



Report on the Police Department Staffing Study

Burleson, Texas

# The Matrix Consulting Group

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- ◆ The firm is in its 20<sup>th</sup> year, though the founders of the firm have provided a wide range of consulting services to local government since 1980.
- ◆ The project team has conducted over 400 law enforcement studies across the country, with many in Texas.
- ◆ We are comprised of experienced public safety analysts, auditors, and former public safety managers.
- ◆ Our approach is fact-based, emphasizing:
  - ◆ Extensive use of data analytics,
  - ◆ Stakeholder input
  - ◆ Interaction throughout the process

# Study Objectives

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- ◆ Understanding current operations within the context of the unique aspects of the community.
- ◆ Evaluating current and projected staffing needs from the perspective of ensuring that operations management is effective.
- ◆ Evaluating police administrative facility and equipment needs, including the police fleet.
- ◆ Evaluating jail facility options.

# Methodological Overview

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- ◆ Extensive input from the Police Department employees through interviews.
- ◆ Facilitated a community meeting to obtain their input.
- ◆ Comprehensive data collection regarding organization, resource allocation, workload demands, staffing levels and utilization.
- ◆ Work with the City to develop growth projections over the next 20 years.
- ◆ Assessment of police jail and facility needs.
- ◆ Collaborative study process to discuss project status, findings and recommendations.

# Employee Feedback

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- ◆ While we had many interviews within the BPD, we used an employee survey to provide everyone an opportunity for input – 96% responded!
- ◆ Major themes from the employee survey were:
  - A high level of service is provided, and community ties are strong.
  - Employees feel that they are involved and are well-informed.
  - More training is needed to maintain proficiency.
  - Patrol staff tend to believe that more resources are needed and jail transports are an efficiency issue.
  - Take home cars is highly supported to attract and retain staff.

# Community Feedback

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- ◆ An in-person community meeting was held on October 26 to gather input on police services and responsiveness to needs.
- ◆ Major themes from the community meeting were:
  - Service levels are very good.
  - Community support for police is high.
  - Responses have been within expectations.
  - Mental health services is a potential gap.
  - Some concern was generated on keeping up with growth.
- ◆ A 2nd virtual meeting was scheduled, but no one attended.

# Patrol Findings – Call Distributions

- ◆ Requests for police service fall in a common pattern.
- ◆ Calls rise to a late afternoon peak and are at low levels early morning.



# Patrol Findings – Frequent Call Types

- ◆ Most of the top call types are for quality-of-life issues.
- ◆ Calls relating to crimes in progress are not common.





# Patrol Findings – Current Proactivity

- ◆ Overall, Patrol has sufficient time to respond to calls and to be proactive.
- ◆ However, some hours of the day are deficient.

Proactivity by Hour and Weekday (Current)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	63%	73%	80%	81%	79%	80%	77%	76%
6am–10am	62%	45%	57%	54%	60%	41%	55%	61%
10am–2pm	27%	22%	24%	38%	36%	2%	14%	24%
2pm–6pm	34%	16%	25%	36%	23%	3%	37%	30%
6pm–10pm	22%	32%	42%	42%	35%	19%	26%	31%
10pm–2am	49%	72%	75%	72%	67%	57%	45%	64%
Overall	46%	47%	53%	56%	52%	37%	45%	48%

# Patrol Findings – Redeployment

- ◆ Increasing the number of OICs by 3 increases proactivity.
- ◆ Redeploying staff helps to achieve more consistency.

Proactivity by Hour and Weekday (*Proposed*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	65%	75%	81%	82%	80%	81%	78%	77%
6am–10am	69%	55%	65%	62%	67%	52%	63%	67%
10am–2pm	40%	37%	38%	50%	48%	20%	30%	38%
2pm–6pm	52%	39%	46%	53%	44%	29%	54%	49%
6pm–10pm	44%	51%	58%	58%	53%	42%	46%	50%
10pm–2am	53%	74%	77%	75%	69%	60%	49%	68%
Overall	56%	57%	62%	64%	61%	49%	55%	57%

# Operations Recommendations

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- ◆ Reallocate current authorized staffing of patrol ranks (28 FTE).
- ◆ Increase the current staffing for OIC positions in patrol from 3 FTE to 6 FTE; staff 1 OIC per patrol team.
- ◆ Once the staff have been reallocated, develop a plan to continue to use proactivity in positive community interactions, problem solving, and support.
- ◆ The City's traffic safety program could benefit by deploying staff to achieve weekend coverage when needs are also great.
- ◆ Deploy the Bicycle Unit as a mix of full time and collateral duty staff.
- ◆ The Special Response Team is a valuable enforcement asset. However, its level of supervision could be increased by designating one existing member to an OIC.

# Support Bureau – 1

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- ◆ The Administration and Training Sergeant has a wide range of responsibilities. Critical roles (e.g., recruitment and training) should be prioritized.
- ◆ The City should start the process to evaluate a firing range and whether it should be an indoor or outdoor one.
- ◆ City Marshal's staff should be increased by 1 to better cover site and courtroom security as well as jail transports.
- ◆ Community Resource Officers provide a valuable community focus on programs and problems.
- ◆ The Records Unit is undergoing a transition in staff roles and classifications. Part of that change should include reducing the span of the Supervisor's responsibilities.

# Support Bureau – 2

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- ◆ The number of detectives in Investigations should be increased by 2, not just because of major crime increases but because of the growing amount of time needed on cases (e.g., cell phones).
- ◆ Create a Lieutenant position to provide direct management oversight of investigations and other functions.
- ◆ The City's involvement in the STOP (narcotics) task force has real benefits –most of their time is spent in Burleson. An additional officer should augment the one already assigned).
- ◆ Two positions have been added or impacted in this year's budget:
  - Property and Evidence added a Technician to assist with processing evidence.
  - 1 School Resources Officer was converted to a sergeant.

# City Jail Issues

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- ◆ Based on data from 2010 - 2014 and 2019 - 2021, the number of bookings have decreased as city population has increased.
- ◆ Projections of population, crime, arrests and bookings indicate that average daily jail bookings will increase from about 3 now to over 5 in the next 20 years.
- ◆ While there are impacts on patrol to transport arrestees to the Mansfield jail, the City should continue to do so because of costs, risk management and other considerations with alternatives.

# City Jail Options

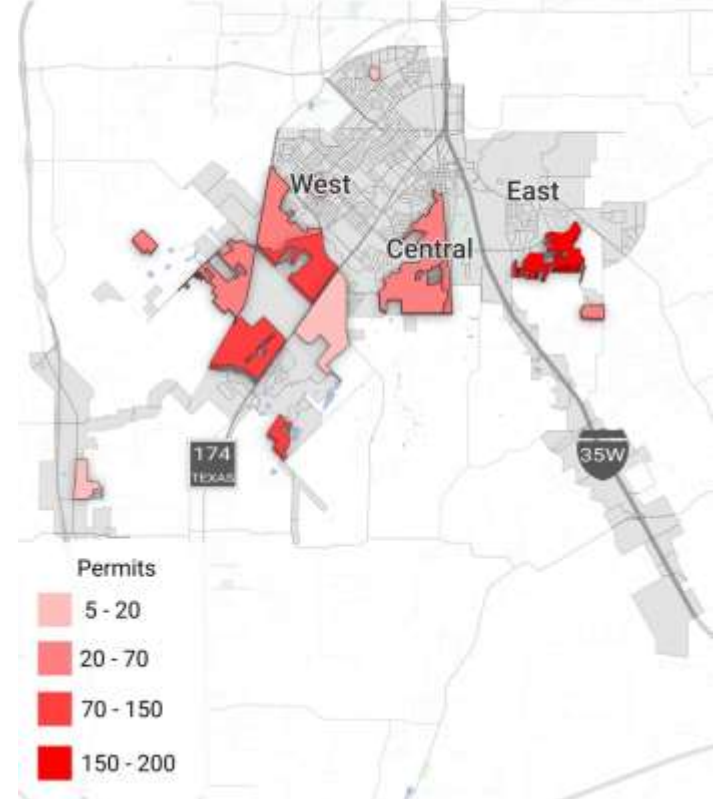
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- ◆ If the City chooses to have its own jail, it would need considerable additional resources to build and operate it:
  - 12 dedicated staff and a
  - 4,500+ sf jail facility to house 10 inmates for short periods of time
- ◆ The cost of operating a jail would total over \$1.5 million.
- ◆ Moreover, the City would assume total liability for jail operations and incidents.
- ◆ At current and project booking and holding levels, it would be an inefficient operation.

# Staffing Projections

- ◆ The project team utilized the trend data and worked with City planners to project service and staffing needs for 20 years.
- ◆ Growth will continue to be great throughout the City.

Permit Totals  
2020 Census Blocks





# Population Projections

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## Projected Population Growth

	2023	2028	2033	2038	2043	20YR
West	32,971	36,942	41,466	46,621	52,496	59.2%
Central	11,448	13,474	15,783	18,413	21,411	87.0%
East	7,119	8,313	9,673	11,224	12,990	82.5%
Total	51,539	58,729	66,922	76,258	86,897	68.6%

# Crime and Call for Service Projections

## Projected Part I Crime Occurrences

	2023	2028	2033	2038	2043
West	1,406	1,575	1,768	1,988	2,238
Central	822	967	1,133	1,322	1,537
East	499	583	678	787	910
Total	2,726	3,124	3,578	4,096	4,685

## Projected Calls for Service

	2023	2028	2033	2038	2043
West	8,010	8,975	10,074	11,327	12,754
Central	4,648	5,471	6,408	7,476	8,693
East	2,697	3,149	3,664	4,251	4,920
Total	15,355	17,594	20,146	23,054	26,367

# Staffing Projection Methodology

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- ◆ Some functions are based on direct service needs and workloads (e.g., patrol staffing scales based on calls for service).
- ◆ Other functions are based on relationships to the workload created by other positions (e.g., records workload increasing with patrol staffing).
- ◆ Spans of control and management responsibilities (e.g., patrol sergeant staffing is set by achieving a targeted span of control).
- ◆ There are non-scalable functions (e.g., chief and command staff).

# Staffing Projections

## Summary of Sworn Staffing Projections

	Auth.	Rec.	2028	2033	2038	2043	+/- 20YR
Office of the Chief	3	3	3	3	3	3	0
Operations Bureau	49	49	55	62	70	78	+32
Support Bureau	37	42	47	51	58	64	+22
<b>Total</b>	<b>89</b>	<b>94</b>	<b>105</b>	<b>116</b>	<b>131</b>	<b>145</b>	<b>+54</b>

## Summary of Civilian Staffing Projections

	Auth.	Rec.	2028	2033	2038	2043	+/- 20YR
Office of the Chief	2	2	2	2	2	2	0
Operations Bureau	0	0	0	0	0	0	0
Support Bureau	10.5	11.5	12.5	14.0	16.5	17.5	+6
<b>Total</b>	<b>12.5</b>	<b>13.5</b>	<b>14.5</b>	<b>16.0</b>	<b>18.5</b>	<b>19.5</b>	<b>+6</b>

# Police Facility Issues

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- ◆ The police facility cannot accommodate growth.
- ◆ Several functions have an acute lack of space:
  - Property and evidence
  - Forensics
  - Restrooms and a quiet room for dispatchers
- ◆ Several functions lack space entirely:
  - Secure sallyport
  - Temporary holding cells
  - Space for fitness
- ◆ Other functions are overused – training, conference rooms, storage

# Police Facility Needs

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- ◆ The project team reviewed the space program and plan developed by BRW Architects in 2021.
- ◆ Besides the need to accommodate growth, the deficiencies in current facilities need to be addressed.
- ◆ Our analysis of space needs based on the projections developed in this study result in modest additional space needs, including:
  - 900 sf for property and evidence
  - 860 sf for administrative and shared space
  - 1,560 sf for the support building (vehicles and equipment)
  - 1,520 sf for temporary holding space
- ◆ Overall, there is a need for an additional 4,480 sf for 2043 needs for a total of 67,340 sf.

# Additional Facilities and Equipment

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- ◆ The project team also evaluated the feasibility of operating a remote / substation facility for patrol in the rapidly developing western part of the City.
- ◆ While growth will be significant there, it will not be of a magnitude which would result in a need for a new decentralized facility.
- ◆ While staffing a substation is not a realistic option, providing a small space in a new fire station to meet community members is a viable option to consider.
- ◆ The project team supports the acquisition of a mobile medic vehicle and a mobile command vehicle using ARPA funds to the extent possible.
- ◆ Implementing a take-home car program should be considered for recruitment and retention purposes, though the costs are great (\$2.7m in Year 1 and new operating expenses over \$500,000 per year thereafter).

# Conclusions

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- ◆ The project team has found the Burleson Police Department to be service oriented. For example, patrol has the time to be community oriented, though challenges exist in achieving this during the day and early evening.
- ◆ A few new staff and a redeployment of existing staff could better meet service needs.
- ◆ Growth in the City will continue to place new demands on staff but a plan was developed to meet those needs using workload and service metrics.
- ◆ The planning process for new a new facility should start now, but continue to transport arrestees to Mansfield.
- ◆ Consider implementing a take-home car program as a recruitment and retention incentive.