

# Results of the Police Department Resource Allocation Study

NORMAN, OKLAHOMA

Norman, Oklahoma

# AGENDA

## Results of the Police Department Resource Allocation Study

1. Introduction
2. Project Findings and Recommendations
3. Projections
  - ❖ Staffing
  - ❖ Facility Needs

# Matrix Consulting Group

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- ◆ The firm is in its 22<sup>nd</sup> year of providing consulting services.
- ◆ The project team has conducted over 400 policing studies across the country.
- ◆ Our approach is fact-based, emphasizing:
  - ❖ Extensive use of data analytics
  - ❖ Extensive input from staff through interviews and an employee survey.
  - ❖ Interaction throughout the process

# Study Objectives and Methodologies

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- 1 Analyze workloads and service levels to determine staffing needs in every area of the department.
- 2 Evaluate opportunities to improve the efficiency and effectiveness of police services.
- 3 Compare law enforcement services in Norman to best practices.
- 4 To develop Police Department staffing projections and impacts on facility needs.
- 5 Work collaboratively with the NPD throughout the process.

# High Level Conclusions

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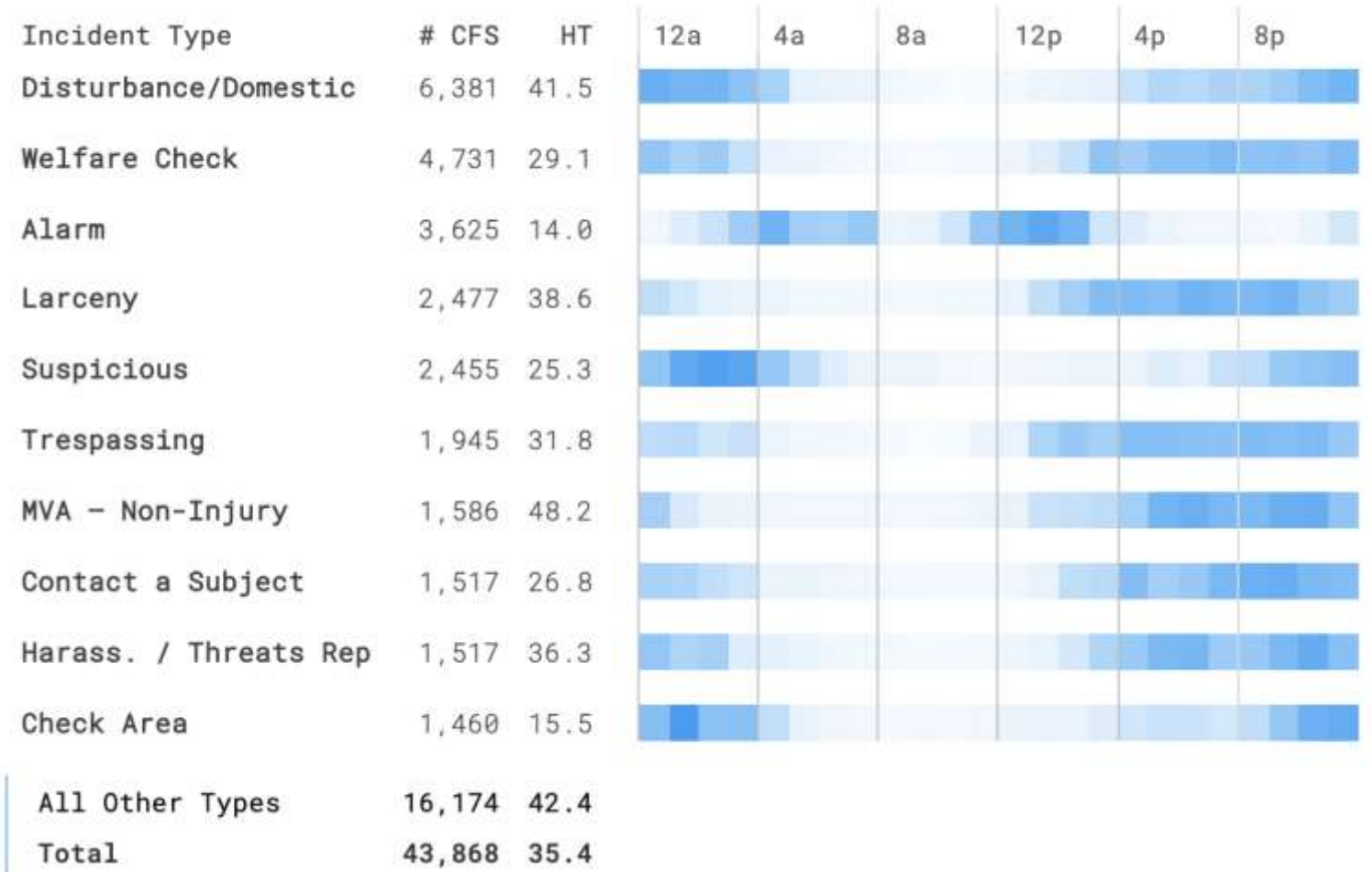
- 1 Field services need to be refocused to provide direct proactive efforts to greater problem-solving.
- 2 Investigative caseloads are excessive and require case-handling detectives and support staff.
- 3 The support provided to the Department needs to be improved by adding civilian personnel.
- 4 These needs will grow – NPD workloads will increase by 50% over the next 10 years.

# Key Findings: Patrol Bureau 1

Norman has a typical university community's call for service pattern in terms of frequency, distribution, and call type.

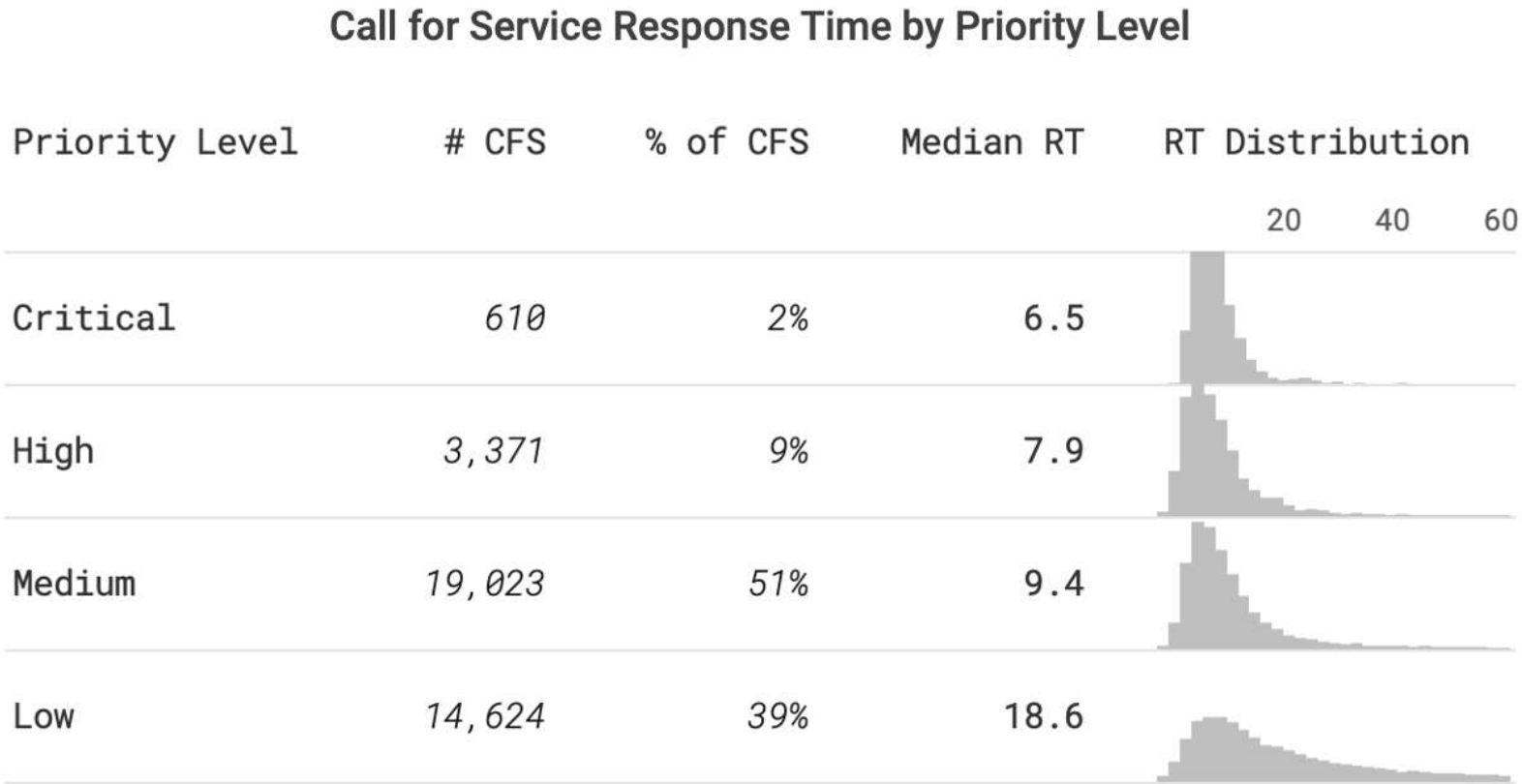
These Top 10 call types represent about two-thirds of all service requests.

Most Common Call for Service Categories



# Key Findings: Patrol Bureau 2

- Response time to calls for service is extraordinary, especially for lower-priority calls.





# Methodology: Patrol

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- Proactive time is the central metric used to evaluate the capacity of patrol staffing.
  - ❖ It is calculated as the percentage of on-duty staffing hours that are *not* spent responding to calls for service.
  - ❖ Adequate proactive time facilitates more engagement with the community.
  - ❖ At an overall level, proactive time should be at least **45%** of total time in the field.



## Key Findings: Patrol Bureau 3

Overall proactivity is exceptional, exceeding 50% most of the day.

Proactive time is lower in some afternoon and early evening hours.

Being a university community, weekend late nights are quite low.

The gap between overall proactive abilities and being able to consistently meet these goals was a significant issue in the study.

Proactivity by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	30%	41%	41%	43%	39%	36%	26%	37%
6am–10am	19%	50%	60%	64%	50%	53%	31%	51%
10am–2pm	65%	59%	60%	57%	56%	55%	61%	59%
2pm–6pm	41%	40%	39%	31%	34%	36%	28%	36%
6pm–10pm	44%	34%	23%	37%	30%	32%	38%	38%
10pm–2am	50%	49%	51%	49%	46%	46%	52%	49%
Overall	44%	46%	45%	45%	43%	43%	42%	60%

## Key Findings: Patrol Bureau 4

Patrol officers use the time available to address problems in the community.

*This is even true during hours in which proactive time is less available.*

Self-Initiated Activity by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	118	163	145	143	117	101	79	866
1am	143	149	159	136	109	118	81	895
2am	122	149	155	154	129	84	123	916
3am	136	216	184	159	152	142	139	1,128
4am	183	204	185	125	145	139	154	1,135
5am	196	199	166	114	114	159	202	1,150
6am	219	121	144	90	84	137	217	1,012
7am	175	88	86	62	54	95	142	702
8am	70	40	50	32	37	44	83	356
9am	50	38	24	11	19	19	40	201
10am	21	17	20	18	19	24	26	145
11am	23	38	29	18	16	14	16	154
12pm	163	173	94	83	78	73	127	791
1pm	239	247	175	109	114	149	214	1,247
2pm	246	177	160	141	119	141	211	1,195
3pm	257	167	155	107	92	112	148	1,038
4pm	198	137	149	86	76	78	101	825
5pm	185	212	126	103	108	110	114	958
6pm	228	203	193	174	182	154	174	1,308
7pm	315	248	255	206	217	191	151	1,583
8pm	293	208	175	190	190	151	155	1,362
9pm	178	135	129	132	139	95	106	914
10pm	134	123	131	142	136	95	100	861
11pm	149	110	152	105	129	101	112	858
Total	4,041	3,562	3,241	2,640	2,575	2,526	3,015	21,600

## Key Recommendations: Patrol Bureau 3

NPD can meet coverage needs with 70 officers/MPOs/sergeants.

While average proactivity citywide is modestly lower, more time blocks meet or exceed the target.

Redeploying staff across shifts helps to achieve this consistency.

Also key would be redeploying staff over the 70 to flexible, proactive capacities.

**Proactivity by Hour and Weekday – Recommended Deployment (70 FTE)**

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	39%	48%	48%	51%	47%	44%	36%	45%
6am–10am	31%	57%	66%	69%	58%	59%	41%	58%
10am–2pm	69%	64%	65%	62%	61%	60%	65%	63%
2pm–6pm	46%	45%	44%	37%	39%	41%	34%	41%
6pm–10pm	49%	39%	30%	43%	37%	37%	43%	44%
10pm–2am	57%	55%	58%	54%	53%	52%	58%	55%
Overall	50%	52%	52%	52%	50%	49%	48%	51%

# Key Recommendations: Community Services Section

Increase the Community Services Section by 24 officers and 3 lieutenants to flexibly address problems.

The Community Services Section reallocation will supplement patrol and increase proactive enforcement.

Deploy staff in 4 teams across 7 days and nights.

Recommended Community Services Section Schedule

Shift	Team	Start Time	End Time	Days	#Lts.	#Sgt./MPO/PO
Days	Days A	0700	1700	Sun – Wed	1	5
	Days B	0700	1700	Wed – Sat	1	8
Nights	Nights A	1600	0400	Sun – Wed	1	5
	Nights B	1600	0400	Wed – Sat	1	8

# Findings and Recommendations in the Support Bureau 1

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## Investigations Division

- The project team has developed a workload-based model to evaluate caseloads for every investigative specialty.
- The results of this analysis indicate major staffing issues that are impacting the effectiveness of follow-up investigations:
  - ❖ 6 additional detectives are needed to handle cases, and a 3<sup>rd</sup> lieutenant
  - ❖ A civilian investigative analyst to assist detectives and a Crime Analyst
  - ❖ Additional staff are also needed to support victims (1) and forensics (3)
- Special Investigations (primarily narcotics) also has needs (2 detectives).

# Findings and Recommendations in the Support Bureau 2

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## Communications Division

- Workloads and turnover require additional positions – 9 additional staff.
- Supervision levels need to be increased by 1 to provide better coverage.

## Animal Welfare Division

- Covering the shelter for caring animals requires an additional position.
- Staff should be cross-trained and utilized between the desk and the shelter.
- One Animal Welfare Technician should be assigned to volunteer coordination.
- One additional Veterinary Technician is required to assist with medical needs.



# Findings and Recommendations: Community and Staff Services Bureau 1

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## Personnel and Training Division

- Broaden outreach for new employees locally and through social media.
- Consider remote interviews, online and multiple annual testing dates.
- Develop employee-specific career development plans.
- Implement succession planning in the Department.
- Create a health and wellness position to focus on non-technical support to staff.



# Findings and Recommendations: Community and Staff Services Bureau 2

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## Community Outreach Division

- Increase Traffic Unit staffing by 2 investigators
- Add a lieutenant position for greater management oversight of enforcement and investigations.
- Better track traffic enforcement performance measures.
- Add a lieutenant to the school resources program because of spans of control.

# Departmental Staffing Projection Methodology

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- The project team reviewed City planning data to understand key issues impacting future police staffing.
- Our approach to projecting Police Department staffing is:
  - ❖ Some functions (e.g., patrol and dispatch) are based on direct workloads.
  - ❖ Other functions (e.g., records) are based on relationships to other staff work.
  - ❖ Spans of control for supervisors and managers are key.
  - ❖ A few functions (e.g., the Chief) are *non-scalable*.

# Factors Evaluated in Police Projections

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## Summary of Population and Service Need Projections

	2023	2024	2029	2034	11YR +/-
<b>Population</b>	129,920	131,063	137,250	142,780	+9.9%
<b>Police CFS</b>	43,540	43,848	45,484	47,021	+8.0%
<b>Index Crimes</b>	4,519	4,549	4,725	4,888	+8.2%

# Projected Staffing Needs – Sworn Positions

## Summary of Staffing Projections (*Sworn*)

Division	Auth.	Rec.	2029	2034	+/-10YR
Office of the Chief	4	4	5	5	+1
Patrol Bureau	115	86	89	91	+5
Support Services Bureau	31	40	43	45	+5
Community & Staff Services Bureau	34	65	67	70	+5
<b>Total</b>	<b>184</b>	<b>195</b>	<b>204</b>	<b>211</b>	<b>+16</b>

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# Projected Staffing Needs – Professional Positions

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## Summary of Staffing Projections (Civilian)

Division	Auth.	Rec.	2029	2034	+/-10YR
Office of the Chief	5	5	6	6	+1
Patrol Bureau	0	0	0	0	+0
Support Services Bureau	52	69	71	73	+4
Community & Staff Services Bureau	19	21	21	21	+0
<b>Total</b>	<b>76</b>	<b>95</b>	<b>98</b>	<b>100</b>	<b>+5</b>

# Facilities and Technology

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- The City and Police Department need to start evaluating their facility needs:
  - ❖ Staffing growth necessitates that planning should start now.
  - ❖ Part of that decision are questions about centralization and decentralization.
  - ❖ The first step is conducting a facility needs assessment.
- The NPD has been an avid adopter of new technologies. Additional needs are:
  - ❖ Public cameras.
  - ❖ Video feed integration software.
  - ❖ Social media software.

# Questions and Discussion