Police Department Resource Allocation Study

NORMAN, OKLAHOMA

FINAL REPORT

January 31, 2025

matrix consulting group

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1. Introduction and Executive Summary

The City of Norman retained the Matrix Consulting Group to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels while ensuring efficient management of operations. This document provides the analysis and findings of that effort. Matrix Consulting Group, founded over 21 years ago, has extensive experience with similar assessments for over 400 police departments in Oklahoma and across the country (as well as in Canada). Our firm has assisted police departments in improving workload balance, management, and operations and attaining 21st-century Policing goals.

(1) Scope of Work

The scope of this study included the assessment of current and projected law enforcement operations, response capabilities, staffing, and other resources necessary for the delivery of services to the city. A review of services and the delivery of those services should be performed periodically to ensure needs are being met. This project focused on the emergency services system delivery that included:

- Proactivity
- Resource allocations
- Current and projected staffing
- Alternative service delivery
- Management of resources
- Responsiveness to the public

The study and this report also set the stage for longer-term planning in departmental operations. The projections of staffing will be developed once this current staffing report is reviewed with the Department and edited by the project team.

(2) Approaches Utilized in the Study

Data utilized in this study was developed based on the work conducted by the project team, including.

- Interviews conducted with staff. These interviews were supplemented by an employee survey which all staff had the opportunity to complete.
- Collection and analysis of workload and service data.

- A review of operational documents and reports, budget data, organizational structure, and key practices.
- A survey was conducted for the community to provide input on public safety (police *and* fire) services.

(3) Strategic Improvement Opportunities

The following table provides a summary of short-term recommendations established in this report. The report itself should be reviewed to understand the factual basis behind each recommendation as well as the analysis leading to each recommendation.

Summary of Recommendations

#	Unit/Division	Recommendation
		Patrol Bureau
A1	Patrol	In the Patrol Bureau, staff patrol units with 70 Sergeant/MPO/Officer FTEs. Reallocate the remaining FTEs to the Community Services Section and other units throughout the agency.
A2		Once the patrol staffing plan has been adjusted, develop a plan to use the resulting proactivity in positive community interactions, problem-solving, and support.
A3		Maintain the current staffing of 12 FTE Lieutenants. Redeploy as recommended to achieve adequate spans of control for first-line supervision.
		Support Bureau
B1	Communications Division	Increase the existing authorized staffing level of four (4) FTE Communications Supervisors to five (5) FTE Communications Supervisors.
B2		Increase the existing staffing level from 22 FTE Communications Officers to 31 FTE Communications Officers.
B3	Animal Welfare Division	Increase the Animal Welfare Technician staffing level from 7 FTE to 8 FTE.
B4		With the increase in Animal Welfare Technician staffing, assign an Animal Welfare Technician to volunteer group coordination and expansion. Allocate 50% of the time of this employee to volunteer group coordination and 50% to kennel care/front office tasks.
B5		Establish a procedure for cross-training between front office tasks and kennel care tasks.
B6		Increase the Veterinary Technician staffing level from one (1) FTE to two (2) FTE.
B7	Investigations Division	Add 6 additional detectives to the criminal investigations section for a total of 24 authorized positions.
B8		Add 1 civilian investigative analyst to the criminal investigations section.
B9		Add 1 additional lieutenant to the criminal investigation section for a total of 3 lieutenants assigned.

#	Unit/Division	Recommendation
B10		Add 2 additional authorized detectives to the special investigations section for a total of 8 authorized positions.
B11		Add 1 additional victim advocate for a total 2 victim advocates.
B12		Add 2 additional forensic technicians for a total of 4 forensics technicians.
B13		Add a supervisor position directly over forensic services and property.

Community and Staff Services Bureau

C1	Personnel and Training Division	Increase the use of recruitment channels such as online job boards, social media platforms, career fairs, and community outreach programs.
C2		Consider conducting virtual interviews to conduct initial and subsequent interviews with candidates to allow for faster scheduling when appropriate.
C3		Offer testing sessions at multiple times and locations to accommodate candidates' schedules and minimize delays.
C4		Consider using online testing platforms for written exams and assessments.
C5		Ensure department recruiters and interviewers are well-trained in efficient interviewing techniques and evaluation criteria.
C6		Establish hiring committees comprised of department and community members to collectively review applications, conduct interviews, and make hiring decisions.
C7		Regularly review and evaluate the hiring process to identify constrictions and areas of improvement. Solicit feedback from candidates to implement changes that optimize efficiency without sacrificing quality.
C8		Recruit and train collateral-duty commissioned and professional staff recruiter positions to assist in department recruiting.
C9		Create employee-specific career development plans to be discussed/evaluated with the employee supervisor annually.
C10		Create unit-specific succession plans that identify critical positions, define competencies, skills, and qualifications necessary for success, and identify training opportunities.
C11		Incorporate community in promotional/specialty selection processes through forums, surveys, advisory boards, and selection panel participation.
C12		Create a Health and Wellness Coordinator position to develop a holistic health and wellness program for the department.
C13		Develop a comprehensive recruitment, hiring, and retention plan.
C14		Explore the expanded use of technologies that will increase efficiency within Records.
C15		Consider aligning the Admin Tech II (PBX) with a more appropriate part of the City organization. Additionally, the City should consider the use of a phone tree/call routing system and reassigning this position within either the Records Section or within the City at large.
C16	Community Outreach Division	Increase the staffing of the Community Services Section by 3 FTE Lieutenants and 24 FTE Sergeant/MPO/Officer FTE for a total of 4 FTE Lieutenants and 26 FTE operational personnel.

#	Unit/Division	Recommendation
C17		Deploy the Community Services Section on a four team, 4/10-hour shift deployment model to provide service- and problem solving-oriented policing to the Norman community. Utilize these FTE for OU gameday operations as needed.
C18		Increase Crime Analyst II positions by 1; for a total of 2 Crime Analyst II positions and 1 Crime Analyst I position.
C19		Use Crime Analysts to incorporate an evidence-based crime reduction strategy into the department's policing philosophy.
C20		Track Proactive Crime Enforcement Section workload and performance measures to analyze unit performance and perform future staffing needs analysis.
C21		Increase Traffic Unit authorized personnel by 2 full-time Traffic Crash Investigators with a sole focus on fatal and critical injury traffic crash investigations and hit-and-run traffic crashes.
C22		Increase Proactive Crime Enforcement Section authorized Lieutenant positions from 1 to 2 as Traffic Unit is staffed; for a total of 2 Lieutenants, 1 Sergeant, 1 Master Police Officer, 8 Police Officers, and 2 Traffic Crash Investigators.
C23		Transfer Parking Unit management and responsibilities to another city department.
C24		Increase staffing in the School Resource Section by 1 Lieutenant; for a total of 2 Lieutenants, 6 Sergeants, 1 Master Police Officer, and 5 Police Officers.
C25		Evaluate the SRO program to determine effectiveness in impacting youth criminality and deterrence.

Office of the Chief

D1	Office of the Chief	Create an Internal Affairs compliance audit process to ensure the current employee complaint reporting system functions as designed.
D2		Publish an annual Internal Affairs report documenting statistical summaries, complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate.
D3		Publish a department Early Intervention System (EIS) written policy detailing the purpose of the system, which personnel and performance-related issues are tracked, alert thresholds, and possible actions related to an employee meeting a threshold.
D4		Include sick time usage, lawsuits, and traumatic incidents in the current categories tracked in the department's Early Intervention System (EIS).
D5		Seek to establish an unpaid, for-credit internship program through a local college or university with a focus on both commissioned and professional staff positions such as the Public Information Officer.
D6		Consider conducting community surveys to measure performance, assist in resource allocation, and collect community perception information.
D7		Reclassify Administrative Technician III (Purchasing) as a Budget or Management Analyst.

#	Unit/Division	Recommendation
		Facility Needs Assessment
E1	Facility Needs	Explore operational options to address the current facility and spatial shortfalls of the Police Department. This would include the development of an architectural space plan which outlines the space needs of the Police Department.
		Projected Service and Staffing Needs
F1	Projections	By 2034, increase staffing by 16 sworn positions and 5 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development.

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
Total	**184**	**195**	**204**	**211**	+16

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
Total	**76**	**95**	**98**	**100**	+5

2. Patrol Bureau

The Patrol Bureau within the Norman Police Department is led by a (1) FTE Major who is directly supported by 3 Captains. Captains are responsible for oversight of their respective divisions (I, II, and III). Lieutenants report directly to Captains in the chain of command and oversee each shift within the three divisions of the bureau. Sergeants, Master Police Officers (MPOs), and Officers are all operational personnel who are tasked with patrol operations throughout the City of Norman.

1. Patrol Workload Analysis

The following sections provide an analysis of patrol workload and other issues relating to the effectiveness of field services.

(1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the police department by analyzing incident records in the computer-aided dispatch (CAD) database, covering the entirety of the calendar year 2022.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in the calendar year 2022.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the police department (e.g., directed patrol) are not counted as community-generated calls for service.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by NPD patrol units.

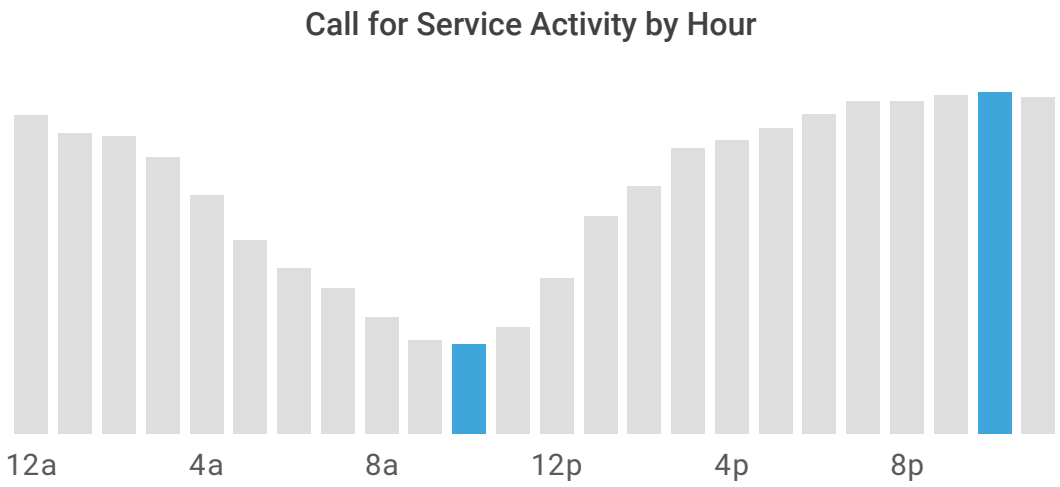
(2) Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	349	346	340	336	333	322	361	2,387
1am	364	315	320	276	298	331	352	2,256
2am	338	334	305	297	301	322	332	2,229
3am	339	274	262	300	281	280	342	2,078
4am	301	239	227	247	234	247	296	1,791
5am	277	173	212	186	199	176	230	1,453
6am	245	156	152	155	162	155	217	1,242
7am	229	126	114	139	147	143	190	1,088
8am	195	121	96	95	132	96	139	874
9am	141	85	93	88	90	96	110	703
10am	105	111	72	97	84	96	103	668
11am	94	105	113	124	114	130	120	800
12pm	125	162	182	173	206	178	140	1,166
1pm	168	246	228	239	262	261	230	1,634
2pm	236	279	242	264	293	279	262	1,855
3pm	263	342	321	298	307	280	334	2,145
4pm	273	330	267	345	317	335	336	2,203
5pm	306	324	303	334	299	397	328	2,291
6pm	312	380	349	326	367	342	318	2,394
7pm	294	360	388	387	357	379	328	2,493
8pm	307	382	358	346	376	379	348	2,496
9pm	327	389	373	350	372	372	354	2,537
10pm	311	374	360	357	422	424	312	2,560
11pm	337	384	339	370	362	395	338	2,525
Total	6,236	6,337	6,016	6,129	6,315	6,415	6,420	**43,868**

In total, NPD patrol units responded to **43,868 calls for service in the calendar year 2023**. These responses were evenly spread across days of the week, with a majority of them occurring in the evening hours of the day. Temporal variations in calls for service are exhibited in the table below:



Temporal evaluations of calls for service follow the expected pattern in the experience of MCG project staff; however, the ebb and flow of calls for service are slightly delayed throughout 24 hours. Calls for service are minimal during the 1000 hour, with peak calls for service levels during the 2200 hour. While the pattern is consistent with what is to be expected, these trough and peak times are extraordinary. This is likely a result of the presence of a large university within the city.

(3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	3,565	
Feb	3,249	-2.6%
Mar	3,866	
Apr	3,584	
May	4,157	+5.5%
Jun	3,825	
Jul	3,906	
Aug	3,751	+1.4%
Sep	3,464	
Oct	3,650	
Nov	3,441	-4.2%
Dec	3,410	
Total	**43,868**	

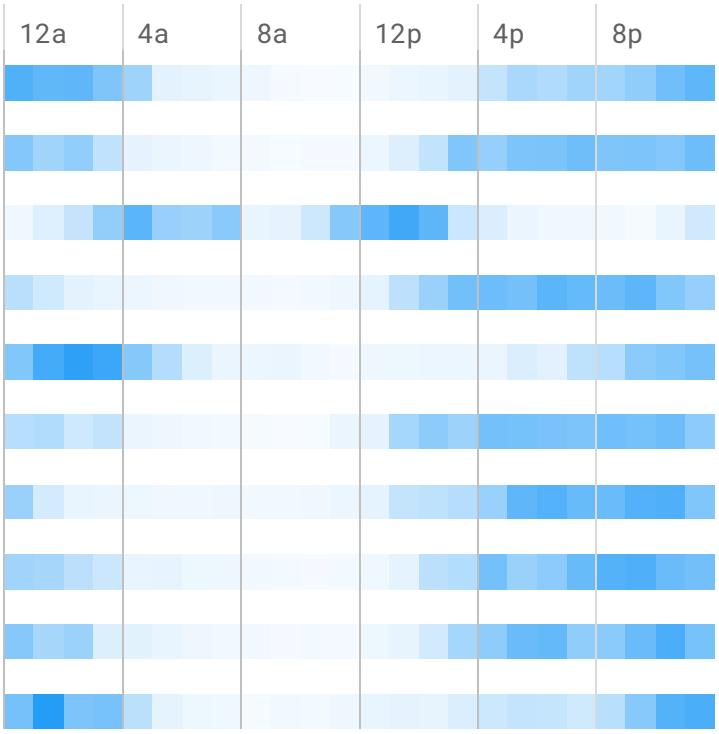
Monthly variation in calls for service is as to be expected, with increased calls for service during the spring and summer time, with fall and winter times exhibiting a decrease in call loads. This is a result of weather variations, notably in the Oklahoma climate.

(4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)[1] for each:

Most Common Call for Service Categories

Incident Type	# CFS	HT
Disturbance/Domestic	6,381	41.5
Welfare Check	4,731	29.1
Alarm	3,625	14.0
Larceny	2,477	38.6
Suspicious	2,455	25.3
Trespassing	1,945	31.8
MVA – Non-Injury	1,586	48.2
Contact a Subject	1,517	26.8
Harass. / Threats Rep	1,517	36.3
Check Area	1,460	15.5
All Other Types	16,174	42.4
Total	**43,868**	**35.4**



Disturbance/domestic-related calls for service and welfare checks were the top call-for-service types for NPD patrol units in 2023. These two top call types follow similar daily temporal patterns, within increased calls in the evening and into the early morning hours. The presence of these temporal trends for the top two call types for NPD patrol units mirrors the findings in the section above that show that the peak time for calls for service

[1] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

(overall) is the 2200-hour time block. Overall, these top ten calls for service **accounted for 63% of all calls** for service in 2023.

(5) Call for Service Response Time by Priority Level

The following table displays call for service statistics priority level, showing the distribution of calls by response time for each category, with the median (middle value) response time[2] indicated in the second column from right:

Call for Service Response Time by Priority Level

Priority Level	# CFS	% of CFS	Median RT	RT Distribution
				20 40 60
Critical	*610*	*2%*	6.5	
High	*3,371*	*9%*	7.9	
Medium	*19,023*	*51%*	9.4	
Low	*14,624*	*39%*	18.6	

Critical calls for service accounted for only 2% of all calls in 2023 with a median response time of 6.5 minutes. This leads project staff to conclude that 1) NPD call filtering practices are effective, as only 2% of calls were assigned a 'Critical' priority level, and that 2) response times to high-priority calls for service are efficient with only a 6.5-minute response for these calls. As the priority level lessens (i.e., moving from 'High' to 'Medium' to 'Low'), percentages of calls and response times increase – a finding that is to be expected in the experience of project staff.

Overall, the graphic above outlines how NPD patrol units have an extraordinary response time performance to all calls for service within Norman. This is an initial indicator of a sufficient staffing level for NPD patrol units; however, this will be explored further in the sections below.

[2] Response time is defined in this report as the duration between the call creation timestamp and the arrival time stamp for the first patrol officer on the scene.

2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from the standpoint of the capacity of current resources to handle workloads but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Norman Police Department based on current workloads, staff availability, and service level objectives.

(1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

i. The number of community-generated workload hours handled by patrol.
ii. The total number of hours that patrol is on duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
iii. The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual police department vary based on several factors, including:
  - Other resources the police department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
  - Community expectations and ability to support a certain level of service.
  - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.
- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, based on the previous experience of project staff at MCG, a department the size of NPD should generally target an overall proactivity level of 45% as an effective benchmark of patrol coverage. This proactive level will provide NPD patrol personnel with sufficient time to respond to calls for service, as well as provide a high level of service to the Norman community.

(2) Patrol Unit Staffing and Net Availability

The Norman Police Department follows a 10-hour shift configuration that assigns personnel to four patrol teams on rotating workdays. The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies):

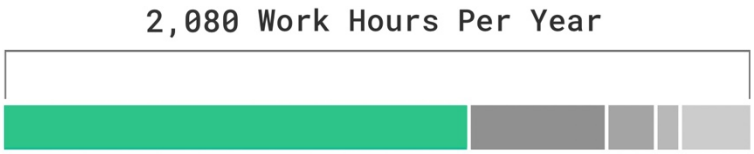
Patrol Shift Configuration *(Current Staffing Levels)*[3]

Shift	Team	Start Time	End Time	# Ofcs. (*Curr.*)	Rotation
Division I	Day	0630	1630	23	4/3
Division II	Afternoon	1200	2200	18	4/3
Division II	Power Shift	1630	0230	18	4/3
Division III	Night	2100	0700	27	4/3

As mentioned previously, the three divisions within the NPD patrol are led by a captain. Division I is the day shift that operates from 0630 to 1630 daily. Division II is a hybrid shift that deploys two separate teams, one from 1200 to 2200 ("Afternoons"), and the other that deploys from 1630 to 0230 ("Power Shift"). Division III is the night shift that deploys from 2100 to 0700 daily.

While the table provides the scheduled staffing levels, it does not reflect the numbers that are on duty and available to work on at any given time. Out of the 2,080 hours per year that each sergeant, MPO, or officer is scheduled to work in a year (excluding overtime), a large percentage is not spent on duty and is available in the field.

As a result, it is critical to understand the amount of time that sergeants, MPOs, or officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from NPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol sergeants, MPOs, or officers, or the time in which they are on duty and available to complete workloads and other activities in the field:



The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

[3] Figures displayed in the table also include those in injury and long-term leave but exclude permanent vacancies in which the position slot is actually open.

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol sergeants, MPOs, or officers, without factoring in leave, training, or anything else that takes these personnel away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause sergeants, MPOs, or officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from NPD data: **382 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each sergeant, MPO, or officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol sergeants, MPOs, or officers, the number of hours is estimated based on the experience of the project team.

Estimated: ***20*** **hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Calculated from NPD data: **79 hours of on-duty training time per year**

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 115 minutes of time per shift times the number of shifts actually worked by sergeants, MPOs, or officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: **337 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for sergeants, MPOs, or officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,262 net available hours per unit

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

Base Annual Work Hours		2,080
Total Leave Hours	-	382
On-Duty Training Hours	-	79
On-Duty Court Time Hours	-	20
Administrative Hours	-	337
Net Available Hours Per Officer	**=**	**1,262**
Number of Officer Positions	×	*86*
Total Net Available Hours	**=**	**108,532**

Overall, the 86 sergeant, MPO, or officer positions combine for a total of 108,532 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as several other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the police department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered to capture the full scope of community-generated workload, and explains the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

Calculated from NPD data: **43,868 community-generated calls for service**

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

NPD primary units spent an average of 35.4 minutes handling these calls for service, falling within the expected timeframe outlined above.

Calculated from NPD data: **35.4 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

Calculated from NPD data: **0.54 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

This value was calculated directly from NPD data, resulting in a time value of 29.1 minutes per backup unit. This indicates that, when backup units were deployed to a call for service, they spent an average of 29.1 minutes of time assisting in that call for service.

Calculated from NPD data: **29.1 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units. This includes any supporting work completed by backup units.

In this case, the number has been calculated from NPD data.

Calculated from NPD data: **0.19 reports written per call for service**

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45.0 minutes per report**

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, and reporting writing time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 43,605 total hours in 2023.

Calculated from previously listed factors: **59.6 total minutes of workload per call for service**

Each of the factors summarized in this section contributes to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

Total Calls for Service	**43,868**	
Avg. Primary Unit Handling Time	35.4 min.	59%
Backup Units Per CFS	**0.54**	
Avg. Backup Unit Handling Time	29.1 min.	26%
Reports Written Per CFS	**0.19**	
Time Per Report	45.0 min.	14%
Avg. Workload Per Call	59.6 min.	
Total Workload	**43,605 hrs.**	

Overall, each call represents an average workload of 59.6 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed about the incident.

(4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

Total Patrol Net Available Hours		108,532
Total Patrol Workload Hours	–	43,605
Resulting # of Uncommitted Hours	=	64,927
Divided by Total Net Available Hours	÷	108,532
Overall Proactive Time Level	=	**59.8%**

At 59.8% proactive time, there is adequate proactive time for NPD patrol units to provide a high level of service to their community. This proactivity level exceeds the target proactivity level of 45% and, as shown below, this increased proactivity level is found throughout all days of the week and hours of the day.

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

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%**

As shown above, there is an elevated proactivity level for NPD patrol units throughout a majority of the 4-hour time blocks shown above. The presence of a large university within Norman also clearly presents a challenge in service levels on weekend evenings and early mornings, as early Saturday and Sunday mornings exhibit reduced proactive capabilities on behalf of NPD officers. Recommendations below will alleviate these large variations in proactive capabilities.

(5) Patrol Staffing Levels Required to Meet Service Level Objectives

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program

before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or FTO program, and they are not counted in our analysis as being part of 'actual' patrol staffing.

Given these considerations, **an additional 10% authorized (budgeted) positions should be added on top of the actual number of currently filled (actual) positions to account for turnover** while maintaining the ability to meet the targeted proactivity level. The resulting figure can then be rounded to the nearest whole number, assuming that positions cannot be added fractionally. It is worth noting that the number of officers needed without turnover is fractional, as it is an intermediate step in the calculation process.

These calculations are shown in the following table:

Calculation of Patrol Unit Staffing Needs

Total Workload Hours		43,605
Proactivity Target		45%
Staffed Hours Needed	=	*79,282*
Net Available Hours Per Officer	÷	1,262
Turnover Factor	+	10%
Patrol Officer FTEs Needed	**=**	**70**

Results indicate that NPD patrol units need to be **staffed with a total of 70 Sergeant/MPOs/Officers** to provide the targeted 45% proactivity level to the Norman community.

It is important to note that the calculations do not take into account the effect of cumulative vacancies that are not able to be replaced and filled over a *multi-year* period. This is intended, as budgeting for additional staff does not fix recruiting, hiring, or training issues. Instead, the turnover factor is designed to provide a balance against the rate of attrition, assuming recruits can complete the academy and FTO program each year.

Recommendation:

In the Patrol Bureau, staff patrol units with 70 Sergeant/MPO/Officer FTEs. Reallocate the remaining FTEs to the Community Services Section and other units throughout the agency.

3. Alternative Patrol Scheduling

The previous sections have identified that Norman PD currently has an over-assignment of personnel to patrol-related functions in comparison to their staffing needs to achieve targeted levels of service throughout the Norman community. This trend is prevalent throughout all days of the week and hours of the day. As a result, MCG project staff have compiled the following scheduling and staffing plan to optimize the work done by NPD patrol, while taking into consideration the topics outlined in the previous section. The schedule is presented in the table below:

Patrol Shift Configuration (*Proposed Staffing Model*)

Division	Team	Start Time	End Time	# Ofcs. (*Rec.*)	Rotation
Division I	Day	0630	1630	15	4/3
Division II	Afternoon	1200	2200	12	4/3
Division II	Power Shift	1630	0230	19	4/3
Division III	Night	2100	0700	24	4/3

The scheduling and deployment schedule outlines a schedule that mimics the current deployment practices of Norman PD while adjusting the number of personnel assigned to the three patrol divisions. While these staffing numbers are decreased compared to the current authorized patrol staffing for Norman PD, the proactive capabilities of this resource allocation and deployment still exceed targeted levels, as shown below:

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%**

As shown in the table above, all days of the week and four-hour time blocks have sufficient resources to provide the targeted level of service to the Norman community. Further, the overall proactive capabilities of this deployment schedule exceed the 45% proactive target by approximately 6%.

As a result, the current shift deployment strategy currently in use by NPD patrol is feasible and should be maintained in the future.

4. Patrol First-Line Supervision (Lieutenants)

Ensuring that patrol has adequate supervision is critical to the effectiveness of patrol operations in the field. In Norman, first line supervision is provided by Lieutenants.

Staffing needs for patrol lieutenants can be measured by span of control ratios, or the average number of officers assigned to lieutenants. Many of the key drivers of lieutenant workloads include report review, use of force and pursuit review, and performance evaluations, scaled directly with the number of officers that are assigned to a lieutenant. Consequently, the more officers that are assigned per lieutenant, the less time that lieutenants can be out in the field directly supervising them. In general, no lieutenant should supervise more than about 9 officers.

These targets should be adjusted based on the administrative duties that lieutenants are required to handle. If lieutenants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target should be

lower than normal, ensuring that lieutenants supervise fewer officers. Currently, there are 12 lieutenants assigned to NPD patrol operations, 4 assigned per Division. Based upon the adjusted staffing recommendations presented above for front-line staff, the following table summarizes the adjusted lieutenant staffing recommendations by shift:

Lieutenant Deployment by Division and Team – *Recommended*

Shift	Team	# Lts. (*Rec.*)	Lt. (+/-)	# Ofcs. (*Rec.*)	Ratio
Division I	Day	3	-1	15	5 : 1
Division II	Afternoon	2	-	12	6 : 1
Division II	Power Shift	3	+1	19	6.3 : 1
Division III	Night	4	–	24	6 : 1

As shown above, project staff are recommending the maintenance of the 12 lieutenant FTEs; however, the reallocation of Lieutenant FTEs maintains spans of control ratios that will provide exceptional levels of first-line supervision.

Recommendation:

Maintain the current staffing of 12 FTE Lieutenants in the Patrol Bureau. Redeploy as recommended to achieve adequate spans of control for first-line supervision.

5. Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of the patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers can proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activities. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine how utilized uncommitted time is for proactive policing.

(1) Self-Initiated Activity by Hour and Weekday

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

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**

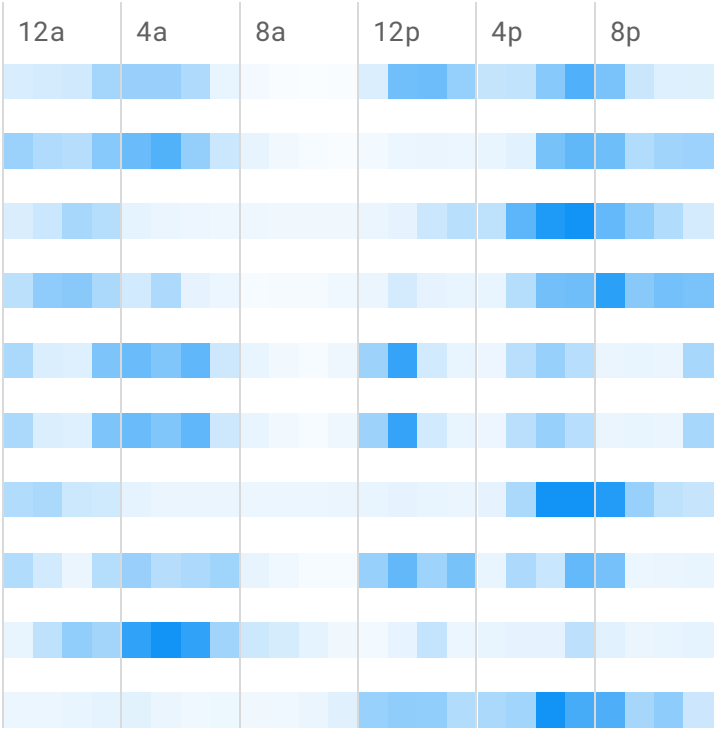
Self-initiated activity follows similar patterns as calls for service for Norman PD. Self-initiated activity is more prominent during the evening hours, and slightly more frequent during weekends. When considered in the light of current NPD patrol shift schedules, it is clear that there is an uptick in self-initiated activity when Division II (Afternoons) comes on duty at 1200 hours. This trend is consistent throughout all seven days of the week.

(2) Self-Initiated Activity by Category

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

Most Common Categories of Self-Initiated Activity

Incident Type	# CFS	HT
Traffic Stop	14,992	12.8
Contact a Subject	1,817	23.3
Follow Up	1,281	33.9
Motorist Assist	557	14.3
Check Area	331	17.6
COP DDACTS	310	16.2
COP Problem Solv.	266	30.0
Suspicious	254	26.3
COP Relationships	222	47.4
Extra Patrol	189	9.8
All Other Types	1,381	40.3
Total	**21,600**	**17.6**



Traffic stops account for a large majority of the self-initiated activity of patrol units throughout Norman PD, accounting for 69% of all self-initiated activity. Parallel with the findings in the previous table, the graphic above shows that self-initiated activity exhibits a gap from approximately 0700 to 1100 hours; however, there is a present uptick in this activity upon Division II coming on duty.

Recommendation:

Develop a plan to use proactivity in positive community interactions, problem-solving, and support.

5. K9 Units

Currently, three (3) K9 deployment teams are assigned to NPD patrol operations and each of these teams is assigned to their respective Division (I, II, and III). Currently, these units

are not call-responding units; however, if needed, these units will respond to calls for service. K9 units are deployed for specialized calls for services in which their specialized services are needed and are an integral part of Norman PD operations. As a result, these personnel should be maintained moving forward.

6. Re-emphasizing the Community Services Section

Over the past several years, the City of Norman has grown and diversified, with economic expansion, demographic shifts, and increased social activism. The city's focus on sustainability and smart growth has revitalized urban areas within the geographic confines of the city. Looking ahead, Norman aims to enhance digital infrastructure, innovation hubs, and sustainability initiatives – all of which will occur within a city known for its large university presence.

To serve Norman's evolving community, the Norman Police Department (NPD) must establish a new focus within their Community Services Section (CSS) that focuses on fostering collaboration, trust, and proactive problem-solving with members of the Norman community. The presence of the University of Oklahoma, with its large and diverse student population, makes these needs even more relevant.

The re-emphasis of the Community Services Section will utilize the community policing model to provide a specialized level of service to the Norman community. This model is outlined in the section below.

The Community Policing Model

The community policing model is designed to foster strong relationships between the police and the community, improving trust and collaboration. In a city with a large university, these components become even more critical to ensure the safety and well-being of both the university and the wider community. Key components integral to the success of a community engagement unit within a police organization include:

- Partnerships and Collaboration
- Problem-Solving
- Community Engagement and Empowerment
- Transparency and Accountability
- Visibility and Accessibility
- Cultural Competence and Sensitivity
- Evaluation and Adaptation

By integrating these components, the CSS can effectively build trust, enhance public safety, and create a collaborative environment where both the police and the community work together to address issues and improve the quality of life for all residents, including those associated with the university.

(1) CSS Roles and Responsibilities

The Community Services Section has specific roles and responsibilities designed to foster strong relationships and collaboration between the police, university, and broader community. Here is an outline of these roles and responsibilities, specifically targeted to their unique presence in a city with a large university:

Community Liaison Officers

- Serve as primary points of contact between the police department and community members, including university students, faculty, and staff.
- Facilitate communication and collaboration between the police and community groups.
- Attend community and university meetings to gather feedback and address concerns.

University Outreach Coordinators

- Develop and implement programs to engage with the university community, addressing specific safety concerns and fostering positive relationships.
- Organize and participate in campus events, workshops, and safety seminars.
- Collaborate with campus security to coordinate efforts and share information.

Problem-Solving Specialists

- Analyze crime data and community feedback to identify and address underlying issues.
- Develop and implement targeted interventions and long-term solutions.
- Work with community members and university representatives to develop and assess problem-solving strategies.

Training and Education Officers

- Provide cultural competency and community engagement training to officers, with a focus on understanding the university environment.
- Educate community members, including students, on safety practices and crime prevention.
- Conduct workshops and seminars on relevant topics such as mental health, substance abuse, and conflict resolution.

Partnership Development Coordinators

- Establish and maintain partnerships with local organizations, businesses, and university departments.
- Coordinate collaborative projects and initiatives to address community and university concerns.
- Seek opportunities for joint ventures and resource sharing.

Visibility and Accessibility Teams

- Increase police presence in the community and on campus through foot patrols, events, and accessible facilities.
- Ensure officers are approachable and visible in both the city and university areas.
- Organize and participate in community events to build rapport and trust.

Transparency and Accountability Officers

- Ensure transparency in police operations and decision-making processes.
- Implement mechanisms for accountability, such as civilian review boards and regular reporting.
- Respond to community and university concerns and complaints promptly and effectively.

Evaluation and Feedback Coordinators

- Regularly evaluate the effectiveness of community engagement strategies.
- Gather feedback from community members and university representatives to assess and adjust approaches.

- Monitor and report on the outcomes of community engagement efforts.

Crisis Response and Support Teams

- Provide immediate support and resources during crises, including incidents on university campuses.
- Collaborate with university counseling and support services to address mental health and emergency situations.
- Ensure effective communication and coordination during emergencies.

Specialized Unit Officers

- Focus on specific issues relevant to the university environment, such as alcohol-related incidents, sexual assault prevention, and student safety.
- Work with specialized university departments, such as student affairs and residential life, to address unique challenges.
- Implement programs and initiatives tailored to the needs of the university community.

By re-emphasizing the Community Services Section, the NPD will ensure it meets the needs of Norman's diverse and forward-thinking community, including the unique challenges posed by a large university population. This will create a safer, more inclusive environment for all residents and students.

(2) CSS Staffing and Deployment

In order to be effective, the CSS will need to be staffed with a total of 4 Lieutenants and 26 operational personnel. This staffing is specifically targeted to deploy the following schedule:

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

This schedule outline has been specifically selected to provide service- and problem solving-oriented policing to the Norman community during a large majority of the day and

night, corresponding with the trends in calls for service outlined above. Specialized consideration will also be given to the Days B and Nights B team (below), as these teams will be deployed on Saturdays[4].

Officers will be deployed on either a day- or night-shift on a 4/10-hour shift rotation. Teams and their corresponding personnel allocations are shown below:

Recommended Community Services Section Personnel Allocations

Shift	Team	# Lts. (*Rec.*)	# Sgt/MPO/Ofc. (*Rec.*)	Ratio
Days	Days A	1	5	5 : 1
	Days B	1	8	8 : 1
Nights	Nights A	1	5	5 : 1
	Nights B	1	8	8 : 1
Net Change (+/-)		**+3**	**+24**	

The recommended staffing of this unit will result in a net increase[5] of 3 FTE Lieutenants and 24 FTE operational personnel (sergeant/MPO/officer). As mentioned previously, personnel are strategically allocated with an emphasis on the increased police presence during large OU events.

(3) Utilization of CSS Personnel for Patrol Minimums

In order to continue to provide a high level of service to the Norman community, project staff are recommending the utilization of FTE from the Community Services Section to deploy for patrol minimum staffing needs, only when necessary.

Recommendations:

Increase the staffing of the Community Services Section by 3 FTE Lieutenants and 24 FTE Sergeant/MPO/Officer FTE for a total of 4 FTE Lieutenants and 26 FTE operational personnel.

Deploy the Community Services Section on a four team, 4/10-hour shift deployment model to provide service- and problem solving-oriented policing to the Norman community. Utilize these FTE for OU gameday operations as needed.

[4] Norman currently has a large influx of patrons on Saturdays during the fall for OU football gamedays. This influx will only grow with the University's decision to move to the Southeastern Conference (SEC). The notoriety of this decision will need to be addressed in NPD operational deployment practices.

[5] This net increase calculation considers the authorized 1 FTE Lieutenant, 1 FTE Sergeant, and 1 FTE Officer in the CSS currently.

3. Support Bureau

The Support Bureau is led by a Major and comprised of the Communications Division, Animal Welfare Division, and Investigations Division.

1. Communications Division

The Norman Police Department's Communications Division is the primary Public Safety Answering Point (PSAP) for the City of Norman and provides dispatching services for the following agencies:

- Norman Police Department
- Norman Fire Department
- Norman Regional Health Systems EMS (EMSSTAT)
- Norman Animal Welfare
- Little Axe Volunteer Fire Department

The Division is led by the Communications Manager. Four Communications Supervisors supervise an authorized staffing level of 22 line-level Communications Officers. There are three classifications of Communications Officers: Communications Officer I, Communications Officer II, and Communications Officer III. The Division is also supported by a Communications Technician.

The following sections provide an in-depth analytic approach to evaluating the current workload and staffing of the Communications Division with staffing recommendations at the conclusion.

Communications Division - Workload and Staffing

To provide the most comprehensive analytic approach to the evaluation of all staff members of the Communications Division, this section is broken down into an analysis of 1) management and supervisors and 2) communications officers and the communications technician. Explanations of this analytic strategy are outlined in each section.

Communications Division - Managerial and Supervisory Staff

As mentioned in the previous section, the Communications Division of the Norman Police Department is led by a Communications Manager who serves as the division commander. The Communications Supervisors are shift supervisors with additional leadership or

specialty assignments and responsibilities. These personnel are outlined in the following staffing table, with associated vacancies (if any) noted as well.

Current Norman PD Communications Division Managerial/Supervisory Staffing Levels

POSITION	CURRENT	AUTHORIZED
Communications Manager	1	1
Communications Supervisor	4	4

The Communications Manager is responsible for multiple tasks daily. The tasks performed within this role vary greatly. The below list of tasks includes, but is not limited to, the following:

- Email Correspondence
- CAD Administration
- General Administrative Tasks
- Personnel Issues and Management
- 911 Technology Coordination with ACOG (Assoc. of Central Oklahoma Govt's.)
- Legal Discovery Coordination with District Attorney's Office
- Purchase Requisitions
- Equipment Maintenance
- New Hire Training Oversight

Communications Supervisors are professional staff personnel who perform emergency communications call-taking and dispatching, shift supervision, and additional administrative assignments. Some tasks are only assigned to a specific supervisor. The below list of supervisory tasks includes, but is not limited to, the following:

- Shift Supervision
- Personnel Management and Counseling
- General Administrative Tasks
- Therapy Dog Handling

- Communications Command Post Maintenance
- Academy Lesson Plan Preparation
- System and Scenario Training
- Continuing Education Coordination
- CAD Administration
- Committee Participation
- NCIC Validations

Each of these positions is integral to the overall functionality of the Communications Division and should be maintained at all times. It is important to note that dispatch supervisors are "working" supervisors, meaning that a dispatch supervisor is responsible for the same emergency call-taking and dispatching responsibilities as a line dispatcher in addition to their supervisory responsibilities. At current staffing levels, the supervisory span of control is appropriate and within emergency communications best management practices.

SPAN OF CONTROL	RATIO
Supervisor : Line Dispatcher	1:6

The current staffing of 1 FTE Communications Manager is feasible for the Division moving forward; however, there is a need (explored later) to expand the staffing of Communications Supervisors.

Recommendation:

While not yet discussed, given the below recommendation to increase the number of line-level personnel, consideration should be given to increasing Communications Supervisor staffing from the existing level of four (4) Communications Supervisors to five (5) Communications Supervisors to maintain appropriate spans of control.

Communications Division - Operational Staff

The remaining personnel assigned to the Communications Division are those responsible for emergency call-taking and dispatching of fire/rescue, law enforcement, EMS, and animal welfare personnel. One staff member is assigned as a Communications Technician and is assigned to support the radio infrastructure of the Division. These key personnel do not have any supervisory or managerial responsibilities and are considered

to be line staff. The following table outlines the current staffing levels of these positions, with vacancies outlined where applicable:

Current Norman PD Communications Division Operational Staffing Levels

POSITION	CURRENT	AUTHORIZED
Communications Officer I/II/III	18	22
Communications Technician	1	1

The Norman Police Department has dedicated dispatch positions that flex between roles based on call volume and incident severity. With a minimum of three line-level communications officers and one communications supervisor, the four personnel are typically assigned in the following manner:

Personnel Assignments at Minimum Staffing Level

POSITION	ASSIGNMENT
Communications Supervisor	Shift Supervision + C/T + Dispatch
Communications Officer I/II/III	Call-Taking
Communications Officer I/II/III	Law Enforcement Dispatch
Communications Officer I/II/III	Fire/EMS Dispatch

To support the analysis of the dispatch center workload, Norman PD provided MCG with CAD data for 2023.

The project team has utilized emergency communications workload and staffing methodologies in its work with dispatch centers around the country; these methodologies are also supported by the Association of Public-Safety Communications Officials (APCO). Based on emergency communications workloads associated with handling requests for service from the public and supporting officers in the field on the radio, the number of FTEs needed in each hour to accommodate the associated calls for service volume can be determined for each hour throughout each weekday. These methodologies, in combination with the Communications Division's ability to provide this information, allow MCG project staff to utilize best practices across each of these types of calls for service, increasing the validity and accuracy of these findings.

This analytic process includes taking the number of CAD entries completed per hour and multiplying this by the average time needed to handle the phones and the radio for each call.

The following tables depict the number of calls completed by the Communications Division in the calendar year 2023:

2023 Number of CAD Entries Per Hour

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	593	612	583	607	575	548	550
1a	600	514	554	514	489	543	510
2a	526	524	537	543	512	470	544
3a	543	546	505	539	480	476	570
4a	550	499	456	452	437	449	529
5a	537	414	413	338	357	378	534
6a	520	298	344	291	286	335	502
7a	474	233	231	238	238	264	413
8a	301	181	175	150	195	161	255
9a	215	143	131	114	129	147	183
10a	146	144	115	141	121	144	168
11a	133	171	190	180	162	181	167
12p	320	420	375	366	395	359	325
1p	451	706	680	616	620	670	563
2p	529	733	703	744	702	692	612
3p	566	824	817	749	717	704	652
4p	541	761	733	799	691	758	589
5p	568	808	765	745	677	808	610
6p	639	842	837	808	846	742	632
7p	710	864	959	920	854	852	650
8p	687	855	842	863	849	846	685
9p	588	776	813	763	788	748	604
10p	522	709	719	709	765	734	564
11p	562	633	615	611	651	635	571

The table above outlines how, consistent with expected findings, calls completed reach peak levels typically within the afternoon and evening hours. Next, to find the weekly average of CAD entries completed, CAD entries by hour and weekday are divided by 52 (number of weeks per year).

The tables below show the average number of calls completed across all 52 weeks of the calendar year 2023:

Weekly Average Number of Calls for Service Per Hour

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	11.4	11.8	11.2	11.7	11.1	10.5	10.6
1a	11.5	9.9	10.7	9.9	9.4	10.4	9.8
2a	10.1	10.1	10.3	10.4	9.8	9.0	10.5
3a	10.4	10.5	9.7	10.4	9.2	9.2	11.0
4a	10.6	9.6	8.8	8.7	8.4	8.6	10.2
5a	10.3	8.0	7.9	6.5	6.9	7.3	10.3
6a	10.0	5.7	6.6	5.6	5.5	6.4	9.7
7a	9.1	4.5	4.4	4.6	4.6	5.1	7.9
8a	5.8	3.5	3.4	2.9	3.8	3.1	4.9
9a	4.1	2.8	2.5	2.2	2.5	2.8	3.5
10a	2.8	2.8	2.2	2.7	2.3	2.8	3.2
11a	2.6	3.3	3.7	3.5	3.1	3.5	3.2
12p	6.2	8.1	7.2	7.0	7.6	6.9	6.3
1p	8.7	13.6	13.1	11.8	11.9	12.9	10.8
2p	10.2	14.1	13.5	14.3	13.5	13.3	11.8
3p	10.9	15.8	15.7	14.4	13.8	13.5	12.5
4p	10.4	14.6	14.1	15.4	13.3	14.6	11.3
5p	10.9	15.5	14.7	14.3	13.0	15.5	11.7
6p	12.3	16.2	16.1	15.5	16.3	14.3	12.2
7p	13.7	16.6	18.4	17.7	16.4	16.4	12.5
8p	13.2	16.4	16.2	16.6	16.3	16.3	13.2
9p	11.3	14.9	15.6	14.7	15.2	14.4	11.6
10p	10.0	13.6	13.8	13.6	14.7	14.1	10.8
11p	10.8	12.2	11.8	11.8	12.5	12.2	11.0

These trends are consistent as shown before and as mentioned previously are to be expected in the experience of the MCG project team.

Based on the average number of CAD events handled each hour the number of occupied minutes or workload in each hour can be determined. This entails multiplying the number of events by the average number of minutes required per event. Average minutes of workload consider typical call-taking and dispatch processing time for police and fire communications individually, based on the project team's experience with scores of similar agencies. Industry standards establish these average minutes of workload at 8.9 minutes per call completed for police and animal control, and 8.9 minutes per call completed for fire and EMS services. Given that both law enforcement/animal control and fire/EMS calls are assigned the 8.9-minute value, each CAD event in each hour of each day was multiplied by 8.9.

The following tables depict the average number of occupied minutes in each hour for call-taking and dispatch operations:

Weekly Average Occupied Minutes per Hour

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	101.5	104.7	99.8	103.9	98.4	93.8	94.1
1a	102.7	88.0	94.8	88.0	83.7	92.9	87.3
2a	90.0	89.7	91.9	92.9	87.6	80.4	93.1
3a	92.9	93.5	86.4	92.3	82.2	81.5	97.6
4a	94.1	85.4	78.0	77.4	74.8	76.8	90.5
5a	91.9	70.9	70.7	57.9	61.1	64.7	91.4
6a	89.0	51.0	58.9	49.8	49.0	57.3	85.9
7a	81.1	39.9	39.5	40.7	40.7	45.2	70.7
8a	51.5	31.0	30.0	25.7	33.4	27.6	43.6
9a	36.8	24.5	22.4	19.5	22.1	25.2	31.3
10a	25.0	24.6	19.7	24.1	20.7	24.6	28.8
11a	22.8	29.3	32.5	30.8	27.7	31.0	28.6
12p	54.8	71.9	64.2	62.6	67.6	61.4	55.6
1p	77.2	120.8	116.4	105.4	106.1	114.7	96.4
2p	90.5	125.5	120.3	127.3	120.2	118.4	104.7
3p	96.9	141.0	139.8	128.2	122.7	120.5	111.6
4p	92.6	130.2	125.5	136.8	118.3	129.7	100.8
5p	97.2	138.3	130.9	127.5	115.9	138.3	104.4
6p	109.4	144.1	143.3	138.3	144.8	127.0	108.2
7p	121.5	147.9	164.1	157.5	146.2	145.8	111.3
8p	117.6	146.3	144.1	147.7	145.3	144.8	117.2
9p	100.6	132.8	139.1	130.6	134.9	128.0	103.4
10p	89.3	121.3	123.1	121.3	130.9	125.6	96.5
11p	96.2	108.3	105.3	104.6	111.4	108.7	97.7

It is not desirable to have a dispatcher be on the phone or radio constantly. The combined number of minutes is divided by a target utilization rate – 60% of total time. This means that on average, staff would be occupied 35 minutes of each hour with call-taking and dispatching, with the other 25 minutes free as time to decompress, make outbound calls, and handle non-dispatch related work. The following tables show these calculations illustrating the need for FTEs for each hour of the week based on this analysis for law and fire dispatching services individually.

Minimum FTE Needed for Effective Dispatch Coverage

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
12a	3.4	3.5	3.3	3.5	3.3	3.1	3.1
1a	1.2	2.9	3.2	2.9	2.8	3.1	2.9
2a	3.0	3.0	3.1	3.1	2.9	2.7	3.1
3a	3.1	3.1	2.9	3.1	2.7	2.7	3.3
4a	3.1	2.8	2.6	2.6	2.5	2.6	3.0
5a	3.1	2.4	2.4	1.9	2.0	2.2	3.0
6a	3.0	1.7	2.0	1.7	1.6	1.9	2.9
7a	2.7	1.3	1.3	1.4	1.4	1.5	2.4
8a	1.7	1.0	1.0	0.9	1.1	0.9	1.5
9a	1.2	0.8	0.7	0.7	0.7	0.8	1.0
10a	0.8	0.8	0.7	0.8	0.7	0.8	1.0
11a	0.8	1.0	1.1	1.0	0.9	1.0	1.0
12p	1.8	2.4	2.1	2.1	2.3	2.0	1.9
1p	2.6	4.0	3.9	3.5	3.5	3.8	3.2
2p	3.0	4.2	4.0	4.2	4.0	3.9	3.5
3p	3.2	4.7	4.7	4.3	4.1	4.0	3.7
4p	3.1	4.3	4.2	4.6	3.9	4.3	3.4
5p	3.2	4.6	4.4	4.3	3.9	4.6	3.5
6p	3.6	4.8	4.8	4.6	4.8	4.2	3.6
7p	4.1	4.9	5.5	5.2	4.9	4.9	3.7
8p	3.9	4.9	4.8	4.9	4.8	4.8	3.9
9p	3.4	4.4	4.6	4.4	4.5	4.3	3.4
10p	3.0	4.0	4.1	4.0	4.4	4.2	3.2
11p	3.2	3.6	3.5	3.5	3.7	3.6	3.3

The table shows that 6 personnel are required to support the operational demands of the dispatch center at maximum workload. While the above workload analysis shows that at times less personnel are required to meet operational demands, the NPD Communications Division should continue its practice of staffing the center with four personnel as a minimal staffing level. The below table calculates the number of personnel needed to support the workload at the ideal occupancy rate.

With 8,766 hours in a calendar year, that figure is multiplied by the maximum number of positions required to support the center's workload. That value is then divided by 1,720 work hours. The number of work hours is reflective of the MCG project team's understanding of the average amount of time a given employee works after vacation, training, sick time, and other absences. This resulting number provides an accurate understanding of the personnel required to support the workload of the center.

Calculation of Dispatcher Staffing Needs

Total hours in 1 year period		8,766
Multiplied by dispatch positions needed	x	6
	=	52,596
Divided by total work hours	÷	1,720
	=	30.69
Total Number of Dispatchers Needed		31

The center is currently authorized to be staffed by 22 line-level communications officers. Given the workload analysis, the project team recommends the additional hiring of nine (9) FTE communications officers.

Recommendation:

Increase the existing staffing level of Communications Officers from 22 FTE Communications Officers to 31 FTE Communications Officers. NPD leadership should add one (1) FTE Communications Supervisor to maintain a proper span of control given the increased Communications Officer staffing level.

2. Animal Welfare Division

The Norman Police Department's Animal Welfare Division responds to animal-related calls for service and cares for and houses animals found within the City of Norman. The Division has two primary capabilities: call for service response and the operation of a shelter facility that provides both medical and housing services for a variety of animals. The shelter facility can house 194 animals and is frequently at or exceeding the rated capacity. The Shelter's animal adoption program averages approximately 2,000 per year.

Total Adoptions by Year

Year	Total Adoptions
2021	1995
2022	2253
2023	2068

Live Release Rate by Animal Type

Animal	Live Release Rate
Dogs	89%
Cats	93%

The Division is led by the Animal Welfare Manager. The response capability is supported by an Animal Welfare Supervisor (Response) and Animal Welfare Officers (Response). The animal shelter facility is supported by several staff, including an Animal Welfare Supervisor (Facility), Animal Welfare Technicians, a Pet Adoption Coordinator, a Veterinarian, and a Veterinary Technician. A total of 18 employees are assigned to the Animal Welfare Division. The continuum of services related to animal welfare within the City of Norman is provided by these employees.

The following sections provide an in-depth analytic approach to evaluating the current workload and staffing of the Animal Welfare Division, with staffing and scheduling recommendations at the conclusion.

Animal Welfare Division - Workload and Staffing

The staff of the Animal Welfare Division engage in work that is critical to ensuring the health and welfare of animals. Tracking this work can be difficult at times because their work is not tracked via a CAD-like system with time stamps and other metrics. To better understand the workload of employees assigned to the Division, they were asked to track their workload over ten days. Interviews conducted by the MCG project team as well as the workload tracking informed the recommendations outlined in this section.

Animal Welfare Division – Management Staff

The Animal Welfare Manager oversees a staff of 18 professional staff employees. The tasks and workload of the Animal Welfare Manager are outlined in the below list and include, but are not limited to, the following:

- Personnel Management and Supervision

- Phone and Email Correspondence
- Fiscal Management
- Monthly Activity Reporting
- Command-Level Meetings
- Animal Care Support
- Coordination of Shelter Operations and Medical Procedures
- Grant Management

Facility Section - Supervisory Staff

Operations within the Animal Welfare Division are organized into three sections: Facility, Medical, and Response. The Facility Section is responsible for the operation of the shelter, housing-related tasks, and low-level medical care of animals. The Facility Section is led by an Animal Welfare Supervisor (Facility). This position is a front-line supervisor and directs the work of the Animal Welfare Technicians and the newly created Pet Adoption Coordinator position. The primary responsibilities of the Animal Welfare Supervisor include facility monitoring, animal care planning, technician check-ins, and administrative tasks (owner surrender list, foster list, and medical scheduling and coordination).

The Animal Welfare Supervisor (Facility) was asked to track their tasks, those tasks are outlined below.

- Facility Walkthroughs
- Monthly Activity Reporting
- Surgery Schedule Coordination
- Mandated Training
- Email Correspondence
- Owner Surrender List Review
- Adoption Administration
- Facility Cleaning and Maintenance
- Personnel Supervision and New Hire Training

- Animal Care (Feeding, Walking, Medical Support)
- Supply Ordering

The Animal Welfare Supervisor (Facility) position is critical to the operation of the Animal Shelter and should be maintained. It is important to note that the duties of the position are not limited to the supervisor-specific tasks above. The Supervisor also frequently assists shelter technicians in the completion of their tasks because of the increasingly high number of animals cared for at the Shelter.

Facility Section - Operational Staff

The shelter is primarily staffed with Animal Welfare Technicians (Facility). These staff members are responsible for feeding, toileting, socializing, all other non-medical animal care tasks, and clerical/front office responsibilities. There is a minimum of two technicians assigned to the front office and a minimum of two technicians assigned to animal support on any given day. The technicians assigned to the front office are assigned there permanently due to seniority. An Adoption Coordinator also works within the Facility Section and is tasked with adopting animals housed at the shelter.

With the Animal Shelter frequently at capacity, there exists a clear need for additional analysis of the workload of kennel technicians. To accomplish this, a kennel technician was asked to document their workload over ten workdays.

Task	Task Hours (Over a Two-Week Period)
General Administrative Tasks	8.5
Cleaning	45.75
Animal Feeding	7.25
Animal Walking	5.75
Community Service Supervision	.75
Personal Leave	18.75
Total Task Hours	**80**

Given the high average daily number of animals housed at the shelter and the high utilization of kennel technicians, there is a demonstrated need for an additional Animal Welfare Technician (Facility). However, the addition of another kennel technician should be used to address two needs of the shelter: the need for an additional staff member to assist with non-medical animal care tasks and the need to coordinate and grow the volunteers that are critical to the operation of the facility. This results in a 50% allocation to non-medical animal care tasks and a 50% allocation to volunteers.

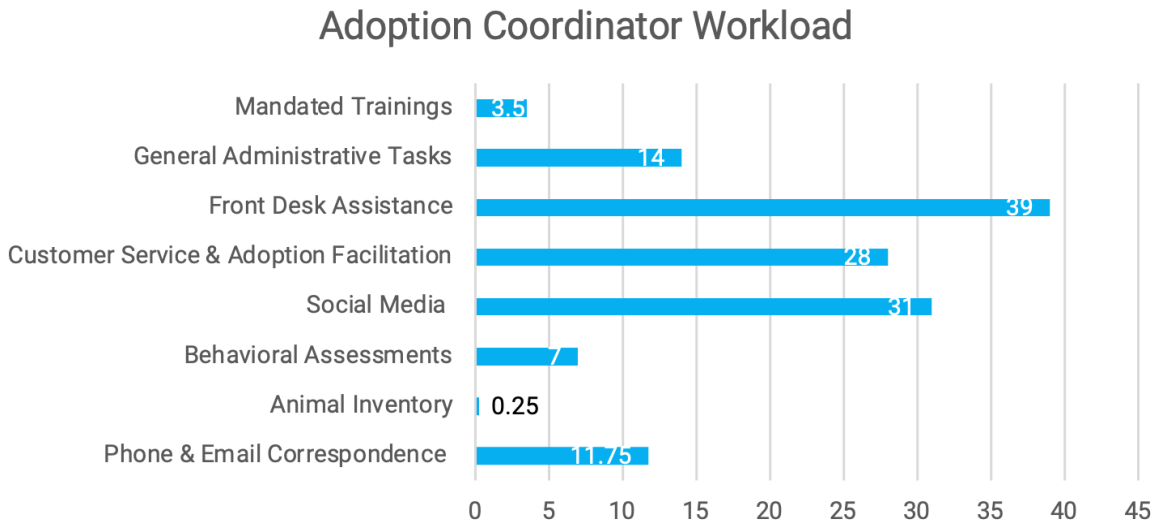
Current Animal Welfare Technician (Facility) Staffing

Position	Current	Authorized
Animal Welfare Technicians	6	7

Proposed Animal Welfare Technician (Facility) Staffing

Position	Current Authorized	Proposed Authorized
Animal Welfare Technicians	7	8

The Adoption Coordinator facilitates animal adoptions and assists with other administrative tasks. The workload of the Adoption Coordinator was tracked over a ten-workday period.



Recommendations:

Increase the Animal Welfare Technician staffing level from 7 FTE to 8 FTE.

With the increase in Animal Welfare Technician staffing, assign an Animal Welfare Technician to volunteer group coordination and expansion. Allocate 50% of the time of this employee to volunteer group coordination and 50% to kennel care/front office tasks.

Establish a procedure for cross-training between front office tasks and kennel care tasks.

Medical Section - Workload and Staffing

The Medical Section is located within the Animal Shelter facility and is responsible for providing medical care to animals. The Medical Section works closely with the Facility Section. A Veterinarian and a Veterinary Technician are currently assigned to the Medical Section and provide many medical, surgical, and pharmaceutical interventions to animals in their care.

With the decrease in the number of adoptions in 2023 came an increase in medical services provided to animals during that time. In 2023, an additional 183 surgeries were performed, and two grant-funded vaccination clinics were held. In January of 2024, the Medical Section performed 26 surgeries for low-income families with pets. If the current pace of surgeries continues, the Medical Section will perform approximately 312 surgical procedures.

Both the veterinarian and the veterinary technician tracked their work tasks and time spent per task over a ten-workday period. Due to difficulties in tracking the workload of employees with responsibilities that are not tracked via a CAD-like system, this form of input allows the project team to establish a picture of an employee's or team's workload, formulate an analysis, and provide a recommendation as to staffing and best management practices.

Medical Section – Veterinarian Workload

The Veterinarian leads the medical care of animals housed at the Norman Police Department's Animal Shelter. All animals receive spay and neuter surgeries. In addition to vaccinations, de-worming, and standardized tests, the Medical Section can provide end-to-end care for any medical need. The Veterinarian documented their workload over a ten-workday period which is outlined below.

Task	Task Hours (Over a 2-Week Period)
Clinic Walkthrough & Urgent Care	3.25
Pre-Operative Exams & Preparation	2
Surgery	4.25
Data Entry	33.5
Patient Care	6
Correspondence	1.75
Patient Planning	.75
Controlled Drug Log Oversight	.75
Foster Program Management	2.5
Equipment Maintenance	9.75
Paperwork	4

Task	Task Hours (Over a 2-Week Period)
Emergency Care	1
Continuing Education & Training	2
Reporting	1
Vaccine Clinic Related-Tasks	7.5
Total Task Hours	**80**

Medical Section – Veterinary Technician Workload

The Veterinary Technician provides several critical services to support both the Veterinarian and patients. The Veterinary Technician is responsible for animal nursing, dental care, record keeping, medication administration, and assisting in diagnostic and surgical procedures. The Veterinary Technician tracked their workload over a ten-workday period which is detailed below.

Task	Task Hours (Over a 2-Week Period)
Medication Administration	11.5
Surgery Preparation	18
Surgery Follow-Up	43
Clinical Documentation	10.5
Vaccine Clinic	3
General Administrative Tasks	3
Total Task Hours	**89**

The operations of the Medical Section are significantly affected when the Veterinary Technician is on leave. Additionally, the number of incoming animals exceeds the number of outgoing animals (due to either adoption or euthanasia). The American Veterinary Medical Association recommends 2.7 veterinary technicians for every 1 veterinarian. This, combined with the negative operational impact when the Shelter's veterinary technician is absent, indicates that another veterinary technician should be hired.

Recommendation:

Increase the Veterinary Technician staffing level from one (1) FTE to two (2) FTE.

Response Section – Workload and Staffing

The personnel assigned to the Response Section include the Animal Welfare Supervisor (Response) and Animal Control Officers. These personnel are responsible for responding to calls for service related to animals. They are primarily tasked with enforcing City animal ordinances during daytime hours and are on-call to respond to animal calls in the overnight hours. Typical duties of personnel assigned to the Response Section include

recovering stray animals, investigation of animal bites, rescue of injured animals, capture of dangerous animals, investigations into allegations of abuse/cruelty/neglect, trap rental service management, and removal of dead animals.

Response Section – Supervisory Staff

The Animal Welfare Supervisor (Response) supervises five Animal Control Officers. Response to animal-related calls for service is staffed during daytime hours with an on-call response available, as needed. The Animal Welfare Supervisor (Response) recorded their tasks across a ten-workday period. This was utilized to form a basis to better understand the workload associated with this position. However, where other staff provided ten days of workload tracking, the Animal Welfare Supervisor (Response) provided five days of data. The below table shows a five-day, 40-hour, task breakdown.

Task	Task Hours (Over a 1-Week Period)
Phone and Email Correspondence	2.5
Meetings	2
Animal-Related Calls for Service	13.5
Report Writing	7
Extra Patrols	4
Timesheets	2
Shelter Support	4
General Administrative Tasks	3.5
Total Task Hours	**40**

Response Section - Operational Staff

The Animal Control Officer workload was tracked over a ten-workday period. Their workload cannot be tracked solely through analysis of CAD data, as Animal Control Officers perform a variety of support tasks within the Shelter. The below table documents the tasks and time spent per task.

Task	Task Hours (Over a 1-Week Period)
Phone and Email Correspondence	3
Animal-Related Calls for Service	13.25
General Administrative Tasks	2.75
Beat Patrol	4.5
Patrol Operations Support	1
Building Maintenance	3.5
Unassigned Time	12
Total Task Hours	**40**

The current staffing of 1 FTE Animal Welfare Supervisor (Response) and 5 FTE Animal Control Officers are feasible to handle the workload associate with animal control in Norman.

3. Investigations Division

A Captain leads the Criminal Investigations Division. It comprises criminal investigation sections, but detectives (sergeants) can be assigned any case, Forensics Services and Property, Special Investigations, Victim Advocate, and an Administrative Technician. Staff is comprised of a combination of commissioned and professional personnel.

1. Administration

The investigations administration consists of the Captain and Administrative Technician. The captain is responsible for the overall leadership of the division and supervises the lieutenants, victim advocate, and administrative technician. The captain is also tasked with collateral duties of payroll, finance, and building maintenance, lawn crews, PEER response team, and the wellness unit. The Administrative technician serves as the secretary for the division, answers phones, greets walk-ins, checks in sex offenders, and orders office supplies for the division. There are no reported backlogs in administrative tasks.

The Victim Advocate is a direct report to the captain but is detailed later in this section.

2. Investigations Workload Analysis

To conduct the workload analysis net available work hours for detectives, caseloads, and average hours per investigation type are utilized.

3. Caseload Data

NPD provided the project team with a spreadsheet from their records management system (RMS) database for tracking investigative caseloads for 2022. Though multi-year case assignment databases can provide an average workload, the most recent complete year was used as it best represents the current investigative trend and it closely matched the average of 3 years of NBIRS reported Part 1 Violent and Property crimes (most serious reported crime). The database was used to determine workloads for assigned detectives in the following sections.

The Norman Police Department investigated 12,389 cases in 2023. Of those cases, 6,430 were referred to detectives. Supervises then screened out 4,084 cases as not workable due to no leads, no crime, or lack of victim participation. It is noted an additional 326 cases were closed due to lack of staffing. To conduct the staffing analysis the 326 cases

were included as part of the workload because they are cases that had some potential solvability had there been resources available to investigate them. The breakdown of cases assigned to CID is shown in the table below:

CID Cases Assigned	
Active	62
CID-Cleared by Arrest	31
CID-Cleared by Exceptions	229
CID-Cleared by Warrant	109
CID-COP Follow-Up	118
CID-Deactivated / Staffing	326
CID-Deactivated by Investigator	1,074
CID-Missing Person Recovered	4
CID-Unfounded	26
Other	1
Total	**1,980**

4. Calculation of Detective Net Availability

Before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as hours dedicated to on-duty court or training time, and time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from NPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on duty and available to complete workloads and other activities in the field.

Net availability for detectives is different from patrol, in part because of court and administrative responsibilities. Workloads such as case plans, search warrant execution, and so forth that do not fit directly into case investigative hours are included within an estimated administrative time figure. The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted to calculate the total net available hours.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, including injuries and military leave, FMLA – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

From NPD Data: **322 hours of leave per year**

On-Duty Training Time (subtracted from total work hours per year)

The average total number of hours spent per year in training that is completed while on duty and not on overtime.

Estimated: **13 hours of on-duty training time per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team. This equals approximately one 10-hour workday per month.

Estimated: **120 hours of on-duty court time per year**

Administrative Time (subtracted from net available hours after leave, court, and training hours deducted)

The total number of hours per year spent completing administrative tasks while on duty, including staff meetings, returning phone calls, emails, search warrant preparation and planning, and various other activities including some operations that may not be directly captured in the case hours calculations.

The number is calculated as an estimated 20% of net work hours after other deductions.

Estimated: **325 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,300 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detective Net Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	322
On-Duty Training Hours	–	13
On-Duty Court Time Hours	–	120
Administrative Hours	–	325
Net Available Hours Per Detective	**=**	**1,300**

Overall, the detective has approximately 1,300 net available hours per year, representing the total time in which they can conduct investigations. 1,300 net available hours is low

for a typical investigative unit. These hours will be used in the following sections to analyze detective caseloads.

5. Caseload Hours

Not all investigative cases require the same number of investigative hours, for example, a homicide investigation requires more investigative time (and resources) than a burglary. To account for this, Matrix Consulting Group developed several case-type investigative caseload work hours. The average case hours were developed through dozens of studies and interviews with detectives working on each case type. The following case-type caseload workload hours were used to calculate staff resource needs:

(1) Homicide

Homicide cases are among the most complex and time-consuming investigations that are conducted. These cases receive a high level of scrutiny and therefore almost all investigative techniques are used. Additionally, because of their complexity, they are typically handled by a group of detectives, and additional resources are often used. The following table shows a breakdown of approximate caseload hours for a homicide case or officer-involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property / Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	60 hours	100%
Social media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls and write reports.	20 Hours	100%
Consult with DA	Conduct follow-up and write additional reports.	10 hours	100%
Total		276 hours- *If all tasks completed*	
	On Average	**276 hours**	

This list is not all-inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that detectives work as a team and that not all investigative hours will be worked by a single detective (These are hours for the lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **276 hours** allotted per case for the primary investigator.

Additionally, on average most departments assign a team of other detectives to assist during the early stages of a homicide investigation which represents approximately 40 hours per investigator assigned which is detailed under homicide investigation assist.

(2) Homicide Investigation Assist

When a homicide occurs it generally requires multiple detectives to respond to assist with the investigation, including assisting with warrants, interviews, crime scene canvassing, and locating additional witnesses. The team approach can include overtime and regularly scheduled shifts with the first 72 hours requiring significant resources. To account for a team approach, it is assumed at least 4 detectives will assist with the investigation, contributing 40 hours for the work week (not inclusive of overtime). The calculation is 40 hours X 4 detectives or 160 hours total.

(3) Person Crimes

Person crimes cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes.

Approximate case hours were developed through numerous interviews with detectives, and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	10%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	10 hours	10%
Consult with DA	Conduct follow-up and write additional reports.	1 hour	20%
Total	*If all tasks are completed:*	*82.0 hours*	
	On average:	22.6 hours	

This list is not all-inclusive and does not contain all the elements of an investigation and not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Based on the percentage of how often each subtask is completed, each solvable case equates to an average of approximately **22.6 hours**.

(4) Sexual Assault

Sexual assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have fewer witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	50%
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam including report writing.	6 Hours	90%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%

Task	Processes Involved	Approximate Time	% of Time Completed
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls and report writing.	2 hours	40%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	20%
Total	*If all tasks are completed:*	*65.0 hours*	
	On average:	**26.6 hours**	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **26.6 hours** per solvable case.

(5) Internet Crimes Against Children (ICAC)

Internet Crimes Against Children are complex investigative cases that rely heavily on digital forensic evidence that requires unique processes. These cases are treated more seriously by the judicial system; they tend to have fewer witnesses, thus requiring more time in interviews, search warrants to be written, and recovery and processing of evidence than other crimes. The chart below shows the approximate investigative time for ICAC investigations:

Task	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%

Task	Processes Involved	Approximate Time	% of Time Completed
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, and files, and write reports.	30 Hours	100%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	50%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	4 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	4 hours	10%
Total	*If all tasks are completed:*	*86.0 hours*	
	On average:	**44.4 hours**	

This list is not all-inclusive and does not contain all elements and not every sex assault case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **44.4 hours** per solvable case.

(6) Burglary / Property Crime

Burglary / Property Crimes are typically less complex investigative cases than personal crimes and generally require less investigative time or resources. These cases are treated

less seriously by the judicial system, and they tend to have fewer witnesses. The following chart describes approximate investigative times for Burglary / Property Crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspects and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hour	50%
Suspect Interview	Interview(s), including report writing.	1 hour	50%
Jail Call Monitoring	Listen to calls, and report writing.	2 hours	10%
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	*If all tasks are completed:*	*51.0 hours*	
	On average:	**16.9 hours**	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of

hours listed, but some cases may require significantly more. Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **16.9 hours** per solvable case.

(7) Financial Crimes

Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow-up a day or more after the occurrence. The following chart details processes and times associated with financial crimes:

Task	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, and files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone/computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	*If all tasks are completed:*	*56.0 hours*	
	On average:	**29.6 hours**	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **29.6 hours** per solvable case.

(8) Domestic Assault

Domestic Assault cases generally require less investigative time because the victim and suspect are known; however, they do require some investigation for successful prosecution. The following chart describes the approximate investigative times for these cases:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to the crime lab includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspects and report writing.	2 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, and report writing.	2 hours	10%

Task	Processes Involved	Approximate Time	% of Time Completed
Consult with DA	Review cases, and perform follow-up, including report writing.	1 hour	10%
Total	*If all tasks are completed:*	*21.0 hours*	
	On average:	**8.7 hours**	

This list is not all-inclusive and does not contain all elements of all investigations. Not every case will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **8.7 hours** per solvable case.

(9) Missing / Runaway

Missing / Runaway cases typically involve interviewing the reporting party, the last person to have seen them, checking last known locations, close friends and relatives, and entering information into teletype. Depending on leads and investigation required by law or agency policy these cases range from 2 to 4 hours with an average of about **3 hours**.

(10) General Crimes / Officer Assist

General crimes / Officer assists can vary greatly depending on the type of crime or assistance needed. These cases are typically lower-level crimes where some follow-up is needed or an Officer needs assistance with a case they are working on. This can include assisting with a cell phone download, social media, or open source search, warrant preparation, or other investigative techniques. Depending on the type of crime and investigative need these cases take between 2 and 6 hours with an average of **4 hours**.

(11) Drug Crimes / Officer Assist

Drug crimes / Officer assistance can vary greatly depending on the type of assistance needed. These cases are typically lower-level crimes where some follow-up is needed or an Officer needs assistance with a case they are working on. This can include assisting with a cell phone download, social media, or open source search, warrant preparation, or other investigative techniques. Depending on the type of crime and investigative need these cases take between 4 and 8 hours with an average of **6 hours**.

(12) Inactive / Suspended Case / Information / Referral

Detectives are assigned cases that become inactive or suspended due to no additional leads, lack of victim cooperation, or no additional evidence. Though the case does not end up as a prosecutable case, it does require the detective to review the case and attempt contact with the victim(s) or witnesses. Other cases are for information only or result in a referral to another agency. Depending on the type of crime and investigative need these cases take between 1 and 3 hours with an average of **2 hours**.

5. Caseload Workload Hours Analysis

Norman detectives do have specialties but may be assigned any type of case. To determine the caseload the project team reviewed the total number of assigned cases and then sorted the cases by case type. Using the caseload hours by case type the total caseloads for detectives were then calculated.

(1) Criminal Investigations Section

The Criminal Investigations Section conducts follow-up investigations on incidents reported to patrol. The unit consists of 2 lieutenants, and 18 detectives (Sergeants) with 2 current vacancies. The following cases were assigned to general crimes in 2023:

2023 CID Caseload

Case Type	Number	Avg Hrs. per case	Total hours
Animal Complaint	2	4	8
Animal Cruelty	1	4	4
Animal Dead	1	4	4
Arson	1	22.6	22.6
Assault	51	22.6	1152.6
Assault and Battery	4	22.6	90.4
Assault and Battery (Child)	48	22.6	1084.8
Bomb Threat or Package	3	4	12
Burglary	79	16.9	1335.1
Burglary from Vehicle	47	4	188
Car Jacking	1	22.6	22.6
Civil Incident (Non-Criminal)	1	2	2
Compliance Check	8	2	16
Disturbance - Domestic	78	8.7	678.6
Disturbance - non-domestic	6	6	36
Drowning	1	22.6	22.6
Drug Violation	8	6	48
Forgery / Fraud	387	29.6	11455.2

Case Type	Number	Avg Hrs. per case	Total hours
Found Property	10	2	20
Harassment / Threats	108	4	432
Homicide	1	276	276
Homicide Case Assist	1	160	160
Indecent Exposure	6	22.6	135.6
Information / Pub Doc	60	2	120
Intoxicated Driver	2	4	8
Juvenile Status Offense	1	2	2
Larceny	243	16.9	4106.7
Lost or Found Property	6	2	12
Medical Call	4	2	8
Missing Person	54	3	162
Missing Person - Endangered	3	3	9
Motor Vehicle Theft	79	16.9	1335.1
Mutual Aid - Police	12	4	48
MVC - CIRT	4	4	16
MVC - Hit and Run	1	4	4
MVC - With Injury	1	4	4
Other Ordinance Violation	12	2	24
Protective Custody (Adult Care)	1	2	2
Protective Custody (Child)	2	2	4
Protective Custody (ED)	6	2	12
Prowler	3	16.9	50.7
Public Intoxication	2	2	4
Robbery	25	22.6	565
Runaway	209	3	627
Sexual Assault of Child	85	26.6	2261
Sexual Assault or Offense	85	26.6	2261
Shooting	25	22.6	565
Stabbing	5	22.6	113
Suspicious Person	5	4	20
Traffic Stop	1	0.5	0.5
Trespass	4	2	8
Unattended Death	74	22.6	1672.4
Vandalism	63	2	126
VPO Violation	45	2	90
Warrant Service	4	2	8
Weapon Violations	1	22.6	22.6
Total	**1980**		**31,477.1**

As the table above indicates, the caseload assigned represents approximately 31,477 hours.

(2) Summary of Workload Hours

As mentioned above, the criminal investigation section is currently made up of 2 lieutenants and 18 detectives. Using the previous calculation of net available caseload hours and the total 2023 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		31,477
Divided by total net available hours for 1 detective (1,300)	÷	*1,300*
Number of Detectives Needed	**=**	**24.21**

As the table indicates the number of detectives recommended to work the assigned caseload hours is 24.21 and there are a total of 18 detectives positions currently authorized. The caseload assigned is greater than the number of detectives assigned. A total of 6 additional detective positions are needed to work the assigned caseload.

(3) Investigative Analyst

Investigations does not currently have investigative support to perform common investigative tasks. Many of the investigative tasks that are conducted by detectives can also be handled by trained civilian investigative analysts. These include conducting forensic data extractions, interpreting digital data, analyzing location data, reviewing, and editing crime scene video, putting together suspect workups, preparing case files, and conducting social media searches. Some of these tasks can be more efficiently conducted by an analyst who performs the tasks more frequently. Investigative analysts are a growing trend in modern law enforcement. This is due to hiring and retention issues and they tend to be more cost-effective as they require less annual training, and they are typically paid less. Since investigative analysts perform the tasks more often, they become more efficient at them compared to a detective who may conduct these tasks much less frequently. Adding an investigative analyst could assist investigations with processing video evidence which is currently being done by a detective.

(4) Span of Control

The current span of control for CID is 2 lieutenants to 18 detectives (when fully staffed) which creates a span of control of 1 to 9. This is at the upper limit of spans of control as recommended by the International Association of Chiefs of Police (IACP) and others for

front-line staff. With the recommended 6 additional detectives the span of control would exceed the recommended span of control. Adding 1 lieutenant with additional detectives would make the span of control 3 lieutenants to 24 detectives or 1 supervisor to 8 detectives.

Recommendations:

Add 6 additional detectives to the criminal investigations section for a total of 24 authorized positions.

Add 1 civilian investigative analyst to the criminal investigations section.

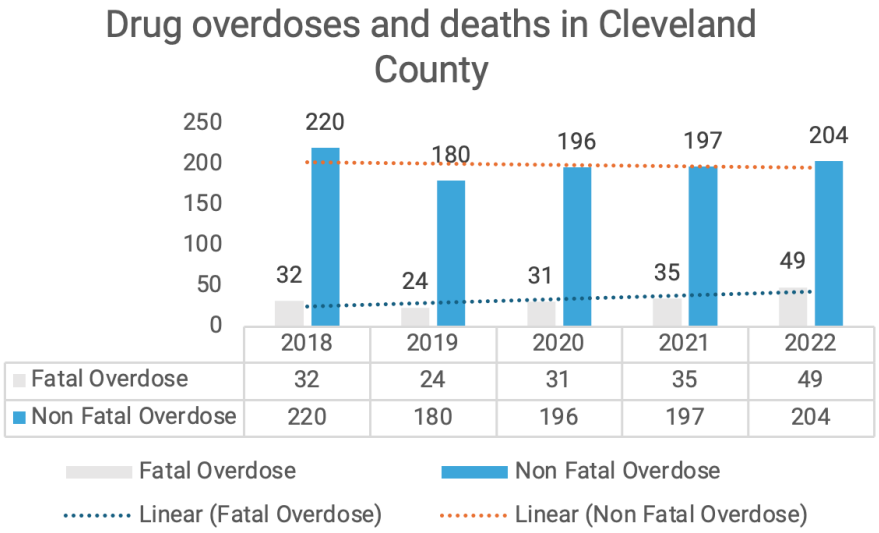
Add 1 additional lieutenant to the criminal investigation section for a total of 3 lieutenants assigned.

(5) Special Investigations Section

The Special Investigations Section conducts proactive investigations and assists with major investigations and Internet Crimes Against Children (ICAC), human trafficking, and organized crime narcotics cases. Two of the detectives are assigned to a highway interdiction task force and two work local cases. The Special Investigations Section consists of 1 lieutenant and 6 authorized detective positions with 2 current vacancies.

To analyze proactive units a different philosophy is used because proactive units create their caseload. A proactive unit can increase the caseload by adding personnel or by increasing the number of investigations conducted. To analyze the special investigations section a two-part test is used: Is there an identified problem the proactive unit is meant to address and is that unit actively working to address the issue? A combination of interviews and workload metrics are used to determine. Proactive investigations rely on a community's ability to provide the resource/ service, so even though more resources may be beneficial to conducting more investigations it may not be feasible or justifiable.

The special investigations section's main focus is narcotics investigations though they do other investigations. Through interviews, it was noted that the Norman area has had an increase in fatal and non-fatal overdoses over the last 5 years. The chart below shows the overdoses and overdose deaths over the last 5 years in Cleveland County (Norman is in Cleveland County):



	2018	2019	2020	2021	2022
Fatal Overdose	32	24	31	35	49
Non Fatal Overdose	220	180	196	197	204

*Data obtained from the Oklahoma State Department of Health website.

As the chart indicates overdoses have remained somewhat consistent over the last 5 years, but deaths have increased. This is likely due to fentanyl. It is clear from the data that there is a drug use issue in the area. It is useful to note that there is no evidence that proactive investigations can eliminate the use of drugs in the community, though there is some indication they can mitigate its prevalence and provide some deterrence.

The workload metrics for the special investigations section are shown in the following chart:

Special Investigations Activity 2023	Number
Cases Opened	47
Cases Closed	57
Persons Arrested	47
Charges Presented	62
Trash Pulls/Tracker Installs	13
CI/Suspect Interviews	22
Search Warrant Assist	28
Search Warrant Served	47
Surveillance Operations (Hours)	333
Knock and Talks	12
C.O.P. Presentations	1
Guns Seized	21
Drugs Seized (# of instances)	21
Patrol Assist	24
CID Assist	21
Outside Agency Assist	76
Interdiction Stops	1016

Special Investigations Activity 2023	Number
Interdiction Assist	477
Training Hours (Combined Total)	994
Intel/Incident Reports Received	25
Intel/Incident Reports Assigned	8
Callouts	10
Audits	9
Overtime:	482.75

As the chart indicates the special investigations section served 47 warrants in 2023 and conducted over 300 hours of surveillance. This indicates a high level of activity for a unit that currently consists of 4 detectives (2 in task forces). The unit also seized 21 firearms.

As mentioned above the unit has 1 lieutenant and 6 authorized detective positions with 2 current vacancies. Even if fully staffed the special investigations section does not have sufficient personnel to investigate complicated narcotics investigations involving multiple suspects or locations or to conduct investigations on overdoses because there are only 4 authorized detectives. Using best practice standards of having 2 detectives per subject to perform searches there is no opportunity to maintain surveillance and stop vehicles leaving a target location. Adding 2 detectives would enhance the unit's ability to conduct complex investigations and provide more follow-up on drug complaints and overdoses.

As noted above 2 detectives are assigned to a multi-agency highway interdiction task force that focuses on larger narcotic cases. Multi-agency task forces provide agencies with more resources than they could typically provide on their own to conduct investigations. This allows the department to be part of large investigations that affect them directly or indirectly while sharing costs with other agencies. Members of the special investigations section are also cross-designated to serve on state and federal task forces as well.

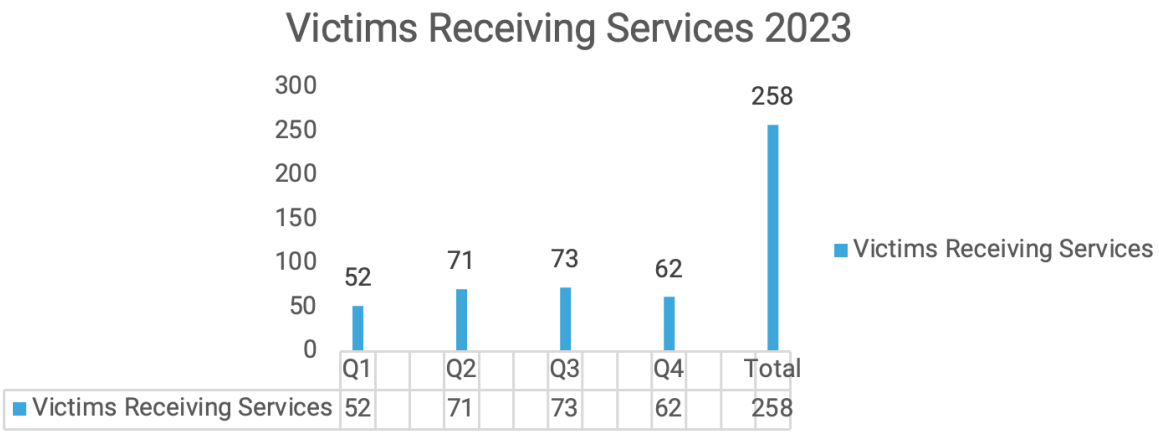
Recommendation:

Add 2 additional authorized detectives to the special investigations section for a total of 8 authorized positions.

(6) Victim Advocate

The Victim Advocate contacts victims of crime and offers services and referrals. The victim advocate is responsible for contacting victims including on cases that are deactivated. were 326 cases referred to the victim advocate that were deactivated due to lack of resources in 2023 and another 192 cases were referred to the victim advocate by detectives. The victim advocate assists with victim compensation, navigation of the

criminal justice system, goes to court with victims, and helps with court orders. The coordinator oversees the unit and provides service. The victim advocate contacts victims and provides service. Victim Services works with special victims but assists with victims of other cases as well. The unit reported the following performance metrics for 2023:



As the table indicates the unit served 258 victims in 2023. There were approximately 423 person crimes referred to detectives in 2023 which only represents a portion of the person crime victims. This indicates more victims could be served than are currently being served. Adding an additional victim advocate would allow the unit to contact more victims and provide more service referrals.

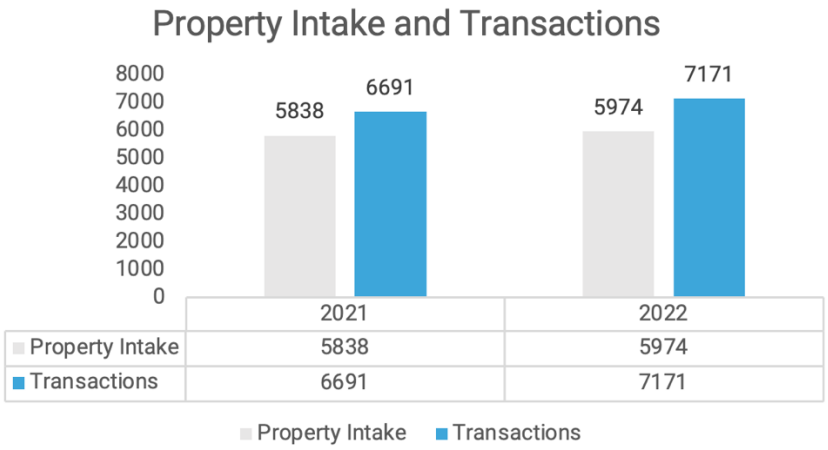
Recommendation:

Add 1 additional victim advocate for a total 2 victim advocates.

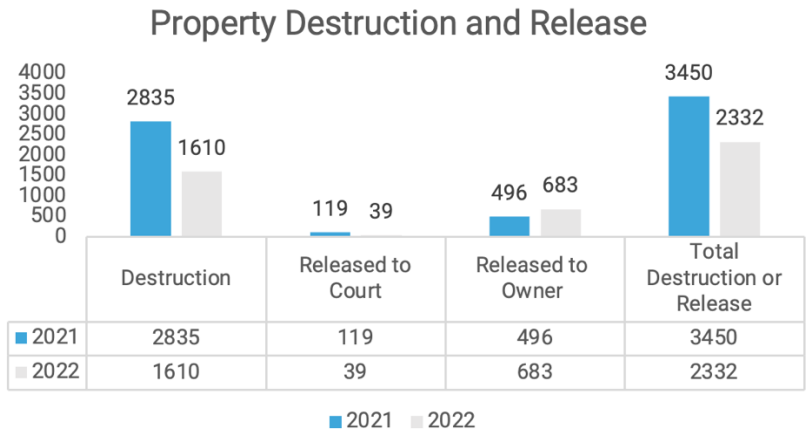
(7) Forensic Services and Property

The Forensic Services and Property consists of 2 Forensic Technicians (Crime Scene Investigators), and 2 Property Technicians. There is no unit supervisor. The Unit manages property and evidence, responds to crime scenes to assist in processing evidence, and manages digital evidence. The Unit works 4-10s covering Monday through Friday, from 7 am to 6 pm. They are, except for the Evidence Technicians, on-call for after-hours responses.

The property technicians do not respond to crime scenes or have crime scene technician training. The Unit manages 20,592 pieces of property and evidence. This includes processing evidence, purging evidence and property, and conducting audits to ensure property records are accurate. The Unit tracks the volume of evidence and property taken in and transactions which includes property releases. The data provided by the unit shows two years and are displayed in the graph below:



As the table indicates, intake and transactions workload activities have increased from 2021 to 2022. The unit also tracks destruction and releases which are indicated below:



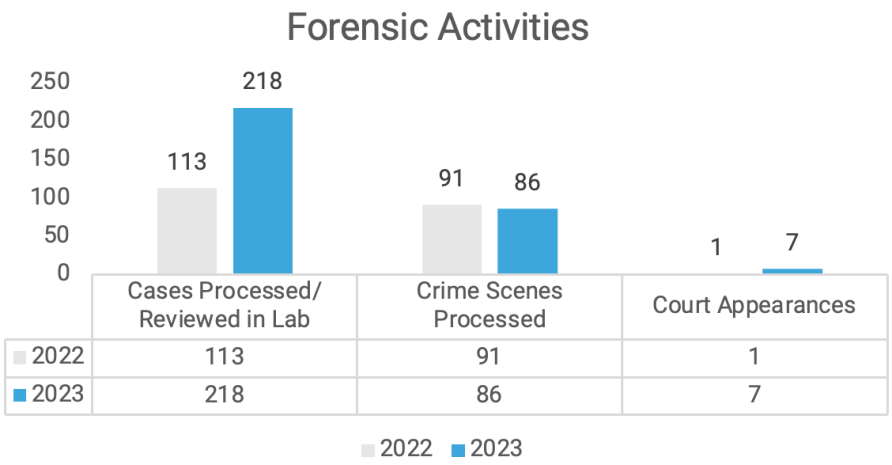
As the chart indicates property releases have increased while property destruction has decreased. As a proxy for workload, the data provided appear mixed. Intakes have increased slightly while property disposition (destroyed or released) appears to have decreased. However, the backlog of property, which will eventually need to be disposed of, has grown. The following table shows the workload for 2022.

2022 / 2023 Avg. Workload	#	Minutes per Item	Total Minutes	Total Hours
Property/ Evidence Intake	5,906	15	88,590	1,476
Property / Evidence Purged	2,891	30	86,730	1,445
Total				**2,659**

As the table indicates the workload for taking in and disposing of property and evidence is approximately 2,921 hours. This does not include other tasks performed by the

technicians such as answering phones and emails and working with the public and officers. There is a reported backlog of items to purge. In 2022 less property/evidence was destroyed compared to 2021. Based on a typical net available hour for professional staff of 1,800 hours per year the workload can be handled by the two technicians through the backlog of property to be destroyed or transferred can only be addressed over time.

The major function of forensic services is responding to assist crime scenes. The Unit is on-call and subject to being called out to assist in collecting and/or processing crime scenes. The Unit provided the following data on activities for 2022 and 2023:



As the chart indicates the workload has increased from 2022 to 2023 though crime scene processing has slightly decreased. The unit recovers and processes over 200 pieces of evidence per year, however, they only respond to the most serious cases due to the lack of staff. There is a current backlog of 10-15 cases to process and write reports. The unit is at capacity with current staffing and is not able to respond to all serious person crimes. Adding 2 additional forensic technicians would allow the unit to cover more hours and reduce the burden for current staff to be on call. As noted above there is no direct supervisor over Forensic Services and Property and the current CSI staff does their budget and plans the academy and public events.

Adding a working supervisor directly to the unit could reduce the administrative tasks of the staff, allowing them to respond to more crime scenes. The position could also coordinate crime scene response, fill in for vacations, and add crime scene processing and property and evidence handling capacity.

Recommendations:

Add 2 additional forensic technicians for a total of 4 forensics technicians.

Add a supervisor position directly over forensic services and property.

4. Community and Staff Services Bureau

The Community and Staff Services Bureau is led by a major and comprised of the Personnel / Training Division and Community Outreach Division.

1. Personnel / Training Division

The Personnel/Training Division is led by a Captain. Within the Personnel/Training Division, there are two primary missions: the recruitment of new employees and the training of commissioned employees. The Captain assigned to lead this Division is focused on these missions and is also assigned special projects and tasks by more senior leaders within the Department.

2022	Total Hours
Training Hours	1,536

The various tasks required to coordinate these activities are complex and require advanced knowledge of law enforcement recruiting strategies and training methodologies. Recruiting is especially significant as competition for police officer candidates is strong. Additionally, operating a basic law enforcement academy and providing continuing training and education for existing commissioned staff incurs significant demands on the Department's training staff.

(1) Personnel/Training Division Support Staff

The Personnel/Training Division is supported by three administrative support personnel. These support personnel are classified as a Police Employment Tech, an Admin Tech III (Payroll), and an Admin Tech III (Training). The Police Employment Tech supports all recruiting and onboarding tasks related to new personnel. The Admin Tech III (Payroll) is responsible for the tracking and payment of overtime, payroll, and reimbursements. The Admin Tech III (Training) supports the clerical and data entry needs of the training functions of the Department.

The Police Employment Tech is a professional staff member tasked with clerical functions related to the hiring of new personnel for NPD. The workload of the Police Employment Tech is outlined below.

Task	Task Hours (Two-Week Period)
Candidate Preparation & Interview Participation	23.25
Mail Sorting	3.25
Phone and Email Correspondence	9.75
Requisitions	1.25
Background Investigation Support	1.25

Task	Task Hours (Two-Week Period)
New Employee Onboarding	4.5
General Administrative Tasks	19.25
Finalization of Union Contract	1
Personal Leave	2
Unassigned Time	14.5
Total Task Hours	**80**

The Admin Tech III (Training) is a professional staff member assigned to the administrative and clerical roles of the Personnel/Training Division. The workload of the Admin Tech III (Training) is outlined below.

Task	Task Hours (Two-Week Period)
Petty Cash Management	2
Invoice, Requisition, and Purchase Order Entries	5.75
Mail and Email Correspondence	9.5
Training Documentation Submissions (CLEET)	8
Training Documentation Submissions (LERMES)	8.25
Meetings	3
Permit Processing	2
Training Registration	6
Miscellaneous Tasks	1.75
Personal Leave	10
Unassigned Time	23.75
Total Task Hours	**80**

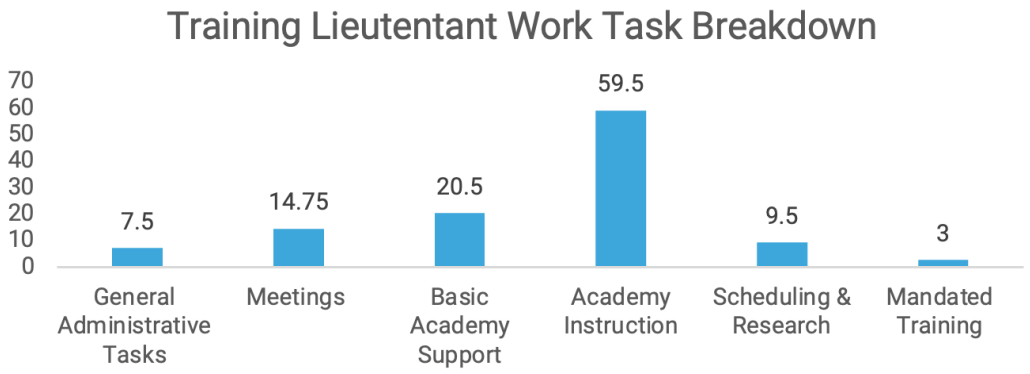
The Admin Tech III (Payroll) is a professional staff member assigned to the administrative and clerical roles of the Personnel/Training Division. The workload of Admin Tech III (Payroll) is outlined below.

Task	Task Hours (Two-Week Period)
Holiday Payroll Balance	8
Inclement Weather Payroll Entries	11
Dept. of Labor Reporting	3.5
Miscellaneous Intellitime Tasks	14.5
General Administrative Tasks	10
Patrol Daily Scheduling	5
New Hire/Probationary Officer Payroll	3.5
Employee Separation Tasks	1

Task	Task Hours (Two-Week Period)
Military Leave Coordination	5.5
Payroll Balancing	11
Personal Leave	4.5
Unassigned Time	2.5
Total Task Hours	**80**

(2) Training Section Supervisor

The Training Section is led by a Lieutenant who functions as a first-line supervisor. The Lieutenant supervises three commissioned personnel: a Rangemaster, a police training officer, and a recruiter. The primary responsibilities of the Training Lieutenant are the recruitment of personnel and the operation of Norman PD's basic police academy for recruit officers. The Lieutenant also facilitates outside training for active Norman Police personnel. As the Department continues to grow and adapt to the community it serves, ensuring a high level of training for all personnel will continue to be of critical importance.



(3) Training Section Personnel

It can be difficult to analyze the workload of commissioned personnel not assigned to patrol or investigations. Without caseloads or CAD data, a staffing analysis depends on the self-tracking of work tasks and time spent per task to develop a comprehensive recommendation. The Rangemaster, the police training officer, and the recruiter were all tasked with tracking their workloads over a ten-workday period. This data was utilized by the project team to develop recommendations related to staffing within the Training Section.

The Police Training Officer (Recruiter) is a commissioned officer assigned to basic academy instruction/support and external recruiting and applicant outreach. The workload of the Police Training Officer (Recruiter) is outlined below.

Task	Task Hours (Two-Week Period)
Academy Inspection	3.25
Meetings	2
Drone Maintenance	4.25
Recruiting Contacts	33.5
Recruiting Social Media	6
Recruiting Events	1.75
Applicant Background Review	.75
Academy Mentoring	.75
Recruiting Banners	2.5
Academy Fitness	9.75
Website Updates	4
Applicant Testing	1
Uniform Maintenance	2
Mandated Training	1
Unassigned Time	7.5
Total Task Hours	**80**

The Rangemaster is a commissioned officer assigned to firearms instruction and range management. The workload of the Rangemaster is outlined below.

Task	Task Hours (Two-Week Period)
Meetings	16.5
Firearms Instruction	20.5
General Administrative Tasks	20.75
Equipment Sourcing	11.25
Ammunition Distribution & Stockpile Management	4.5
Facility Maintenance	19.25
Event Coordination	1.25
Firearms Maintenance	3
Required Training	1.25
Total Task Hours	**98.25**

It should be noted that approximately 20% of the Rangemaster's time was spent on facility maintenance, which included several tasks that included painting and other janitorial responsibilities. Consideration should be given to the use of professional staff members for facility maintenance tasks.

The Police Training Officer (Academy) is a commissioned officer who instructs and mentors officers who have not yet completed the Department's basic law enforcement

academy. This officer is responsible for instructing recruit officers on many law enforcement topics and general facilitation of the police academy.

Task	Task Hours (Two-Week Period)
General Administrative Tasks	25
Cadet Inspections	5
Firearms Instruction	15
Classroom Instruction	28.5
Defensive Tactics Instruction	10
Physical Training Instruction	10
Meetings	4
Facility Maintenance	3
Total Task Hours	**100.5**

(4) Employee Recruitment, Hiring, and Retention

The issues of recruitment, hiring, and retention are among the most important faced by police organizations today, regardless of size or location. To be successful, both short-term strategies and long-term solutions must be created and implemented. Recruitment, hiring, and retention are vital for ensuring public safety, building community trust, maintaining professionalism, and adapting to the changing landscape of law enforcement challenges.

Recruitment, hiring, and retention strategies should strive to create a supportive and rewarding work environment that promotes employee satisfaction, growth, and long-term retention.

(4.1) Norman Police Department Recruitment, Hiring, and Retention

Recruiting for employees is essential for police departments in building a skilled, diverse, and resilient workforce capable of effectively addressing the complex challenges of modern policing.

(1) Recruitment and Hiring

The Norman Police Department has one Police Officer currently assigned to recruitment efforts. This Officer is assigned to the Training Section and tasked with a variety of recruiting, mentoring, instruction, training, and media functions. The following table illustrates current recruitment events the department attends:

Recruitment Events

Event	Date
Army/Military Recruiting	11/22, 2/24
Cameron University Red River Career Expo	3/23
Cameron Law Enforcement	TBD
City of Norman Events	Annual
East Central University	3/23
Jr Achievement of OK	2/23
Murray State College	11/22
Northeastern State University Expo	4/23
Northeastern State University CJ Fair	4/23
Northwestern OK State College Career Fair	11/22
Northwester OK State College CJ Classes	Fall
OU Football Games	Fall
Rogers State University – Claremore	3/23
Seminole State College	TBD
Southwestern OK State College	TBD
Tinker AFB Family Readiness Center Job Club	TBD
UCO Criminal Justice Day	10/22
University of Arkansas at Fort Smith CJ Symposium	4/23
Veteran's Upward Bound (Zoom Meetings)	TBD
Total Events	**19**

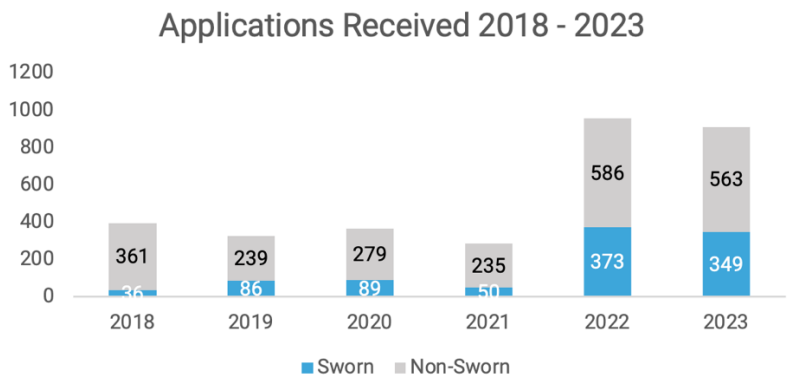
Potential department applicants can access the department's recruitment website through the department's main website page. The recruitment page outlines current department openings and application processes for both commissioned and professional staff positions. This page also has easy-to-follow links to apply for open positions.

The following table illustrates the total number of commissioned and professional staff employment applications received by the City of Norman 2018 – 2023:

Applications Received 2018 - 2022

	2018	2019	2020	2021	2022	2023
Commissioned Applications	36	86	89	50	373	349
Professional Staff Applications	361	239	279	235	586	563
Total Applications	**397**	**325**	**368**	**285**	**959**	**912**

The following chart illustrates this same information graphically:



As illustrated above, a 56% increase in professional staff applications and an 869% increase in commissioned applications occurred between 2018 and 2023.

Based on historic processing rates, positions within law enforcement agencies require approximately fifty applications to fill three to seven positions. Many applicants fail the background process. Based on 2023 application totals, it is estimated that approximately 7 commissioned positions and 11 professional staff positions can be filled. The following table illustrates this calculation process:

Calculation of Application Processing Rates

	Total Applications				Total Positions Filled
Commissioned	349	÷	50	=	6.98
Professional Staff	563	÷	50	=	11.26

The following table illustrates the total number of commissioned pre-employment background investigations and the percentage of applicants who failed during the background investigative process 2018 – 2023:

Commissioned Background Investigation Results

	Total	Total Pass	Total Fail	% Fail
2018	38	32	6	15.8%
2019	30	20	10	33.3%
2020	25	13	12	48.0%
2021	22	-	-	-
2022	32	20	12	37.5%
2023	46	22	24	52.2%

As illustrated above, Police Officer applicant fails ranged from 15.8% to 52.2% (2021 data is unavailable).

The following table illustrates the total number of professional staff pre-employment background investigations and the percentage of applicants who failed during the background investigative process 2018 – 2023:

Professional Staff Background Investigation Results

	Total	Total Pass	Total Fail	% Fail
2018	16	8	8	50.0%
2019	9	8	1	11.1%
2020	4	3	1	25.0%
2021	8	-	-	-
2022	21	14	7	33.3%
2023	18	11	7	38.9%

As illustrated above, professional staff employee applicant fails ranged from 11.1% to 50.0% (2021 data is unavailable).

The Police Officer hiring process includes a physical examination, written examination, hiring interview board, personal history statement and background investigation, polygraph, psychological evaluation, medical evaluation and drug screening, and physical testing reevaluation. The process may take four to six months to complete.

The table below illustrates the Police Officer turnover rate for those hired in 2018 – 2023:

Police Officer Hiring versus Turnover 2018 - 2023

	Officer Hired	Turnover	+/-
2018	24	14	+10
2019	11	9	+2
2020	-	16	-
2021	12	16	-4
2022	14	17	-3
2023	20	17	+3

As illustrated above, hiring exceeded Police Officer turnover in three of the above five years (2020 hiring data not available).

The table below illustrates the professional staff employee rate for those hired in 2018 – 2023:

Professional Staff Hiring versus Turnover 2018 - 2023

	Employee Hired	Turnover	+/-
2018	5	13	-8
2019	13	14	-1
2020	5	8	-3
2021	9	12	-3
2022	13	11	+2
2023	7	11	-4

As illustrated above, hiring only exceeded professional staff employee turnover in one out of the above five years.

Police departments throughout the United States strive to be representative of the communities they serve. Benefits include enhanced trust and cooperation, cultural understanding, improved problem-solving, reduced bias and discrimination, community policing effectiveness, recruitment and retention, and reduced tensions, and conflicts. The following table illustrates the City of Norman[1] demographics and Norman Police Department demographics:

Demographics

	Norman	Commissioned	Professional Staff	Dept Total
White	73.3%	90.9%	90.9%	90.9%
Black	5.0%	4.2%	4.5%	4.3%
American Indian or Alaska Native	4.1%	0	0	0
Asian	4.7%	2.4%	3.0%	2.6%
Native Hawaiian and Other Pacific Islander	0.2%	0	0	0
Two or More	10.7%	0	0	0
Hispanic or Latino	8.6%	3.0%	0	2.5%
Other	Unknown	2.4%	1.5%	2.2%

[1]City of Norman demographic data retrieved from the United States Census Bureau website located at https://www.census.gov/.

Recommendations:

Increase the use of recruitment channels such as online job boards, social media platforms, career fairs, and community outreach programs.

Consider conducting virtual interviews to conduct initial and subsequent interviews with candidates to allow for faster scheduling when appropriate.

Offer testing sessions at multiple times and locations to accommodate candidates' schedules and minimize delays.

Consider using online testing platforms for written exams and assessments.

Ensure department recruiters and interviewers are well-trained in efficient interviewing techniques and evaluation criteria.

Establish hiring committees comprised of department and community members to collectively review applications, conduct interviews, and make hiring decisions.

Regularly review and evaluate the hiring process to identify constrictions and areas of improvement. Solicit feedback from candidates to implement changes that optimize efficiency without sacrificing quality.

Recruit and train collateral-duty commissioned and professional staff recruiter positions to assist in department recruiting.

(2) Employee Retention

Employee retention is important for maintaining the effectiveness, efficiency, and credibility of the department. Investing in retention efforts assists with cultivating a dedicated and skilled workforce that is better equipped to meet the evolving needs and challenges of policing in the community. The department offers several benefits which assist in retaining employees, including the following:

- 4/10 work schedule and accrued sick leave, compensation time, and vacation time.
- Range of options for individual and dependent health, dental, vision, and life insurance.
- Tuition assistance and college incentive pay.
- Unform/equipment allowance.
- Bilingual / translator, shift differential, special team, and longevity pay.
- Oklahoma State Police Pension and Retirement System.

Mentorship, Career Development, and Succession Planning

Employee mentoring, career development, and succession planning are often used to assist in increasing employee retention. Employee-centered programs such as this foster leadership development, ensure organizational continuity, and create a sense of wellness during leadership transitions. Successful career development plans will also expose

employees to police best practices, contribute to overall growth and job satisfaction, and increase employee effectiveness.

Promotional Processes

Promoting employees and the promotional processes used can have a tremendous impact on the culture of an organization and impact employee retention. All Norman Police Department promotional processes are internal. The table below outlines current promotional processes:

Promotional Processes

Lieutenant Candidate	• Read 5 Voices: How to communicate effectively with everyone you lead book and complete a 2 page paper on how the candidate would utilize the 5 voices as a Lieutenant. • Memo, paper, resume, and any supporting documents into Chief's Office by deadline. • Complete written test which will include questions from laws, ordinances, policies, and 5 Voices book. • Complete internal oral board.
Captain Candidate	• Read 5 Voices: How to communicate effectively with everyone you lead book and complete a 2 page paper on how the candidate has utilized the 5 voices as a Lieutenant. • Memo, paper, resume, and any supporting documents into Chief's Office by deadline. • Complete written test which will include questions from laws, ordinances, policies, and 5 Voices book. • Complete internal oral board. • Complete external oral board that will also include a 10 minute presentation on a topic given prior to board.

The department is currently constructing a new scoring matrix to ensure scoring subjectivity is minimized.

Ensuring a fair and transparent promotional and specialty unit selection process exists ensures promotions and assignments are based on merit and performance, boosts employee morale, and encourages retention of talent.

Employee Health and Wellness Program

An employee health and wellness program will assist employees in maintaining their physical and mental health, achieving a better work-life balance, and increasing job satisfaction. All of which increases employee retention and reduces turnover costs for police organizations. A comprehensive employee health and wellness program should include physical, mental, and emotional health in responsive and proactive ways.

Recommendations:

Create employee-specific career development plans to be discussed/evaluated with the employee's supervisor annually.

Create unit-specific succession plans that identify critical positions, define competencies, skills, and qualifications necessary for success, and identify training opportunities.

Incorporate community in promotional/specialty selection processes through forums, surveys, advisory boards, and selection panel participation.

Create a Health and Wellness Coordinator position to develop a holistic health and wellness program for the department.

(3) Recruitment, Hiring, and Retention Strategy

A recruitment, hiring, and retention plan is essential for building a skilled, diverse, and resilient police organization that is capable of effectively meeting the needs of the community and upholding public safety and trust.

Before initiating a new recruitment, hiring, and retention strategy, the department should first engage community members to understand the community's expectations, analyze the skill sets required to meet those expectations, and identify gaps that may exist. This community engagement should include individuals from different ages, socioeconomic, and ethnic groups. Refining a police officer's job description will allow the profession to move forward in an informed manner while initiating new recruitment, hiring, and retention strategies.

Strategic Recruitment, Hiring, and Retention Plan

Developing a strategic recruitment, hiring, and retention plan will provide a roadmap for attracting, selecting, hiring, and retaining qualified employees while promoting diversity, professionalism, and effectiveness within the organization. The Norman Police Department does not currently maintain a strategic recruitment, hiring, and retention plan. A strategic plan should be created with the following goals:

- Engage department stakeholders to ensure the department's organizational culture is guided by community policing, procedural justice, and cultural inclusivity.
- Engage community stakeholders to ensure the department's workforce reflects the characteristics of the community members of Norman.
- Evaluate employment criteria, standards, and benchmarks to ensure that they are tailored to the skills needed to perform job functions, and consequently attract,

select, and retain the most qualified and desirable employees.

The Norman Police Department's strategic recruitment, hiring, and retention plan should include the following:

Recruitment

- Modify department recruitment efforts to expand the diversity and volume of young adults who perceive a career in the department as a viable career field to consider.
- Proactive and targeted community outreach efforts to encourage applicants from diverse populations to consider all careers within the department.
- Ensure recruitment efforts highlight the service-oriented nature of policing, foster a sense of community, and develop messaging and marketing strategies that address the concerns of families and friends.
- Develop cadet and explorer programs and offer internships and apprenticeship programs.
- Establish a college or university internship program.

Hiring

- Evaluate the current selection processes used to reduce the time and burden traditional approaches place on applicants and the expense these efforts create for the department.
- Evaluate the current hiring process to ensure testing requirements correspond with job-related functions.
- Evaluate the pre-employment background process to adopt a holistic view of the skills and strengths applicants bring to the department.
- Cultivate awareness among current employees that they play a key role in recruiting future employees as they perform their duties within their communities.
- Consider how the orientation and structure used to train new employees might work against efforts to recruit sufficient diverse personnel.
- Hire new police officer recruits as temporary professional staff employees while waiting for the next academy class to begin.

Retention

- Explore how job sharing and part-time positions might enable the department to retain employees, even during life phases when employees have demanding

responsibilities as caregivers.

- Pursue a workplace that is welcoming to increase a wide range of diversity and inclusion efforts within the department.
- Evaluate traditional organizational practices in ways that might make careers more desirable and sustainable.
- Evaluate existing shift schedules to determine whether they promote officer safety, wellness, and work-life balance.
- Develop a department mentorship program and institute leadership training which is critical to providing officers the support, guidance, and resources needed to succeed and earn promotions.
- Evaluate retention incentives such as tuition reimbursement, increased paid time off, expanded health care options, and updated technology and equipment.
- Explore public-private partnerships and other funding options to support childcare options to accommodate nontraditional work schedules.
- Evaluate current retirement options.

Recommendation:

Develop a comprehensive recruitment, hiring, and retention plan.

(4) Records Section Supervisor

The Police Records Supervisor is a professional staff member of the Norman Police Department. Given the complex requirements surrounding law enforcement recordkeeping, the Police Records Supervisor position is critical to supporting the operations of the Department. The tasks assigned to the Supervisor are outlined below.

- Document redaction
- Phone and email correspondence
- Report review
- Docket entry
- Mandated trainings
- Personnel supervision
- Responses to requests from the District Attorney's Office
- Record expungements
- Subpoena research

- Document redaction

(5) Records Section Personnel

Records Clerks, the Department's Redaction Technician, and the Admin Tech II (PBX) are line-level professional staff that are responsible for maintaining law enforcement records and providing customer service to community members.

A Records Clerk was asked to track their workload over two weeks. This tracking provided the project team with insights as to the workload within the Records Section. The workload is outlined below.

Task	Task Hours (Two-Week Period)
Vehicle Impound Release Requests	3.5
Customer Service	4
Email, Mail, and Phone Correspondence	10.25
Report Review and Approval	13.25
Data Entry	7.5
Cashier Reports	2.25
Background Checks	2.75
Other Administrative Tasks	28.5
Personal Leave	8
Total Task Hours	**80**

While the existing staffing level of Records Clerks appears to be sufficient, there do exist opportunities to increase efficiency within the Records function that should be pursued. For example, the use of Brazos handheld citation platforms may be expanded to decrease workload within Records.

The Department's Admin Tech II (PBX) is assigned to answering incoming calls for all City of Norman departments and functions. The workload of this position was tracked over two weeks. In analyzing the workload of the position, extensive analysis was not required because the workload of the position almost entirely revolves around answering and transferring calls. The Admin Tech II (PBX) does perform NCIC validations, but this is a minor part of the workload. It is unclear why this position is housed within the Police Department, as the answering and transferring responsibilities are for the entire City of Norman. The project team recommends reorganizing the reporting structure for this position and encourages this position to be relocated to a different part of the City, for example, the City Clerk or City Manager's Office.

Consider aligning the Admin Tech II (PBX) with a more appropriate part of the City organization. Additionally, the City should consider the use of a phone tree/call routing system and reassigning this position within either the Records Section or within the City at large.

At the time of the workload tracking, the Department's Redaction Technician was on military leave and was unable to track their workload. All redaction tasks were shared amongst Records Clerks who are cross-trained in vehicle and body-worn camera redaction. Without accurate tracking of the Redaction Technician's workload, the project team was unable to conduct further analysis regarding the workload of this position.

Due to the lack of data to support any sort of staffing change in the Redaction Technician position, this position should be maintained.

Recommendations:

Explore the expanded use of technologies that will increase efficiency within Records.

Consider aligning the Admin Tech II (PBX) with a more appropriate part of the City organization. Additionally, the City should consider the use of a phone tree/call routing system and reassigning this position within either the Records Section or within the City at large.

Due to the lack of data to support any sort of staffing change in the Redaction Technician position, this position should be maintained as is.

2. Community Outreach Division

The Community Outreach Division is led by a Captain who works Monday through Thursday, 7:30 am – 5:30 pm. The Division is comprised of Crime Analysis, the Proactive Crime Enforcement Section (which includes the Traffic Unit when staffed), the Community Services Section, and the School Resource Section.

(1) Crime Analysis

The Norman Police Department is currently staffed with two Crime Analysts who work Monday through Friday, 8 am – 5 pm. Both Crime Analysts report directly to the Community Outreach Division Captain.

(1) Workload and Ability to Meet Unit Objectives

The two Crime Analyst positions are categorized as Crime Analyst I and Crime Analyst II and are primarily responsible for compiling, maintaining, analyzing, and tracking crime

information, determining patterns and trends, and identifying groups and individuals of concern.

Crime Analyst II

The Crime Analyst II primarily is assigned to provide analytical assistance to patrol operations and various administrative personnel. Essential functions include the following:

- Daily review of crime reports analyzing for crime patterns and series.
- Provide timely and actionable information and intelligence regarding past, present, and future crimes, and crime trends.
- Collect, compile, and analyze data to highlight trends and forecast criminal trends and hotspot locations.
- Analyze traffic accidents for hotspots and causes.
- Maintain and perform quality control on RMS, CAD, and GIS databases.

The following table illustrates various tasks tracked and the total hours spent completing these tasks in 2023:

Crime Analyst II 2023 Task Totals

Task	Total Tasks	Total Hours
Case Reviews	191	385
Project	82	165
Base Map Update	104	135
STAFF	19	36
Misc.	34	36
Avenger Project	11	21
Collisions	8	20
BOLO	10	18
CLERY	13	17
RECON 2.0	5	16
Weekly Report	26	16
Training	8	14
Crime Bulletins	5	11
IT Updates	7	10
Analyst Work	3	10
Update Historical Data	3	9
Data Request	7	9
Report	4	7
Other	3	6
Assignment	4	6
RTC	2	6
CSS Project	3	5

City Manager Report	2	4
Bulletin	1	3
Monthly Reports	2	3
LERMS Update	1	3
DTB	3	2
PACE Slide Show	2	2
Password Update	3	2
Plotter	3	2
NPD Assist	1	2
CID Meeting	1	2
Meeting	2	2
Shift Brief	1	1
PACE	1	1
Hotspots	1	1
Citizen Call	1	1
Briefing	1	1
Citizen Call	1	1
INTEL	2	1
Dispatch	1	1
RTIC	1	1
CID - Case Search	1	1
Mutual Aid	1	1
Detective Assist	1	1
NW Updates	1	1
Total	**587**	**1,010**

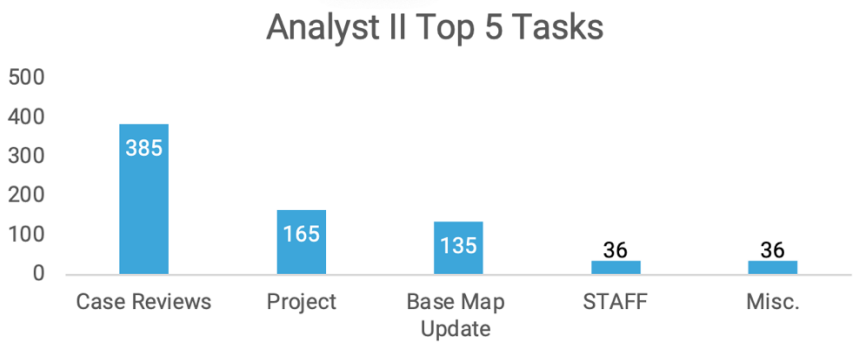
As illustrated above, most of the task time is spent on case reviews, projects, and base map updates. The table below illustrates various monthly averages:

Crime Analyst II Monthly Averages

Task	2023 Total	Monthly Avg.
Case Reviews	191	15.92
Project	82	6.83
Base Map Update	104	8.67
STAFF	19	1.58
Misc.	34	2.83
Avenger Project	11	.92
Collisions	8	.67
BOLO	10	.83
CLERY	13	1.08
RECON 2.0	5	.42
Weekly Report	26	2.17
Training	8	.67
Crime Bulletins	5	.42
IT Updates	7	.58
Analyst Work	3	.25
Update Historical Data	3	.25

Data Request	7	.58
Report	4	.34
Other	3	.25

As illustrated above, on average, 16 case reviews, 9 base map updates, and 7 projects were completed each month during 2023. The chart below illustrates the top five tasks graphically:



Crime Analyst I

The Crime Analyst I was primarily assigned to provide analytical assistance to investigative units within the department. Essential functions include the following:

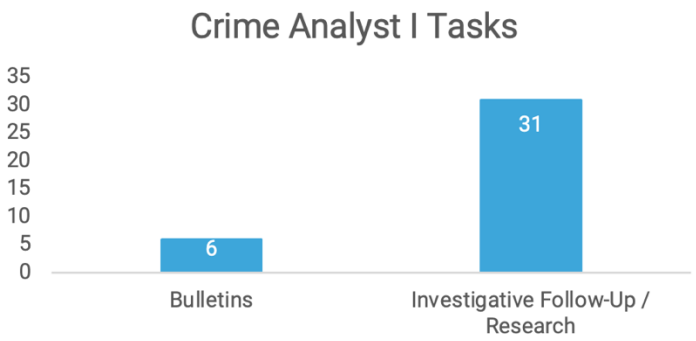
- Research and analyze statistical information and prepare linkage charts showing criminal associations/organizations, commodity flow, events, and net worth assessments identifying patterns and trends.
- Prepare reports indicating or supporting the probability of criminal activity using various information sources.
- Post electronic notices of persons/items to allow access by field officers in multiple jurisdictions.

The Crime Analyst I position has been staffed since August of 2023. The following table illustrates formal tasks tracked from August through December of 2023:

Crime Analyst I Tasks

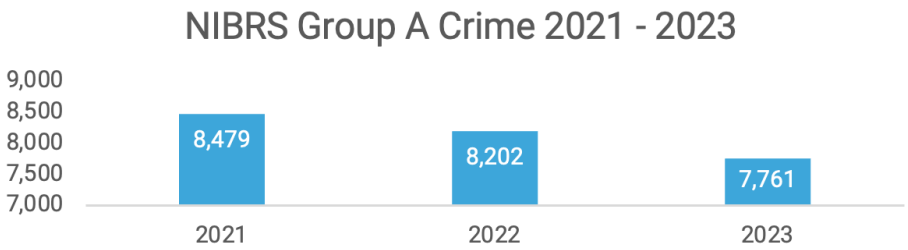
Task	Total
Bulletin	6
Investigative Follow-Up / Research	31
Total	**37**

As illustrated above, the Crime Analyst I completed a total of 37 formal tasks during these five months. Daily informal intelligence-related tasks are not tracked. The following chart displays this same information graphically:



(2) Crime Analyst Staffing

The International Association of Crime Analysts recommends at least one Crime Analyst for every 1,500 UCR Part 1 crimes or 1,800 NIBRS Group A crimes that a police department takes in one year. The below chart illustrates NIBRS Group A crimes 2021 – 2023:



The Norman Police Department currently has 2 authorized Crime Analyst positions. The Crime Analyst II position is tasked with analyzing, preventing, and solving crime and disorder problems, and the Crime Analyst I position is tasked with developing critical and substantive information and products that support decision-making efforts centered on organized criminal activity. Crime Analyst I assigned tasks appear to resemble intelligence or investigative analysis.

While both positions play a vital role in police operations, crime analysis generally provides the crime context of the environment and criminal intelligence analysis generally provides information on prolific offenders and organized criminal groups. An increase in one Crime Analyst II position is recommended.

As the Crime Analyst I position continues to develop, it is important to ensure an integration of analytical information exists. Integrating crime information with criminal intelligence will ensure a complete picture of the criminal environment exists. The blend of information regarding criminal activity and the offenders committing crime creates a

holistic approach that allows for the most appropriate solutions to crime problems as described in the evidence-based policing practices section.

(3) Evidence-Based Policing Practices

Advancements in technology and geographic information systems have allowed police departments to focus on place-based crime reduction strategies. Sufficient research suggests place-based interventions, targeting specific crime hot spots have been successful in reducing crime. Hot spots policing strategies grounded in a problem-oriented policing framework tend to produce larger reductions in crime than strategies based solely on traditional patrol and enforcement measures. Hot spots policing approaches, grounded in a problem-oriented policing framework should also be anchored with community engagement at crime hot spots. Utilizing the department's crime analysts to their full capacity will assist in incorporating a hot spots policing strategy into the department's crime reduction strategy.

Incorporating an evidence-based crime reduction strategy will allow department leadership to focus on quantifiable performance measures such as a reduction in crime at specific hot spots, a reduction in community-generated complaints, and a reduction in calls for service versus measures such as arrests.

Recommendations:

Increase Crime Analyst II positions by 1; for a total of 2 Crime Analyst II positions and 1 Crime Analyst I position.

Use Crime Analysts to incorporate an evidence-based crime reduction strategy into the department's policing philosophy.

(2) Proactive Crime Enforcement Section

The Proactive Crime Enforcement Section is supervised by a Lieutenant and is currently staffed with one Sergeant, one Master Police Officer, and no Police Officers (authorized eight). The Section's work schedule is Monday through Thursday, 7 am – 5 pm. At authorized staffing levels, the Proactive Crime Enforcement Section houses the department's Traffic Unit.

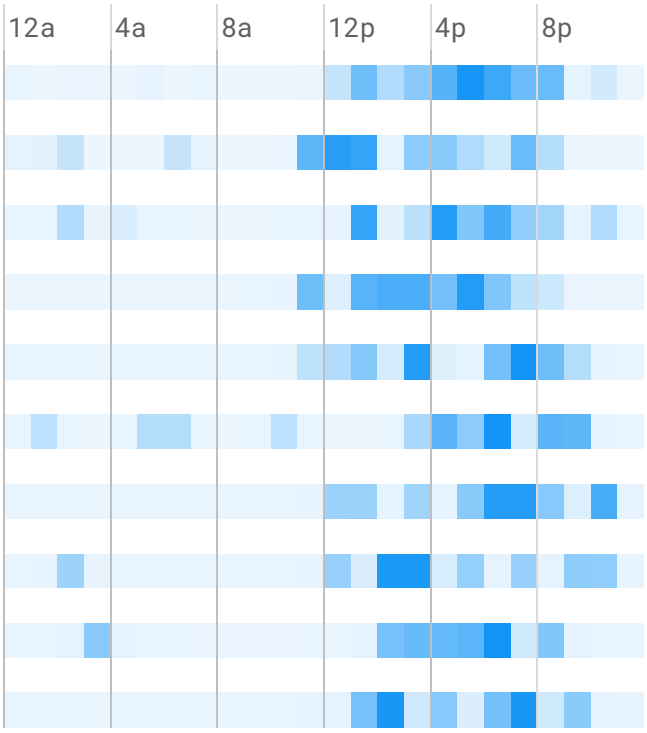
(1) Workload and Ability to Meet Unit Objectives

The Proactive Crime Enforcement Section was formed in January of 2022. Assigned tasks include writing warrants and evidence-collection, case follow-up, investigating narcotics tips, and surveillance.

The following table provides the ten most common incident categories of calls for service located in the department's Computer-Aided Dispatch (CAD) system handled by the Proactive Crime Enforcement Section in 2023, as well as the average call handling time (HT)[6] for each:

PCE CFS Incident Types

Incident Type	# CFS	HT
Disturbance/Domestic	66	48.6
Suspicious	36	48.9
Welfare Check	26	51.1
Trespassing	22	36.3
Larceny	17	43.3
Warrant Service	15	87.5
Harass/Threats Report	11	25.7
Contact a Subject	10	56.0
Burglary	8	97.2
Stolen Vehicle	8	41.4
All Other Types	106	33.8
Total	**325**	**45.2**



As illustrated above, the Proactive Crime Enforcement Section completed a total of 325 calls for service, with an average handling time of 45.2 minutes each. Disturbance/Domestic was the top call for service, with an average handling time of 48.6 minutes each. A majority of these calls for service occurred between 4 pm and 8 pm.

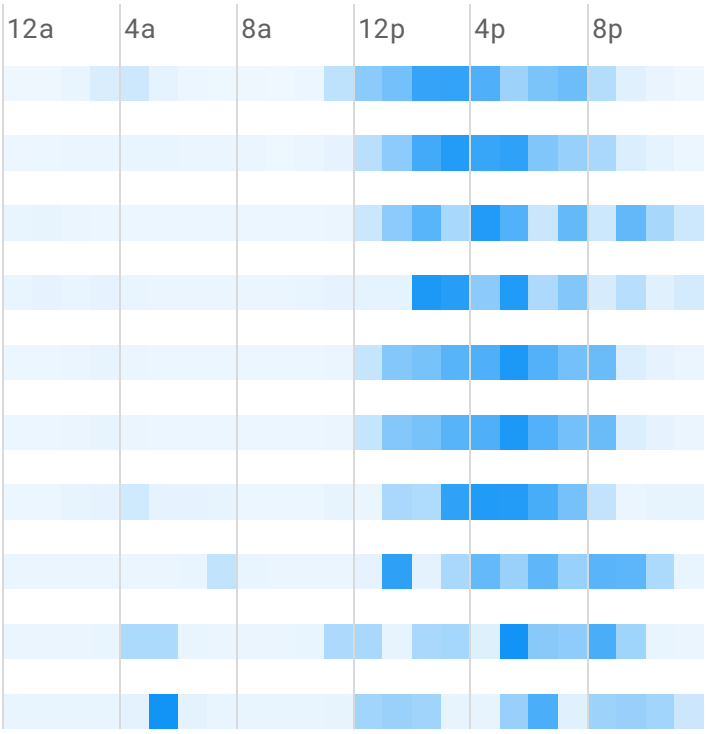
The following table provides the ten most common incident categories of self-initiated activity located in the department's Computer-Aided Dispatch (CAD) system completed

[6] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

by the Proactive Crime Enforcement Section in 2023, as well as the average call handling time (HT)[7] for each:

PCE SI Incident Types

Incident Type	# CFS	HT
Traffic Stop	341	30.1
Contact a Subject	314	31.1
COP Relationships	48	127.6
Follow Up	47	35.2
Warrant Service	44	56.9
Suspicious	44	21.5
Check Area	16	43.4
Motorist Assist	14	9.0
Stake Out	12	76.8
COP Problem Solv	10	90.9
All Other Types	54	40.8
Total	**944**	**38.2**



As illustrated above, the Proactive Crime Enforcement Section completed a total of 944 self-initiated activities, with an average handling time of 38.2 minutes each. Traffic stop was the top self-initiated activity, with an average handling time of 30.1 minutes each. A majority of these self-initiated activities occurred between 2 pm and 5 pm.

The Proactive Crime Enforcement Section is a proactive unit responsible for developing its cases, as well as assisting other units within the department as needed. Unlike investigative units, caseloads are developed through self-initiated investigations, human intelligence, or community-generated tips. Units dedicated to proactive efforts require very close scrutiny given their unique roles. The allocation of staff resources to units such as the Proactive Crime Enforcement Section is generally a policy decision driven by law enforcement executives. For a variety of factors, there is no formula to evaluate the level

[7] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

of staff resources that a department should allocate to these enforcement efforts, including the following:

- Proactive investigations by their very nature are discretionary. These investigations typically relate to a community's values to address a wide variety of problems.
- Dedicated proactive investigative units are found in agencies that have the resources for such specialized full-time activities and are committed to addressing important quality-of-life issues.
- The caseloads of proactive investigative units are typically different from the kinds of caseloads handled by core investigative units. The caseloads of proactive investigative units are long-term oriented, relying on specific problem identification and varied targeting techniques. Thus, the results need to be measured differently than for traditional case-handling investigators. Clearance rates and active cases are not useful measures for proactive investigations.
- Proactive investigations are often regional and therefore may rely on the support of other additional local, state, and federal agencies in higher-profile cases.

As a result of these factors, and because staffing levels are often driven by performance outcomes, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. Given the uniqueness of their roles, proactive investigative units require scrutiny and established performance expectations. To evaluate the Proactive Crime Enforcement Section, activity levels are used to indicate whether the unit is productive.

(2) Performance Measures

As mentioned previously, performance measures of proactive units should be tied to the effective management of resources to address specific community issues. Though this is true, it is also important that resources are accountable for some results.

Currently, the Proactive Crime Enforcement Section does not track performance measures associated with assigned tasks to analyze performance. Typical performance measures tracked by units include warrants written and served, community tips investigated, and arrests and seizures made. More complex data such as racial disparities from enforcement and arrests, citizen complaints, unit total force incidents, and use of de-escalation should also be tracked and analyzed. Analyzing more complex data will allow the department to make historical comparisons in the unit to provide context. Units such as the Violent Crimes Enforcement Team should also be regularly audited to ensure unit objectives align with the department's mission.

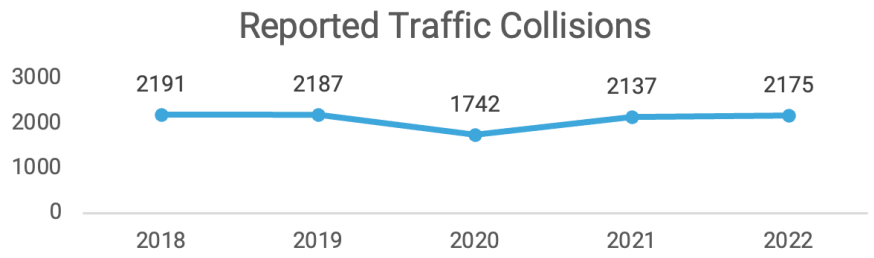
(3) Traffic Unit

Motor vehicle crashes are one of the leading causes of death in the United States and most crashes are preventable. As previously discussed, the Traffic Unit is currently not staffed. Even so, it is important to analyze traffic safety in Norman. The following table illustrates the severity of traffic collisions in Norman 2018 – 2022.

Traffic Collision Severity

	2018	2019	2020	2021	2022	+/- %
No Injury	1,862	1,905	1,489	1,851	1,872	+1%
Injury (minor and serious)	320	278	241	278	288	-10%
Fatal	9	4	12	8	15	+67%
Total	2,191	2,187	1,742	2,137	2,175	-1%

As illustrated above, a 10% decrease in minor and serious injury traffic collisions occurred in 2018 through 2022. During this same period, a 67% increase in fatal traffic collisions occurred. The below chart displays the total reported traffic collisions graphically:



High visibility enforcement is a universal traffic safety approach designed to create deterrence and change unlawful traffic behaviors. High visibility enforcement combines highly visible and proactive law enforcement targeting a specific traffic safety issue. Police efforts should be combined with visibility elements and a public strategy to educate the public and promote voluntary compliance with traffic laws.

The department should staff the Traffic Unit as soon as practical to resume high visibility enforcement creating deterrence and changing unlawful traffic behaviors. Specifically, driving behaviors attributed to the 67% increase in fatal vehicle crashes over the past five years.

(4) Fatal and Critical Injury Traffic Crashes

Fatal and critical injury traffic crash investigations are currently investigated by the Collision Investigation Reconstruction Team (CIRT). This collateral duty team is

comprised of members from the Norman Police Department and the University of Oklahoma Police Department.

Currently, there are 4, Norman PD supervisors, 9 Norman PD Officers, and 1 University of Oklahoma PD Officer on the team. During the majority of 2023, CIRT was only staffed with 7 Officers. CIRT is authorized to have 17 Officers, but the team has been unsuccessful in filling openings since the department has been short-staffed. In years past, the University of Oklahoma Police Department has had a supervisor and 3 or 4 Officers assigned to the team. Before the current University Police Officer was assigned to the team three months ago, no Officers were assigned for over two years due to University Police Department staffing issues as well.

The following table illustrates Collision Investigation Reconstruction Team (CIRT) investigations 2021 – 2023:

CIRT Investigations 2021 - 2023

	2021	2022	2023	3 Year Avg.
Fatal	8	15	14	12.33
Critical Injury	15	19	13	15.67
Total	23	34	27	28

As illustrated above, during the three years, on average, CIRT investigated 28 fatal and critical injury traffic crashes each year. The following table illustrates various CIRT investigative workload averages for 2023:

CIRT Investigative Workload Averages 2023

	2023	Monthly Avg.	Weekly Avg.	Daily Avg.
Fatal	14	1.17	.27	.04
Critical Injury	13	1.08	.25	.04
Total	27	2.25	.52	.07

As illustrated above, on average, CIRT investigated approximately 1 fatal crash and 1 critical injury crash each month in 2023.

(4.1) Fatal and Critical Injury Traffic Crash Investigations

Fatal and near-fatal traffic crash investigations are among the most complex and time-consuming investigations conducted. These cases routinely involve multiple investigative techniques and substantial evidence to process. Additionally, because of their complexity, they are typically handled by a group of investigators, and additional resources are often used. The following table shows a breakdown of approximate caseload hours for a fatal/critical injury crash investigation:

Task	Processes Involved	Approximate Time	% of Time Completed
Crash Scene	Respond to crash scene and contain crash scene	2 hours	100%
Document Crash Scene	Conduct laser scan, and or measure and photograph crash location.	4 hours	100%
Evidence	Secure and take to property/evidence to property room.	2 hours	100%
Blood Evidence	Write warrant for blood draw or other chemical analysis and obtain sample.	4 hours	100%
Warrants/ Subpoenas	Write warrants and/or subpoenas for vehicle(s), cell phones, medical records and other electronic evidence or physical locations.	16 hours	100%
Video	Review of video recovered from scene and BWC	8 hours	100%
Cell Phones	Cell Phone Downloads (after warrant), with some taking longer than others.	4 hours	100%
Vehicle Search and Data Recovery	Search of vehicle and recover of evidence once warrant is secured.	12 hours	100%
Accident Reconstruction	Conduct analysis, complete diagrams and documents and report writing.	10 hours	100%
Postmortem Exam or medical records review	Review medical records or medical examiner report (after warrant or subpoena)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	4 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	4 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	4 Hours	25%
Consult with DA	Conduct follow up, write additional reports.	4 hours	100%
Total		84 hours- *If all tasks completed*	
	On Average	**79 hours**	

This list is not all-inclusive and does not contain all the elements and not every fatal crash will have the same amount of evidence, or interviews conducted. Included in these hours is the assumption that investigators will be conducting RMS searches, social media

searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that investigators work as a team and that not all investigative hours will be worked by a single detective (these are hours for a lead investigator only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **79** hours allotted per case.

Additionally, on average most departments assign a team of other investigators to assist during the early stages of a fatal crash investigation which represents approximately **20** hours per investigator assigned.

The following table illustrates the workload hours required to investigate fatal and critical injury traffic crashes in 2023:

Fatal Traffic Collision Workload 2023

Fatal and Critical Injury Crashes		27
Multiplied by average caseload hours	*x*	*79*
Total caseload hours	=	2,133

In 2023, the total number of caseload hours was 2,133. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, and other absences from work a figure of 1,720 hours is typically more appropriate. Using 1,720 hours, 2 full-time investigators are needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total Caseload Hours		2,133
Divided by total net available hours for 1 Investigator	÷	*1,720*
Number of Investigators Needed	=	1.24

As mentioned previously, fatal, and critical injury traffic crash investigations are currently investigated by the Collision Investigation Reconstruction Team (CIRT). In analyzing fatal and critical injury traffic crash investigative workload, an increase in Traffic Unit personnel of two full-time investigators is justified.

Two additional full-time investigators with a sole focus on fatal and critical injury traffic crash investigations will augment existing collateral duty CIRT Officers, assist with related full-time work assignment workload capacity issues, and complete hit-and-run traffic crash investigations.

(5) Supervisory Span of Control

Officer-to-supervisor span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. Factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio. In proactive units such as the Proactive Crime Enforcement Section, it is recommended that a supervisory span of control ratio be no more than seven officers to one Lieutenant. The table below depicts the current supervisory span of control in the Proactive Crime Enforcement Section (at authorized staffing):

Supervisory Span of Control

	Ratio
Lieutenant	8:1

As depicted above, at authorized staffing levels, the supervisory span of control exceeds the recommended ratio of seven Officers to one Lieutenant. As previously discussed, at full staffing, the section houses the department's Traffic Unit. An increase in one Lieutenant position is recommended to supervise the Traffic Unit when staffed.

Recommendations:

Track Proactive Crime Enforcement Section workload and performance measures to analyze unit performance and perform future staffing needs analysis.

Increase Traffic Unit authorized personnel by 2 full-time Traffic Crash Investigators with a sole focus on fatal and critical injury traffic crash investigations and hit-and-run traffic crashes.

Increase Proactive Crime Enforcement Section authorized Lieutenant positions from 1 to 2 as Traffic Unit is staffed; for a total of 2 Lieutenants, 1 Sergeant, 1 Master Police Officer, 8 Police Officers, and 2 Traffic Crash Investigators.

(3) Community Services Section

The Community Services Section is supervised by a Lieutenant and currently staffed with one Sergeant, no Police Officers (authorized one), four full-time Parking Services Officers, and no part-time Parking Services Officers (authorized one). The Community Services Section's work schedule is Monday through Thursday, 7 am to 5 pm.

(1) Community Services Section Workload and Ability to Meet Unit Objectives

The Community Services Section is responsible for scheduling and attending various community events, administering community safety programs, completing business/school safety evaluations, and completing Crime Prevention through Environmental Design (CPTED) projects. The Community Services Section Lieutenant is also the Special Events Coordinator and organizes / schedules various special events promoted by the City of Norman.

(2) Performance Measures

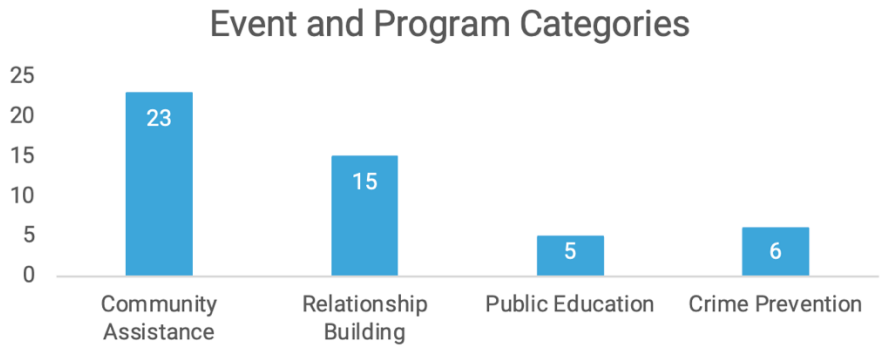
Tracked performance measures of units such as the Community Services Section should be tied to effective management of resources to address specific community issues. Though true, it is also important that resources are accountable for some results. The following table illustrates typical community events and programs scheduled per year:

Community Service Section Events and Programs

Event/Program	Month	Code	Category
Police/Fire Chili Supper	January	Benefit	Community Assistance
Clash for a Cause Softball	April	Benefit	Community Assistance
Special Olympics Ceremonies	May	Benefit	Community Assistance
LETR Torch Run for Special O.	May	Benefit	Community Assistance
Polar Plunge Event	February	Benefit	Community Assistance
Tip a Cop Benefit	February/June	Benefit	Community Assistance
Meals on Wheels Poinsettia	November	Benefit	Relationship Building
Down with Driving	July	Benefit	Public Education
United Way Day of Caring	September	Benefit	Community Assistance
First United Acts of Kindness	February	Benefit	Relationship Building
Citizens Police Academy	March	Education	Public Education
Baby Steps Car Seat Pres.	October	Education	Public Education
Church and School Security	On-going	Education	Crime Prevention
Neighborhood Watch Meet	On-going	Education	Crime Prevention
Door Hanger Projects	On-going	Education	Crime Prevention
Message Board Deployments	On-going	Education	Public Education
CPTED Surveys	On-going	Education	Crime Prevention
Car Seat Installations	On-going	Education	Community Assistance
Problem Solving for Neigh.	On-going	Education	Crime Prevention
National Night Out	October	Communication	Relationship Building
Touch a Truck Event	On-going	Communication	Relationship Building
Community Safety Day Shred	March	Communication	Community Assistance
Police Week Activities	May	Communication	Relationship Building
JD McCarty Halloween	October	Communication	Relationship Building
JD McCarty Open House	April	Communication	Relationship Building
Mary Abbott House Abuse	April	Communication	Community Assistance
Tomorrow's Leaders Event	March	Communication	Relationship Building
Leadership Norman	July	Communication	Relationship Building
Paul Mitchell Safety	November	Education	Public Education

Mary Abbott House Resource	August	Communication	Community Assistance
Future Chefs Cooking Comp.	April	Communication	Relationship Building
PD Tours	On-going	Communication	Relationship Building
Officer Friendly School Pres.	On-going	Communication	Relationship Building
Business Before/After Hours	On-going	Communication	Relationship Building
Board Member Involvement	On-going	Communication	Community Assistance
Community Cookouts	On-going	Communication	Relationship Building
Campus Corner Merchants	On-going	Communication	Community Assistance
Red Kettle Bell Ringing	December	Communication	Relationship Building
Downtowners Association	On-going	Communication	Community Assistance
PSST Committee Meetings	On-going	Communication	Community Assistance
Jazz in June Security	June	Security	Community Assistance
Norman Music Festival	April	Security	Community Assistance
Norman Fall Festival Security	October	Security	Community Assistance
Street Closures	On-going	Coordination	Community Assistance
Secondary Employment	On-going	Coordination	Community Assistance
Noise Variance Permits	On-going	Coordination	Community Assistance
Parking Variance Permits	On-going	Coordination	Community Assistance
Traffic Complaint Patrols	On-going	Coordination	Community Assistance
Total Events / Programs			**48**

As illustrated above, the Community Services Section typically completes 48 events/programs each year. The following chart displays category totals graphically:



As illustrated above, the Community Services Section typically completes approximately 23 community assistance programs 15 relationship-building, programs, 5 public education programs, and 6 crime prevention programs each year. The following table illustrates various yearly averages:

Community Services Section Averages

	Total	Monthly Avg.	Weekly Avg.
Community Assistance	23	1.92	.44
Relationship Building	15	1.25	.29
Public Education	5	.42	.10
Crime Prevention	6	.50	.12

As illustrated above, on average, the Community Services Section completes approximately 2 community assistance programs and 1 relationship-building program each month, and 1 public education program and 1 crime prevention program every two months. This table does not display administrative workload time associated with each program and event, which is not tracked.

Recommendations:

As outlined in the Patrol Bureau section, increase the staffing of the Community Services Section by 3 FTE Lieutenants and 24 FTE Sergeant/MPO/Officer FTE for a total of 4 FTE Lieutenants and 26 FTE operational personnel.

Deploy the Community Services Section on a four team, 4/10-hour shift deployment model to provide service- and problem solving-oriented policing to the Norman community. Utilize these FTE for OU gameday operations as needed.

Track administrative-related workload time associated with community engagement events of the Community Services Section.

(3) Parking Services Workload and Ability to Meet Unit Objectives

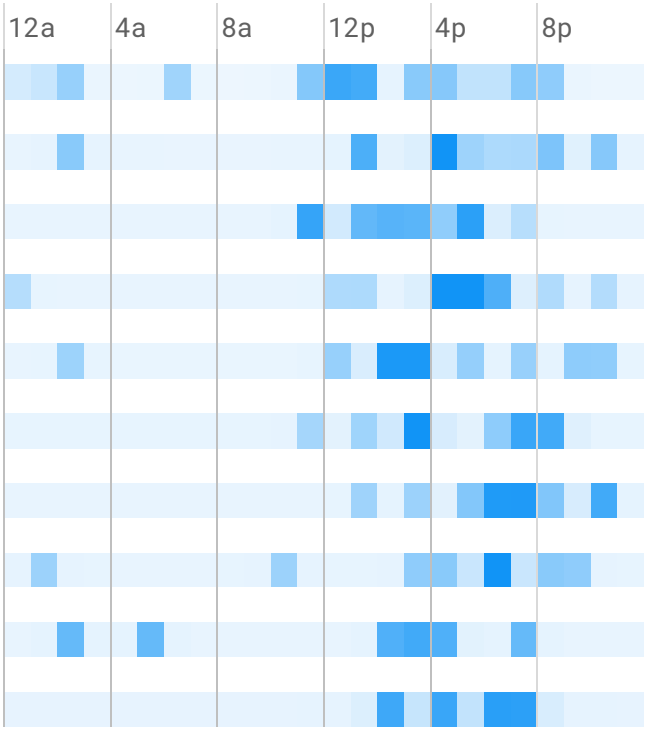
As previously mentioned, the Community Services Section is staffed with four full-time Parking Services Officers and authorized one part-time Parking Services Officer (not currently staffed). Parking Services Officers are supervised by the Community Services Section Lieutenant.

The following table provides the ten most common incident categories of calls for service located in the department's Computer-Aided Dispatch (CAD) system handled by the Parking Services Officers in 2023, as well as the average call handling time (HT)[8] for each:

[8] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

Parking Unit CFS Incident Types

Incident Type	# CFS	HT
Suspicious	24	31.9
Welfare Check	16	64.5
Trespassing	14	40.7
Disturbance/Domestic	13	85.8
Contact a Subject	10	56.0
Larceny	10	46.2
Harass/Threats Report	10	28.3
Warrant Service	9	84.8
Check Area	6	17.1
Stolen Vehicle	4	58.8
All Other Types	56	48.7
Total	**172**	**50.1**



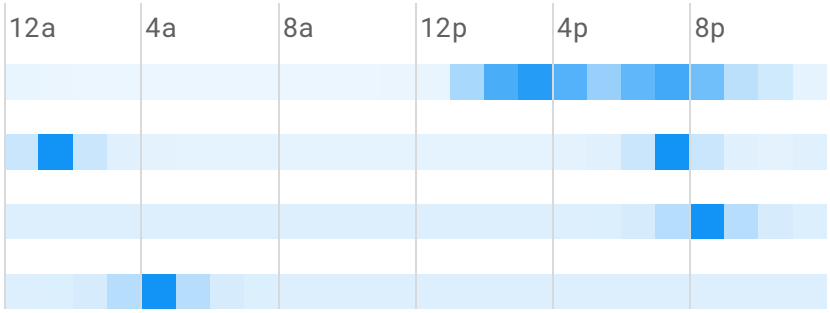
As illustrated above, Parking Services Officers completed a total of 172 calls for service, with an average handling time of 50.1 minutes each. Suspicious was the top call for service, with an average handling time of 31.9 minutes each. A majority of these calls for service occurred between 12 pm and 2 pm.

The following table provides the ten most common incident categories of self-initiated activity located in the department's Computer-Aided Dispatch (CAD) system completed by Parking Services Officers in 2023, as well as the average call handling time (HT)[9] for each:

[9] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

Parking Unit SI Incident Types

Incident Type	# CFS	HT
Parking Prob	835	26.5
Traffic Stop	2	34.1
COP DDACTS	1	145.9
COP Prob Sol	1	346.9
Total	**839**	**27.1**



As illustrated above, Parking Services Officers completed a total of 839 self-initiated activities, with an average handling time of 27.1 minutes each. Parking problem was the top self-initiated activity, with an average handling time of 26.5 minutes each. A majority of these self-initiated activities occurred between 2 pm and 4 pm.

Duties associated with parking enforcement are not typically criminal. While these duties are important, they are better positioned outside of police departments. Many cities throughout the United States have established parking enforcement units within a city organizational structure and out of police departments. Building trust with communities is fundamental to effective policing. Police departments should focus on improving community interactions, enhancing communication, and promoting shared responsibilities for addressing crime and disorder. Transferring non-criminal enforcement actions to other city departments will assist in diversifying workforce skills, increase efficiency, promote improved community relations, and assist with police legitimacy.

(4) Supervisory Span of Control

Officer-to-employee span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. Factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio. It is recommended that a supervisory span of control ratio be no more than seven employees to one Lieutenant. The table below depicts the current supervisory span of control in the Community Services Section (at authorized staffing):

Supervisory Span of Control

	Ratio
Lieutenant	7:1

As depicted above, the current supervisory span of control is within the recommended ratio of seven employees to one Lieutenant.

Recommendations:

Transfer Parking Unit management and responsibilities to another city department.

(4) School Resource Section

The School Resource Section is supervised by a Lieutenant and is currently staffed with six Sergeants, one Master Police Officer, and one Police Officer (authorized five). The School Resource Section's work schedule is varied depending on various school functions.

(1) Workload and Ability to Meet Unit Objectives

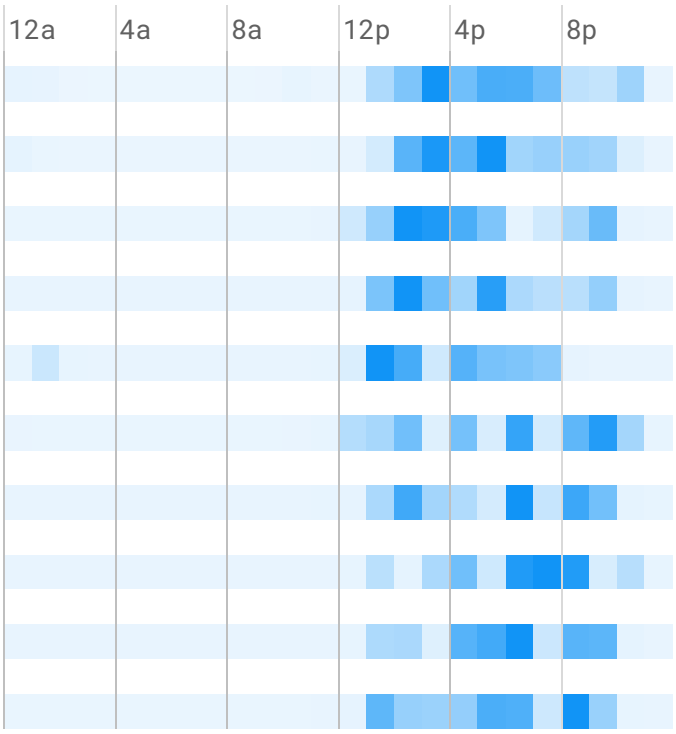
The School Resource Section is responsible for coverage at the two High Schools and four Middle Schools in Norman. Before September of 2023, the School Resource Section also covered the seventeen area elementary schools. In September, the Cleveland County Sheriff's Office began assigning deputies to these schools. While the Sheriff's Office provides deputies to these schools, School Resource Section officers are assigned to conduct criminal investigations as needed. Four of the currently unfilled Police Officer positions will be assigned to four elementary schools when filled.

The following table provides the ten most common incident categories handled by the School Resources Section in 2023, as well as the average call handling time (HT)[10] for each:

[10] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

SRO CFS Incident Types

Incident Type	# CFS	HT
Disturbance/Domestic	48	44.7
Welfare Check	38	45.5
Contact a Subject	28	65.6
Mutual Aid	19	55.2
Suspicious	18	39.4
Assault	15	59.8
Fight	15	93.3
911 Call Nature Unkn	14	15.1
Runaway/Lost Child	13	22.7
Larceny	13	36.2
All Other Types	137	51.5
Total	**358**	**49.7**



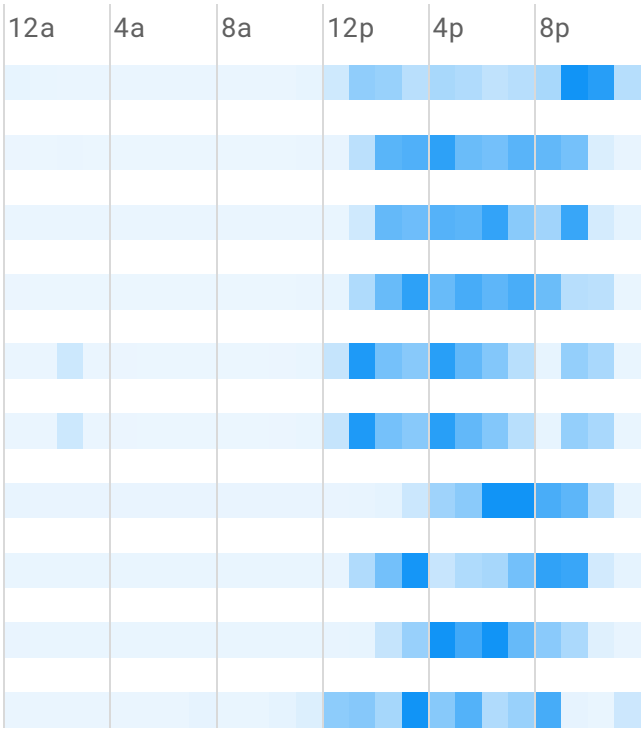
As illustrated above, the School Resource Section completed a total of 358 calls for service, with an average handling time of 49.7 minutes each. Disturbance/Domestic was the top call for service, with an average handling time of 44.7 minutes each. A majority of these calls for service occurred between 2 pm and 7 pm.

The following table provides the ten most common incident categories of self-initiated activity located in the department's Computer-Aided Dispatch (CAD) system completed by the School Resource Section in 2023, as well as the average call handling time (HT)[11] for each:

[11] Handling time is defined as the total time in which a unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

SRO SI Incident Types

Incident Type	# CFS	HT
COP Relationships	455	156.1
Contact a Subject	392	55.3
Welfare Check	89	48.6
Follow Up	85	39.0
Traffic Stop	56	6.5
Fight	50	72.9
Harass/Threats Report	48	69.5
Disturbance/Domestic	43	68.7
COP Problem Solving	43	52.0
Mutual Aid	33	91.6
All Other Types	307	64.1
Total	**1,601**	**84.7**



As illustrated above, the School Resources Section completed a total of 1,601 self-initiated activities, with an average handling time of 84.7 minutes each. COP Relationship was the top self-initiated activity, with an average handling time of 156.1 minutes each. A majority of these self-initiated activities occurred between 9 pm and 11 pm.

(2) School Resource Officer Staffing

The National Association of School Resource Officers (NASRO) recommends that every school have at least one carefully selected, specially trained school resource officer. The previous recommendation was 1 SRO per 1,000 students. Factors such as campus size, school climate and location, and the number of safety team members on campus should also be considered.

The below table illustrates the current student population at schools covered by the School Resource Section:

Student Population

School	Student Population
Norman High School	2,120
Norman North High School	2,346
Alcott Middle School	707
Irving Middle School	729
Longfellow Middle School	729
Whittier Middle School	1,102
Monroe Elementary School	500
Cleveland Elementary School	517
Reagan Elementary School	547
Eisenhower Elementary School	597
Total	**9,894**

The below table illustrates the current SRO / School ratio and the number of SROs needed to meet previous National Association of School Resource recommendations:

School Resource Officer Staffing Recommendations

Total Schools Covered		10
Authorized Number of SROs	÷	12
Total SROs per School	=	1.2
Student Population		9,894
Recommended 1 SRO per 1,000 Students	÷	1,000
Total SROs Needed	=	9.9

As the table indicates, at authorized staffing, each school is covered by 1 School Resource Officer. A student population of 9, 894 students requires 10 School Resource Officers. At authorized staffing, the School Resource Section is within the National Association of School Resource Officers (NASRO) recommendations.

While determining proper School Resource Officer staffing is important, so too is determining the effectiveness of such a program. While school administrator, teacher, and parent satisfaction are one measure, this should be combined with reliable impact evaluations to establish program effectiveness. Important process and evaluation data should be collected and analyzed to measure the impact of criminality among youth.

(3) Supervisory Span of Control

Officer-to-supervisor span of control ratios have a significant impact on the performance of first-line supervisors and their ability to fulfill the range of their duties effectively. Factors such as job functions, available technology, and the competencies of the supervisor and staff may play a role in this ratio. In units such as the School Resource Section, it is recommended that a supervisory span of control ratio be no more than seven

officers to one Lieutenant. The table below depicts the current supervisory span of control in the School Resource Section (at authorized staffing):

Supervisory Span of Control

	Ratio
Lieutenant	12:1

As depicted above, at authorized staffing levels, the supervisory span of control exceeds the recommended ratio of seven Officers to one Lieutenant. An increase in one Lieutenant position is recommended.

Recommendations:

Increase staffing in the School Resource Section by 1 Lieutenant; for a total of 2 Lieutenants, 6 Sergeants, 1 Master Police Officer, and 5 Police Officers.

Evaluate the SRO program to determine effectiveness in impacting youth criminality and deterrence.

5. Office of the Chief

The Norman Police Department is led by a Chief of Police who is supported by a Deputy Chief of Police. The Office of the Chief is supported administratively by two Police Administrative Technicians and comprised of the Internal Affairs Unit, Police Database Manager, Public Information Officer, and Police Standards Administrator.

(1) Internal Affairs Unit

The Internal Affairs Unit is comprised of two Lieutenants. One Lieutenant works Monday through Thursday, 7 am – 5 pm and the other Lieutenant works Tuesday through Friday, 6 am – 4 pm.

(1) Workload and Ability to Meet Unit Objectives

The Internal Affairs Unit is responsible for conducting internal personnel investigations into employee misconduct and other policy violations. Personnel complaints may be generated internally or by the public and are classified in one of the following two classifications:

- **Informal**: An investigation that involves a minor act, or omission to act, and the Watch Commander is satisfied that appropriate action has been taken by a supervisor of rank greater than the accused member.
- **Formal**: An investigation that involves a more serious act or omission to act. Such investigations may be conducted by a supervisor of equal or greater rank than the accused member or referred to the Internal Affairs Unit, depending on the seriousness and complexity of the investigation.

The following table illustrates the total number of internal investigations and citizen complaints completed by Internal Affairs investigators and other department supervisors from 2021 through 2023:

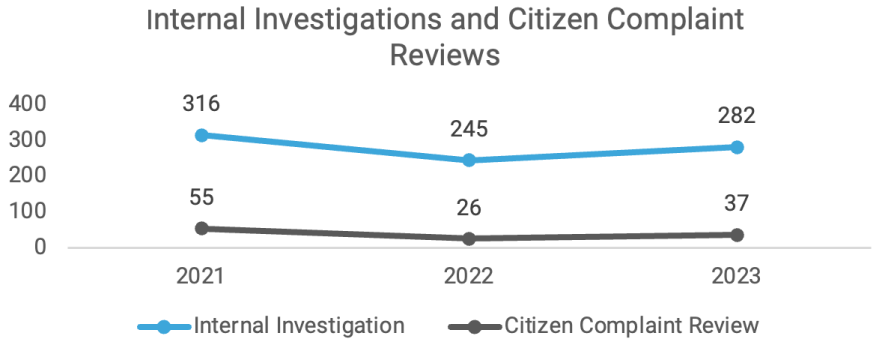
Internal Investigations and Citizen Complaint Reviews

	2021	2022	2023	3 Year Avg.
IA Investigator Investigation	62	33	26	40
Dept. Supervisor Investigation	254	212	256	241
IA Investigator Citizen Complaint	32	16	16	21
Dept. Supervisor Citizen Complaint	23	10	21	18

As illustrated above, on average, Internal Affairs investigators completed 40 internal investigations and 21 citizen complaint reviews each year from 2021 through 2023.

During this same period, on average, department supervisors completed 241 internal investigations and 18 citizen complaint reviews.

The chart below illustrates total internal investigations and citizen complaint reviews graphically:



(2) Internal Affairs Unit Workload Analysis

The following table illustrates the total number of internal investigations and citizen complaint reviews completed by Internal Affairs Unit investigators and averages in 2023:

Internal Affairs Unit 2023

	2023	Monthly Avg.	Weekly Avg.
Internal Investigation	26	2.08	.50
Citizen Complaint Review	16	1.33	.31
Total	42	3.5	.81

As illustrated above, on average, Internal Affairs investigators completed approximately 2 internal investigations and 1 citizen complaint review each month during 2023.

In reviewing Internal Affairs investigative units, an average investigative case hours is used. This is developed by interviewing personnel in the unit, developing task hour metrics, and past project team experiences with similar agencies. It is important to understand that every case is different, and some cases are very complex and require significantly more hours to investigate and some cases are relatively simple and do not require more than a few hours to investigate and document. The average hours are used as a performance metric to establish approximate work hours for a typical internal affairs case.

Case Time Estimates for Administrative IA Investigations

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	**2 hours**	100%
Find relevant CAD entry, police report, video, or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	**4 hours**	100%
Review Body Worn Camera or other Video / Audio Evidence	Document evidence to sustain or exonerate department member.	**8 hours**	100%
Interview Complainant	Determine all complaint allegations (including writing summary / notes)	**3 hours**	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	**4 hours**	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	**1 hour**	100%
Write Interview Questions	N/A	**1 hour**	100%
Conduct witness interviews	(Includes Scheduling) - Some cases only have officer or complainant as witnesses	**6 hours**	100%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	**4 hours**	100%
Write Investigative Finding	Includes report writing.	**16 hours**	100%
Total	On average	49 hours	

This list is not all-inclusive and does not contain all steps that may be taken. Some cases may have several witnesses.

(3) Summary of Workload Hours

Using the above case time estimates, the total caseload hours can be calculated. The following table illustrates the associated work hours:

2023 Caseload Hours

Total investigations		42
Multiplied by average investigative hours	*x*	*49*
Total caseload hours	=	2,058 hours

As illustrated above, a total of 2,058 hours were required to complete the assigned caseload in 2023. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and other absences a figure of 1,720 hours is typically more appropriate. Using this 1,720-hour figure, a total of 2 investigative positions are needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total caseload hours		2,058
Divided by total net available hours for 1 Investigator	÷	*1,720*
Total Number of Investigators Needed	=	1.20

The Internal Affairs Unit currently has 2 authorized investigator positions assigned.

(4) Internal Affairs Review

A community's trust in policing is solidified when citizens know their police department wants community input and will amend its policies, procedures, and behaviors when appropriate. Both the International Association of Chiefs of Police (IACP) and the Commission on Accreditation for Law Enforcement Agencies (CALEA) recommend a police organization investigate all employee complaints received, including anonymous complaints. The Norman Police Department investigates all employee complaints, including anonymous complaints.

To promote transparency within police departments and communities, many departments publish annual internal affairs reports summarizing statistical summaries, including the total number of complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate. Annual internal affairs reports are typically placed on a department's website for ease of access and review by department employees and community members. Located on the Norman Police Department's website is an open data portal in which community members can access various data sets related to complaints, inquiries, and police use of force (as well as other useful data). While the open data portal serves as a conduit to useful data, annual Internal Affairs reports should be published to promote transparency, build community trust, and strengthen accountability. The department's policy manual is accessible on the website to assist in this endeavor.

The United States Department of Justice recommends a compliance audit process to verify employee complaints are taken properly and to ensure that all employees adhere to agency rules and standards. A compliance audit process can be instrumental in ensuring an established employee complaint reporting system functions as designed. The Norman Police Department does not currently have a complaint audit process.

Employee Early Intervention Systems

Many police departments throughout the United States have established Early Intervention Systems (EIS) to assist in tracking employee data which assists in identifying various personnel and performance-related issues. The Norman Police Department has an EIS system that tracks several different performance-related threshold alerts. Although the department has an established EIS system in place, it does not have a written formal policy related to the system.

A formal policy should detail which personnel and performance-related issues are tracked, alert thresholds, and possible actions related to an employee meeting a threshold (remedial training, policy review, coaching and counseling, and personal improvement plans, etc.). An EIS system should be supportive, not disciplinary, and designed to provide employees with supportive resources that may be needed to correct performance issues. Along with currently tracked categories, the department should also track sick time usage, lawsuits, and traumatic incidents.

Recommendations:

Create an Internal Affairs compliance audit process to ensure the current employee complaint reporting system functions as designed.

Publish an annual Internal Affairs report documenting statistical summaries, complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate.

Publish a department Early Intervention System (EIS) written policy detailing the purpose of the system, which personnel and performance-related issues are tracked, alert thresholds, and possible actions related to an employee meeting a threshold.

Include sick time usage, lawsuits, and traumatic incidents in the current categories tracked in the department's Early Intervention System (EIS).

(2) Police Database Manager

The Police Database Manager works Monday through Friday, 8 am – 5 pm and manages various department data programs, assists with data needs, and performs various

systems analyses. This position is a support role that enables police department operations to operate efficiently. Performance measures such as individual task assignments and time to complete each task are currently not tracked, which makes a staffing recommendation difficult. There are currently no task backlogs associated with this position.

(3) Public Information Officer

The Public Information Officer is the department's spokesperson and works Monday through Friday, 8 am – to 5 pm.

(1) Workload and Ability to Meet Unit Objectives

The Public Information Officer is the department's media liaison, manages the department's social media accounts, internal and external department reporting and branding, and manages the city emergency communications system (RAVE). Other assigned tasks include the following:

- Internal/external communication
- Media requests/interviews
- Social media post creation/edits
- Website management
- PIO team management

Various performance measures associated with Public Information Officer tasks are tracked to ensure effective management of resources. The following sections summarize various tasks tracked.

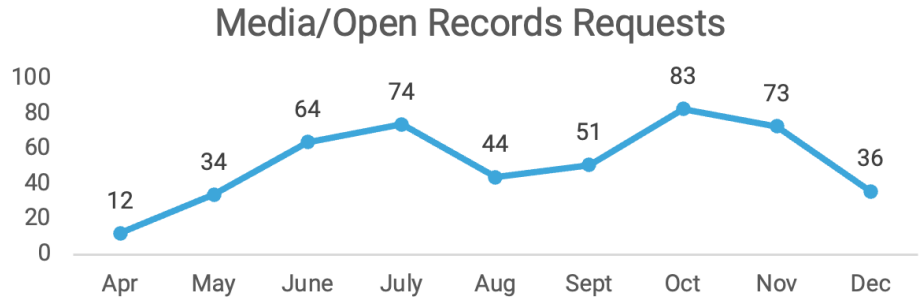
Media / Open Records Requests

As mentioned above, the Public Information Officer is the department's media liaison. Responsibilities include responding to critical incidents and various large-scale events, conducting and/or coordinating department interviews, publishing department press releases, and responding to various media and open records requests. The following table illustrates the total media requests from April through December of 2023:

Media / Open Records Requests

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Media Request	12	34	64	74	44	51	83	73	36	471

As illustrated above, a total of 471 media / open records requests were received from April of 2023 through December of 2023. Before April, requests were not tracked but it is believed that these totals correspond with total requests over the past several years. The chart below illustrates this same information graphically:



As previously mentioned, a total of 471 media requests were received from April of 2023 through December of 2023. These requests include case information, police reports, data, body-worn camera video, 911 audio, and interviews and in-person requests. While the time to complete each request is not specifically tracked, the table below illustrates the approximate average completion time for each request:

Media Request Completion Time

Media Request	Average Completion Time
Report request (typical)	1 Hour
Report request (in-depth)	5 – 8 Hours
Data request	2 – 6 Hours
Body-worn camera / 911 request	2 – 8 Hours
Interview / on-camera request	1 Hour
Information request	15 – 30 Minutes

The time to complete each request varies on factors such as request complexity and type of data requested. On average, the Public Information Officer spends at least 2 hours completing various media and open records requests each day.

Social Media

As previously mentioned, the Public Information Officer manages the department's various social media platforms. The following table illustrates various social media performance measures tracked by the department from 2021 through 2023:

Social Media Followers

Platform	2021	2022	2023	+/-%
Facebook	32,681	36,201	40,049	+23%
X	5,087	6,420	10,100	+99%
Instagram	1,201	3,003	4,204	+250%

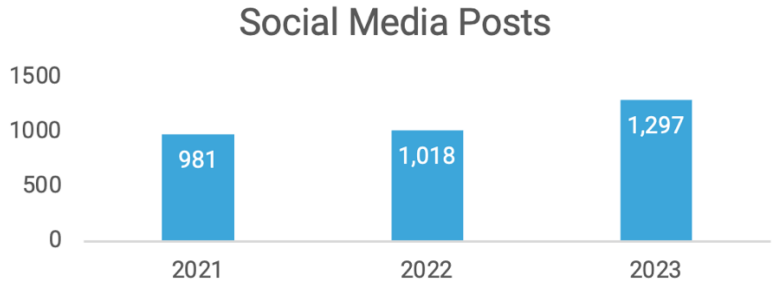
As illustrated above, Facebook followers increased by 23%, X followers increased by 99%, and Instagram followers increased by 250% from 2021 through 2023.

The following table illustrates the total number of social media posts completed by the Public Information Officer 2021 through 2023:

Social Media Posts

Platform	2021	2022	2023	+/-%
Facebook	483	502	603	+25%
X	420	390	533	+27%
Instagram	78	126	161	+106%
Total Posts	**981**	**1,018**	**1,297**	**+32%**

As illustrated above, the Public Information Officer's Facebook posts increased by 25%, X posts increased by 27%, and Instagram posts increased by 106% from 2021 through 2023. The chart below illustrates this same information graphically:



While the time to complete each social media post is not specifically tracked, the table below illustrates the approximate average completion time for each post:

Social Media Post Completion Time

Post Type	Average Completion Time
Post with photo / single caption	15 Minutes
Post with graphic creation	45 – 60 Minutes
Post with video	2 – 6 Hours

The time to complete each post varies on factors such as complexity and post type. On average, the Public Information Officer spends 2 – 4 hours on social media planning, content creation, posting, and responding to comments, private messages, and outreach.

A key component of community policing is the requirement for police organizations to be transparent in their dealings with the public. Transparency requires effective and timely communication. As access to news continues to increasingly move online, the opportunity for police organizations to exert more control of their own stories, engage citizens in preventing crime, educate people about public safety issues, and dispel some myths about police work exists. A 32% increase in social media posts from 2021 through 2023, as well as an increase in social media followers during this same period, reveals the department engages its community through online platforms.

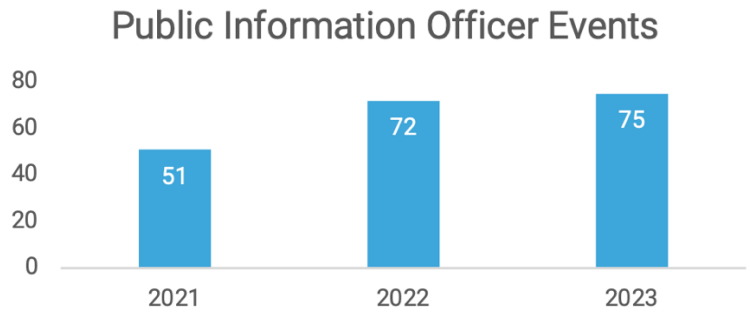
Community Events

The Public Information Officer attends various community and department events each year. The following table illustrates event attendance from 2021 through 2023:

Social Media Followers

	2021	2022	2023	+/-%
Event	51	72	75	+47%

As illustrated above, event attendance increased by 47% from 2021 through 2023. These events include various community events as well as department events such as award ceremonies. The chart below illustrates this same information graphically:



(2) Strategic Communications Plan

Strategic communications plans assist in providing transparent, accurate, and timely information to staff, communities, and stakeholders to educate, train, reduce crime, engage with staff and community members, as well as build trust. Strategic communications plans should include the following:

- Mission and vision statement.

- Incorporate current communication efforts into the department's broader goals and objectives.
- An effective communication strategy focused on both external and internal audiences.
- An effective diversity and inclusion communication strategy.

The Public Information Officer is currently constructing a strategic communications plan for the department.

(3) Public Information Officer Internship Program

Many police organizations throughout the United States partner with colleges and universities to develop unpaid, for-credit, internship programs for students seeking future career opportunities in policing. Although internship programs have traditionally focused on future police officers, expanding the focus to include students seeking careers in professional staff positions such as public information officer is beneficial as well. Internship programs are mutually beneficial to police departments, students, and colleges or universities. The Norman Police Department should explore an internship program opportunity with a local college or university.

(4) Community Survey

Many police departments throughout the United States conduct community surveys to collect information about the public's perception of a police department and promote ways in which an agency listens and responds to community opinions and concerns. In addition to measuring police performance, community surveys can be used to analyze how police deliver services and assist with resource allocation decisions. A community survey can be adapted to suit a community's specific needs and should be conducted in partnership with local university or college researchers to ensure reliability and validity. The Norman Police Department should consider such a survey to improve department transparency and operations.

Recommendations:

Seek to establish an unpaid, for-credit internship program through a local college or university with a focus on both commissioned and professional staff positions such as the Public Information Officer.

Consider conducting community surveys to measure performance, assist in resource allocation, and collect community perception information.

(4) Police Standards Administrator

The Police Standards Administrator works Monday through Friday, 8 am – to 5 pm.

(1) Workload and Ability to Meet Unit Objectives

The Police Standards Administrator is tasked with areas of management responsibility concerning police accreditation, policy management, and grant management.

Police Accreditation Manager

The Norman Police Department is accredited through the Oklahoma Law Enforcement Accreditation Program. This program provides law enforcement agencies with an avenue to demonstrate that they meet commonly accepted minimum standards and best practices for efficient and effective operations. Minimum standards and best practices are grouped into three major categories: administration, operations, and personnel. The Police Standards Administrator is the department's Accreditation Manager.

Policy Management

The Police Standards Administrator is responsible for researching, creating, drafting, and collaborating with other city and department members in publishing department policies and procedures.

Grant Management

The Police Standards Administrator is responsible for researching, applying for, and managing department grants. The department currently has two grants.

The Police Standards Administrator position is a support role that enables police department operations to operate efficiently. Performance measures such as individual task assignments and time to complete each task are currently not tracked, which makes a staffing recommendation difficult. There are currently no task backlogs associated with this position.

(5) Administrative Technician III (Purchasing)

The Purchasing Administrative Technician is responsible for coordinating accounts payable for an approximately $6,000,000 budget, managing approximately 430 accounts, and generating reporting for City and Department leaders. The different roles and responsibilities of the Admin Tech III (Purchasing) are further detailed below.

- Requisition input and detail verification
- Processing of purchasing orders and invoices

- Tuition reimbursement, uniform allowance, and petty cash program management
- Maintenance of supplemental expenditure schedules
- Expenditure analysis and subsequent option recommendation
- Planning and coordination during the budget preparation process
- Capital funding tracking
- Execution of financial directives
- Act as a finance liaison with City & NPD staff

The Admin Tech III (Purchasing) position performs high-level finance tasks that support Department operations. The task load assigned to this position is high. Although workload tracking data was not available for this position, significant consideration should be given when considering adding additional roles to this position.

Recommendation:

Reclassify Administrative Technician III (Purchasing) as a Budget or Management Analyst.

6. Technology Assessment

The use of technology to assist police departments has increased in the last several years. As part of the overall assessment of the management and operations an analysis of the use of technology was conducted. To complete the assessment the following areas were reviewed:

- **Analysis of gaps in technology -** Are there technologies that could be utilized that aren't currently used by NPD?
- **Are there technologies that could be deployed to improve efficiency or service?** – A review of *available* technology.
- **Comparison of NPD's use of technology against best and prevailing practice(s); deployment activities** – Does NPD leverage the use of technology to meet best or prevailing practices?

To conduct this analysis the project team conducted interviews with NPD staff and conducted a survey of widely used police technology.

The following table outlines current technology used by police departments with brief explanation of the technology and if or how NPD uses the technologies:

1. Police Technology

Technology	Typical Utilization / Comments	The Department Has: Y/N- Comments
Acoustic Shooting Detection System	Acoustic shooting detection systems detect gunshots and relay the information directly to dispatch and officers enabling a faster response time to shooting incidents.	No, there are not a significant number of shots fired or shooting calls to justify the system.
Automatic License Plate Reader (ALPR)	Automatic License Plate Readers use high speed cameras that run the video feed through an optical character recognition software system. This allows the system to identify license plates and then run them automatically through multiple databases in real time. If a "hit" on database occurs dispatch and officers operating the ALPR or other receivers can be alerted that a wanted vehicle has crossed a fixed location or in vehicle mounted units	Yes, they have 4 in older vehicles and will be added 4 more when new vehicles are upfitted and rolled out.

Technology	Typical Utilization / Comments	The Department Has: Y/N- Comments
Body Worn Cameras (BWC)	Body Worn Cameras record audio and video of police encounters. Body worn cameras provide both evidence for court cases and police accountability.	Yes, currently replacing old ones with Motorola V700s.
Cell phone download software	Cell phone download software allows investigators to download evidence from cell phones (typically after obtaining a search warrant).	Yes, they have multiple software solutions and have grey key (shared with multiple agencies).
Cell phone for officers	Department issued cell phones allow officers phone access in the field which can increase productivity, protect data and provide access to secured software solutions. It also helps to eliminate the possibility that official police department business is conducted on a personally owned phone that can be subpoenaed.	Yes, just got approval to issue phones to patrol officers.
Crime Scene Scanners	Crime scene scanners use laser scanners and digital imaging to document crime scenes more efficiently and accurately.	Yes- They a Total station for Traffic crash investigations and a FARO 3D scanner for crime scenes.
Detective Case Management Software	Some RMS systems include case management software that allows supervisors to assign and review cases and allows investigators to enter case notes.	Yes, case management is done through the investigation module in their Tyler technologies RMS.
Digital Evidence Software	Digital evidence software allows for the storage of all digital evidence in a secure manner. Systems typically include the ability to upload digital evidence in the field and provide controlled access, audit controls the and the ability to share links to digital evidence with the prosecutor's office.	Yes, they have an old Axon evidence standalone system with limited evidence upload functionality and no field-based uploads.
Drones	Drones provide users with the ability to record a scene or to live view an incident from above.	Yes- they have several with multiple shift coverage.
Electronic Ticket Writers / Printers	Electronic Ticket Writers provide officers with an efficient method of writing citations that is typically faster than handwritten tickets because they can upload relevant driver / suspect	Yes, they have 50 Brazos and are in the process of fielding more for the entire patrol division.

Technology	Typical Utilization / Comments	The Department Has: Y/N- Comments
	data into the machine once identification is entered.	
Facial Recognition Cameras / Software	Facial recognition cameras / software are used in public areas and can recognize and alert law enforcement to potential suspects or wanted individuals.	No- they do not use this technology.
Facial Recognition Processing Software for investigations	Facial recognition processing software for investigations allows investigators to process crime scene or surveillance videos with booking photos of previously arrested individuals to identify potential suspects.	No- they do not use this technology.
In car cameras	In car cameras record audio and video inside and outside of the vehicle depending on vendor. They typically include at least a forward-facing camera that captures traffic ahead of the vehicle and a camera of the prisoner compartment area of the vehicle. In car camera systems provide both evidence for court cases and police accountability.	Yes, they have 10 to 15 at this point and may add more as they switch camera systems out.
Investigative Linkage Software	Linkage software allows investigators to develop connections between potential suspects by organizing data such as phone numbers, locations, documents, vehicles, associates and time frames.	Yes, they I2 linkage software for investigations.
Mobile Command Post	Mobile command posts provide incident commanders access to technology from the field. Common features are Computer Aided Dispatch (CAD) access, live links to multiple video feeds, additional communications systems including satellite and radio, a conference room and restroom.	Yes, they have a well-equipped specifically designed mobile command post.
Mobile Fingerprint Scanners	Mobile fingerprint scanners are used to take a digital image of an arrested subjects' fingers which can then be	Yes (4) but they are old, you have to link it to specific computers that have software uploaded.

Technology	Typical Utilization / Comments	The Department Has: Y/N- Comments
	checked against the fingerprints of known individuals. They are most commonly used when the identity of an individual is in question.	
Mobile Report Writing	Mobile Report Writing allows officers to write reports while in the field. This technology is typically used for shorter reports.	Yes – it is part of the RMS.
Online Reporting	Allows community members to file low priority or minor crime reports online from home freeing officers to investigate more serious crimes or spend more time on community engagement.	Yes – it is available on their website with instructions on what types of crime can be reported online.
Online Pawnshop inventory software	Online pawnshop inventory allows investigators to search for stolen items related to thefts and burglaries. The software also allows investigators to upload descriptions / pictures of stolen items to find potential matches of stolen items that have been pawned.	Yes – they use leads online.
Public Cameras	Public cameras allow the police department to "live" view critical areas and to record video from key intersections or locations. They also have some crime prevention benefit.	No – they do not have public cameras. The campus police do have cameras around the campus.
Rapid DNA Machine	A Rapid DNA machine allows law enforcement to analyze DNA swabs collected from arrested subjects for comparison to other unsolved crimes where DNA was recovered. Some systems allow for analysis of DNA recovered at crime scenes. The process takes 1 to 2 hours complete.	No – all DNA processing is done by the State lab.
Red Light / Speed Cameras	Red light / Speed cameras use high speed cameras that are connected traffic lights that can photograph vehicles and automatically issue tickets for red light or speeding traffic violations with some limitations.	No.

Technology	Typical Utilization / Comments	The Department Has: Y/N- Comments
Social Media Monitoring Software	Social media monitoring software allows law enforcement to monitor open-source media for emerging or active events and potential negative information posted about the department where a public response may be needed.	No – they can do open-source searches but they do not have software to monitor open source social media posts.
Surveillance Cameras	Police owned and operated surveillance camera systems allow the department to monitor locations for ongoing investigations.	Yes.
Text to 911	Text 911 allows community members to text the police department instead of calling. This allows users to make contact with a dispatcher while not drawing attention to themselves.	Yes – their CAD system excepts texts.
Video Feed integration Software	Video feed integration software allows agencies to intake video from various sources for display in a real time crime center, command center or dispatch center.	No.

2. Technology Gaps

It is important to note that there are hundreds of types of police technology available to law enforcement, but just because technology exists that may have some benefit, it does not mean a police department should have it. A cost-benefit analysis and potential utilization rate should be conducted prior to purchasing or implementing new technology. In reviewing current technology used by NPD there are three identified potential technology gaps at this time: public cameras, facial recognition software for investigations, and open source social media monitoring.

(1) Public Cameras

Public cameras are typically placed in high vehicle traffic / pedestrian locations, on key roadways, near critical infrastructure, public parks or hard to reach areas. Public cameras can aid in the detection of crime, the ability to observe suspicious activity while it is occurring. Public cameras can provide investigative leads after a crime has occurred, aid in the solving of crime and can help to reduce investigative hours and produce more

leads. When paired with plate reader software public cameras can provide real time detection of wanted subjects.

(2) Social Media Monitoring Software

Social media monitoring software could help the department identify potential threats or incidents that have not yet been reported and to mitigate any potentially inaccurate information posted on social media. The software uses open-source data in real time which can be helpful especially when hosting large events or during critical incidents.

(3) Video Feed Integration Software

Video feed integration software allows video from several different sources to be organized and displayed in command post, emergency management command centers or real time crime centers. The integration can greatly assist with the organization and display of multiple formats of video feeds.

3. Technology Best or Prevailing Practices Comparisons

In the review of technologies used by NPD it was noted that NPD uses most of the technologies that other agencies are currently using with the exception of public cameras and open social media monitoring. NPD compares favorably in its use of technologies other than those noted. There are some scheduled improvements being made such as upgrading the ALPR systems and in car camera systems.

4. Potential Technology Improvements

The three identified technology gaps present the most logical technological improvements that could be made to help increase efficiency and improve service. Public cameras with a live feed to a centralized location can allow the department to monitor problem locations, traffic congestion or critical areas from a single location using less personnel and resources. Once an issue or problem is identified it can also help the department deploy the appropriate resources to the right location with more situational awareness. Video feed integration software can enhance this capability by accepting feeds from multiple video sources.

With the ubiquitous cell phone and popularity of social media applications many people are posting in real time what is happening. This includes everything from the mundane to criminal activity. It also includes misinformation about events or circumstances. There are times when criminal activity is being live-streamed or posted on social media while no one has called the police. Having the ability to monitor open source social media can

help the department to respond to incidents, identify potential witnesses and to respond to inaccurate information if necessary.

Integrating these technologies into the departments future operations could help the department to better respond to criminal activity or critical incidents.

7. Facility Needs Assessment

The Norman Police Department operates out of four sites/facilities across the City. The primary location for the NPD is at Police Headquarters which is located on the City Hall Campus. The Investigations Division is located at a facility along West Lindsay Street. The Communications Division recently relocated to the newly constructed emergency management center. There is a dedicated training facility and firearms range in south Norman that includes classroom, physical fitness, and outdoor firing range. Finally, the City operates an animal shelter.

1. Facility Overview

The NPD Headquarters facility was originally constructed in the 1970s/80s and has been periodically updated. The NPD has outgrown this space and over the years and has moved operations out of this location to accommodate the growing facility needs of the organization. The current facility is still not adequately sized and designed to meet the current needs of the department, including with the recent departure of the Communication Center. The facility has been well maintained but it is not designed properly to meet modern operational philosophies of law enforcement agencies.

Municipal Court operations recently relocated from the NPD headquarters, and this has provided additional space for the Police Department. However, this space will require significant renovation to meet the needs of the Police Department. This renovation would be costly as it will likely trigger the need to bring the entire building in compliance with modern accessibility codes. Even with the additional square footage from the municipal court areas, the facility is not adequately sized to meet the recommended (or projected) staffing needs of the NPD. There are significant space deficiencies for operations and a lack of support space needs with the existing building.

Overall, the NPD Headquarters building has significant spatial and operational constraints and has no long term viability within the existing building footprint. Any expansion would impact the department's parking areas and disrupt the site circulation and other campus operations. There is room on the site for facility expansion, but it would require moving site access points, the internal road network, or other site impacts depending on the scale of the expansion. New construction would have similar impacts on the existing site or adjacent City owned land.

The Investigation Center on Lindsay Street is a recently renovated building that primarily houses the investigation division which includes property and evidence storage. Currently, there is some capacity for expansion within the existing building, as there are several vacant private offices and shared areas. These spaces have been used as flex

space for the NPD and other City operations over the past few years. The vacant space is not large enough to house all of the Police Department's operations for a consolidated facility. The existing building is adequately sized to meet the 2034 projected staffing needs of the Investigation Division.

The training facility includes a classroom facility, a physical fitness space, and outdoor range. These facilities are adequately sized to meet the current and projected need for the Police Department. The location of the physical fitness space is not convenient for most NPD staff.

The City recently completed a new emergency operations center, which includes a space for the Communications Center. This facility was not toured by the project team but staff indicated that the facility was adequately sized to meet the current and future operational needs of the Communications Center. Including the space needs for the projected 2034 staffing needs.

NPD operates the animal shelter for the City. The animal shelter is between 8 and 10 years old and was specifically designed to serve in the current capacity. The facility is generally in good condition and has been well maintained. Issues were noted with the lack of storage and office space in the facility. The City should continue to maintain the facility and update it as necessary. An intermediate step would be to explore options for remodeling the existing spaces to accommodate enhanced office and storage area needs. A long term goal may include an expansion of the kennel areas to accommodate more animals as the City continues to grow.

The NPD Headquarters and Investigation Center are both well-maintained buildings. There have been recent updates and some modernization of each facility, with the overall condition of the Investigation Center, graded higher due to the extensive renovation prior to occupation by the Division. There were no significant maintenance issues noted at either facility.

2. Facility Next Steps

Based on the current spatial, operational, and facility constraints of the NPD headquarters building, it is recommended that this building be replaced. The current facility is not adequately sized to meet the current or projected needs of the functions that are currently housed there. The building would require significant renovation and ADA upgrades that may only be slightly less expensive than a new purpose-built law enforcement headquarters. Over the life of a public safety building, the operational efficiencies gained with a new facility are likely to recoup the additional capital cost for renovating or expansion of the existing structure. A new law enforcement building may also be used as a recruiting tool and boost morale for existing staff. A properly designed and

constructed police facility is an essential piece of equipment for law enforcement officers.

The NPD and the City have several options to consider for their law enforcement facility needs. First and most importantly, they must decide if they want to continue to operate out of two primary facilities or integrate the Investigation Center into a single facility/site. Alternatively, the academy, training, and physical fitness components should be evaluated to determine if they should be consolidated with other operations into a single site. The outdoor range should remain where it is located.

Once the NPD and City have decided on which operations will be in a new (or renovated) facility, a space planning firm should be hired to complete an architectural space program. An architectural space program outlines the space needs for a new facility. This exercise determines each space needed in a facility by space type, the number of spaces, identify and applying space standards, identifies critical operational adjacencies, and applies grossing factors (i.e., internal circulation, mechanical, and building envelope, etc.) to determine the total space needs. The space program is intended to identify the total space needs for the facility and can be used to identify estimated capital construction costs. The space program will be shared with an architectural design team to create schematic designs/layouts. The schematic designs are used to test fit sites (and/or existing buildings) and to refine construction cost estimates. The following is a space program example.

Space Program Example

Space Name / Staff	# of Spaces	Space Standard	Total Useable SF	Notes
Operations Division				
Captain	1	150	150	Private office, seating for 4.
Lieutenant	2	100	200	Private office
Administrative Sergeant	1	80	80	Private office
Patrol Sergeant	6	75	450	Shared office (2 per office)
Patrol Corporal	8	36	288	Shared room
Officer Workstation	4	36	144	Adjacent to briefing room
Traffic Officer	2	64	128	Shared office
Traffic Storage	1	100	100	Adjacent to Traffic office.
Community Service Officer / Homeless Team	6	64	384	Shared office
Community / Traffic Storage	1	80	80	Storage for Traffic and Community Services

Space Name / Staff	# of Spaces	Space Standard	Total Useable SF	Notes
Briefing Room	20	20	400	Close proximity to locker rooms and employee entrance
Officer Technology Room	1	150	150	Adjacent to briefing room. Includes extra electrical to charge BWC, tablets, computers, etc.
SWAT Storage	40	10	400	Locker space for SWAT officers and extra gear.
Unassigned Storage	1	100	100	Secure stoa
Specialty - Drone	1	150	150	Secure storage
Specialty - Homeless	1	100	100	Secure storage
Specialty - Events	1	150	150	Secure storage
Total Useable Square Feet:			**3,454**	
Circulation Factor:		*35%*	*1,209*	
Total Departmental Square Feet:			**4,663**	

The sequencing of events for the next steps in planning for a new (or renovated) law enforcement facilities include:

- Determine if the City wants to maintain operations at multiple facilities or consolidated into a single facility. Identify who would be in a new or expanded facility.
- Completed an architectural space program that identifies the space needs by operational area and total square footage needs.
- Compare the projected space needs to the existing available square footage.
- Estimate capital cost for each facility option (e.g., new construction, renovation, and/or expansion).
- Hire an architect to develop schematic designs for each facility and site scenario the City desires to evaluate.
- Determine the option the City wants to move forward with and finalize construction cost estimates.
- Complete full construction drawings (design) for the preferred option.
- Finalize construction cost estimates and move forward with a construction contract.

It is recommended the City and NPD move forward with exploring options for renovated/expansion or new construction to meet the current and future facility and operational needs of the Police Department.

Recommendation:

Explore operational options to address the current facility and spatial shortfalls of the Police Department. This would include the development of an architectural space plan which outlines the space needs of the Police Department.

8. Analysis of Projected Service and Staffing Needs

The following sections provide a plan for public safety services over a 10-year planning horizon to assess how growth and development in Norman will shape service need demand, as well as how staffing needs will evolve in turn.

(1) Introduction and Methodology

Our analysis takes into account a number of different data sources in order to provide a realistic simulation of how development activity will shape growth in the city, and how that growth will affect service needs.

The basic foundation for our analysis is the current relationship between workload and population in Norman, as well as a detailed understanding of anticipated developments. This is analyzed through:

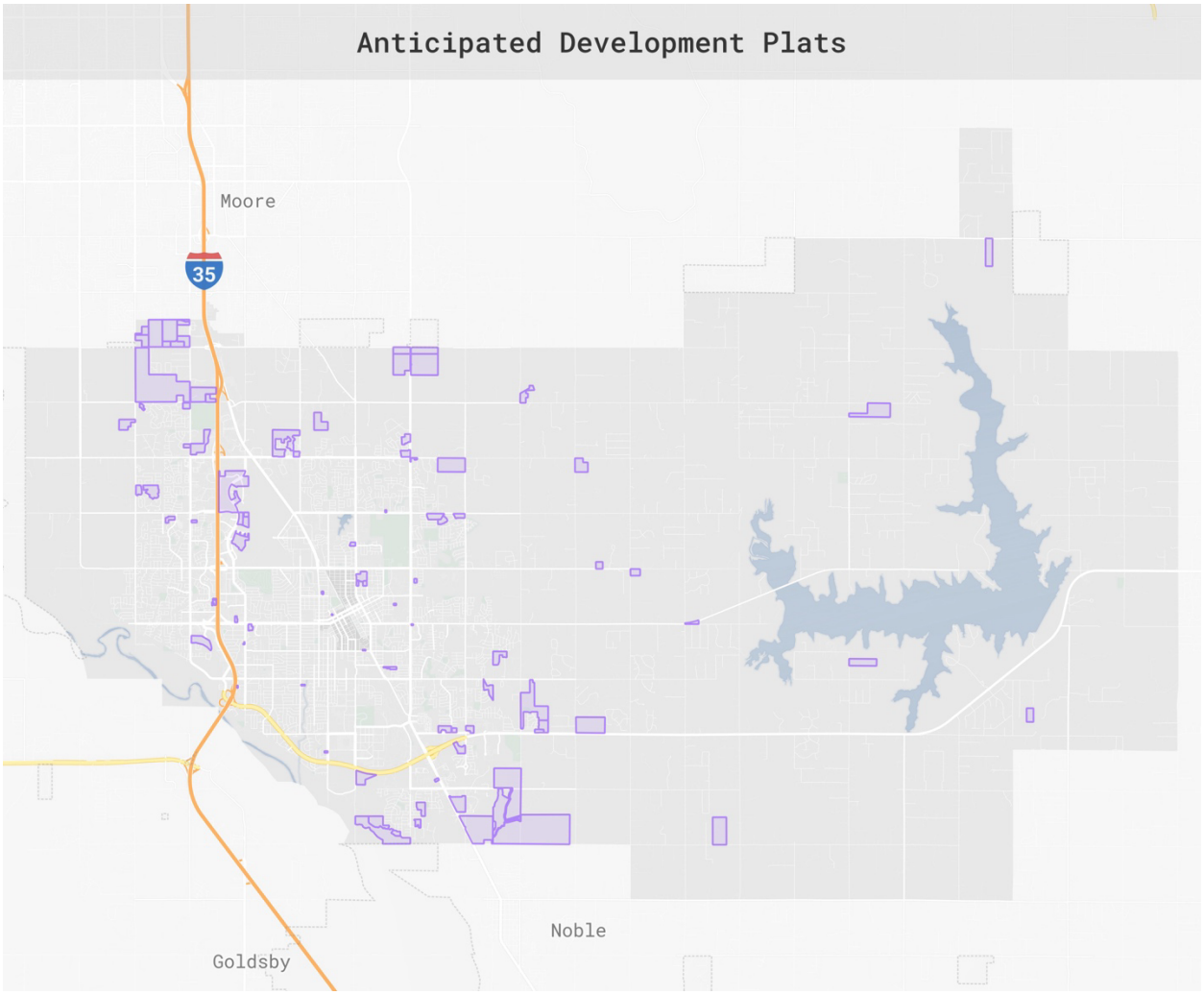
- Analysis of police computer-aided dispatch data.
- Calculations made from department crime data, selecting for categories that directly translate to UCR (Uniform Crime Reporting) Part I crimes (e.g., robbery, larceny, etc.) in order to provide for a level analysis.
- 2020 Census data and more recent ACS (American Community Survey) estimates for population, housing units, household size, and unit occupancy.
- GIS data detailed development plats, their location, status, expected completion year, and magnitude.
- Additional research on each development, using the city's website, council meetings and planning documents, developer-created information, and any news articles with more recent information.

With the understanding of workload and population achieved through these data sources, the project team collected planning data on land use, anticipated development projects, and other relevant data. The data collected was augmented by additional research on the magnitude and location of each project, and any obstacles or conditionalities remaining toward a project being completed as planned or as originally conceptualized.

(2) Overview of Development in Norman

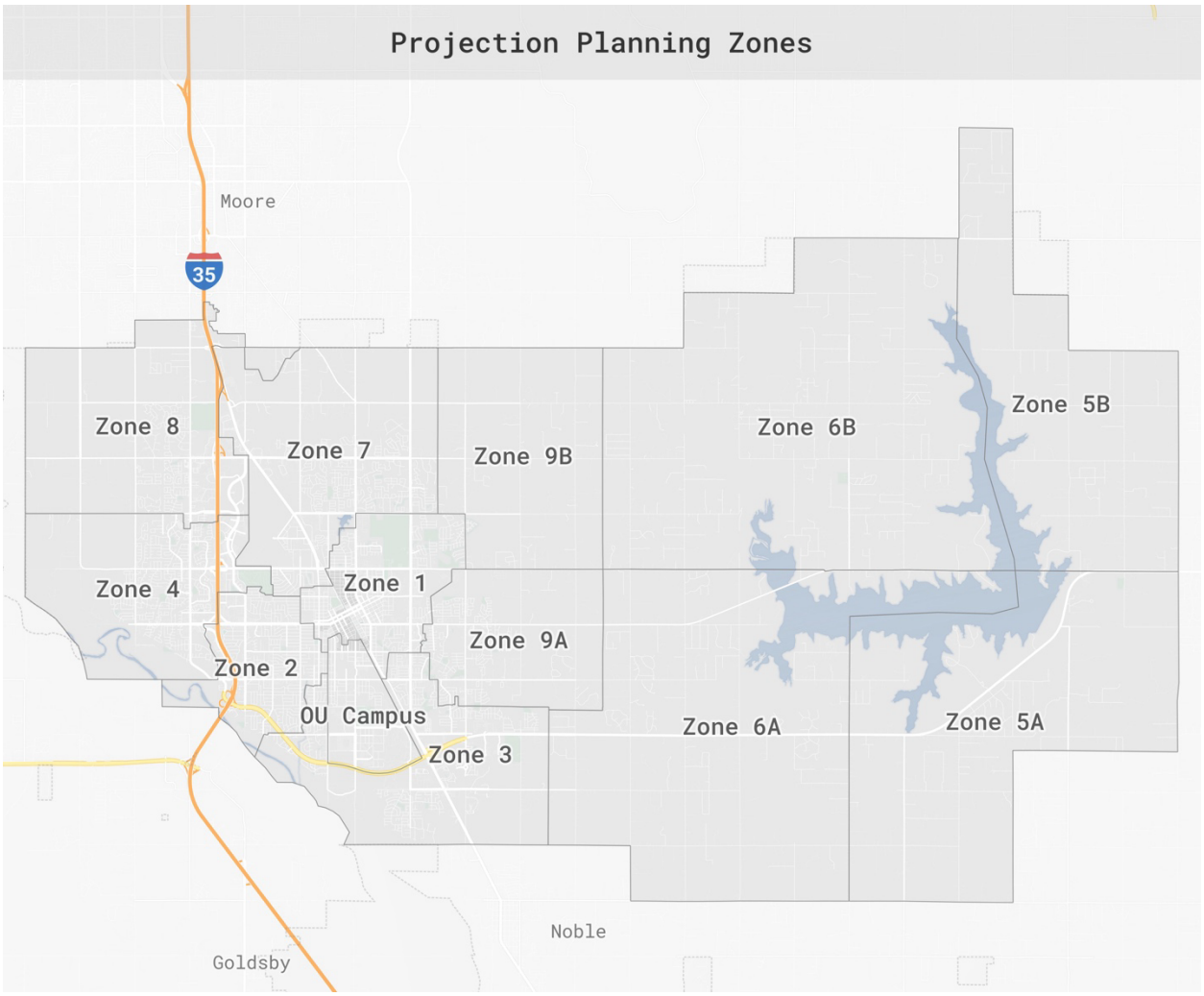
Norman has seen a recent boom in proposed projects, which occupy a wide spectrum of different types of growth, including sprawling entertainment districts, multifamily infill projects, and expansive single-family residential developments. Importantly, the

developments proposed or anticipated over the next decade are spread throughout the city, as shown in the following map:



The largest development, in terms of the number of units added exists just to the east of US-44 (above the label for Noble on the map).

Given that these developments are vastly different in scope, land use, and occupy different areas of the city, it is critical that this analysis examine their impacts separately. In order to account for this, the project team divided Norman into a total of 13 individual planning zones.



**Note: The planning zones are created for this analysis by the project team, and are not city-defined.*

The following table lists each project known to the project team that may complete over the next 10 years, including:

- The number of units represented by each if the project is built to the fullest scope of plans, whether the project is currently permitted, preliminary, or is entirely conceptual.
- An estimated timeframe for completion of construction.
- The project team's assessment of the likelihood for the project being completed based on any obstacles or conditionalities to development, as well as the project's timeframe (projects further out will generally have lower probability).
  - A 100% probability is assigned to projects listed as having a 2023 or earlier completion date.

  - A 90% probability is assigned to all projected with a 2024 or later completion date.

- Expected value (EV) of units built, multiplying the number of units by the probability of completion. This represents an average scenario, rather than a deterministic estimate.

Name	Zone	# Units	Est. Year	% Prob.	EV
CARRINGTON PLACE ADD.	Zone 8	59	2021	100%	59
SIENA SPRINGS ADD.	Zone 9A	81	2026	90%	73
UPLANDS ADDITION	Zone 8	256	2025	90%	230
UPLANDS ADDITION	Zone 8	2	2025	90%	2
CRIMSON FLATS, SPUD	Zone 3	75	2025	90%	68
COBBLESTONE CREEK SENIOR CMNTY	Zone 3	57	2021	100%	57
TURTLE CROSSING (REVISED)	Zone 9A	146	2022	100%	146
NRHS EAST CAMPUS ADD.	Zone 3	1	2022	100%	1
CINNAMON CREEK ADD	Zone 3	2	2023	100%	2
DESTIN LANDING	Zone 3	301	2025	90%	271
PARK HILL MIXED USE ADD.	Zone 7	3	2023	100%	3
SFP-2122-4 POWELL ADD	Zone 2	1	2026	90%	1
RED CANYON RANCH EAST	Zone 7	28	2023	100%	28
FLINT HILLS ADDITION	Zone 7	577	2022	100%	577
REDLANDS	Zone 8	144	2030	90%	130
BELLATONA ADD	Zone 3	49	2022	100%	49
MCCOOP ABODE ADD	Zone 2	2	2025	90%	2
EAGLE CLIFF WEST ADDITION	Zone 3	140	2025	90%	126
REVISED RED SKY RANCH	Zone 8	10	2029	90%	9
ARMSTRONG BANK CNSOLIDTN PRJ	Zone 3	11	2025	90%	10
ASHTON GROVE ADD	Zone 8	36	2022	100%	36
FRANKLIN WOODS ADD	Zone 8	47	2025	90%	42
MONTE VISTA ESTATES	Zone 9B	83	2025	90%	75
BRIDGEVIEW AT CARRINGTON	Zone 8	605	2024	90%	545
WAMPLER ESTATES SFP 2324-7	Zone 7	2	2026	90%	2
HALLBROOKE ADDITION	Zone 1	54	2030	90%	49
HALLBROOKE ADDITION	Zone 1	31	2030	90%	28
WHISPERING TRAILS ADD	Zone 8	22	2029	90%	20

Name	Zone	# Units	Est. Year	% Prob.	EV
CARROLL FARM ADD.	Zone 8	2	2026	90%	2
THE OLD DAIRY FARM	Zone 3	2	2026	90%	2
HR Green	Zone 3	2,000	2029	90%	1800
Bob Moore Farms North LLC.	Zone 4	666	2032	90%	599
Univ North Park / Rock Creek	Zone 8	811	2028	90%	730
Univ North Park / Rock Creek	Zone 8	123	2030	90%	111
Sooner Village	Zone 3	61	2029	90%	55
Brookhaven No. 45	Zone 4	32	2030	90%	29
Boyd Street Development (2)	OU Campus	7	2029	90%	6
Boyd Street Development (1)	OU Campus	5	2029	90%	5
Hampton Homes (1)	Zone 8	36	2027	90%	32
Hampton Homes (2)	Zone 1	12	2027	90%	11
Benchmark Acquistions LLC	Zone 6A	422	2032	90%	380
The Ranch of Robinson	Zone 6A	10	2028	90%	9

In total, the 42 projects combine for 7,014 total units, of which approximately 6,412 are expected to be built.

The expected value (EV) column represents the total number of units planned multiplied by the probability that the project is built – i.e., the 'average' scenario. It does *not* imply that for each project that does get built, that the number of units will be reduced. Units that are already entitled, for instance, have a much higher probability of being built.

Using the assumptions for probability, completion year, and the number of units by project, the development results in the following impact to the number of housing units in the city by milestone year (five-year increments following 2024):

Projected Housing Units

Zone	2023	2024	2029	2034	11YR +/-
OU Campus	3,698	3,698	3,704	3,710	+0.3%
Zone 1	6,971	6,971	6,983	7,060	+1.3%
Zone 2	6,831	6,831	6,834	6,834	+0.0%
Zone 3	10,683	10,696	12,102	13,030	+22.0%
Zone 4	8,182	8,182	8,182	8,811	+7.7%
Zone 5A	636	636	636	636	+0.0%
Zone 5B	528	528	528	528	+0.0%
Zone 6A	1,269	1,269	1,276	1,658	+30.7%
Zone 6B	1,611	1,611	1,611	1,611	+0.0%
Zone 7	5,922	6,074	6,085	6,085	+2.8%
Zone 8	3,217	3,499	4,642	5,080	+57.9%
Zone 9A	6,217	6,254	6,327	6,327	+1.8%
Zone 9B	731	731	807	807	+10.4%
Total	**56,496**	**56,980**	**59,717**	**62,177**	**+10.1%**

Another important assumption relates to how quickly construction translates into population, given that new apartment complexes are not instantly filled to maximum occupancy upon their completion. Depending on many factors such as the size of the building, pent-up demand, and any first-year incentives offered by property management, among other variables, filling a multifamily project following completion of construction can take time – even years.

In order to account for this, occupancy for each project is assumed to be filled at **50% of units in the year in which construction is completed**, another **25% are occupied in the year after**, and the **remaining 25% in the following year**. In total, this represents a three-year timeline for occupancy, with 75% of units occupied within the first two years.

The population added by each unit is calculated by multiplying the 2020 (most recent US Census year) population per housing unit ratio individually for each planning zone. By stratifying the calculations by planning zone, the impacts on population from largely student housing in within the OU Campus area are calculated differently from those in the eastern half of the city, which are comprised primarily of single-family homes.

The following table provides these ratios:

Population Per Housing Unit

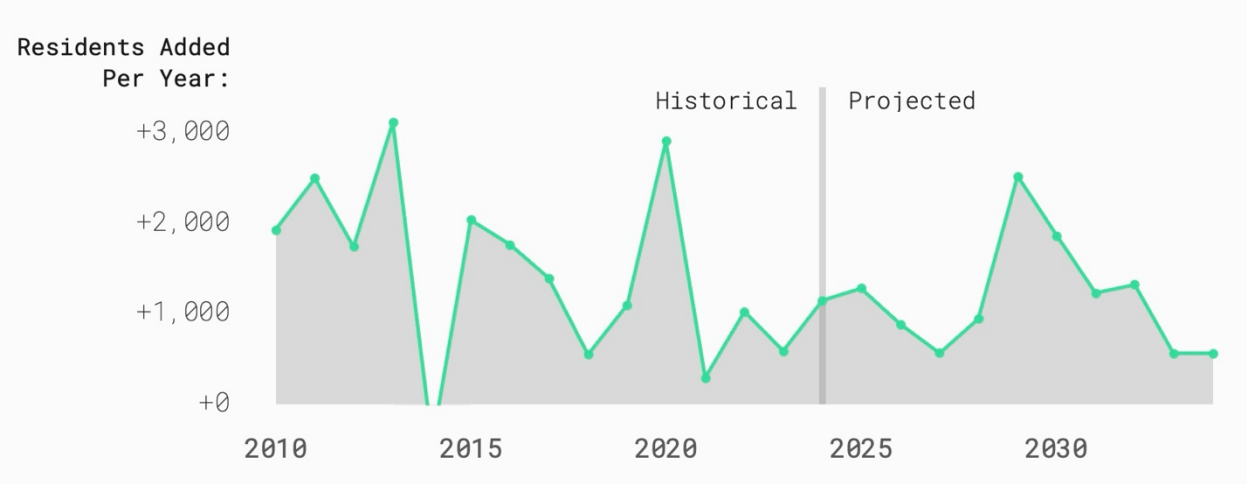
Planning Zone	2020
OU Campus	3.49
Zone 1	2.13
Zone 2	2.09
Zone 3	2.15
Zone 4	2.11
Zone 5A	2.36
Zone 5B	2.54
Zone 6A	2.58
Zone 6B	2.52
Zone 7	2.43
Zone 8	2.36
Zone 9A	2.17
Zone 9B	2.68
Overall	**2.30**

After factoring in the pace of occupancy for constructed housing units, the anticipated development results in the following population growth by milestone year:

Projected Population

Zone	2023	2024	2029	2034	11YR +/-
OU Campus	12,902	12,902	12,923	12,944	+0.3%
Zone 1	14,875	14,875	14,901	15,065	+1.3%
Zone 2	14,306	14,306	14,312	14,312	+0.0%
Zone 3	23,017	23,045	26,075	28,074	+22.0%
Zone 4	17,261	17,261	17,261	18,588	+7.7%
Zone 5A	1,502	1,502	1,502	1,502	+0.0%
Zone 5B	1,341	1,341	1,341	1,341	+0.0%
Zone 6A	3,271	3,271	3,289	4,274	+30.7%
Zone 6B	4,062	4,062	4,062	4,062	+0.0%
Zone 7	14,369	14,738	14,765	14,765	+2.8%
Zone 8	7,591	8,257	10,954	11,988	+57.9%
Zone 9A	13,461	13,541	13,699	13,699	+1.8%
Zone 9B	1,962	1,962	2,166	2,166	+10.4%
Total	**129,920**	**131,063**	**137,250**	**142,780**	**+9.9%**

The following chart illustrates the variability and pace of this growth by showing the year-to-year population change over both the past 15 years, as well as the next 10 years:



Development is expected to maintain a similar pace in absolute terms over the next decade as it has over past 15 years, with an estimated 565 to 2,517 residents added each year.

Service needs are then projected for two different categories:

- Police Department calls for service
- Police Department index crime occurrences (selected categories)

Each is calculated using the current (2023) data used for the staffing and operations analysis for Norman PD is geolocated and mapped using GIS software. The service needs are then aggregated by planning zone and compared against estimated population in 2023 to produce a rate of service needs per capita. The rates for each category are then calculated against the projected population totals in each successive year thereafter to produce service need projects throughout the planning timeframe.

The following table provides the same for Norman Police Department community-generated calls for service (using the same CFS definition as the patrol analysis):

Projected Police CFS

Zone	2023	2024	2029	2034	11YR +/-
OU Campus	2,242	2,242	2,246	2,249	+0.3%
Zone 1	11,507	11,507	11,527	11,654	+1.3%
Zone 2	6,101	6,101	6,104	6,104	+0.0%
Zone 3	6,638	6,646	7,520	8,096	+22.0%
Zone 4	4,892	4,892	4,892	5,268	+7.7%
Zone 5A	388	388	388	388	+0.0%
Zone 5B	245	245	245	245	+0.0%
Zone 6A	686	686	690	896	+30.6%
Zone 6B	593	593	593	593	+0.0%
Zone 7	4,644	4,763	4,772	4,772	+2.8%
Zone 8	1,827	1,987	2,636	2,885	+57.9%
Zone 9A	3,461	3,482	3,522	3,522	+1.8%
Zone 9B	316	316	349	349	+10.4%
Total	**43,540**	**43,848**	**45,484**	**47,021**	**+8.0%**

Police calls for service workloads are expected to grow by 8.0% by the year 2034.

Nearly the same rate of change is expected for index crime occurrences, with the specific categories used included as a footnote:

Projected Index Crime[12] Occurrences

Zone	2023	2024	2029	2034	11YR +/-
OU Campus	300	300	300	301	+0.3%
Zone 1	974	974	976	986	+1.2%
Zone 2	727	727	727	727	+0.0%
Zone 3	764	765	865	932	+22.0%
Zone 4	584	584	584	629	+7.7%
Zone 5A	30	30	30	30	+0.0%
Zone 5B	26	26	26	26	+0.0%
Zone 6A	47	47	47	61	+29.8%
Zone 6B	50	50	50	50	+0.0%
Zone 7	440	451	452	452	+2.7%
Zone 8	188	204	271	297	+58.0%
Zone 9A	366	368	372	372	+1.6%
Zone 9B	23	23	25	25	+8.7%
Total	**4,519**	**4,549**	**4,725**	**4,888**	**+8.2%**

Service need is highly concentrated in certain districts as a percentage change, with Zone 8 experiencing a 58% increase in Index Crime occurrences over the entire projection timeframe.

The following table provides a summary of the population and service need projections by milestone year, as well as overall:

Summary of Population and Service Need Projections

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

[12] Includes the following categories and counts: Arson (3), assault (283), assault and battery (99), assault and battery (child) (96), burglary (518), burglary from vehicle (539), forgery / fraud (756), homicide (1), larceny (1,658), motor vehicle theft (353), robbery (40), sexual assault of child (95), sexual assault or offense (115), shooting (35).

Overall, rates of growth are similar, but not exactly parallel by service need types. These rates of growth are translated into staffing needs in the section below.

(3) Projection of Staffing Needs

The service needs forecast provides the basis for the projection of staffing needs throughout the next decade, as the impacts of growth and development are modeled against the workload drivers of individual positions. Importantly, the staffing projections are based on needs in order to maintain the ***same level of service*** that is provided now[13] as service needs evolve in the future. Consequently, without making the staffing additions and assuming the growth impacts occur as projected, service levels would otherwise diminish as a result of said growth impacts.

The staffing projections are constructed position-by-position and are based on the isolated workload factors driving their staffing needs. In order to make the analysis more replicable in the future, the staffing methodologies used for each position are grouped into a series of categories, as follows:

Overview of Staffing Methodology Categories

Workload-Based

The staffing needs of many positions are directly tied to handling a measurable workload that scales with growth and development. For instance, patrol officer staffing is driven by call for service workload, which translates to staffing needs based on proactive time targets and turnover factors.

Example: Detective positions are driven by the number of cases that are generated, which can be modeled by using UCR Part I crime occurrences as an index variable.

1:8 Ratio-Based

Needs for the position form a direct relationship to another variable, whereby staffing can be expressed as a ratio.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.

Fixed Coverage

Staffing needs that are based on achieving a set level of deployment or coverage, as determined by a coverage objective, scheduling, and net availability factors.

Example: School resource officer (SRO) staffing scales directly with the number of schools that they must cover.

[13] "Current" staffing levels are the levels that are commended to achieve an adequate level of service for current staffing levels. See previous sections of the current state assessment that recommend staffing to meet current staffing needs.

Non-Scaling

Positions that occupy a role that, within the general frame of the analysis, will not scale with growth. Many of these are unique positions, such as the chief of police, while others are driven by workloads that are not significantly impacted by growth and development.

Example: The chief of police, as well as certain administrative support positions.

Span of Control

Supervisors scale based on the targeted number of direct reports for that function.

Example: Patrol sergeant staffing is based on maintaining a span of control ratio.

Descriptions for the methodology used are added for each position in the department.

(3.1) Comprehensive List of Staffing Projections

The following table presents the results of the staffing projection analysis, which builds upon the service need forecast to translate anticipated needs into staffing requirements. It should be noted that "Rec." column refers to the staffing levels as recommended in this report for the year 2024, with successive projected years shown in five-year increments (through calendar year 2034).

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
Office of the Chief						
Administration	Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Asst. Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Lieutenant	Non-scalable Unique role – staffing does not scale directly with service needs.	2	2	3	3
	Pol. Database Man.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Public Info. Ofc.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	2	2

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Police Standards Admin.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Purchasing Tech. III	Non-scalable Unique role – staffing does not scale directly with service needs.	1	-	-	-
	Budget & Man. Analyst	*[Reclassification]* Recommended reclassification from Purchasing Technician. Unique Role.	-	**1**	1	1
	Admin. Tech. IV	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
Patrol Bureau						
Administration	Major	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Patrol	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	3	3	3	3
	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	12	12	12	12
	Sgt./MPO/ Ofc./K9	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	99	**70**	**73**	**75**
Support Services Bureau						
Admin	Major	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Communications	Comms. Manager	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Comms. Supervisor	Span of Control Supervisory position set at 1 per 7 reports.	4	**5**	5	5
	Comms. Ofc. I/II/III	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	22	**31**	**32**	**33**

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Radio Tech.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	2	2
Animal Welfare	Manager	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Shelter Sup.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Technician	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	7	8	8	9
	Pet Adoption Coord.	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	1	1	1	1
	Veterinarian	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Veterinarian Tech.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	2	2	2
	Animal Welfare Supervisor	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Animal Welfare Officer	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	5	5	5	5
Investigations Admin.	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Admin. Tech. III	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Victim Advocate	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	1	2	2	2
Criminal Investigations Section	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	2	3	4	4

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Detective	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	18	**24**	**25**	**26**
	Crime Analyst	*[New Position]* **Non-scalable** Unique role – staffing does not scale directly with service needs.	-	**1**	1	1
Forensic Services & Property	Forensics & Property Sup.	**Non-scalable** Executive position. Staffing does not scale directly with service needs.	-	**1**	1	1
	Forensic Video Analyst	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	1	1	1	1
	Forensic Comp. Analyst	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	1	1	1	1
	Forensic Technician	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	2	**4**	4	4
	Property Technician	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	2	2	2	2
Special Investigations Section	Lieutenant	**Span of Control** Based on span of control ratio of 1 position per 7 reports.	1	1	**2**	2
	Detective	**Workload-based** Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	6	**8**	8	**9**

Community & Staff Services Bureau

Administration	Major	**Non-scalable** Executive position. Staffing does not scale directly with service needs.	1	1	1	1
Personnel / Training Division	Captain	**Non-scalable** Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Police Emp. Tech.	**Non-scalable** Unique role – staffing does not scale directly with service needs.	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Admin. Tech. III	Non-scalable Unique role – staffing does not scale directly with service needs.	2	2	2	2
	Health & Wellness Coord.	*[New Position]* Non-scalable Unique role – staffing does not scale directly with service needs.	-	1	1	1
Training Section	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Sgt./MPO/PO	Ratio-based Scales in relation to the size of the department, at 1 per 75 sworn.	3	3	3	3
Records Section	Records Sup.	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	1	1	1
	Records Clerk	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	6	6	6	6
	Redaction Tech.	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	1	1	1	1
	Admin. Tech. II	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
Community Outreach Division	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1
	Crime Analyst I	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1
	Crime Analyst II	Non-scalable Unique role – staffing does not scale directly with service needs.	1	2	2	2
Proactive Crime Enforcement Section	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	2	3	3
	Sergeant	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	10	10	10	11

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2029	2034
	Traffic Crash Inv.	*[New Position]* Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	–	2	2	2
Community Services Section	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	4	4	4
	Sgt./MPO/PO	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	2	26	27	28
	Parking Svcs. Ofc. (FT)	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	4	4	4	4
	Parking Svcs. Ofc. (PT)	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	1	1	1	1
School Resource Section	Lieutenant	Span of Control Based on span of control ratio of 1 position per 7 reports.	1	2	2	2
	Sgt./MPO/PO	Ratio-based Scales in relation to number of schools that must be covered, based on population.	12	12	12	13

(3.2) Summary of Staffing Projections

The projections outlined in the previous table amount to the total following staffing changes over the next decade, separated by sworn and civilian staffing categories:

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
Total	**184**	**195**	**204**	**211**	+16

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
Total	**76**	**95**	**98**	**100**	+5

Over the next decade, an additional **16 sworn positions and 5 civilian positions** are needed beyond what is recommended in the current staffing analysis *in order to provide the same level of service* as growth and development occur in the city.

Recommendation:

By 2034, increase staffing by 16 sworn positions and 5 civilian positions in order to provide the same level of service that is recommended now as service needs grow due to continued growth and development.

Appendix A - Descriptive Profile of the Police Department

1. Introduction

The following descriptive profile outlines the organization, structure, and staffing of the Norman Police Department (NPD). The information in the profile has been developed through interviews conducted within NPD and a review of various documents provided by the department.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the department's organization and functionality. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

- The organizational structure of each area of the Police Department for the functional areas in our scope of work.
- High-level descriptions of each Norman Police Department work unit's main functions and work areas.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

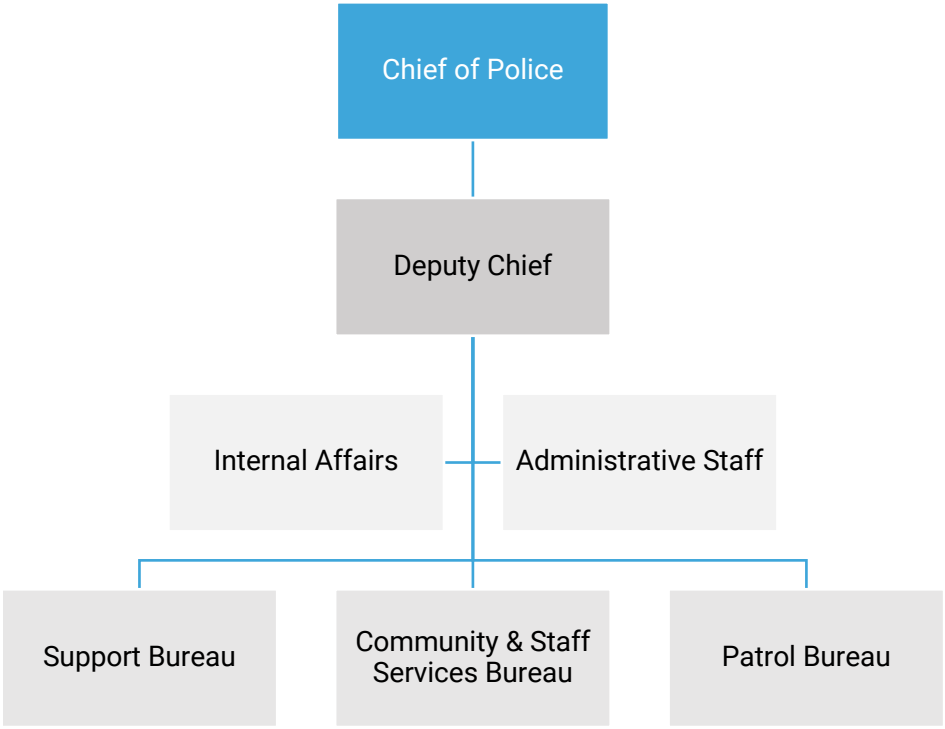
The profile should be considered a **draft** document that will develop further as the project progresses. Once it is finalized, the profile will help serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in the scope of the study.

2. Office of the Chief of Police

The Norman Police Department is led by a Chief of Police who is supported by a Deputy Chief. Located within the Office of the Chief of Police is various administrative support staff.

Organization

The following chart outlines the organization of the Norman Police Department:



Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Office of the Chief of Police. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Office of the Chief of Police				
	1 1	1 1	Chief of Police Deputy Chief	• The Chief of Police provides overall leadership, management and administration of the Police Department.

Unit/Division	Curr	Auth	Position	Unit Description
	2	2	Lieutenant	• The Deputy Chief assists in department management and administration and assumes overall leadership of the department in the Chief's absence. • The Lieutenants conduct internal personnel investigations into employee misconduct and other policy violations, maintain the department recognition program, collect various administrative reporting data, review risk management, inspections, and BWC/vehicle camera systems. Work schedule: Monday through Thursday or Tuesday through Friday, 7am – 5pm. • The Database Manager researches and manages various department data programs, assists with data needs, performs various systems analysis, and ensures interoperability of systems and data sharing between agencies, technology repairs, maintenance, and deployment. Backup digital forensics investigator. Work schedule: Monday through Friday, 8am – 5pm. • The Public Information Officer is the department's spokesperson, liaison with media, and manages the department's social media accounts. Work schedule: Monday through Friday, 8am – 5pm. • The PIO is also tasked with internal and external departmental reporting, branding, critical incident productions, and managing the city emergency communications system (RAVE).
	1	1	Police Database Manager	
	1	1	Public Information Officer	
	1	1	Police Standards Admin.	
	1	1	Purchasing Tech. III	
	1	1	Admin Tech. IV	

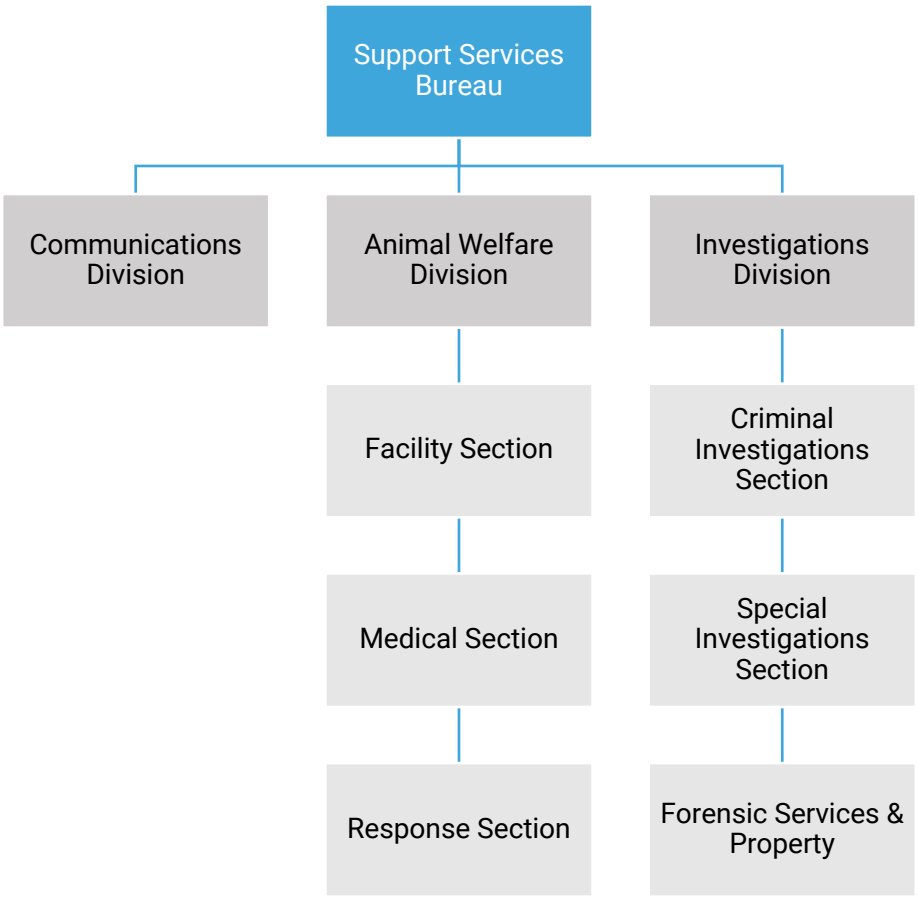
Unit/Division	Curr	Auth	Position	Unit Description
				• The Police Standards Administrator manages the department accreditation program, policies and procedures, and grants. Work schedule: Monday through Friday, 8am – 5pm. • The Purchasing Technician III performs general administrative functions and is responsible for purchasing-related tasks. Work schedule: Monday through Friday, 8am – 5pm. • The Police Administrative Technician provides clerical support to the Chief of Police.
Commissioned	4	4		
Professional Staff	5	5		
Total Staff	9	9		

3. Support Services Bureau

The Support Bureau is led by a Major. The Bureau is comprised of the Animal Welfare Division, Communications Division, and the Investigations Division.

Organization

The following chart outlines the organization of the Support Bureau:



Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Support Bureau. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Support Services Bureau				
	1	1	Major	• The Support Bureau Major leads the strategic direction of the Communications Division, the Animal Welfare Division, and the Investigations Division. The Support Bureau Major also acts as the project manager for the ECOC, leads the city's ICS and performs various budget-related tasks. Work schedule: Monday through Friday, 9am – 5pm.
Commissioned	1	1		
Professional Staff	0	0		
Total Staff	1	1		

Communications Division

Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Communications Division. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Communications Division				
	1	1	Comm. Manager	• The Communications Division is led by the Communications Manager. The Communications Manager leads long-term projects, collaborates with other agencies, manages dispatch personnel, oversees budget, and is the deputy project manager for the new ECOC building. Manager is also responsible for CJIS and NCIC validations. Work schedule: Monday - Friday, 0800 – 1600.
	3	4	Comm. Supervisor	
	3	3	Comm. Officer III	
	15	19	Comm. Officer I & II	
	1	1	Radio Technician	• Communications Supervisors are responsible for shift

Unit/Division	Curr	Auth	Position	Unit Description
				supervision and operational management of the Dispatch Center. Additionally, a Communications Supervisor is assigned to manage training and quality assurance programs, as well as recruiting and event management. Shift schedules: 0800 – 1600, 1600 – 0000, and 0000 – 0800. Administrative schedule: Monday – Friday, 0800 – 1600. • Communications Officers III are senior dispatchers who during all absences of the Communications Supervisor will assume the duties and responsibilities of a Communications Supervisor for staffing and scheduling purposes. • Employees assigned to the role of Communications Officer I are emergency call-takers and dispatchers for Norman Parking Enforcement and Animal Welfare. Communications Officer II are line-level dispatchers responsible for emergency call-taking, police and fire dispatching, and tactical dispatching. • Radio Technician serves as the primary system administrator for the city-wide emergency radio system (Radios). The Technician is tasked with maintenance, deployment, updates, and management of the entire system. Work schedule: Monday – Friday, 0530-1500.
Commissioned	0	0		
Professional Staff	23	28		
Total Staff	23	28		

Animal Welfare Division

The Animal Welfare Division is led by a Manager. The Division is comprised of the Facility Section, Medical Section, and Response Section.

Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Animal Welfare Division. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Animal Welfare Division				
	1	1	Manager	• The Animal Welfare Manager is responsible for directing the Facility Section, the Response Section, and the Medical Section. • The Animal Welfare Manager also oversees the division's budget and serves as the staff liaison to the city animal welfare oversight committee (AWOC). Work schedule: Monday – Friday, 0900 – 1800. • The Animal Welfare Shelter Supervisor manages the day-to-day operations of the Facility Section with specific responsibilities related to the housing and care of animals in the custody of the Norman Police Department and animal adoption programs and services. Work schedule: Tuesday – Saturday, 0800 – 1700. • Animal Welfare Technicians are responsible for providing direct care to animals, volunteer programs, and customer service activities. Shift schedules: 0800 – 1700 and 0900 – 1800. • The Pet Adoption Coordinator is responsible for the management of programs that successfully adopt animals out
	1	1	Shelter Supervisor	
	6	7	Technician	
	1	1	Pet Adoption Coordinator	
	1	1	Veterinarian	
	1	1	Veterinary Technician	
	1	1	Animal Welfare Supervisor	
	3	5	Animal Welfare Officer	

Unit/Division	Curr	Auth	Position	Unit Description
				of the shelter system. Work schedule: Monday – Friday, 0800 – 1700. • The Veterinarian is responsible for leading the Medical Section of the Animal Welfare Division and for providing quality medical care to animals. The Veterinarian is also tasked as the staff liaison to the AWOC. Work Schedule: Mon/Tue/Th/Fri, 0800 – 1800. • The Veterinary Technician assists the Veterinarian in providing medical care to animals. Work schedule: Monday – Friday, 0800 – 1700. • The Animal Welfare Supervisor is responsible for coordinating the non-sworn response to calls for service related to animals, as well as responsible for all criminal neglect and abuse investigations. Work schedule: Tuesday – Friday, 0800 – 1800. • The Animal Welfare Officers are non-sworn professional staff that respond to calls for service related to animals and conduct associated investigations. Varies Monday – Saturday, 0800 – 1800.
Commissioned	0	0		
Professional Staff	15	18		
Total Staff	15	18		

Investigations Division

The Investigations Division is led by a captain and comprises the Criminal Investigations Section, Special Investigations Section, Forensic Services, and Property.

Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Investigations Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Investigations Division				
	1 1 1	1 1 1	Captain Admin Tech III Victim Advocate	• The Investigations division conducts follow-up investigations of incidents reported to patrol, conduct proactive investigations, and conduct crime scene investigations. The division also manages property and evidence and assists victims of crime. • The captain is responsible for the overall leadership of the division and supervises the lieutenants, victim advocates, and admin tech. The captain is also tasked with budget oversight for the division. The captain works M-Th 0630-1630. • The administrative technician completes administrative tasks in support of the division, answers phones and walk-ins, and orders office supplies. The administrative technician works M-F 0800-1700. • The victim advocate contacts victims of crimes, offers services, and assists with court appearances. The victim advocate is also responsible for overseeing two interns who are responsible for victim outreach efforts. The victim advocate works M-F 0800-1700.
Criminal Investigations Section	2 15	2 18	Lieutenant Detectives	• The lieutenants are responsible for the day-to-day operations of the section.

Unit/Division	Curr	Auth	Position	Unit Description
				Lieutenants assign and review reports. One lieutenant works M-Th 0700-1700, and the other works TU-F 0700-1700. • The detectives conduct follow-up investigations on cases forwarded to them from patrol. • The detectives write reports and warrants, conduct interviews, and make arrests. • Detectives have investigative specialties like person and property crimes but work all cases depending on the need. • Detectives generally work a 4-10 schedule M-TH or T-Fr 0700 to 1700 or 0800 to 1800.
Forensic Services and Property	1 1 2 2	1 1 2 2	Forensic Video Analyst Forensic Computer Analyst Forensic Technician Property Technician	• The forensic video analyst recovers and processes video relating to criminal investigations, manages a digital evidence database, and distributes items to the DA as needed. • The forensic computer analysts analyze digital devices related to criminal investigations. • The two forensic technicians respond to and process crime scenes and recover evidence. • The property technician's intake and store property and evidence, transport and manage evidence processed by state agencies. Technicians are also responsible for disposing of evidence or returning it to owners. • The unit works a 4-10 shift covering M-F, 0700 to 1700 or 0600 to 1600.
Special Investigations Section	1 4	1 6	Lieutenant Detectives	• Special investigations are conducted in both proactive and major cases that are assigned, including Internet

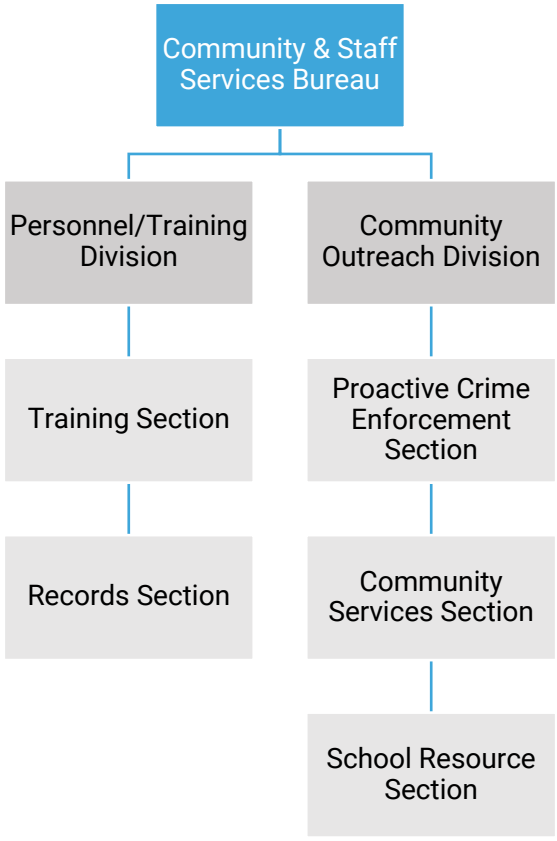
Unit/Division	Curr	Auth	Position	Unit Description
				Crimes Against Children (ICAC), human trafficking, and organized crime narcotics cases. • The lieutenant is in overall command of the section and is responsible for the day-to-day operations. • The detectives conduct proactive investigations that primarily focus on narcotics trafficking. • Two detectives are assigned to the district TF focused on drug interdiction. • The unit works two 10-hour shifts, 0700-1700 and 0800-1800 M -Though they are highly varied, they are based on needs and ongoing investigation.
Commissioned	23	28		
Professional Staff	8	8		
Total Staff	31	36		

4. Community and Staff Services Bureau

The Community and Staff Services Bureau is led by a Major. The Bureau is comprised of the Personnel/Training Division and the Community Outreach Division.

Organization

The following chart outlines the organization of the Community and Staff Services Bureau:



Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Community and Staff Services Bureau. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Community/Staff Services Bureau				
	1	1	Major	• The Community & Staff Services Bureau Major oversees the strategic direction of both the Personnel/Training Division and the Community Outreach Division.
Commissioned	1	1		
Professional Staff	0	0		
Total Staff	1	1		

Personnel and Training Division

The Personnel and Training Division is led by a Captain. The Division is comprised of the Training Section and the Records Section.

Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Personnel and Training Division. The “Curr.” column displays the number of currently filled positions, while the “Auth.” column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Personnel/Training Division				
	1 1 2	1 1 2	Captain Police Employment Tech. Administrative Tech. III	• The Training Section and Records Section is managed by a Captain. This Captain is also responsible for building maintenance, CJIS administration, the management of the promotional process, portions of the annual budget, and serves as the Chair of the Evaluation Committee. • The Police Employment Technician coordinates the administrative aspects of the Department’s recruiting and onboarding activities. • The Administrative Technician III (Payroll) performs general

Unit/Division	Curr	Auth	Position	Unit Description
				administrative tasks and is specifically responsible for all payroll-related tasks within the Personnel/Training and Records Divisions. • The Administrative Technician III (Training) performs general administrative functions and is specifically responsible for all training-related tasks within the Personnel/Training & Records Divisions.
Training Section	1 2 1	1 2 1	Lieutenant Sergeant Master Police Officer	• The Training Section Lieutenant coordinates all training activities for sworn law enforcement personnel, including in-service training, basic academy training, and logistics for specialty team training. • One Sergeant is assigned as the Rangemaster who is assigned to the day-to-day management of the Department's range facility and is also assigned to support all firearms training. • The other 2 personnel, a Sergeant and an MPO, are assigned to support the training and recruitment needs of the Department. One is assigned to instruction on a full-time basis and the other is assigned to a variety of recruiting, mentoring, instruction, training, and media functions.
Records Section	1 5 1 1	1 6 1 1	Records Supervisor Records Clerk Redaction Tech. Administrative Tech. II	• The Records Supervisor oversees the activities of the Department's Records Clerks as well as the City's switchboard operator. The Supervisor facilitates the response to all legal processes, provides mandatory reporting to the State, and participates in the implementation of new technologies.

Unit/Division	Curr	Auth	Position	Unit Description
				• Records Clerks are responsible for clerical tasks related to arrests, citations, warning, and other Department documentation and reporting requirements. Clerks are also responsible for the release impounded vehicles, after hours bonds for arrestees, and public release of documents. • The Redaction Technician is responsible for the redaction of all body-worn camera (BWC) footage that is subject to legal processes. • The Administrative Technician II (PBX) serves as the City's switchboard operator and assists with NCIC validations.
Commissioned	5	5		
Professional Staff	11	12		
Total Staff	16	17		

Community Outreach Division

The Community Outreach Division is led by a Captain. The Division is comprised of the Proactive Crime Enforcement Section, Community Services Section, and School Resource Section.

Staffing and Unit Descriptions

The following tables provide the personnel and major tasks of staff for the Community Outreach Division. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

Unit/Division	Curr	Auth	Position	Unit Description
Community Outreach Division				
	1 1 1	1 1 1	Captain Crime Analyst I Crime Analyst II	• The Captain manages the day to day operations of the division, provides oversight, and allocates resources to established priorities.

Unit/Division	Curr	Auth	Position	Unit Description
				• Captain work schedule: Monday through Thursday, 7:30am – 5:30pm. • The Crime Analysts provide crime analytics and statistics for the department, provide crime mapping and assist with investigations. • Crime Analysts work schedule: Monday through Friday, 8am – 5pm.
Proactive Crime Enforcement Section	1 1 1 0	1 1 1 8	Lieutenant Sergeant Master Police Officer Police Officer	• The Lieutenant supervises the day-to-day operations of the Section, provides first-line supervision, and reviews/approves employee work product. • The Sergeant and Master Police Officer conduct proactive enforcement on high crime areas and prolific criminals. • When staffed, this unit houses NPD's traffic unit. • Section work schedule: Monday through Thursday, 7am – 5pm.
Community Services Section	1 1 0 4 0	1 1 1 4 1	Lieutenant Sergeant Police Officer Parking Services Officer Parking Services Officer (PT)	• The Lieutenant supervises the day-to-day operations of the Section, provides first-line supervision, and reviews/approves employee work product. • The Lieutenant and Sergeant schedule/conduct various community outreach programs and events. • The Parking Services Officers enforce City parking ordinances. • Section work schedule: Monday through Thursday, 7am – 5pm.
School Resource Section	1 6 1 1	1 6 1 5	Lieutenant Sergeant Master Police Officer Police Officer	• The Lieutenant supervises the day-to-day operations of the Section, provides first-line supervision, and reviews/approves employee work product. Lieutenant also manages and conducts

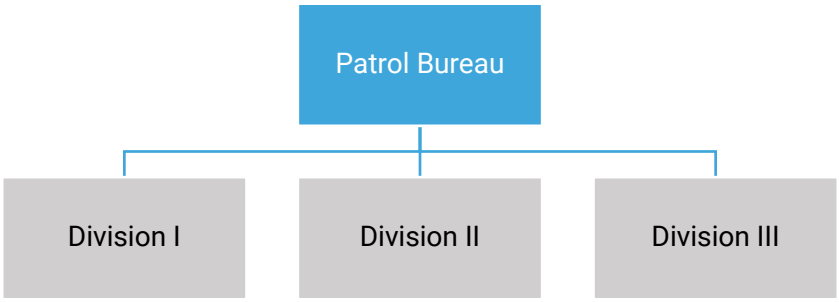
Unit/Division	Curr	Auth	Position	Unit Description
				summer community outreach programs for youth. • The Sergeant, Master Police Officer, and Police Officers are assigned to area schools, respond to calls for service at the schools, and assist with security as needed. All positions are responsible for the development and management of partnerships and mentoring programs at school sites.
Commissioned	15	28		
Professional Staff	6	7		
Total Staff	21	35		

5. Patrol Bureau

The Patrol Bureau within the Norman Police Department is comprised of a Major who oversees all functionalities of the Bureau and is directly supported by three Captains who oversee three divisions. Captains are followed by Lieutenants in the chain of command who operate as first-line supervisors throughout all three patrol shifts.

Organization

The following chart outlines the organization of the Patrol Bureau at NPD:



Staffing and Unit Descriptions

The following table summarizes the personnel and major tasks of staff within the Patrol Bureau:

Unit/Division	Curr	Auth	Position	Unit Description
Patrol Bureau				
	1	1	Major	• Major oversees the Operations Division in its entirety. • Major reports directly to the Deputy Chief of Police in the chain of command.
Division I	1 4 23	1 4 28	Captain Lieutenant Sgt/MPO/PO/K9	• Patrol first shift is on duty from 0630 to 1630 on a daily basis. • Lieutenants serve as front line supervisors for all officers under their supervision. • Lieutenants are responsible for reviewing and approving all reports written by those who report directly to them. • Sergeants, MPOs, and Officers are responsible for general patrol duties throughout Norman.

Unit/Division	Curr	Auth	Position	Unit Description
				• K9 units are assigned by shift and are multi-purpose. K9 units are not assigned to a particular beat but will respond to calls for service when available. • K9 units serve all beats of jurisdiction as needed.
Division II *(including power shift)*	1 4 37	1 4 43	Captain Lieutenant Sgt./MPO/PO/K9	• Patrol second shift - regular is on duty from 1200 to 2200 on a daily basis. • Patrol power shift is on duty from 1630 to 0230 on a daily basis. • Lieutenants serve as front line supervisors for all officers under their supervision. • Lieutenants are responsible for reviewing and approving all reports written by those who report directly to them. • Sergeants, MPOs, and Officers are responsible for general patrol duties throughout Norman. • K9 units are assigned by shift and are multi-purpose. K9 units are not assigned to a particular beat but will respond to calls for service when available. • K9 units serve all beats of jurisdiction as needed.
Division III	1 4 26	1 4 28	Captain Lieutenant Sgt/MPO/PO/K9	• Patrol third shift is on duty from 2100 to 0700 on a daily basis. • Lieutenants serve as front line supervisors for all officers under their supervision. • Lieutenants are responsible for reviewing and approving all reports written by those who report directly to them. • Sergeants, MPOs, and Officers are responsible for general patrol duties throughout Norman. • K9 units are assigned by shift and are multi-purpose. K9 units are not assigned to a particular

Unit/Division	Curr	Auth	Position	Unit Description
				beat but will respond to calls for service when available. • K9 units serve all beats of jurisdiction as needed.
Commissioned	102	115		
Professional Staff	0	0		
Total Staff	102	115		

Patrol Scheduling and Deployment

The following chart outlines the deployment of patrol personnel within the Patrol Bureau at NPD across the three patrol shifts deployed:

Patrol Bureau Deployment Schedule			
Shift	**Shift Start Time**	**Shift End Time**	**Shift Rotation**
Division I	0630	1630	4/10-hour
Division II - Regular	1200	2200	4/10-hour
Division II - Power	1630	0230	4/10-hour
Division III	2100	0700	4/10-hour

Appendix B – Results of the Police Department Employee Survey

Matrix Consulting Group (MCG) was retained by the City of Norman (OK) to complete a Police Operations and Projections Study of the Norman Police Department (NPD). The scope of work included a survey to gauge the attitudes of the employees of the department on various topics about the Department and serving the community. An employee survey is important in any police study today.

MCG project staff arrived at these specific questions and themes after consultation with members of NPD administration and staff during the early stages of the project.

The initial round of invitations was distributed on February 20, 2024, and the survey was closed to responses on March 6, 2024. Of the 241 total invitations sent to NPD employees, there were a total of 137 responses (either partial or complete) received by the project team, resulting in a **response rate of 57%.** This response rate exceeds targeted levels in the experience of MCG project staff and is sufficient for analysis.

Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note:

- NPD respondents expressed high levels of satisfaction regarding all general topic areas, including, but not limited to:
  - Level of service to the community, training, communication, resources, and hiring practices.
- NPD patrol personnel expressed high levels of satisfaction with a majority of topics with the exception of proactive time, as a majority of employees felt they lacked this vital time.
- Open-ended responses supported the findings in both response matrices, while underscoring the desire for increased staffing throughout the organization.

General findings for all demographic, general topic, patrol-related, and open-ended responses are provided in the sections below.

1. Respondent Demographics and Background Information

Of the 137 responding employees, there were a total of 94 (69%) sworn employees compared to 43 (31%) professional staff. Total respondents are also indicated below (n=137).

Employment Status	%	#
Sworn employee	69%	94
Civilian employee	31%	43
Total Respondents	*100%*	*137*

A majority of respondents (n=53, 39%) have been employed by NPD for 15 years or more, followed by 35 respondents (26%) who have been employed by NPD for between 5 and 10 years. Another 26 respondents have served NPD for less than 5 years, with the remaining 21 respondents (15%) serving NPD between 11 and 15 years. There were two respondents (1%) who declined to respond to this question.

Employee Tenure	%	#
Less than 5 years	19%	26
Between 5 and 10 years	26%	35
Between 11 and 15 years	15%	21
15 years or more	39%	53
Prefer not to answer	1%	2

A large majority of respondents (n=109, 80%) indicated being of White descent. The remaining respondents indicated being of another descent (n=16), or declining to respond to the question (n=12).

Employee Race[14]	%	#
White	80%	109
Black or African American	5%	7
Native American	1%	1
Asian	2%	3
Hispanic or Latino	3%	4
Pacific Islander	0%	0
Other Race	1%	1
Prefer not to answer	9%	12

A majority of responding employees (41%) were currently assigned to the Patrol Bureau within NPD. This is followed by 36% of respondents (n=49) currently assigned to the Support Bureau. Another 22 respondents (16%) were assigned to the Community and

[14] Due to the lack of variability of respondent's racial identity, there will be no crosstabulations conducted, nor presented, across racial identities. This is done in an effort to protect the anonymity of responding NPD employees.

Staff Services Bureau, with 10 respondents (7%) being administrative staff or assigned to the Office of the Chief.

Employee Current Assignment	%	#
Administrative Staff/Office of the Chief	7%	10
Patrol Bureau	41%	56
Support Bureau	36%	49
Community & Staff Services Bureau	16%	22

A majority of respondents (n=65, 47%) indicated that they were non-supervisory, sworn personnel throughout the organization, followed by 25% (n=34) of whom were non-supervisory, civilian staff members at NPD. Twenty-nine respondents (21%) were sworn supervisory personnel (Lieutenant and above), while the remaining 9 respondents (7%) were supervisory civilian staff.

Employee Current Rank	%	#
Civilian: Non-Supervisory	25%	34
Civilian: Supervisory	7%	9
Sworn, Non-Supervisory: PO, MPO, Sergeant, Detective	47%	65
Sworn, Supervisory: Lieutenant or above	21%	29

2. Multiple Choice Questions

The following two sections report responses to questions relating to 1) General Topics of the Norman Police Department and 2) topics specific to the patrol and field services within the Operations Bureau. The general topics section was asked to all respondents, regardless of current assignment, while the patrol specific questions were asked to those respondents who indicated that they were currently assigned to patrol-related assignments within the Patrol Bureau.

Questions regarding these topics were asked in statement form, asking respondents to indicate their level of agree (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

General Questions

General topics questions were asked to all staff members. These questions cover topics such as NPD's level of service to the community, their relationship with the community,

training and technological resources, internal communication, and many others. The findings are presented in the table below:

#	Statement	SD	D	A	SA	NO
1	The department provides a high level of service to the community.	1%	5%	37%	55%	2%
2	Community policing is a high priority for the department.	2%	17%	38%	41%	2%
3	In general, we have a good relationship with the community.	0%	8%	74%	16%	2%
4	I received enough initial training to be effective at my job.	1%	2%	42%	53%	3%
5	I receive enough continual training to be effective at my job.	2%	14%	44%	39%	2%
6	I have the technology necessary to complete my job tasks adequately and efficiently.	4%	19%	50%	27%	0%
7	Our hiring practices bring in the best officers/employees for the job.	13%	24%	50%	11%	3%
8	There is clear communication from the top of the organization.	18%	32%	37%	9%	4%
9	Supervisory spans of control are adequate.	7%	18%	54%	15%	5%
10	We have the resources we need to complete our jobs effectively.	9%	30%	47%	13%	1%
11	Wellness programs within the department are adequate.	15%	27%	40%	13%	5%

Responding employees indicated having high levels of agreement relating to a large majority of the topics covered in the matrix above, a finding that is extraordinary in the experience of MCG project staff. These findings exhibit that NPD employees have favorable opinions on all of these vital topics to a successful organization, including, but not limited to:

- The level of service that NPD provides to the community and NPD's emphasis on community policing,
- Training (initial and continual) at NPD,
- Hiring practices within the organization,
- Supervisory spans of control within the organization,
- Resources provided by the department to employees that are needed to complete job tasks effectively, and
- Employee wellness programs provided by the Department and the City.

However, one topic covered above resulted in high levels of disagreement across all responding employees – lack of clear communication from the top of the organization. This topic is evaluated further in the section below.

General Opinions Opportunities for Improvement

Expansion of the proactive time-related question from the matrix above is provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#8: **"There is clear communication from the top of the organization."**

Half of NPD respondents (50%) either disagreed or strongly disagreed to the statement above regarding the clarity of communication from the top of the organization. Upon further evaluation, results indicate (below) that there is a strong distinction in responses between sworn and civilian employees.

Employee Status	SD	D	A	SA	NO
Sworn employee	21%	36%	36%	5%	3%
Civilian employee	12%	26%	40%	19%	5%

Sworn employees clearly feel that there is a larger lack of communication from the top of the organization when compared to their civilian counterparts. Further, findings indicate that there is a peak time of a perceived lack of communication at the 11-to-15-year tenure mark, as shown below:

Employee Tenure	SD	D	A	SA	NO
Less than 5 years	16%	32%	40%	4%	8%
Between 5 and 10 years	17%	34%	34%	11%	3%
Between 11 and 15 years	44%	38%	13%	6%	0%
15 years or more	10%	29%	46%	12%	4%

Employees within this category disagree or strongly disagreed with this statement at a rate (81%) double than that of some of their colleagues.

3. Patrol Specific Questions

MCG project staff and NPD administration also selected questions to ask specifically to patrol officers of NPD. These questions are pertinent to gauge opinions relating to daily operations of patrol efforts and services directed toward the community. These questions were also asked in statement form, asking patrol officers to indicate their level of agreement with said statement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), or Strongly Agree (SA)). Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed.

A total of 51 respondents indicated currently being assigned to the Patrol Bureau. These personnel were scattered across the current division (shift) deployment of NPD patrol, as shown in the table below:

Patrol Division Assignment	%	#
Division I	45%	23
Division II	31%	16
Division III	24%	12
Total Respondents	*100%*	*51*

The level of opinion matrix containing statements only applicable to the responding patrol officers is shown below:

#	Statement	SD	D	A	SA	NO
1	We have sufficient proactive time available to address problems in the community.	13%	42%	38%	4%	2%
2	Most of the time, there are adequate backup units available.	4%	33%	58%	4%	2%
3	Our response times to lower-priority calls are adequate.	8%	27%	56%	8%	2%
4	Our response times to higher-priority calls are adequate.	0%	12%	60%	27%	2%
5	Our current shift schedule allows for officers to complete an adequate amount of work responsibilities.	8%	15%	69%	4%	4%
6	Our shift schedule allows for a good work / life balance.	8%	29%	52%	10%	2%
7	The amount of overtime I am required to work is reasonable.	0%	13%	85%	0%	2%
8	Patrol Lieutenants have sufficient presence in the field.	10%	31%	54%	4%	2%

Results presented above show that patrol officers expressed a positive outlook and high levels of agreement relating to most of the topics above, including:

- Adequate levels of backup units throughout the City,
- Response times to both low- and high-priority calls for service,
- The current shift schedule's operational viability for the organization,
- The work/life balance provided by the current shift schedule,
- The reasonableness of the amount of overtime that officers are forced to work, and
- The adequacy of the presence of patrol lieutenants in the field.

However, one topic covered above resulted in high levels of disagreement across all responding patrol employees – the presence (or lack thereof) of proactive time for

officers to address problems throughout the City. This topic is evaluated further in the section below.

Patrol Division Opportunities for Improvement

Expansion of the proactive time-related question from the matrix above is provided below. Expansion is constructed across relevant employee demographic and background information collected at the onset of the employee survey. Only relevant findings are portrayed.

#1: **"We have sufficient proactive time to address problems in the community."**

More than half of respondents (56%) disagreed or strongly disagreed to the statement above regarding the sufficiency of proactive time to address problems within the Norman community. These results are consistent across a majority of demographic categories with the exception of the current shift assignment and the tenure of respondents, as shown below:

Current Division Assignment	SD	D	A	SA	NO
Division I	13%	39%	39%	4%	4%
Division II	13%	56%	31%	0%	0%
Division III	17%	25%	50%	8%	0%

Results indicate that the personnel assigned to Division I and Division II disagree or strongly disagree with this statement at a higher rate than those assigned to night shift (Division III).

This result is as to be expected in the experience of MCG project staff.

4. Open-Ended Responses

The concluding sections of the survey asked respondents to answer in open-ended form, indicating what they thought were 1) the top three strengths of NPD, and 2) the top three opportunities for improvement at NPD. Keyword phrase analysis was used by MCG project staff to analyze these open-ended responses. The most frequent topics of responses are displayed in the following tables.

Top Strengths of NPD

The top response from employees relating to the strengths of NPD directly related to the personnel within the department, identifying both sworn and civilian units as integral strengths to the overall organization. The relationship that NPD has with the community, as well as the training that is provided to NPD employees, were other top ranked strengths according to NPD employees.

Rank	Response Code
1	Personnel
2	Community Relations
3	Training

Top Opportunities for Improvement within NPD

The most frequent opportunity for improvement at NPD in the eyes of responding employees was an improvement in the current staffing levels, accounting for almost a quarter (24%) of all responses. This response accounted for more than two times the responses for any other response code from NPD respondents.

Rank	Response Code
1	Staffing
2	Communication
3	Career Development
4	Facilities

The other top response from NPD responding employees were that of communication (pertaining to both internal, departmental communication, as well as communication with the community and adequate transparency through communication practices), career development, and the facilities in Norman.