

The IACP Report: Change equals effort over time.

We are pleased to have the results of the IACP study that will be presented. In March 2018, the Department contracted with International Association of Chiefs of Police (IACP) to conduct a comprehensive study of our management and operations. The primary objective of this project was to analyze department staffing of sworn and civilian staff and to provide governing officials and police command staff with appropriate data and recommendations concerning staffing, which are workload-based and supported by metrics and data. The outcome of the study is a report of recommendations that follows current best practices within the law enforcement profession and adds to the IACPs repository of data as they conduct similar studies for other agencies.

The primary reason we commissioned the study is three-fold:

- To receive subject matter expert feedback and determine best practices of current operations
- To complement the 5-Year Strategic Plan and help achieve established goals
- To receive input on potential changes and how they should be made

The Report

The report highlights positive aspects of Department operations and outlines potential improvements to ensure department leaders, government officials, the community, and stakeholders have clear and mutual understanding of the police mission and priorities. 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.

The study identified SLCPD as following a strategic deployment model, stating the following:

The Strategic Deployment Unit and the Special Operations Division in general constitutes large numbers of officers who employ a number of proactive strategies and actions to community issues. However, only a portion of their workload is reflected in the [calls for service] data. Considering IACP workload models, the SLCPD has several options to achieve a lower obligated workload. These include increasing the patrol divisions by the number of additional officers identified in the model, expanding the Special Operations Division responsibilities to include first responder tasks, redirecting a portion of the proactive traffic enforcement efforts, or a combination of these.

The IACP report presents a model of policing that outlines a formula for how officers' time should be obligated. The two example models show a framework with 30% and 35% of obligated time going to calls for service and recommend a range of 30-40% with a 10% flex. While working toward a 30% model is not currently budgetarily feasible, based on the framework, our Department goal is to reach 45% of obligated time dedicated to calls for service with a 10% flex. We will reorganize units, reprioritize duties, and redraft the 5-Year Strategic Plan in order to meet this goal, then conduct a workload analysis annually moving forward. This aligns directly with our Strategic Plan goal to work in a community policing model, meeting the needs of our Department and the desires of the community.

The Captains of the Department are creating a transition plan, while staying within the constraints of our budget, that will meet operational needs and the overarching goal that came out in the study: **a patrol-centric department with geographic accountability.** The heavy task of meeting the intent of a

patrol-centric department will be coordinated primarily by the Captains, with input from staff, guided by command support. The changes will be implemented in phases over the next few months.

We are looking forward to this next chapter of the Department and reaffirm our commitment to our vision: “We will build upon the noble traditions of integrity and trust to foster a culture of service, respect, and compassion toward our employees and the communities we serve.” This study, in conjunction with the 5-Year Strategic Plan and our core values, are our roadmap.