

22ND
OCTOBER,
2024

MATRIX STUDY

IMPLICATIONS AND RECOMMENDATIONS

Police Department Comprehensive Needs
Assessment

BROKEN ARROW, OKLAHOMA

DRAFT REPORT

July 2, 2024

matrix 
consulting group

Introduction

In 2022, the Chief's Office recommended a comprehensive staffing and efficiency study be commissioned for the police department. The study was authorized and vendors were sought through the Request for Proposal (RFP) process. Matrix Consulting Group was selected.

Study Time Period

The study began in September 2022 and draft results were available in March 2024.

Goal

Its goal was to examine overall staffing levels, make deployment recommendations to optimize efficiency and to develop guidance for near and long term staffing needs.



Study Methodology

Data Analysis

We provided the MCG with a wide variety of data from our computer aided dispatch (CAD) and record management systems (RMS). September 2022 was the “go live” date for our new CentralSquare (CS) RMS system. The data send to MCG was taken from September 2022 to September 2023 and it was all from the new system. This was done by design in an effort to give them the best data.

Interviews

MCG staff conducted numerous interviews with a variety of BAPD staff.

Iterative Process

The project staff obtained an understanding of the organization and our service delivery systems prior to assessment.

Surveys

Project staff used a community survey as well as an internal employee survey to better understand the perspectives of BAPD staff along with those of the community.

Agenda

This presentation will focus on the key results of the study and it will be organized by division.

- Operations
- Support
- Headquarters
- Administrative





Operations

With 112 sworn personnel it is by far the largest division of the police department. It includes all patrol and traffic officers.

CAD Analysis Methodology

Focused on calls Matrix classified as clearly community-generated workload. To be included in the analysis for patrol, each of the following conditions had to be met.

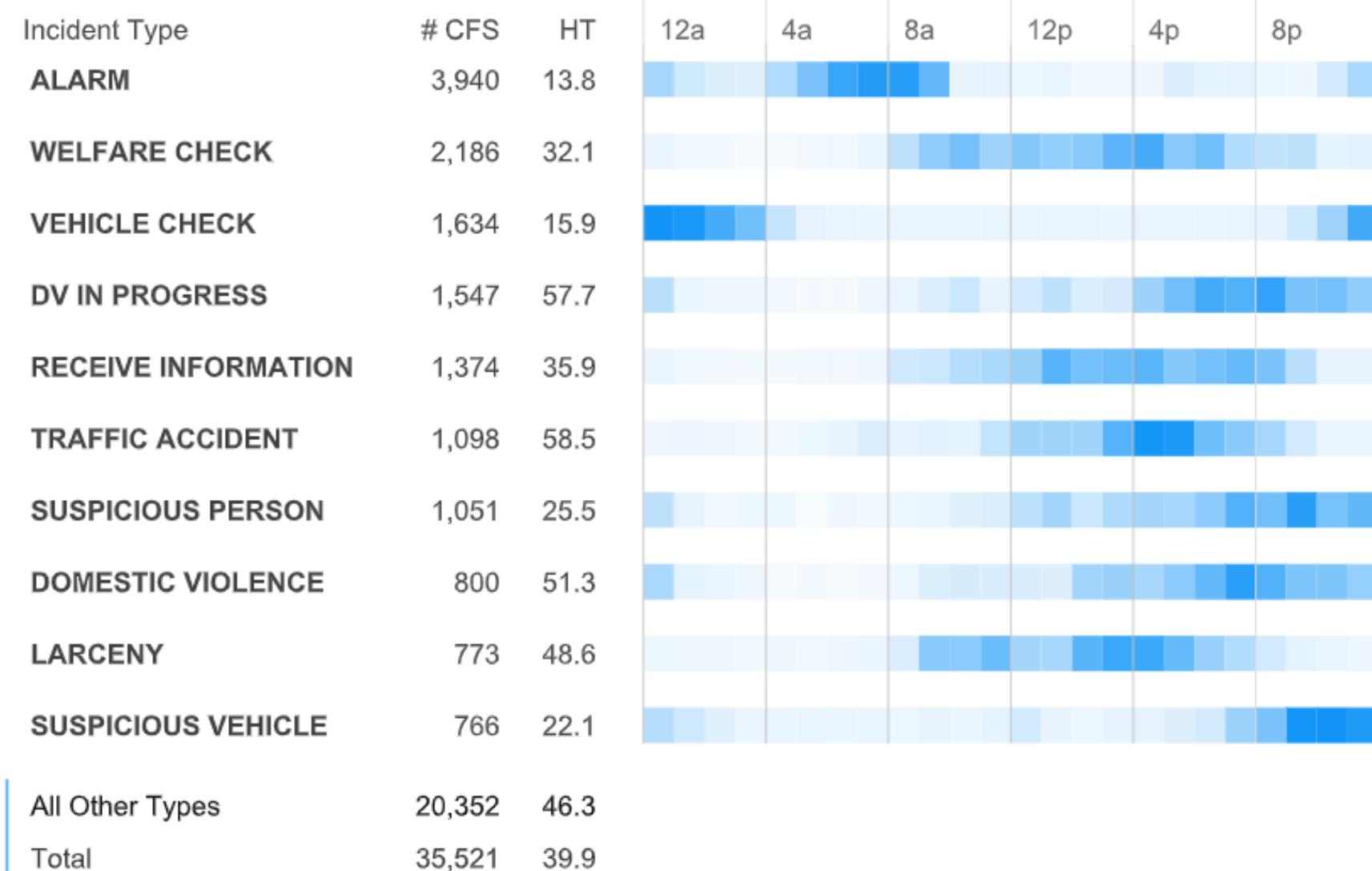
- The incident must have been unique
- The incident must have been created in the timeline established for analysis
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call
- The incident type must have sufficiently corresponded to a community-generated event. Calls that could be identified with a high level of certainty as being self-initiated (e.g. directed patrol) are not counted as community-generated calls for service

The study focuses on an analysis of 35,251 calls for service meeting the above criteria.

Top 10 Calls for Service

- Alarm
- Welfare Check
- Vehicle Check
- Domestic Violence In Progress
- Receive Information
- Traffic Accident
- Suspicious Person
- Domestic Violence Not In Progress
- Larceny
- Suspicious Vehicle

Most Common Call for Service Categories



*These calls amounted to 42% of all calls for service.
Alarms consisted of 11% alone.*

Calls for Service

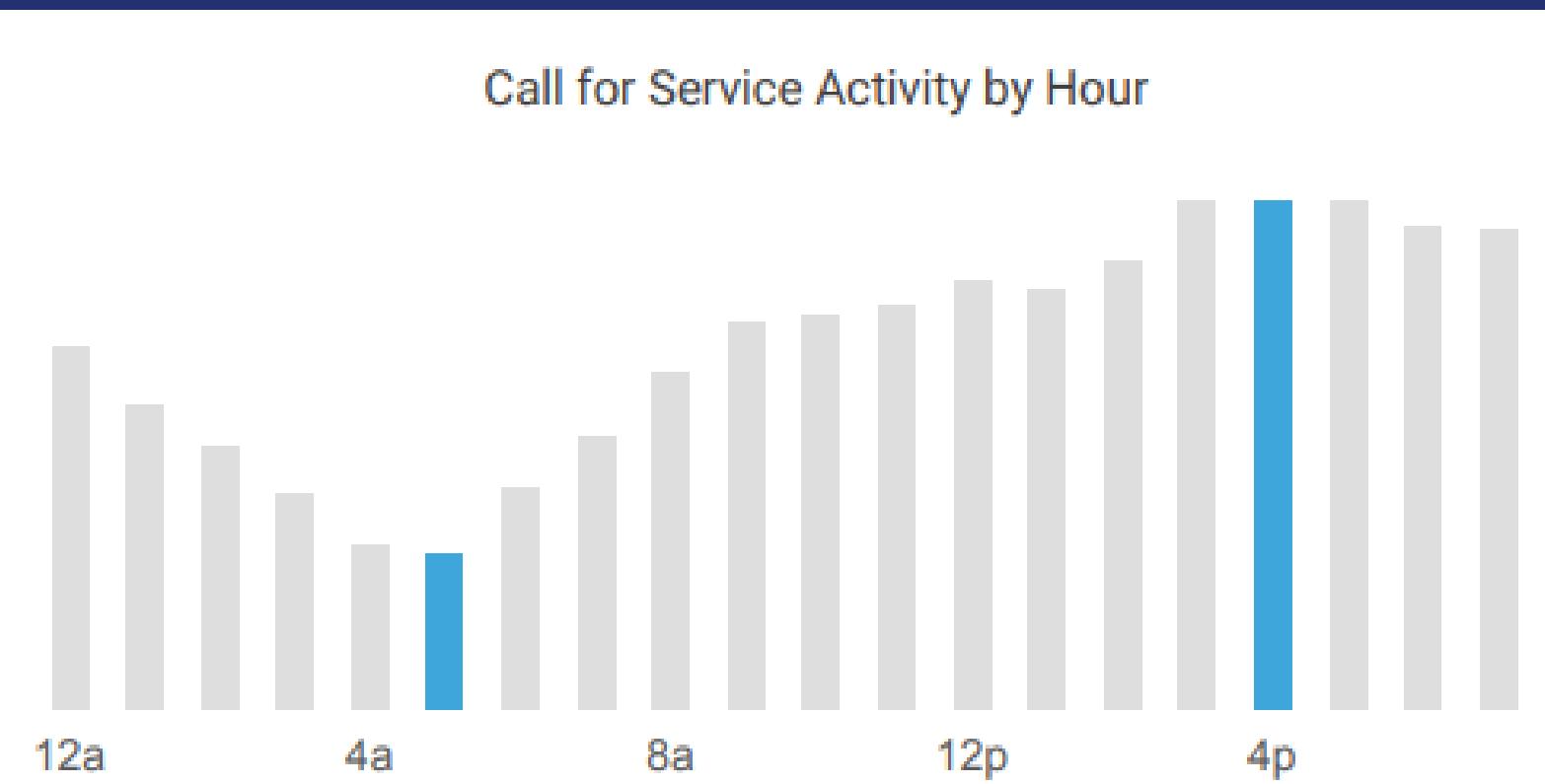
Hour and Weekday (right)

The busiest times were from 3 p.m. to 11 p.m. with the end of the week (Fridays and Saturdays) showing the most activity by call volume.

By Hour (below)

Illustrates drop off in levels of calls for service between midnight and 8 a.m.

Call for Service Activity by Hour



Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	237	180	193	192	188	189	240	1,419
1am	222	177	147	141	149	146	212	1,194
2am	175	141	140	131	123	138	180	1,028
3am	141	102	107	101	118	131	150	850
4am	116	77	93	70	95	89	104	644
5am	85	74	91	99	104	66	91	610
6am	89	136	131	138	134	145	92	865
7am	111	154	159	147	168	197	130	1,066
8am	139	197	181	165	204	219	211	1,316
9am	204	229	206	192	204	226	258	1,519
10am	191	252	192	206	209	246	253	1,549
11am	195	243	216	210	230	223	272	1,589
12pm	261	257	217	211	203	266	262	1,677
1pm	237	267	223	214	226	243	238	1,648
2pm	248	258	222	251	255	270	250	1,754
3pm	256	302	274	282	287	327	274	2,002
4pm	255	341	281	280	302	318	290	2,067
5pm	291	335	270	279	269	325	260	2,029
6pm	257	271	283	258	269	288	269	1,895
7pm	285	273	267	242	270	276	266	1,879
8pm	254	251	261	234	255	274	257	1,786
9pm	253	255	258	234	223	270	265	1,758
10pm	237	217	197	214	225	290	307	1,687
11pm	231	237	226	226	230	266	274	1,690
Total	4,970	5,226	4,835	4,717	4,940	5,428	5,405	35,521



No surprises here. Spring and summer have upticks in call volume while fall and winter have fewer calls for service.

By Month

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	2,796	
Feb	2,721	-2.4%
Mar	3,147	
Apr	3,023	
May	3,286	+7.3%
Jun	3,223	
Jul	3,438	
Aug	3,051	+6.2%
Sep	2,941	
Oct	2,892	
Nov	2,269	-11.1%
Dec	2,734	
Total	35,521	

Response Times/ Primary Unit Handling Times

Median response times of approximately 6.5 minutes for high priority calls are at expected levels. Median response times to lower priority calls are exceptional.

Individual patrol officers spend an average of 39.9 minutes of handling time per call for service. The project team typically sees call handling times of between 30 and 42 minutes.

The number of backup unit responses was 0.63 backup units per call for service. The median backup unit handling time was 29.9 minutes.

0.38 reports per call for service. According to Matrix, this is slightly higher than expected. It is estimated by Matrix that 45 minutes is spent writing reports per call for service.



Overall Patrol Proactivity

The target used by Matrix is 40 to 45%. Based on their analysis of the data we provided them, our officers have a proactivity figure of 50.9%.

Proactivity levels include all the time officers are not busy on calls, writing reports, etc. It can rightfully be characterized as discretionary or unassigned time.



Patrol Staffing Levels and Attrition

Our attrition rate from 2021-2023 averaged 6.7 separations. Given our authorized strength of sworn officers is 157, this amounts to an attrition rate of 4.2%. Matrix recommends adding a “buffer” to staffing of 4.2% above authorized strength. This is designed to counter-balance annual attrition rates.

BAPD Turnover Calculations

Year	# Sep.
2021	7
2022	7
2023	6
Average Sep.	6.7
Total Sworn (Budj.)	157
% Turnover	4.2%

Operations Division Summary of Major Conclusions and Recommendations

Introduce a fourth shift with working hours from 1200-2200 hours to address staffing concerns and call load from both second and third shift.

Comprehensive beat realignment--beats should be balanced for population and call workload equity.

In Progress

Traffic Unit to deploy personnel on a 2-team. 4/10 hour shift schedule to achieve necessary weekend coverage.

Create a Behavior Health Unit.

Completed and Implemented



Support Division

Consists of Jail, Records, Animal Control and Communications

Add one Animal Control Officer increasing their overall staffing from 8 full time employees (FTEs) to 9 FTEs. exceptional.



Work with other city departments to coordinate and improve recruiting opportunities. Median response times of approximately 6.5 minutes for high priority calls are at expected levels.



Continue to monitor hiring and if necessary reexamine the compensation of telecommunicators and call-takers to ensure the unit can fill vacant position. There is a city workforce wide compensation study now in progress.



Create an assistant manager position in the Records Department.



Completed and Implemented

Headquarters Division

Consists of Detectives and Special Investigations Unit Personnel

Add two detectives

Completed FY23/FY24

Add one Crime Scene Investigator

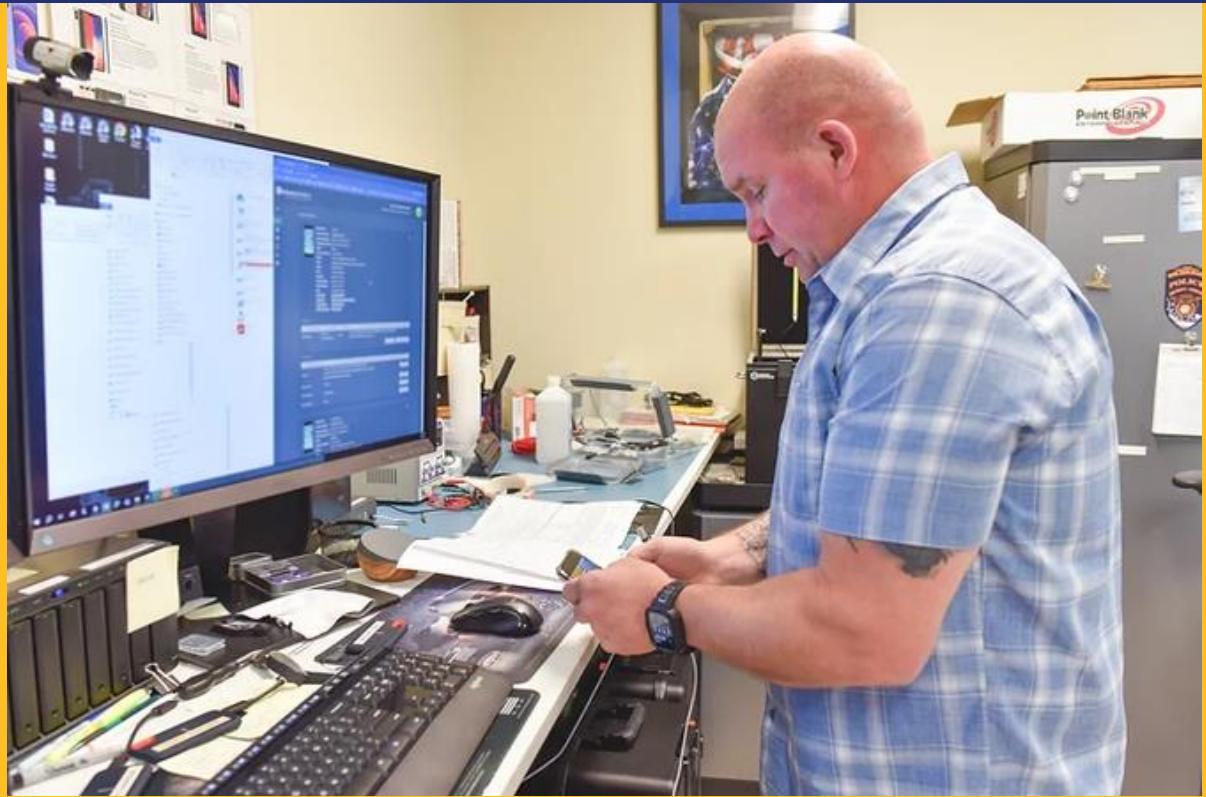
Track performance measures for CSIs

Train CSIs to assist with workload overflow from the Digital Lab

Track performance measures for Digital Lab

Increase number of sergeants assigned to investigations by 1 for a total of 3 sergeants. Assign new sergeant to oversee the Forensics Lab and the Digital Lab

Add an administrative assistant to the training unit



Administrative Division

Consists of Office of Professional Standards

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

Maintain use of the employee Early Intervention System.

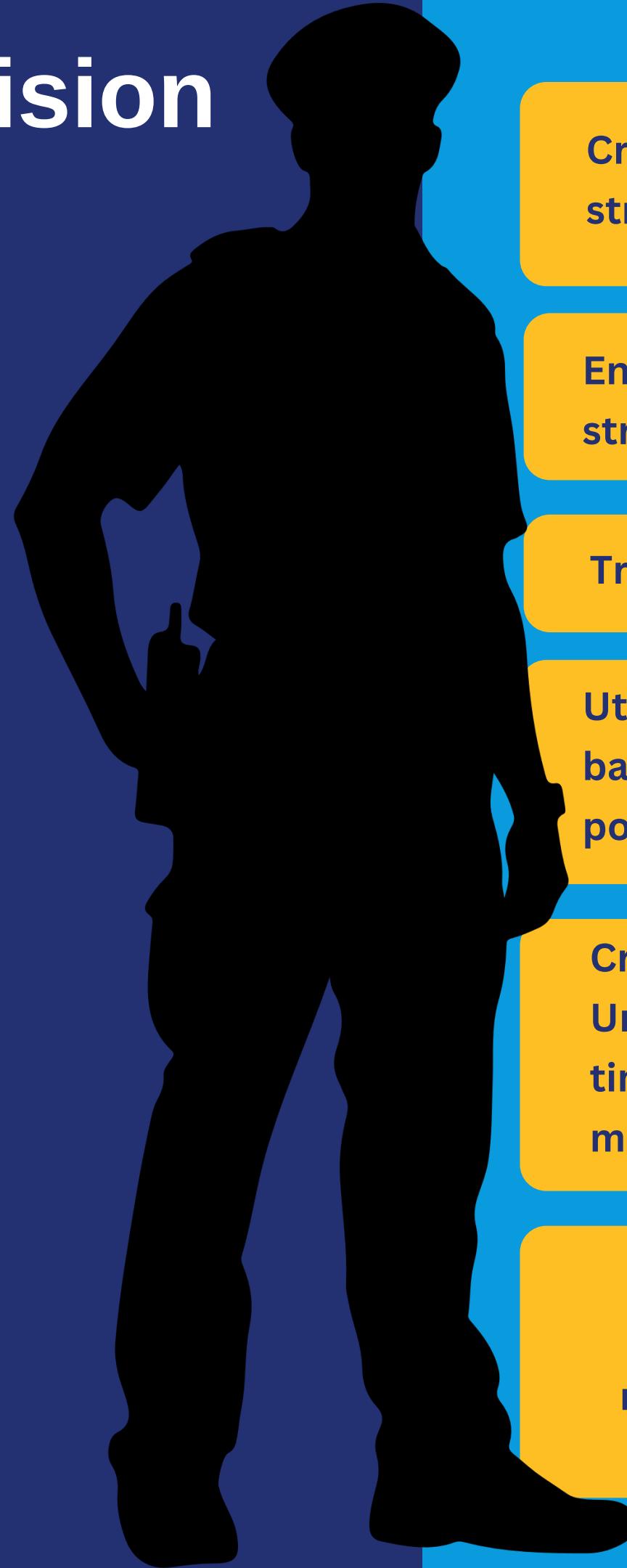
Update the website to include Professional Standards Unit procedures, citizen complaints and compliments procedures, and an online submittal mechanism.

Place all policies and procedures online.

Civilianize Accreditation Manager position.



Administrative Division



Create a new Crime Analyst position with tactical, strategic, and administrative analysis.

Ensure a clear and equal focus is placed on tactical, strategic, and administrative analysis.

Transition Property Room part-time clerk to a FTE.

Utilize Crime Analyst position to incorporate an evidence-based crime reduction strategy into the department's policing philosophy.

Create a strategic communication plan (Public Relations Unit) to assist with providing consistent, transparent, and timely information to employees and community members.

Create an annual community survey (Professional Standards Unit) to measure performance, assist in resource allocation, and collect community perception information.

Office of the Chief

Consists of Police Chief, Deputy Police Chief, Budget Officer, Administrative Assistant

Facility Needs: Maintain the current police department and training center facilities.



POLICE CHIEF
Broken Arrow, Oklahoma

Internal Survey

Top 3 Strengths

- Community support
- Service Levels
- Personnel

Top 3 Areas for Improvement

- Staffing
- Communication
- Leadership

NOTE: It was clearly evident through this study that we need beat realignment. We've been working on this since Spring 2024 and should have a viable remedy by January 2025.

External Survey

Perceptions of crime trends

- 51% about the same, somewhat better, much better
- 39% getting worse, getting much worse
- 10% no opinion

The road ahead...

Long Term Staffing Needs

By 2035, increase staffing by 24 sworn positions and 18.5 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.

QUESTIONS?