A	
TRAF-DUI FELONY	
TRAF-FLEEING	*5*
TRAF-FREE TXT	
TRAF-HIT AND RUN	*10*
TRAF-IMPOUND/ABAND VEH	*11*
TRAF-MOVING TRAFFIC VIOLA	*12*
TRAF-NON MOVING TRAFFIC VIOLAT	*6*
TRAF-NON-REPORTABLE ACCIDENT	*7*
TRAF-OFFICER INVOLVED ACCIDENT	
TRAF-REPORTABLE ACCIDENT	*29*
WARRANTS	5
WEAPONS OFFENSE	3
TOTAL	579

DISTRICT 2



DISTRICT 3 GENERAL OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	6
ARSON	
ASSAULT	16
BURGLARY ALARM	1
BURGLARY	13
CONSERVATION	3
COUNTERFEITING	1
DAMAGED PROP	14
DRUGS	46
ESCAPE	8
FAMILY OFFENSE	38
FORGERY	6
FRAUD	26
HEALTH AND SAFETY	1
HEALTH WATERSHED	1
HOMICIDE ATTEMPT	
IMMIGRATION	
JUV OFFENDER	
KIDNAP/CUSTODY	1
LARCENY	190
LIQUOR	1
MORALS	1
OBSCENITY	
OBST JUDICIAL	
OBST POLICE	4
POSS OF WEAPON/MINOR	
PRIV/CRIMINAL TRESSPA	18
PUBLIC ORDER	73

OFFENSE	2021
PUBLIC PEACE	72
ROBBERY	2
RUNAWAY	1
SEX ASLT	2
SEX EXPLOIT	1
SEX OFFENSE	3
STOLEN VEHICLE	29
STOLEN PROPERTY	2
TRAFFIC	**141**
TRAF-ACCIDENT INVOL PEDESTRIAN	*1*
TRAF-ACCIDENT W/CITY EQUIPMEN	
TRAF-ALCOHOL IN OR ABOUT A VEH	*2*
TRAF-DRIVING UNDER .05 ALCOHOL	
TRAF-DRIVING UNDER ALCOHOL/CLB	*2*
TRAF-DRIVING UNDER DRUGS/CL B	*1*
TRAF-DUI CLASS A	
TRAF-DUI FELONY	*1*
TRAF-FLEEING	*3*
TRAF-FREE TXT	*2*
TRAF-HIT AND RUN	*32*
TRAF-IMPOUND/ABAND VEH	*8*
TRAF-MOVING TRAFFIC VIOLA	*10*
TRAF-NON MOVING TRAFFIC VIOLAT	*3*
TRAF-NON-REPORTABLE ACCIDENT	*13*
TRAF-OFFICER INVOLVED ACCIDENT	
TRAF-REPORTABLE ACCIDENT	*63*
WARRANTS	7
WEAPONS OFFENSE	3
TOTAL	731

DISTRICT 3



DISTRICT 4 GENERAL OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	4
ARSON	
ASSAULT	11
BURGLARY ALARM	
BURGLARY	1
CONSERVATION	1
COUNTERFEITING	
DAMAGED PROP	9
DRUGS	4
ESCAPE	2
FAMILY OFFENSE	39
FORGERY	2
FRAUD	12
HEALTH AND SAFETY	1
HEALTH WATERSHED	
HOMICIDE ATTEMPT	
IMMIGRATION	
JUV OFFENDER	
KIDNAP/CUSTODY	2
LARCENY	30
LIQUOR	
MORALS	
OBSCENITY	
OBST JUDICIAL	1
OBST POLICE	3
POSS OF WEAPON/MINOR	
PRIV/CRIMINAL TRESSPA	4
PUBLIC ORDER	51

OFFENSE	2021
PUBLIC PEACE	39
ROBBERY	1
RUNAWAY	
SEX ASLT	1
SEX EXPLOIT	
SEX OFFENSE	3
STOLEN VEHICLE	12
STOLEN PROPERTY	
TRAFFIC	**88**
TRAF-ACCIDENT INVOL PEDESTRIAN	*1*
TRAF-ACCIDENT W/CITY EQUIPMEN	
TRAF-ALCOHOL IN OR ABOUT A VEH	
TRAF-DRIVING UNDER .05 ALCOHOL	
TRAF-DRIVING UNDER ALCOHOL/CLB	*2*
TRAF-DRIVING UNDER DRUGS/CL B	*1*
TRAF-DUI CLASS A	*1*
TRAF-DUI FELONY	
TRAF-FLEEING	
TRAF-FREE TXT	*3*
TRAF-HIT AND RUN	*12*
TRAF-IMPOUND/ABAND VEH	*4*
TRAF-MOVING TRAFFIC VIOLA	*3*
TRAF-NON MOVING TRAFFIC VIOLAT	*3*
TRAF-NON-REPORTABLE ACCIDENT	*4*
TRAF-OFFICER INVOLVED ACCIDENT	
TRAF-REPORTABLE ACCIDENT	*54*
WARRANTS	2
WEAPONS OFFENSE	2
TOTAL	325

DISTRICT 4

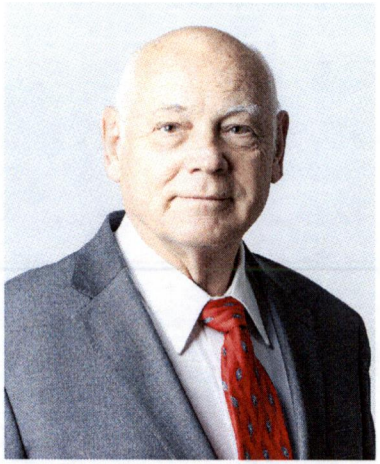


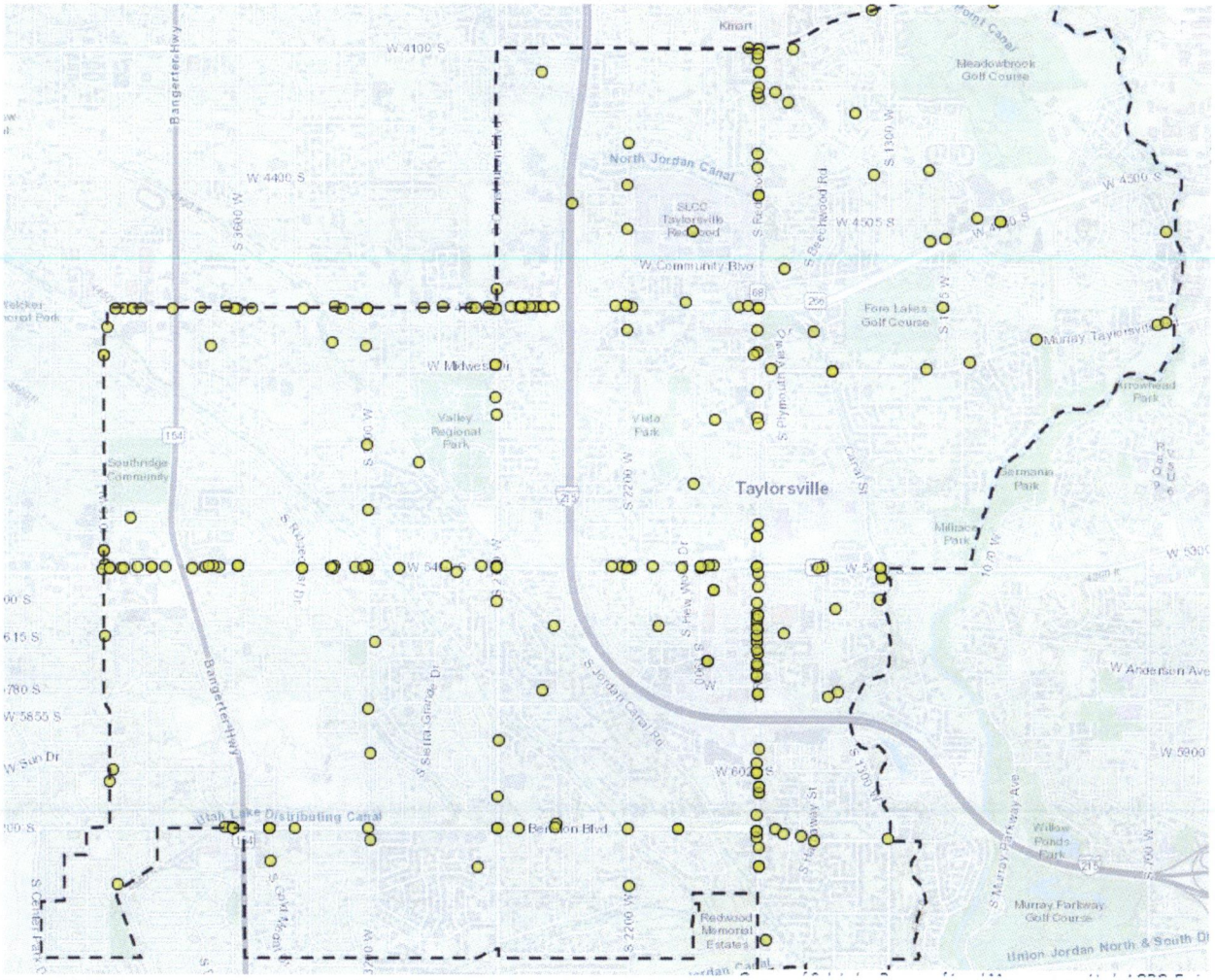
DISTRICT 5 OFFENSE FIRST QUARTER

OFFENSE	2021
AGG ASLT	10
ARSON	
ASSAULT	23
BURGLARY ALARM	
BURGLARY	2
CONSERVATION	
COUNTERFEITING	
DAMAGED PROP	11
DRUGS	23
ESCAPE	6
FAMILY OFFENSE	45
FORGERY	4
FRAUD	16
HEALTH AND SAFETY	
HEALTH WATERSHED	
HOMICIDE ATTEMPT	
IMMIGRATION	
JUV OFFENDER	1
KIDNAP/CUSTODY	1
LARCENY	50
LIQUOR	
MORALS	
OBSCENITY	
OBST JUDICIAL	
OBST POLICE	2
POSS OF WEAPON/MINOR	
PRIV/CRIMINAL TRESSPA	5
PUBLIC ORDER	93

OFFENSE	2021
PUBLIC PEACE	61
ROBBERY	1
RUNAWAY	1
SEX ASLT	4
SEX EXPLOIT	1
SEX OFFENSE	7
STOLEN VEHICLE	10
STOLEN PROPERTY	3
TRAFFIC	**133**
TRAF-ACCIDENT INVOL PEDESTRIAN	
TRAF-ACCIDENT W/CITY EQUIPMEN	
TRAF-ALCOHOL IN OR ABOUT A VEH	
TRAF-DRIVING UNDER .05 ALCOHOL	*1*
TRAF-DRIVING UNDER ALCOHOL/CLB	*1*
TRAF-DRIVING UNDER DRUGS/CL B	*2*
TRAF-DUI CLASS A	*3*
TRAF-DUI FELONY	
TRAF-FLEEING	*3*
TRAF-FREE TXT	*3*
TRAF-HIT AND RUN	*18*
TRAF-IMPOUND/ABAND VEH	*10*
TRAF-MOVING TRAFFIC VIOLA	*8*
TRAF-NON MOVING TRAFFIC VIOLAT	*4*
TRAF-NON-REPORTABLE ACCIDENT	*13*
TRAF-OFFICER INVOLVED ACCIDENT	
TRAF-REPORTABLE ACCIDENT	*67*
WARRANTS	3
WEAPONS OFFENSE	1
TOTAL	517

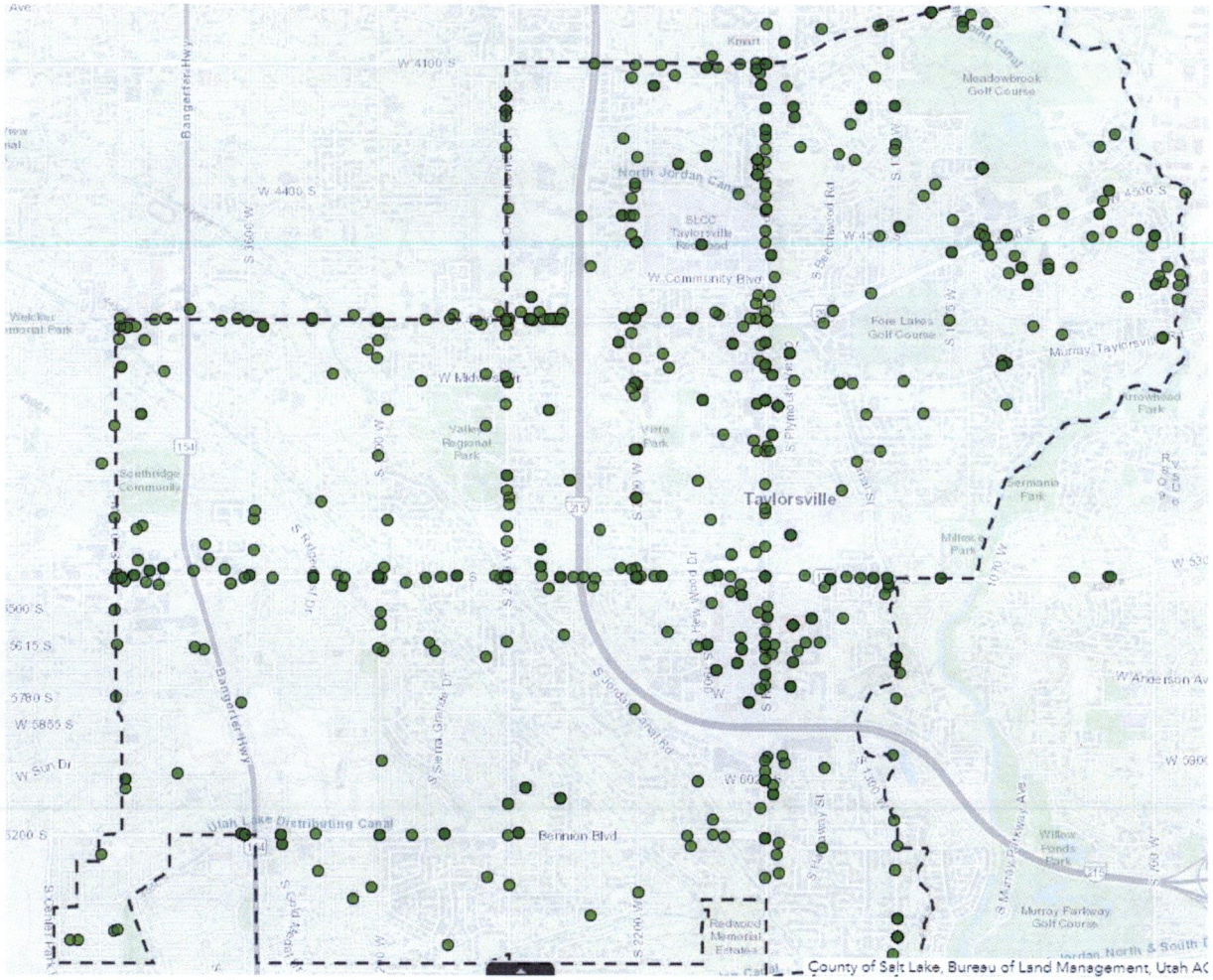
DISTRICT 5



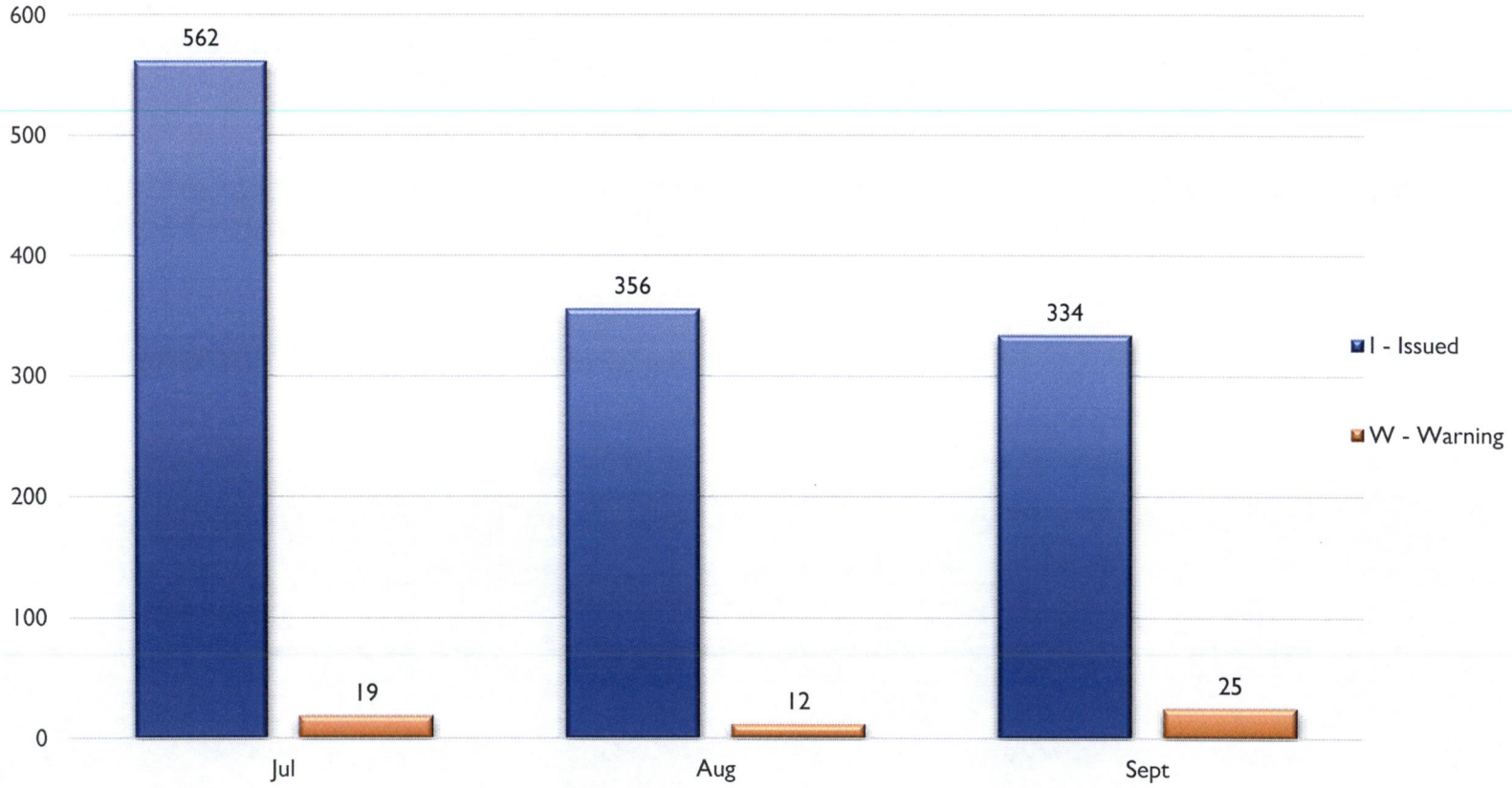


ACCIDENTS
JULY – SEP 2021.

CITATIONS ISSUED
JULY – SEP 2021



CITATIONS CHART

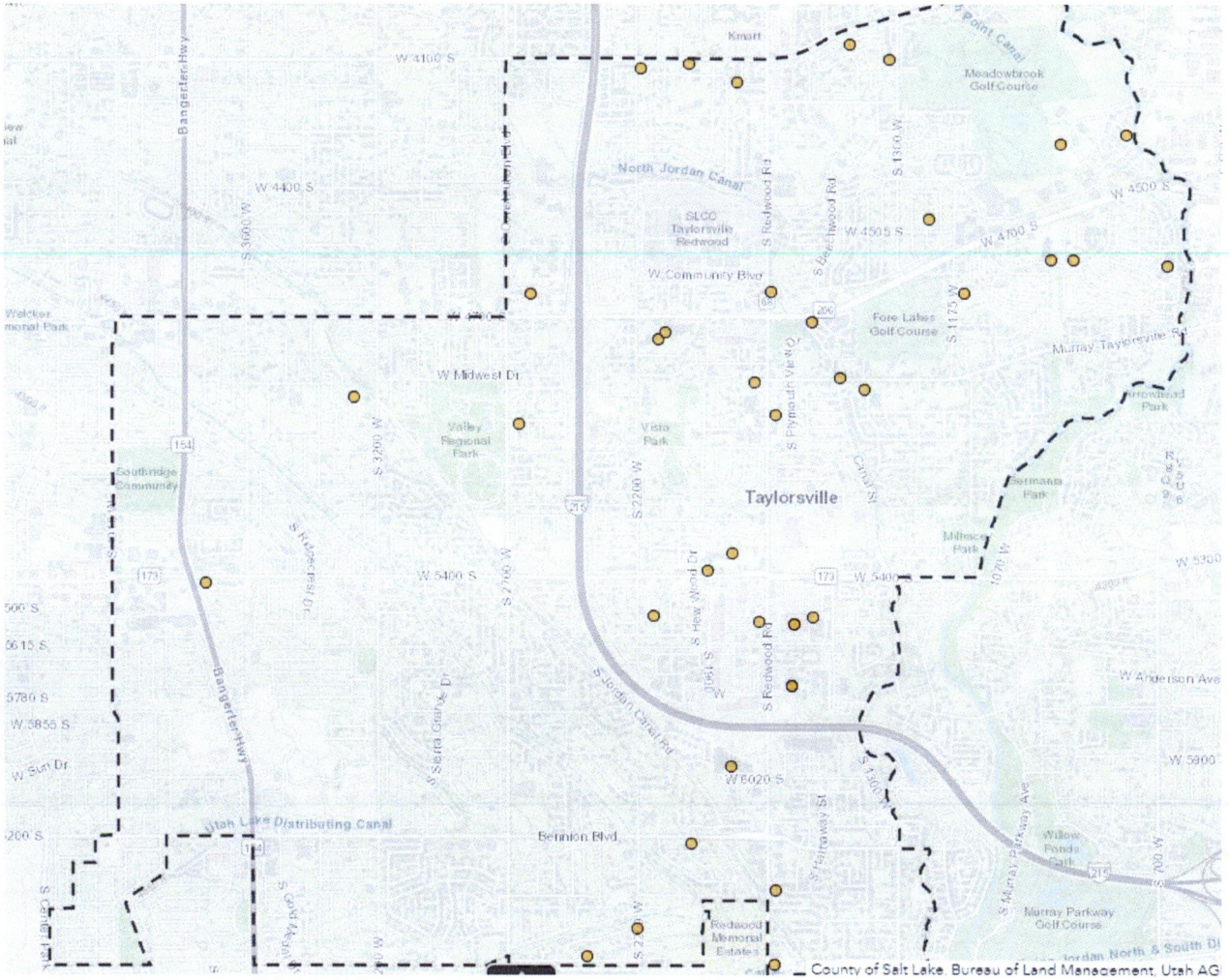


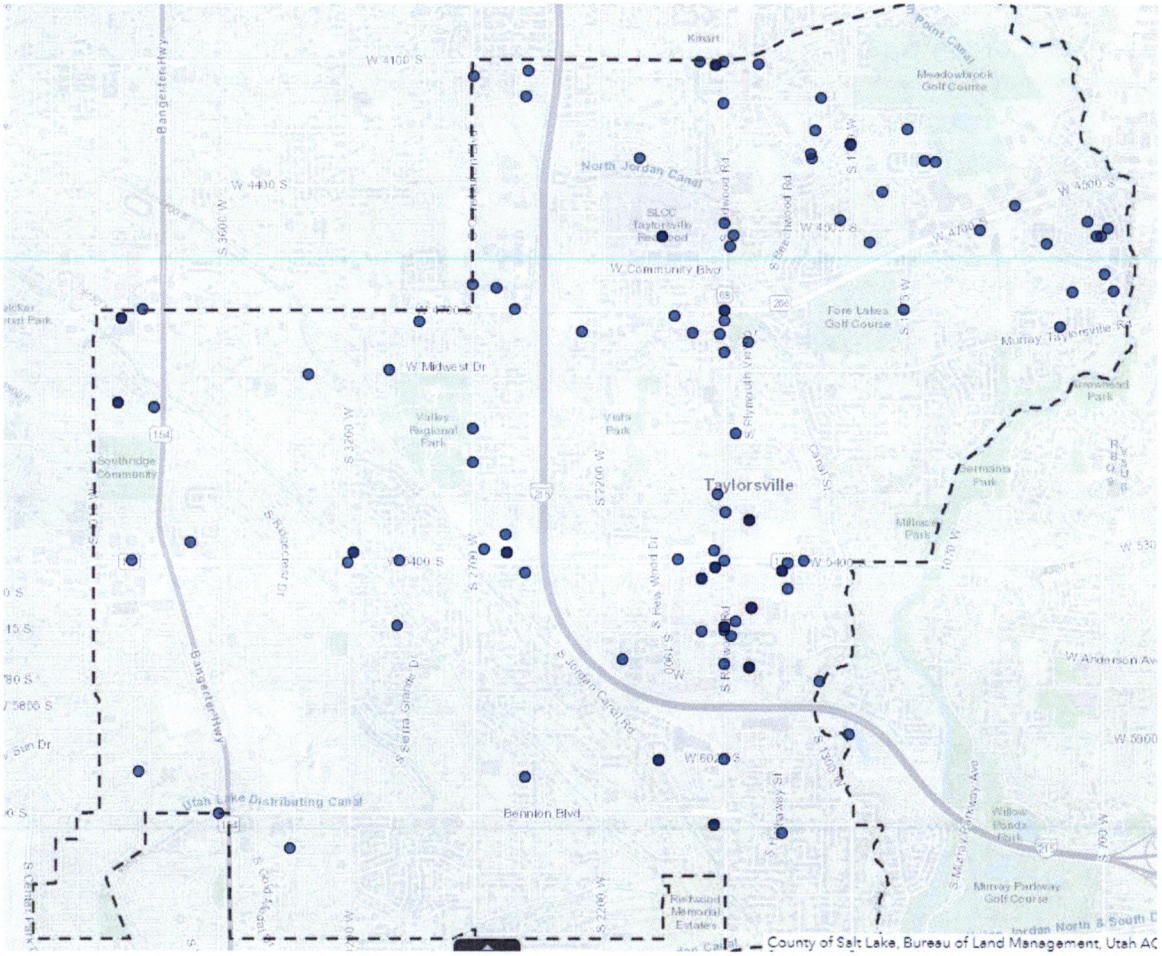
CITATIONS TYPE - JULY – SEPTEMBER 2021

OFFENSE	2021
ASLT-SIMPLE ASSAULT	32
ASLT-INTIMIDATION/STALLKING	2
ASLT-INTM THREATS PHYSICAL	2
LARC-SHOPLIFTING	62
LARC-FREE TEXT	5
FRAUD –FRAUDULENT ACTS FREE TEXT	1
DAMAGED PROPERTY-PRIVATE	1
DAMAGED PROPERTY FREE TEXT	4
DAMAGED PROPERTY GRAFFITI	11
DRUG- NARCOTIC EQUIP POSS	15
DRUG MARIJUANA POSS	13
DRUG AMPHETAMINE POSSESS	1
DRUG CONTROLD SUBSTANCE FREE TEXT	2
SEX OFFENSE INDECENT EXPOSURE	4
FAM OFFENSE CRUELTY TO CHILD	2
FAM OFFENSE DOMESTIC CRIMINAL	2
LIQUOR POSSESS	2
OBST POL RESISTING OFFICER	2
OBST JUD- JUSTICE	1
PUB PEACE- HARRASSING COMM	1
PUB PEACE DISORDERLY CONDUCT	7
TRAF- HIT AND RUN	4
TRAF- TRANSPORT DANGER MATERIAL	1
TRAF DRIVING UNDER DRUGS / CLB	2
TRAF- FREE TEXT	41
TRAF OFFICER INV ACCIDENT	7
TRAF ALCOHOL IN OR ABOUT VEH	2
TRAF MOVING VIOLATION	723
TRAF NON MOVING VIOLATION	302
TRAF REPORTABLE ACCIDENT	1
PRIV CRIMINAL TRESSPASS	33

OFFENSE	2021
CONSERV CRUELTY TO ANIMALS	2
MORALS OBSCENE	1
PUBLIC ORDER FREE TEXT	5
PUBLIC ORDER INTOXICATION	11
TOTAL	**1308**

BURGLARY
JULY – SEP 2021





DRUG OFFENSES
JULY-SEP 2021

ADDITIONAL STATS 1ST QUARTER

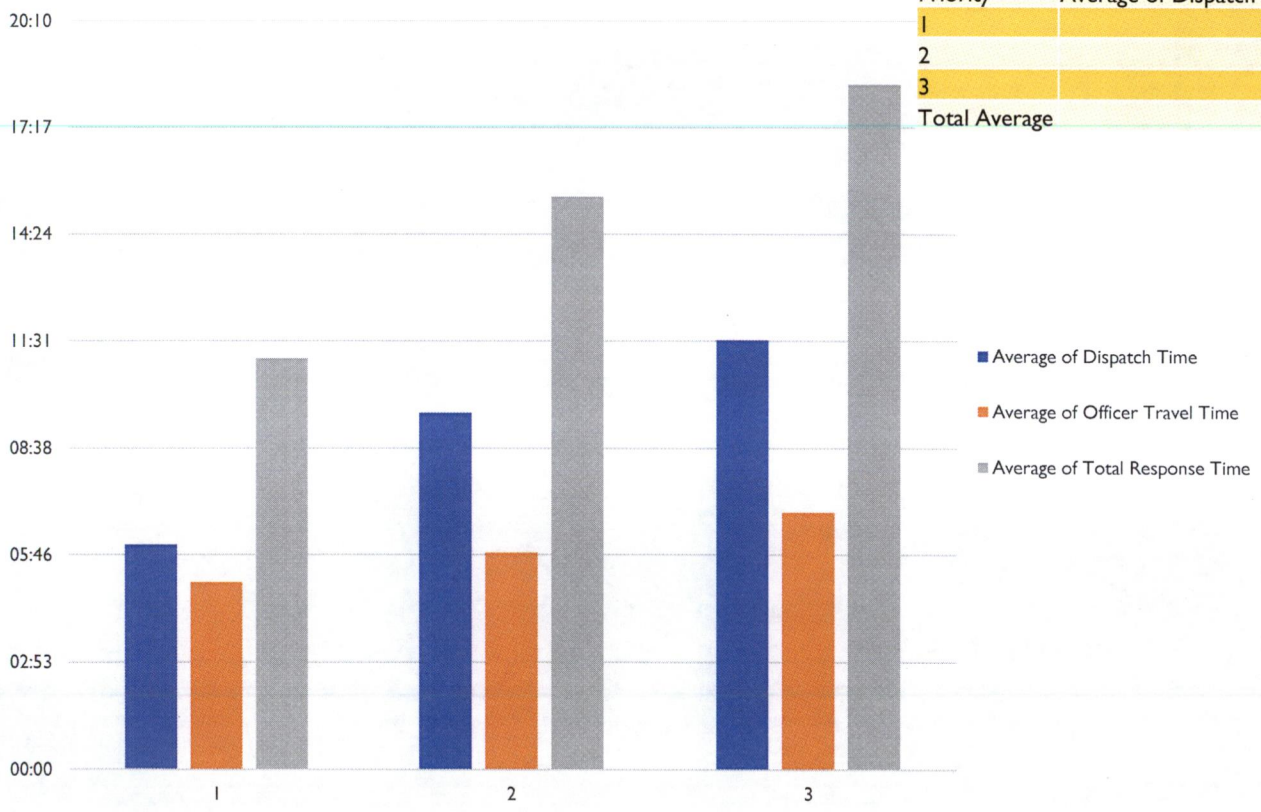
- Court Liaison
  - Cases Screened District **235**
  - Cases Screened Justice **96**
- Evidence
  - Intake **1,671**
  - Inherited **2,000**
- Records
  - GRAMA Requests **1,013**
  - Expungements **15**
  - Archived Boxes **140**

- Victim Advocate
  - Total Clients served **181**
  - Information and Referral **822**
  - Personal Advocacy **274**
  - Emotional Support **280**
  - Shelter/Housing Services **27**
  - Justice System Assistance **225**
  - Other Services **220**

ADDITIONAL STATS 1ST QUARTER

- CAR Team
  - Total CAR Team call outs **31**
  - Callouts Taylorsville **5**
    - 6267 S Stokewater Drive (Cancelled prior to arrival)
    - 6200 S Bangerter Highway 3 Vehicle Accident
    - 6200 S Bangerter Highway 2 Vehicle Accident
    - 1141 W Taylorsville Expressway – Auto Pedestrian
    - 4700 S 2700 W- Auto Vs Motorcycle

1ST QUARTER RESPONSE TIMES



Priority	Average of Dispatch Time	Average of Officer Travel Time	Average of Total Response Time
1	06:02	05:01	11:03
2	09:35	05:48	15:24
3	11:33	06:54	18:27
Total Average	10:30	06:24	16:54

SIGNIFICANT EVENTS

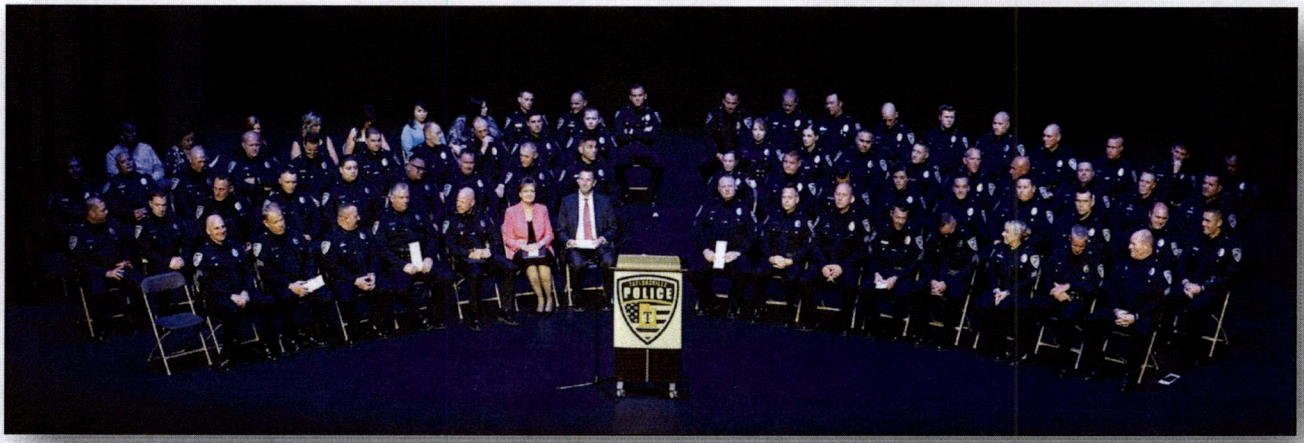
City of Taylorsville

Taylorsville Police Department

Transition Team

Closing Project Management Report for Law Enforcement Services

September 2021



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Recognition & TVPD Vision, Mission and Values Pg. 3

1.0 – Introduction Pg. 4

2.0 – Transition Team Charter & Timeline for Deliverables Pg. 5

3.0 – Lessons Learned Pg. 8

4.0 – Summary & Future Objectives Pg. 10

Appendix Pg. 12

- Salt Lake Tribune Article
- Essential Elements of the TVPD Strategic Plan

Recognition

Many thanks to the City Council, Mayor Kristie Overson and administration, the Transition Team, our community outreach workgroup, and many staff personnel who served so diligently this past year. Their support, insights, and work ethic proved invaluable in the formation of the new Taylorsville City Police Department – greatly enhancing a successful launch and ensuring a bright future.

Taylorsville City Police Department: Vison, Mission & Values

Vision
Preserving Community Rights and Responsibilities

Mission
In partnership with our community leaders and citizens, it is the mission of the Taylorsville City Police Department to provide high quality law enforcement services – thus preserving and protecting the people as well as the diverse and unique culture that comes from living in Taylorsville City. This is accomplished through adherence to best practices and department values.

Values – Culture Defined

- Transparency – policy and practices which are perpetually open to public review and refinement
- Respect – admiration and regard for the feelings and traditions of others
- Innovation – open to new ideas, methods, or products which allow for adaptation and growth
- Connection – linked both personally and professionally to foundational principles which bind the community and provide for a sense of belonging
- Collaboration – to assure the inclusion and cooperation of all internal and external stakeholders



1 INTRODUCTION

1.1 Purpose



The purpose of this report is to provide an overview as to the overall performance of the Transition Team, which was given the primary responsibility of organizing, staffing, and equipping a new police department for the City of Taylorsville.

This report serves as summary of findings, results, and lessons learned during the past year – and leading up to the formal launch of the Taylorsville City Police Department (TVPD).

It is intended to be delivered to the City Council, the City Administration, Police Department Command Staff, stakeholders, as well as the community and public at-large who may have interest in the findings. *It is hoped that enough information is provided herein to enable all who read, regardless of initial familiarity, with a better understanding of the execution and results in the formation of the new police department.*

1.2 History

In June 2020, the City of Taylorsville notified the Unified Police Department of its intent to leave UPD and create its own police department. On July 1, 2020, the City Council ratified the intent via Resolution No. 20-30, in order to have more influence and direct control over police services, policy, and budgeting.

In addition to more local influence, city leaders desired to create the city's own police department to use taxpayer funds more efficiently – concluding it was in the best interest of the health, safety, and welfare of the citizens. The City Council then authorized the Mayor and City Administration to take the necessary steps to ensure the creation of the new department, effective July 1, 2021. The Transition Team was formalized soon thereafter.

2 TRANSITION TEAM CHARTER & TIMELINE FOR DELIVERABLES

2.1 Overview

The charter was created to provide an accountability of the coordination efforts, objectives, timelines and benchmarks for an effective transition of law enforcement services from UPD to TVPD. The objectives were threefold: 1) define the role of individuals serving as team members, 2) identify specific foundational plans for the new organization, and 3) ensure a calendar of events for deliverables.

2.2 Transition Team Members

Jennifer Andrus – Administrative Support (City)
Brady Cottam – Chief (TVPD)
Tracy Cowdell – Legal Services
Todd Gray – Deputy Chief (TVPD)
Scott Harrington – CFO/Procurement
John Hiskey – Government Relations
Kim Horiuchi – Public Relations
Brett Miller – Deputy Chief (TVPD)
Mayor Kristie Overson – Agency Sponsor
Stephanie Snow – Human Resources
Brandy Stephens – Administrative Support (TVPD)
John Taylor – City Management
Jay Ziolkowski – Team Lead/Project Manager

2.3 Project Management Plans

Elements within each of the three sections were addressed and initiated by the Team. While most of these objectives were completed prior to the project deadline (July 1, 2021), some are perpetual considering their scope and complexity:

- Administrative and Strategic Plan
  - Community engagement/outreach and media relations (civic groups, religious leaders, business leaders, etc.)
  - Vision, Mission, Values (culture groundwork)
  - Logo, graphics, patch
  - Policies, standards, procedures and best practices (post-COVID and civil discontent)
  - Mutual aid agreements with partner/neighbor agencies (shared services)
  - Dispatch
  - Records (to include body cameras)
  - Budget – projected initial (first year) and ongoing (second/third year)
  - Liability insurance
  - Specialty programs – K9, SWAT, Major Accident, Forensics, etc.
  - Separation agreement with UPD
  - Legal counsel and protocols
  - IT (hardware, software, personnel training)

- Personnel and Development Plan
  - Human Resources – recruitment, retention, support/staffing, programs/contracts, salary/benefits
  - On-boarding (paperwork, physicals, training, BCI, etc.)
  - Organizational chart – roles and responsibilities (scope/size)
  - Behavioral health and wellness (resiliency)

- Capital and Maintenance Plan
  - Fleet – vehicles, specialty units, lighting packages, etc.
  - Facilities – offices, evidence and records storage
  - Uniforms – to include weapons, badges, body armor, etc.
  - Communication – mobile and portable radios, phones, cameras
  - Information Technology – support and tangibles (laptops/software)
  - Office furnishings

2.4 Calendar/Timeline for Deliverables

The deliverables listed below were originally drafted as a type of 'balcony view' as to the needs for the new department. In many instances, each noted item unto itself contained various tasks or action items that Team or staff members took upon themselves to ensure completion – which are not contained herein. While each item was initiated within the month listed, some were not completed until a month or two later.

August 2020
- ✓ Review and solidify proposed budget (start-up/first year), procurement processes, and timelines for expenditures
- ✓ Define communications and marketing plan for community, media and internal stakeholders (anticipated questions, concerns, etc.)
- ✓ Begin logo, badge, and graphic design discussion(s)
- ✓ Policy selection/review (index, inclusions, vendor)
- ✓ Conduct staff meeting to discuss Social Security contribution implications
- ✓ Research/prepare recommendations for compensation along Wasatch Front (salary, benefits, accruals, seniority)

September 2020
- ✓ Community outreach meeting (specific invites) – SWOC
- ✓ Determine strategic partners for mutual aid, forensics, SWAT, etc. (shared services)
- ✓ Solidify with UPD transfer of assets (vehicles, radios, weapons, equipment, etc.)
- ✓ Calculate and formalize remaining vehicles (patrol/command) and capital needs – vendor selection(s)
- ✓ Logo and graphic design decision by administration
- ✓ Determine vendor(s) for branding (patch, logo, badge, graphics)
- ✓ Review potential HR staffing increase for recruitment period and ongoing

October 2020
- ✓ Solidify decision on Social Security contribution
- ✓ Recruitment/Announcement for new police chief
- ✓ Determine inclusions and vendor for department polices
- ✓ Identify contracts for storage (records, vehicles), range, courts, etc.

November 2020
- ✓ Confirm agreement for dispatch and communication licensures – CAD system, RMS, governance, etc.
- ✓ Formalize procurement of vehicles and specialty units

- ✓ New police chief hired
- ✓ Identify requirements and processes for officer recruitment



December 2020

- ✓ Recruitment announcement for command and support staff
- ✓ Validate liability insurance in-place (calendar vs. fiscal year)
- ✓ Formalize contracts for on-boarding needs of personnel (applications, training, physicals)
- ✓ Solidify salary/benefit compensation for personnel
- ✓ Determine uniform allowance/vendor
- ✓ Initial review of IT needs
- ✓ Begin draft of 3-Year Strategic Plan

January 2021

- ✓ Recruitment, interviews and selection of command and support staff
- ✓ Formal proposal and adoption of selected policies, SOGs, etc.
- ✓ Discussion and adoption of Vision, Mission, and Value statements (culture)
- ✓ Formalize MOUs (MCI, UDOT, BCI, etc.)
- ✓ Initial discussion on PD administrative office space

February 2021

- ✓ Community outreach meeting (specific invites) with Chief and Command Staff
- ✓ Assemble framework for the Citizen Advisory/Review Board
- ✓ Finalize 3-Year Strategic Plan
- ✓ Formalize contract/procurement for storage (records, vehicles), range, courts, etc.

March 2021

- ✓ Solidify Org Chart (roles, responsibilities, job descriptions, reporting)
- ✓ Research behavioral health and wellness (resiliency) options for personnel and BH training options
- ✓ Recruitment announcement for sergeants and officers, with timeline for all other personnel
- ✓ Finalize IT hardware/software needs (forms, equipment, timecards, IA, evaluations)
- ✓ Create timeline and rotation for vehicle lighting/radio installs, marking, etc.

April 2021

- ✓ Interview/selection and background checks of sergeant, officer, and support staff personnel
- ✓ Selection of resiliency program
- ✓ Outfitting of personnel (uniforms)
- ✓ Formalize configuration/construction needs of office space at City Hall

May 2021

- ✓ Continue coordination meetings with PD command and support staff – track remaining ancillary action items and tasks

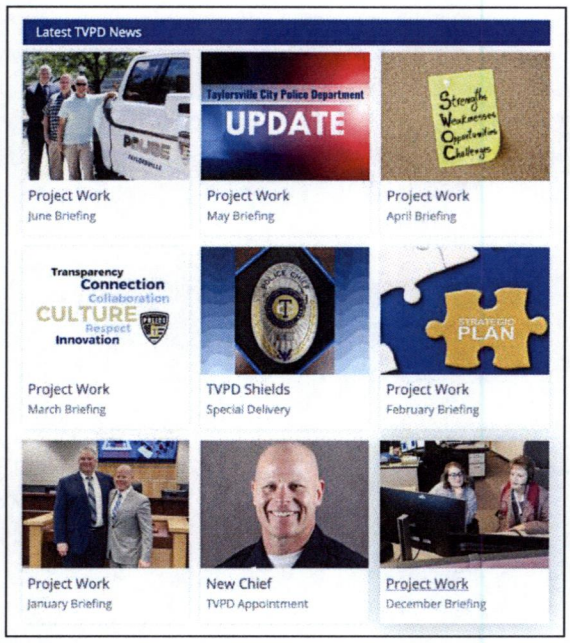
June 2021

- ✓ Solidify Versaterm project (Computer Aided Dispatch) with VECC
- ✓ On-boarding and training of all personnel – officers, detectives, and support staff
- ✓ Transfer and tracking of UPD precinct assets (radios, computers, etc.) to Taylorville offices
- ✓ Equipping and branding of patrol vehicles
- ✓ Prepare for and conduct Swearing-In Ceremony

July/August 2021

- ✓ Conduct "after-action" meeting
- ✓ Deliver final report to City Council and Administration

3 LESSONS LEARNED



In late July 2021, the Transition Team met to review the aforenoted charter and timeline – with the specific purpose of conducing a 'hot-wash' to discuss the lessons learned. The following information provides insights as to the positive aspects, as well as the challenges experienced, in association with the charted course and plan:

3.1 Positive Aspects

- Direct communication with the public and personnel. This was critical throughout the project, and included dialog with elected officials, administrative staff, and community members. Several mediums of communication were used, to include the city website, various social media platforms, internal and external emails, phone calls, text messaging, and face-to-face correspondence through weekly meetings or otherwise.
- Consistent public and news media outreach from the time of the separation announcement to kick-off proved beneficial and effective (see *Appendix*).
- Early hiring of supervisors. This facilitated the establishment of essential programs, etc. prior to the on-boarding and background checks of personnel. Note: The hiring of the sergeants even 30 days earlier may have proved even more helpful.
- Personnel worked very well and in harmony with one another – especially considering the multiple roles and responsibilities placed upon everyone during the transition. As noted above, effective communication proved invaluable.
- The hiring of a program manager early in the process proved helpful to draft the charter and timeline, and coordinate efforts and track assignments.
- The Team was nimble and worked to overcome various challenges – such as scrutiny in the national media with respect to law enforcement services (taking into consideration various components within the Strategic Plan), COVID restrictions (e.g., video conferencing, sicknesses, etc.), local critics as to the cause/value of a new police department within the Salt Lake Valley, and the dual timing of Taylorsville Dayzz coordination efforts and celebration just prior to launch.
- Recruitment efforts, from salary and benefit considerations to the ongoing show of support from the City Council and administration, yielded the hiring of great officers and support personnel – having already proved themselves as individuals who are willing to go above and beyond the call-of-duty.

3.2 Challenges and Future Project Considerations

- Uncontrollable factors, such as the ongoing pandemic (e.g., delays in the procurement of equipment), a chief resignation early in the process, and timeline for UPD's transfer of vehicles/equipment and personnel/staffing accountability (e.g., division of labor and allocation shortages).
- Given the volume of Memorandums of Understanding (MOUs) and Interlocal Agreements (ILAs), some of which were not identified until just prior to launch – more extensive research as to each should have been conducted and completed earlier in the transition. In addition, it would have been helpful to assign all MOU's to one person for the purpose of tracking and to ensure completion.
- Design immediate contingency plans for contracts in negotiation. Early on, consideration was given to a contract with West Valley City PD for various shared services (e.g., Forensics & Evidence). When this did not come to fruition, secondary plans had to be drafted well into the project.

- Ensure all involved in purchasing are aware of the practices and routing processes for procurement – to include a tracking sheet. Fortunately, despite one oversite, all merchandise and products were received in time for the first day of service.
- Identify all potential hardware and software programs earlier in the process – researching various division needs. It was recommended that an individual from IT be included as a Transition Team member from inception.
- It was noted that more time to get to know one another (specific roles and portfolios among staff, personality traits, strengths, and weaknesses) would have been helpful. As such, the Team endured some duplication of effort or incongruities – resulting in inefficiencies at times.
- Given the complexity and volume of interest from vendors with respect to the needed callouts for towing services inside Taylorsville (automobile accidents, etc.), the Request for Proposal (RFP) for said services should have been sent out earlier in the year – prior to the targeted May date.
- On-boarding of the Crossing Guards should have been conducted earlier in the year. As such, it is still in process, post July 1, 2021. Fortunately, these services are not needed at present, but the program unto itself has proved more involved than originally anticipated.

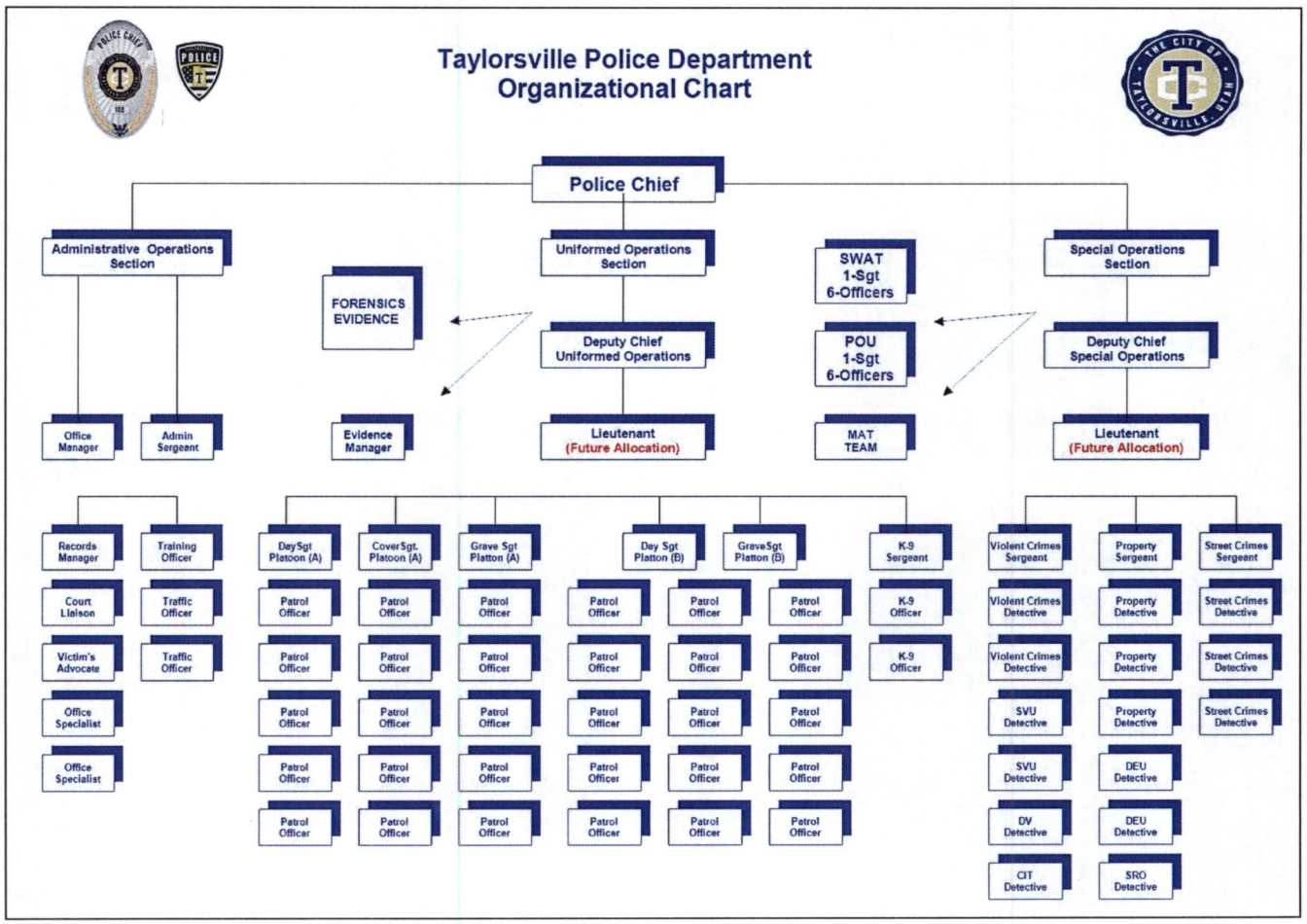
4 SUMMARY AND FUTURE OBJECTIVES

4.1 Summary

It is the opinion of the Transition Team that all expectations of the City Council and community were satisfied. A great law enforcement staff of 63 sworn supervisors/officers and seven support personnel are in place, with all requisite vehicles, IT hardware/software, weapons, tools, and safety equipment (see Organizational Chart below).

The Team unto itself provided quality work, with multiple outputs and valued outcomes. The expenditures were in line with preliminary budget expectations – in addition to meeting or exceeding the scheduled performance timelines, criteria, and objectives.

This ties back to the aforementioned inception goals and intent of city leaders in the formation of a new police department – to bring police officers and administrative support closer to home, allowing for more direct influence over: 1) Services, 2) Budgeting, 3) Policy, and 4) Personnel.



4.2 Future Objectives

Over the course of the next few months, City Administration will continue to work on the following objectives:

- Short term: Continued negotiations with UPD and the final separation agreement. This will include the review and solidification of expenditures, assets, and liabilities for each entity – those given as well as received in the past and present. This may include discussions in connection to the UPD general fund balance, vehicle replacement fund, shared services, etc. versus any expenditure(s) Taylorsville may have encompassed otherwise.
- Long term: Ensure sustainability of TVPD through adherence wherein as much as possible to the adopted Strategic Plan – developed by community members and the Transition Team as a three-year road map for both City Administration and PD Command Staff (see *Appendix*).

Appendix

SALT LAKE TRIBUNE ARTICLE: JULY 9, 2021 BY ALIXEL CABRERA

5 QUESTIONS FOR THE CHIEF OF TAYLORSVILLE'S NEW POLICE DEPARTMENT

The City of Taylorsville has parted ways from the Unified Police Department and as of July 1, the new Taylorsville Police Department is taking the lead on protecting public safety.

After a year of planning, calls were dispatched to a new line at midnight on Wednesday last week and new officers started making their first rounds to get to know the town and the department's systems.

The move is intended to lower costs and have more control over decisions regarding police services, city leaders have said. With 63 officers working in this new precinct of 10.85 square miles, there will be about one public safety officer per 1,000 residents in Taylorsville.

Brady Cottam, the city's new chief of police, has worked in law enforcement for 24 years, serving as a Unified Police Department executive officer, field training officer, SWAT team leader, investigation supervisor and UPD range director. He has been assigned to posts in Kearns, Magna, Millcreek and Cottonwood Heights as well as Taylorsville, where he held the rank of lieutenant in UPD.

What will the new police department mean for residents of Taylorsville?
There won't be any drastic changes in how this new department will work, in terms of response times or how officers react in emergencies, Cottam said. What this new force is aiming to change is the relationship between the officers and the community, establishing a better rapport, he said. "Our officers are encouraged to be proactive, meaning, you know, if it's 3 a.m. they'll be looking for bad guys, doing bad things," Cottam said. "So, I think there'll be a sense of ownership that maybe they haven't had in a while."

Was recruiting a whole new force challenging?
There were more than 200 applications for the 63 spots that were created as the city designed the department, he said. The officers came from 13 other departments in Utah, and all were required to have completed a field training program to be eligible. There is a mix of newer officers and a few veterans. The department has not created statistics about the gender or racial and ethnic diversity of its hires, Cottam said. But one out of the 10 sergeants in the force is its highest ranking woman, he said.

The two deputy chiefs are Todd Gray, who worked for 23 years at the West Valley City Police Department, and Brett Miller, who served in different police departments, including the former Taylorsville police department. The city, incorporated in 1996, initially contracted with the Salt Lake County Sheriff's Office, then had its own police department from 2005 to 2012, when it joined UPD.

According to Cottam, the success of the hiring process was due to offering a better support system for officers. Last year, during the COVID-19 lockdown and protests against police brutality, many city council members shared negative remarks towards officers, he said, but some members from the Taylorsville council expressed their support for the force.

"Here you have a city council, the city council member that is in a public meeting, saying how much she personally cares about this police department and the members of the police department. That's something that maybe they didn't feel at their previous department," Cottam said. For officers, this demonstrates that there won't be a "guy who takes the fall for the department" if accusations of misconduct arise and that officers' evaluations will be meticulous, Cottam said.

What are officers being paid?
It depends on their experience, but it ranges from $27 an hour for new officers to $37 an hour for veterans who have reached more than nine years of service, he said.

Does the department have an accountability unit? How will it work?
The department will have an internal affairs process to evaluate each claim of misconduct against its officers. "We'll listen to people, we'll make sure we have all the facts," Cottam said, "and we'll make sure that we make the right decisions that are fair, to everybody, to both our community and our city leaders and our employees."

The internal affairs team will ask people who have complaints to go to the station at 2600 W. Taylorsville Blvd. to give their accounts of the facts. A planned online form is not yet available, Cottam said.
The agency will make sure to review officers' body camera footage when applicable and decide whether they need training, counseling or disciplinary actions, he said.

If an allegation is made that an officer has committed a crime, Cottam said, the internal affairs team will pass the case to an external agency, which could forward it to a district attorney's office for further investigation or evaluation.
"I feel very confident and comfortable that I can stand before our community, members of our city leadership and say, we're not covering up anything," he said.

There is not a civilian review board overseeing this department yet, but that would be in the works in the future. "We'll have some sort of board, we just haven't figured out if it's going to be civilian, if it's going to be outside entities, or who it will be," Cottam said.

How can people share concerns with the new chief?
Cottam invites public comment through Taylorsville's website and its social media accounts on Facebook, Instagram or Twitter. He can also be reached through the police department's phone numbers: 801-840-4000 (non-emergencies) and 801-963-5400 (during business hours). To report a crime or request to speak with an officer, call dispatch at 801-840-4000.

Alixel Cabrera is a Report for America corps member and writes about the status of communities on the west side of the Salt Lake Valley for The Salt Lake Tribune. Your donation to match our RFA grant helps keep her writing stories like this one; please consider making a tax-deductible gift of any amount today by clicking here.

ESSENTIAL ELEMENTS OF THE TVPD STRATEGIC PLAN

Plan Approach

With a member of Command Staff as lead, the outcomes outlined below will be reviewed annually as part of the budgetary process for the City Administration. Outcomes determined to be completed (if not already incorporated into the normal practices of the department) for the given year will be assigned to the appropriate division or person. Action items will then be created using "SMART" goals to ensure the achievement of each specified outcome. It is recognized that some are perpetual in nature and will need ongoing integration, incorporation, and evaluation to sustain the department, as well as the safety and health of the community and personnel.

Goals and Stated Outcomes

From the data collected, five general categories were identified. Goal statements are defined in connection to each category – with the intended outcomes listed thereafter, as follows:

Best Practices

Goal: To ensure TVPD is operating effectively and efficiently in operational pursuits and exceeding community expectations.

- The culture of the department is embraced, identifiable and distinct
- Diversity and inclusion are recognized in the actions of administrators and personnel
- Respectful partnerships are perpetually fostered with other agencies and scholastic organizations
- Implemented policies are regularly reviewed and updated to current standards
- Preassessment as to high-risk/acuity response is reviewed annually
- Post-incident investigations are transparent and inclusive of all facts
- Innovation and adaptation are incorporated into planning and operational processes
- Readiness assessments and response data is regularly reviewed as part of the decision-making process
- Contingency plans for natural or manmade disasters and pandemics are in place

Administrative Support & Collaboration

Goal: TVPD will perpetually communicate and interact with various stakeholders and elected officials in order to ensure a sustainable model of policing within the community.

- Budgetary processes are reviewed and formalized annually – with a recognition for sustainability despite competing priorities and economic declines
- Personal accountability to the internal and external customer is embraced by all personnel
- Local and federal grants are routinely sought after, applied for, and accepted as awarded
- Onboarding and perpetual educational opportunities are provided to elected officials and department heads
- The department administration appropriately and actively participates in local and state legislative processes

Personnel Investment

Goal: To ensure salary, benefits, and retirement options are in accordance to like-agencies and provide reasonable physical and mental health options for personnel while in the service to the community.

- Motivating factors are identified and incorporated into the hiring and retention practices
- Salary and benefits packages are reviewed annually to ensure competitive within the marketplace
- Administration fosters a focus on the importance of long-term relationship and familiarity
- Perpetual education/training programs are funded, and participation encouraged
- Opportunities for specialization and advancement is provided to personnel as identified, allocated, and funded by the administration
- Personnel are fully equipped with new or well-maintained uniforms, gear, and other requisite materials
- Employee recognition and awards are presented on an annual basis and as deemed appropriate throughout a given year
- Behavioral health and wellness programs are in place and utilized by personnel

Capital Planning

Goal: To identify and outline a sustainable and perpetual plan for the maintenance and replacement of the TVPD fleet and ensure an effective working environment for personnel.

- Office and storage facilities are maintained or updated to ensure functionality and efficiency
- A robust fleet program ensures effective maintenance and a regular rotation of vehicles

Community Outreach & Engagement

Goal: TVPD will strive to provide an outward, value-added mindset between personnel and the community at-large through various means of engagement.

- Enhanced connections between the residents and police officers are established in association with community policing and the neighborhood watch program
- Officers participate in community events and activities beyond preparation or response
- A "Citizen Academy" is established with annual participation offerings provided to the public
- Service opportunities for volunteers and retirees are identified and provided
- The "Citizen Advisory/Review Board" is formalized with specified roles and responsibilities
- The department provides enhanced education and proper engagement opportunities related to the awareness and care of the homeless population
- Regular communications and public service announcements are delivered through a wide range of mediums and various platforms
- Youth Programs are adopted and implemented with specific measurements for success identified
- Town Hall meetings are held on an annual basis
- The department brand is easily and readily identifiable
- Contingency plans are in place to provide a transparent review and forthwith communication to stakeholders and the community as to potential mismanagement of any high-acuity response