MANAGEMENT & OPERATIONS STUDY OVERVIEW
FOR THE SALT LAKE CITY POLICE DEPARTMENT

PROJECT SUMMARY

SCOPE OF WORK

In March 2018, the City of Salt Lake, Utah, contracted with International Association of Chiefs of Police (IACP) to conduct a comprehensive study of the management and operations of the Salt Lake City Police Department (SLCPD). The primary objective of this project was to analyze department staffing of sworn and non-sworn staff and to provide governing body officials and police command staff with appropriate data and recommendations concerning staffing, which are workload-based and supported by metrics and data, and which also follow current best practices with the law enforcement profession.

This report highlights positive aspects of the operations and outlines potential improvements to ensure department leaders, government officials, and the community and stakeholders, have clear and mutual understanding of the police mission and how it relates to the police department setting. The recommendations emphasize actions the department can employ to achieve objectives more effectively, maximize productivity, and meet future requirements in an informed and orderly manner.

Primary Areas of Focus

- The Policing Environment – includes an overview of the police setting, the service community, the structure of the government and police agency, personnel data, and crime and service data.
- Community Policing, Community Engagement, and 21st Century Policing – review of community policing philosophies and actions by the agency, engagement with the media, and problem –solving efforts and methods.
- Culture and Leadership – includes a review of organizational communication, ethics, accountability, supervision, management, and leadership philosophy.
- Operations and Organizational Staffing and Structure – includes an analysis of the organizational structure policing philosophy, support services, specialty assignments, and organizational relationships.
- Patrol Staffing and Operations – an analysis of patrol staffing and response to calls for service.
- Investigations Staffing and Operations – an overview of the investigation division, examining staffing, case assignments, closure, routing, and supervision.
- Recruitment and Retention – a review of agency practices related to recruiting, hiring, and retention of personnel.

Secondary Review of the Following Areas

- Policy Review – an overview of all department policies with a focus on critical policies, risk management strategies, and the process of policy creation, review, training, and dissemination.
- Emergency Communications – a review of agency interaction with the communication center, dispatching protocols, and alternative response to calls for service.
- Internal Affairs – a review of internal affairs process, including case routing, review, dispositions, and dissemination of investigation results.
- Technology Review – An overview of technology and oversight of those systems.

METHODOLOGY

This study included the analysis of information and statistical data provided by the SLCPD, to include interviews, surveys, and interaction with members of the department across all ranks and citizens of Salt Lake City.

IACP conducted an onsite visit to engage staff in one-on-one interviews, participate in patrol "ridealongs," and attend community meetings. During the on-site visits, 81 interview sessions were conducted. Additionally, community and professional stakeholder small group meetings provided feedback on relationships between SLCPD, citizens, and community stakeholders.

IACP, through SLCPD, distributed four surveys administered through a SurveyMonkey link. A community survey yielded no responses. IACP suggests that SLCPD conduct an annual survey to gauge the public's perception of the agency and the caliber of police services provided. A Workforce Survey was sent to all SLCPD employees resulting in 535 responses. An additional survey was distributed to patrol officers and another to investigators/detectives. The purpose of these surveys was to track actual shift workload duties, which contribute to the determination of staffing numbers. One hundred eighteen surveys were received from patrol officers, and eighty-two from investigators/detectives. The responses from these surveys were considered when formulating some of the recommendations within this study.

ACKNOWLEDGMENTS

For technical assistance and a continuing demonstration of cooperation we wish to acknowledge:

- Michael Brown, Chief of Police
- Tim Doubt, Assistant Chief of Police, Chief of Staff
- Jeffrey Kendrick, Captain
- Amberly Crowford, Supervisor CompStat & Analysis Unit

Last but certainly not least, our thanks go to the men and women of the Salt Lake City Police Department who participated in interviews, ridealongs, completed workforce surveys and/or took the time to provide information, ideas, and suggestions to us.

EXECUTIVE SUMMARY

In the spring of 2018, the City of Salt Lake, Utah, contracted with the International Association of Chiefs of Police (IACP) to conduct a study of the Salt Lake City Police Department (SLCPD). The IACP team conducted an onsite visit and initiated a series of interviews with staff and select community members identified by SLCPD. Citizens had the opportunity to provide feedback and staff from the department completed an in-house workforce survey. Additionally, the IACP team conducted significant analysis of current data and new data generated as a part of this study. This report outlines the findings and recommendations of IACP.

The study examined numerous areas of department operation, and the analysis of this information determined that several areas within the police department require adjustment to meet service demands and improve relationships and trust between the police department and the community. This study provides 61 recommendations, following several major themes:

- Implementing adjustments to staffing levels and deployments, including scheduling;
  - Primary focus was on identifying the proper amount of patrol resources to response to calls for service and actively engage with the community in meaningful problem-solving;
- Engaging opportunities to consolidate various department units, including improving the efficient use of resources and non-sworn personnel;
- Implementing strategies to improve community policing in accordance with 21st – century policing guidelines;
- Recruiting, hiring, retaining, and properly training new officers and supervisors.

This report outlines the process and methodology used by IACP to conduct the analysis of the police culture and practices of the Salt Lake City Police Department. This analysis attempts to fairly represent the conditions, expectations, and desired outcomes studied, and those which prompted and drove this inquiry. Where external data was used for comparison purposes, references have been provided.

It is important to understand and recognize that the details concerning implementation may require modification or revision in order to meet departmental needs. Any proposed implementation suggestions are one possible method for accomplishing the stated goal and, understandably, the department may need or choose to take a different approach for a variety of reasons.

PRINCIPAL RECOMMENDATIONS – SUMMARY

A summary of recommendations is provided below by chapter. Along with each recommendation is a cite listing and a hyperlink to the section where the detailed information on the recommendation can be found.

CHAPTER I – POLICING ENVIRONMENT
- Adjust beat, council district, and patrol station boundaries to unify and simplify response to community needs. (Section VII Calls for Service (CFS) Analysis)
- Conduct a yearly analysis of Calls for Service (CFS) by beat and district. (Section VII Calls for Service (CFS) Analysis)

CHAPTER II – COMMUNITY POLICING AND 21ST CENTURY POLICING
- Review the department-wide community policing strategy.
- Develop a robust internal and external communication system.
- Establish geographic accountability within the agency.
- Establish an organizational climate of strategy, accountability, accessibility, and responsibility in support of Intelligence-Led Policing (ILP).
- Continue to develop outreach/partnership programs for all sectors of the community and establish strong partnerships with all partner service providers. (Section IV Community Policing Recommendations)

CHAPTER III – LEADERSHIP AND DEPARTMENT CULTURE
- Conduct research into a variety of retirement systems and cost variables so that changes and alternatives may be presented to political leaders to provide choices and pathways to improving the system. (Section II Leadership)
- Design performance evaluation tools
- Specific job specifications for civilian employees should be implemented (Section IV Performance Appraisals)

CHAPTER IV – ORGANIZATIONAL STRUCTURE
- Review deployment and taskings and identify those functions which are not vital to the department's core mission. (Section I Overview of Staff Distribution)
- Move Community Intelligence Unit (CIU) to the Strategic Deployment Unit in SOD for more efficient and effective coordination. (Section II Special Operations)
- Conduct a cost/benefit analysis to evaluate if workload justifies the resource expenditures for Rio Grande operation and other such operations now and into the future. (Section II Special Operations)
- Ensure an open communication process between the two narcotic units. (Section III Tactical Unit/City narcotics)
- Validation of neighborhood complaints of narcotic violations should be handled by patrol officers and have the added benefit of improving community and patrol officer interaction. (Section III Tactical Unit / city narcotics)
- Consider three additional staff for City Narcotics to cover all council districts and have enough staff to target narcotic hotspots in the community. (Section III Tactical Unit/City narcotics)
- Revise SWAT operations to more efficiently employ the full-time unit in high crime areas instead of tasked with all search warrant reviews and active shooter presentations. (Section III Tactical Unit/SWAT)
- Develop a plan for how bike units will be deployed when the Rio Grande operation ends. (Section IV Strategic Deployment/Bike Unit)

- Use the National Guard funded Intel analyst assigned to the City Narcotics unit to provide wider range of intel support to Special Operation Division (SOD) units. (Section IV Strategic Deployment/Bike Unit)
- Explore uniform options for bike officers that addresses their tactical concerns but can rapidly be adjusted to provide the high visibility when needed. (Section IV Strategic Deployment/Bike Unit)
- Establish direction on priority of assignments for the CORE program (Section IV Strategic Deployment/Responding to homeless)
- Establish a CIT response car for each patrol shift, similar to the accident cars, to handle and triage calls involving mental illness. (Section IV Strategic Deployment/Responding to homeless)
- Conduct an immediate assessment of how social workers are incorporated into the agency. (Section IV Strategic Deployment/Responding to homeless)
- Merge the Crisis Intervention Team (CIT) unit and the homeless outreach unit into one. (Section IV Strategic Deployment/Responding to homeless)
- Evaluate the deployment, staffing, and equipment of the motor unit using a cost/benefit approach. (Section V Motors)
- Explore sharing motorcycles between several operators. (Section V Motors)
- Explore alternate means to augment special events such as police reserves, explorers, and contract security, and require event organizers to pay for these costs. (Section V Motors).
- Conduct a full assessment of the canine program and how it fits into current operations. (Section VI Canine)
- Re-assign ancillary functions not directly related to internal and external communication from the media office to other areas of the department.
    - the Media Director should be a direct report to the Chief or Assistant Chief. (Section VII Media)
- Evaluate the workload and staffing assigned to the Evidence unit. (Section VIII Ancillary Units/Evidence)
- Review the supervisory staffing level in the Crime Lab unit. (Section VIII Ancillary Units/Crime Lab)
- Conduct a review to determine the proper staffing level for the CompStat unit. (Section VIII Ancillary units/CompStat)

CHAPTER V – PATROL OPERATIONS AND STAFFING
- Add additional resources as first responders to achieve a 35% obligated workload. (Section IV Workload Analysis and Models)
- Establish a new optimum minimum staffing level of first responders at 317. (Section IV Workload Analysis and Model Patrol Staffing recommendation)
- Establish a policy that all patrol assignments are essential in fulfilling the core mission, backfilling any vacancies in patrol from less-essential roles. (Section IV Workload Analysis and Models/Prioritize Patrol Staffing)
- Create a policy and provide training to allow patrol officers to photograph evidence for minor offenses. (Section V Other Factors/Obligated Time Reduction Strategies/Evidence Photos by Patrol)
- Revise or eliminate the policy requiring the arrest check. (Section V Other Factors/Obligated time Reduction Strategies/Arrest Check Procedures)

CHAPTER VI – INVESTIGATIVE OPERATIONS AND STAFFING
- Add three investigators to the Domestic Violence unit. (Section III Specific Unit/Domestic Violence)
- Add four investigators to each Property Crime Division, totaling eight. (Section III Specific Unit/East and West Property Units)
- Develop and utilize solvability factors for property crimes. (Section III Specific Unit/East and West Property)

- Add two more investigators to retail theft. (Section III Specific Unit/Retail Theft)
- Evaluate options for storing School Resource Officer (SRO) long guns at schools. (Section III Specific Units/SROs)
- During slow periods use homicide for other cases such as clearing DNA Backlog. (Section III Specific Unit/Homicide)
- Robbery/Major Crimes caseload should remain below twelve cases each month per investigator [add three additional investigators]. (Section III Specific Unit/Robbery/Major Crimes)

CHAPTER VII – RECRUITMENT, SELECTION, RETENTION, AND TRAINING
- Identify who has the responsibility for recruitment, selection, and retention. (Section I – Recruitment and Retention)
- Develop a consolidated recruiting plan that establishes departmental priorities and goals in recruiting. (Section I – Recruitment and Retention)
- SLCPD should strive to create an atmosphere in which all employees recognize their role as a recruiter for the department. (Section I – Recruitment and Retention)
- Seek authorization from the city for over-hire positions. (Section II – Selection)
- Coordinate with the City Human Resources department so that police applicants can be concurrently screened and monitored by police recruiters. (Section II – Selection)
- Closely monitor the reasons for applicant failures in the selection process. (Section II – Selection Background Investigation Passing Rates)
- Establish a program that identifies and develops potential leaders. (Section VI – Mentoring and Leadership Training)
- Provide leadership training for employees at all levels of the department, including aspiring leaders. (Section VI – Mentoring and Leadership Training)
- Create a leadership and career development program. (Section VI – Mentoring and Leadership Training)

CHAPTER VIII – EMERGENCY COMMUNICATIONS
- Analyze the length of dispatch time within the dispatch system and dispatch operations. (Section II Response Times)

CHAPTER IX – POLICY REVIEW
- Consolidate and coordinate policies and procedures. (Section I – Policy Review)
- Revise and update department policies and procedures on a continuous basis. (Section II – Critical Policies)
- Evaluate creating review committees involving community members that provide policy input for the department. (Section III – Policy Advisory Committee)

CHAPTER X – INTERNAL AFFAIRS
- Move the review of body camera footage from Policy and Procedure/CALEA Accreditation to IA. (Section I – Overview)
- Establish an Early Warning System (EWS). (Section II Case Management)

CHAPTER XI – INFORMATION TECHNOLOGY
- Develop an IT unit/division that becomes part of the organizational structure. (Section I – Information Technology)
- Develop an IT strategic plan. (Section II – Transitioning to an IT Org Structure)

ABOUT IACP

The International Association of Chiefs of Police (IACP) is the world's largest and most influential professional association for police leaders. With more than 30,000 members in over 150 countries, the IACP is a recognized leader in global policing. Since 1893, the association has been speaking out on behalf of law enforcement and advancing leadership and professionalism in policing worldwide.

The IACP is known for its commitment to shaping the future of the police profession. Through timely research, programming, and unparalleled training opportunities, the IACP is preparing current and emerging police leaders—and the agencies and communities they serve—to succeed in addressing the most pressing issues, threats, and challenges of the day.

The IACP is a not-for-profit 501c(3) organization headquartered in Alexandria, Virginia. The IACP is the publisher of *The Police Chief* magazine, the leading periodical for law enforcement executives, and the host of the IACP Annual Conference, the largest police educational and technology exposition in the world. IACP membership is open to law enforcement professionals of all ranks, as well as non-sworn leaders across the criminal justice system. Learn more about the IACP at www.theIACP.org.