

Police Department Comprehensive Needs Assessment

BROKEN ARROW, OKLAHOMA

DRAFT REPORT

July 2, 2024

matrix 
consulting group

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1. Introduction and Executive Summary

Matrix Consulting Group was retained by the City of Broken Arrow to conduct a Police Department Comprehensive Needs Assessment. This **draft report** presents the recommended analysis for current staffing in the Police Department.

(1) Background and Scope of the Study

This study was commissioned to provide an independent and objective assessment of the Police Department's staffing and organizational needs based on the work that staff was currently handling in each functional area as well as alternatives to current practices. Importantly, the study was to include a review of current staffing, complaint handling, policies, management systems and training.

This study was designed to ensure that the Broken Arrow Police Department has appropriate and justifiable current and projected staffing levels along with modern management practices. Extensive input from departmental staff was sought as part of this process. Input was also sought from the community.

(2) Methodology Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **Interviews** with the leadership, other managers, and unit supervisors and many staff in the Police Department. Finally, to maximize input, an anonymous employee survey was utilized for all staff to participate in.
- **Data Collection** across every service area in order to enable extensive and objective analysis.
- **Iterative Process** in which the project team first understood the current organization and service delivery system and then assessed current staffing and management needs prior to developing this final report. These interim documents were discussed with City and Police Department management.
- **Community Input** – in today's environment, the views of the community on policing is essential. In this study, we conducted two 'town hall' style meetings with community members as well as an open community survey.

This report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, deployment, and other relevant issues.

(3) Summary of Major Conclusions and Recommendations

The following recommendations have been made in this report. The report itself should be consulted for the analysis behind these recommendations.

Operations Division

Based on workloads and appropriate and consistent service levels, decrease current patrol officer staffing by 4 FTE for a total of 61 FTE patrol officers. Reallocate the remaining FTEs as described elsewhere in this report.

Maintain the current staffing of 15 FTE patrol sergeants.

Introduce a power shift from 1200 to 2200 hours daily to address increased call volumes. Re-allocate officers in accordance with the recommended patrol deployment model.

Seek to re-evaluate current beat delineations to more evenly distribute patrol workloads.

Maintain the current staffing of 4 FTE K9 units. Deploy 2 K9 units to the first and second shift, respectively.

In the Traffic Unit, maintain the current staffing of 4 FTE motors officers, 7 FTE traffic investigators, and 2 FTE sergeants.

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

Create a Behavioral Health Unit to handle mental health and substance abuse-related calls for service. Staff the unit with 2 FTE officer positions. Deploy personnel on 2, 10-hour shift schedules mirroring that of the power shift.

Support Division

Add 1 FTE animal control officer for a total staffing of 1 FTE manager, 1 FTE administrative technician, 7 FTE animal control officers, and 2 part-time (contract) veterinarians.

Work with other city departments to coordinate and improve recruiting opportunities.

Continue to monitor hiring and, if necessary, reexamine the compensation of telecommunicators and call-takers to ensure the unit can fill vacant positions.

Reclassify 1 FTE records clerk position to a 1 FTE lead records clerk position to assist the manager in administrative tasks as needed. The unit will then consist of 1 FTE records

manager, 1 FTE lead records clerk, 2 FTE records clerks, 2 FTE BWC clerks, and 1 FTE administrative secretary.

Headquarters Division

Add two detectives for a total of 16 detectives and 2 sergeants assigned to investigations.

Add one crime scene investigator for a total of 4 assigned to the crime lab.

Track performance measures for crime scene investigators.

Train crime scene investigators to be able to process more cell phones to assist the detective in the computer lab.

Track performance measures for the computer lab.

Increase the number of sergeants assigned to investigations by 1 for a total of 3 sergeants. Assign the additional sergeant position over the crime lab and computer lab.

Add an administrative assistant to the training unit.

Administrative Division

Create an Office of Professional Standards compliance audit process to ensure the current employee complaint reporting system functions as designed.

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

Ensure the Early Intervention System (EIS) tracks all pertinent thresholds to identify employee issues early and provide employees with resources necessary to correct performance related issues.

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

Place all Department policies and procedures on the department's website.

Maintain the current staffing of 1 Professional Standards sergeant.

Create a non-sworn Accreditation Manager position to assume department accreditation duties and first-line supervision responsibilities of the Planning and Research Specialist.

Assign Planning and Research Specialist position with only grant management responsibilities.

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

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

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

Transition the current Property Room part-time Clerk position to full-time; for a total of 1 Property Room Supervisor and 1 full-time Clerk.

Develop an auto-alert mechanism which notifies property room personnel of property purge dates.

Ensure historical documentation related to annual property room inspections/inventory and semi-annual audits of the property/evidence room are kept.

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 (Public Relations Unit) to measure performance, assist in resource allocation, and collect community perception information.

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

Office of the Chief

Assign and train an employee to use as a backup to the Budget Officer, when needed.

Facility Needs

Maintain the current police department and training center facilities.

Projected Service 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.

2. Operations Division

The Operations Division at the Broken Arrow Police Department is led by a (1) FTE major who is responsible for the general oversight of the Division as a whole. The major is directly supported by 3 FTE captains who are each assigned as shift commanders across the three patrol shifts (first, second, and third shift). Captains are directly supported by sergeants and officers to conduct patrol- and service-related activities throughout Broken Arrow. The following sections evaluate the workload associated with patrol at BAPD and makes corresponding staffing recommendations.

1. Patrol Workload Analysis

The following sections provide 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 a 12-month span between 2022 and 2023¹.

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 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 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.

¹ The utilization of this date range was a result of BAPD's adoption of a new CAD/RMS system. Project staff and BAPD administration determined it to be most effective to have a full year of data from the new system.

- 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 BAPD patrol units.

(2) Calls for Service by Hour and Weekday

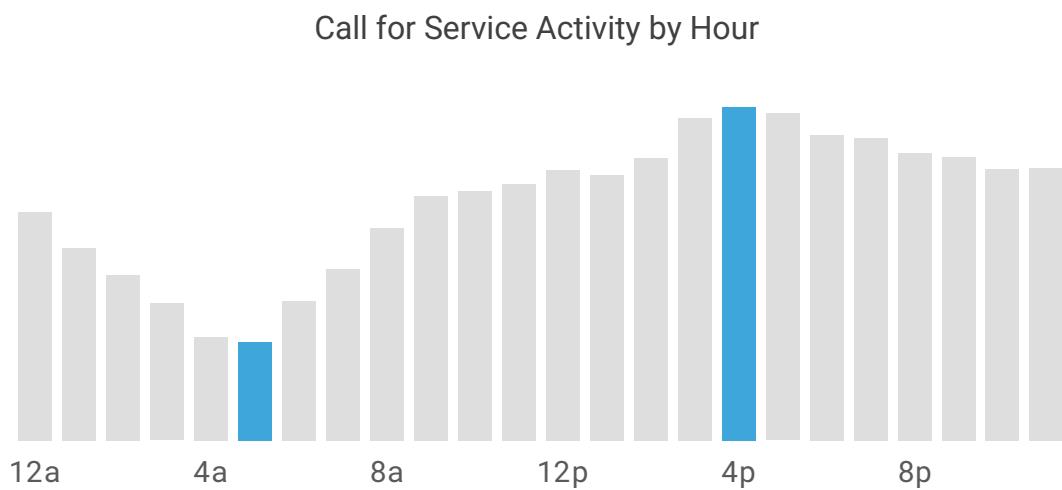
The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	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
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BAPD patrol units responded to a total of 35,521 calls for service in the year of observation. These calls for service follow the trends that are as to be expected in the experience of MCG project staff, as calls are concentrated in the early evening hours throughout all seven days of the week. Calls for service are minimal in the early morning hours. For an aggregated 24-hour temporal outlook, see below:



Daily temporal trends follow the expected norm in the experience of project staff, as calls for service are minimal in the early hours (0500), with peak call times in the early afternoon and evening (1600 hours).

(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	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	

As a result of seasonality and weather trends, there is an increase in activity during the spring and summer months with a decrease in activity during winter months. This is as to be expected in the experience of project staff.

(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)² for each:

² 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.

Most Common Call for Service Categories

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
ALARM	3,940	13.8						
WELFARE CHECK	2,186	32.1						
VEHICLE CHECK	1,634	15.9						
DV IN PROGRESS	1,547	57.7						
RECEIVE INFORMATION	1,374	35.9						
TRAFFIC ACCIDENT	1,098	58.5						
SUSPICIOUS PERSON	1,051	25.5						
DOMESTIC VIOLENCE	800	51.3						
LARCENY	773	48.6						
SUSPICIOUS VEHICLE	766	22.1						
All Other Types	20,352	46.3						
Total	35,521	39.9						

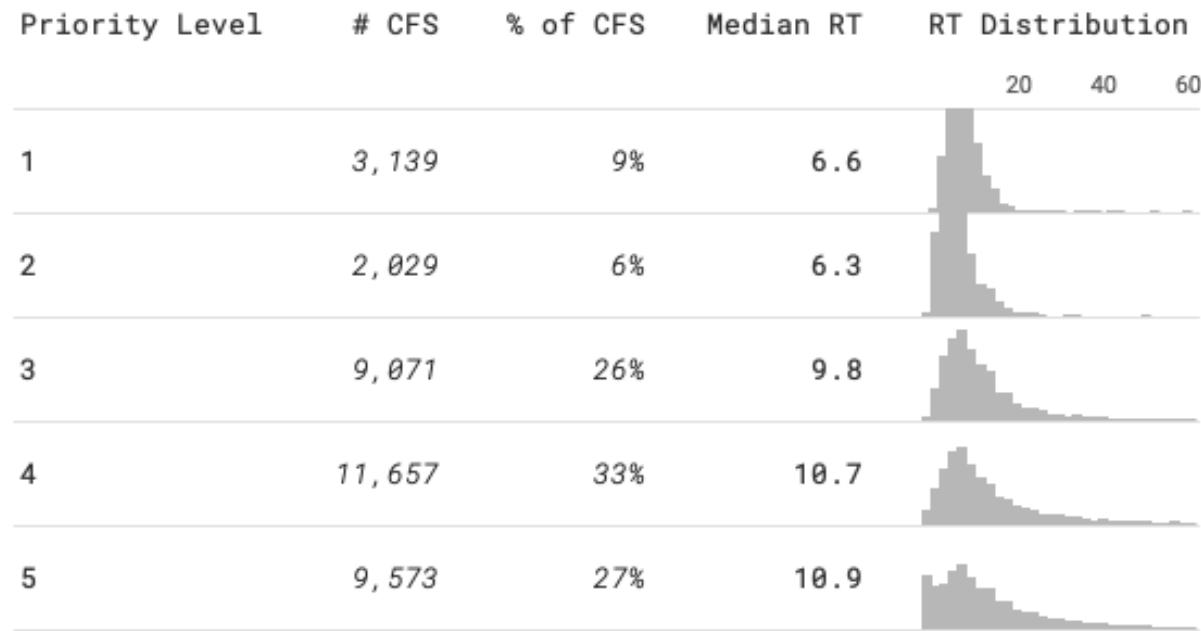
Alarm calls were the most frequent call for service for BAPD, accounting for 11% of the total calls for service in Broken Arrow. Temporal trends also show that a majority of these call types have increased rates of activity during the late afternoons and early evenings, correlating with the findings above. Overall, these top ten calls for service account for 42% of all calls for service in Broken Arrow.

(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 time³ indicated in the second column from the right:

³ 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.

Call for Service Response Time by Priority Level



The table above exhibits several key findings. First, call prioritizing practices at BAPD can be improved, as the percentage of calls for service that are assigned to higher priority call types (Priority 1 and 2) are moderately higher than typically seen by the project team.

Median response times of approximately 6.5 minutes for high priority calls are at expected levels in the experience of project staff. However, the median response times to lower priority calls for service are exceptional.

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 a 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 process used by the project team to determine the patrol resource needs of the Broken Arrow 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 a number of 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, in order to provide an adequate level of service to the valued members of the Broken Arrow community, BAPD should generally target an overall proactivity level of at least 40% as an effective benchmark of patrol coverage.

(2) Patrol Unit Staffing and Net Availability

The Broken Arrow Police Department follows a 10-hour shift configuration that assigns personnel to three patrol shifts with 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*)⁴

Shift	Start Time	End Time	# Ofcs. (Curr.)	Rotation
First Shift	2200	0800	22	4/3
Second Shift	0700	1700	20	4/3
Third Shift	1500	0100	23	4/3

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

As a result, it is critical to understand the amount of time that 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 BAPD 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

⁴ 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.

patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field:

2,080 Work Hours Per Year



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

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers 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 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 BAPD data: 296 hours of leave per year

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

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

In this case, 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 BAPD data: **90 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 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

*Estimated: **268 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 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:

1,406 net available hours per officer

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	-	296
On-Duty Training Hours	-	90
On-Duty Court Time Hours	-	20
Administrative Hours	-	268
Net Available Hours Per Officer	=	1,406
<i>Number of Officer Positions</i>	<i>x</i>	<i>65</i>
Total Net Available Hours	=	91,416

Overall, the 65 FTE officer positions combine for a total of **91,416 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

Previous sections of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of 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 in order to capture the full scope of community-generated workload, and provides an explanation of 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 BAPD data: 35,521 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.

BAPD patrol units spent an average of 39.9 minutes per call for service, falling within the expected range of handling time in the experience of project staff.

Calculated from BAPD data: 39.9 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 BAPD data: 0.63 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.

Calculated from BAPD data: 29.9 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, estimated by project staff to be approximately one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from BAPD data, resulting in a report writing rate of 0.38, indicating that BAPD patrol units write reports at a slightly higher rate than is to be expected.

Calculated from BAPD data: 0.38 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 45.0 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, reporting writing time, and jail transport/booking 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 44,865 total hours.

*Calculated from previously listed factors: **75.8 total minutes of workload per call for service***

Each of the factors summarized in this section contribute 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	35,521	53%
Avg. Primary Unit Handling Time	39.9 min.	
Backup Units Per CFS	0.63	25%
Avg. Backup Unit Handling Time	29.9 min.	
Reports Written Per CFS	0.38	22%
Time Per Report	45.0 min.	
Avg. Workload Per Call	75.8 min.	
Total Workload	44,865 hrs.	

Overall, each call represents an average workload of 75.8 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 in relation to the incident. In

total, BAPD patrol units experienced a **total workload of 44,865 hours** in the 12-month evaluation period.

(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		91,416
Total Patrol Workload Hours	-	44,865
Resulting # of Uncommitted Hours	=	46,551
Divided by Total Net Available Hours	÷	91,416
Overall Proactive Time Level	=	50.9%

Broken Arrow PD patrol has a **current patrol proactive time level of 50.9%**. This percentage, when compared to recommended proactive times above, indicates a staffing level that is capable of handling the calls for service workload in Broken Arrow with sufficient proactive time available to address problems in the community.

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	46%	64%	60%	60%	63%	56%	47%	57%
6am–10am	56%	43%	45%	53%	49%	49%	49%	54%
10am–2pm	49%	40%	51%	46%	41%	38%	39%	46%
2pm–6pm	53%	48%	53%	55%	54%	45%	53%	54%
6pm–10pm	42%	37%	43%	47%	45%	39%	42%	42%
10pm–2am	48%	56%	52%	60%	64%	54%	44%	57%
Overall	52%	49%	52%	55%	53%	47%	48%	51%

The overall 51% proactive level is effective for patrol and is fairly consistent throughout the day with only moderately more to the late evening and early morning hours.

(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 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 retirements, terminations, 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 should 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.

BAPD Turnover Calculations

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

Given these considerations, **an additional 4.2% authorized (budgeted) positions should be added on top of the actual number currently filled (actual) positions** in order to account for turnover while maintaining the ability to meet the targeted proactivity level⁵. 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	44,865
Proactivity Target	45%
Staffed Hours Needed	= 81,573
Net Available Hours Per Officer	÷ 1,406
Turnover Factor	+ 4.2%
Patrol Officer FTEs Needed	= 61

As a result, BAPD patrol operations needs to be staffed with a total of **61 FTE officers** to properly assign sufficient personnel to patrol to reach the targeted 45% proactivity level while accounting for the historic 4.2% turnover rate of BAPD.

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

⁵ Seeing as the patrol division is the most likely place to pull officers from or deploy to, turnover calculations are **included** in the overall patrol staffing recommendation.

issues. Instead, the turnover factor is designed to provide a balance against the rate of attrition, assuming new recruits can complete the academy and FTO program each year.

3. Patrol First-Line Supervision

Ensuring that patrol has adequate supervision is critical to the effectiveness of patrol operations in the field.

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

These targets should be adjusted based on the administrative duties that sergeants are required to handle. If sergeants handle more responsibilities with significant workloads than is typically the case, then the span of control that an agency should target for should be lower than normal, ensuring that sergeants supervise fewer officers.

BAPD Operations Spans of Control

Shift	# Ofcs.	# K9s	# Sgts.	Ratio
First Shift	20	2	5	4.4:1
Second Shift	23	-	5	4.6:1
Third Shift	22	2	5	4.8:1

The current spans of control ratios for BAPD sergeants do not exceed the recommended staffing ratios of 9:1 and should be maintained. Upon the outlining of staffing recommendations, spans of control ratios will be updated, if necessary.

4. Recommended BAPD Patrol Staffing and Deployment

To optimally staff BAPD patrol with the recommended FTE officers (61 FTE), project staff developed shift staffing recommendations to deploy these staff to 1) utilize the current shift length deployment that is currently utilized (i.e., 10-hour shifts), and 2) mirror the current shift schedule as closely as possible.

However, If BAPD administration were to uniformly decrease the staffing of each patrol shift at 61 patrol officers, the following table outlines the resulting proactive capabilities of patrol:

Proactivity by Hour and Weekday – No Power Shift (61 FTE)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	60%	73%	71%	70%	73%	68%	61%	68%
6am–10am	63%	52%	54%	61%	57%	57%	56%	61%
10am–2pm	40%	31%	44%	39%	34%	28%	31%	35%
2pm–6pm	36%	28%	36%	39%	37%	25%	36%	40%
6pm–10pm	15%	7%	16%	22%	18%	10%	15%	15%
10pm–2am	60%	65%	63%	69%	71%	64%	57%	66%
Overall	50%	47%	50%	53%	51%	45%	46%	48%

At the 61 patrol officer level, the peak call for service hours from late in the morning through the evening will lead to insufficient proactive time if the current patrol schedule is utilized moving forward.

To address this deficiency in proactivity during peak call times, BAPD could create a power shift. The power shift should be deployed from 1200 to 2200 hours to achieve optimal service levels throughout patrol across all hours of day and days of the week. Existing supervisors would also be reallocated the following shift schedule accomplished both of these goals:

Recommended BAPD Operations Patrol Shift Configuration (61 FTE)

Shift	Start Time	End Time	# Ofcs. (Rec.)	Rotation
First Shift	0700	1700	12	4/3
Second Shift	1500	0100	19	4/3
Third Shift	2200	0800	17	4/3
Power Shift	1200	2200	13	4/3

The recommended patrol deployment utilizes the same shift schedule that is currently deployed at Broken Arrow PD, while allocating recommended resources to match service level needs.

The following table shows the resulting proactivity levels if the previously outlined staffing practices are adopted by BAPD, including the introduction of a power shift:

Proactivity by Hour and Weekday – *Recommended Deployment (61 FTE)*

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	37%	58%	54%	53%	57%	49%	38%	49%
6am–10am	52%	38%	39%	48%	44%	44%	45%	50%
10am–2pm	47%	37%	49%	44%	38%	36%	36%	44%
2pm–6pm	52%	46%	51%	54%	52%	43%	51%	52%
6pm–10pm	40%	35%	41%	46%	43%	37%	40%	40%
10pm–2am	41%	50%	46%	55%	59%	49%	37%	52%
Overall	49%	46%	49%	52%	50%	44%	45%	48%

The recommended deployment with 61 FTE patrol officers will still maintain and exceed the recommended proactive time threshold overall at 48%. Further, proactive time will continue to be spread evenly across patrol shifts.

5. Beat Call for Service Equality Analysis

Police agencies use patrol beats to ensure effective coverage, dividing the jurisdiction into smaller, manageable areas for assigned staff to be responsible. This ensures that all parts of the community are regularly patrolled, reducing response times to incidents and increasing police presence. Officers assigned to specific beats become familiar with community members, local issues, and unique challenges, fostering trust and cooperation between the police and the community.

Beats also help in the efficient allocation of police resources, allowing departments to assign more officers to areas with higher crime rates or specific issues, ensuring resources are used where they are most needed. Regular patrols in designated beats act as a deterrent to criminal activities, as the visibility of police officers can discourage potential offenders. Additionally, beats allow for better tracking of police performance and accountability, making it easier to monitor crime trends, officer activity, and the effectiveness of policing strategies within specific areas. Officers working specific beats

can develop specialized knowledge about the area, including geography, habitual offenders, and community leaders, which is crucial for effective law enforcement and problem-solving. Overall, the use of patrol beats is a strategic approach that enhances the efficiency, effectiveness, and community engagement of police departments.

(1) Total Calls for Service by Beat Area

The following table summarizes the calls for service across beat area with their corresponding percent from the overall average, average handling time, and percent of workloads:

Total Calls for Service by Beat Area – Broken Arrow 2023

Beat	# CFS	% +/- from Avg.	Avg. HT	% Workload
Beat 1	5,880	+32%	37.5	15.6%
Beat 2	8,681	+96%	43.2	26.6%
Beat 3	2,654	-40%	39.9	7.5%
Beat 4	5,450	+23%	36.3	14.0%
Beat 5	2,065	-53%	38.8	5.7%
Beat 6	2,127	-52%	56.0	8.4%
Beat 7	6,322	+42%	36.0	16.1%
Beat 8	2,342	-47%	36.4	6.0%

The table above shows that, of the total 35,521 calls for service that were handled by BAPD patrol units in 2023, **Beats 1, 2, 4, and 7 handled call workloads much greater than the average** up to twice the average (Beat 2). When combined with the average handling time of these calls by beat, beat 2 handled a total of 26.6% of the total workload of BAPD patrol in 2023, far more than the 12.5% that would be expected if beats and calls for service were allocated proportionally.

The findings above indicate that there is an unequal distribution of workload under the current beat structure in Broken Arrow.

(2) High Priority Calls for Service by Beat Area

To further analyze the feasibility of the current beat structure of BAPD patrol operations, the following table portrays the call distribution for high priority calls for service in Broken

Arrow. The table below shows median response times to determine if workloads impacted this.

Priority 1 Calls for Service by Beat Area – *Broken Arrow 2023*

Sector	# P1 CFS	% +/- from Avg.	Med. RT
Beat 1	439	+14%	6.4
Beat 2	587	+53%	5.5
Beat 3	423	+10%	7.3
Beat 4	457	+19%	5.8
Beat 5	127	-67%	6.0
Beat 6	151	-61%	7.0
Beat 7	605	+57%	7.0
Beat 8	289	-25%	7.3

The table above shows that Beats 1, 2, 4, and 7 also handle an increased proportion of high priority calls for service. However, the median response times of these high priority calls for service are still well within the citywide range. The response time data indicates that higher overall workloads in high call beats has not had a major impact on public safety.

These findings, in combination with the findings of the employee survey distributed by project staff (see ‘Appendix B’), lead project staff to recommend a further re-evaluation of BAPD patrol beats. Optimizing the City’s beat structure will facilitate continuing to meet expected response times to high priority calls for service while also contributing to patrol officers’ perceptions of the impacts of unequal workloads⁶.

Appendix D, at the conclusion of the report, provides data on the Top 10 calls for service in each beat area.

Recommendation:

Re-evaluate current beat delineations to more evenly distribute patrol workload.

⁶ These considerations should also be considered in the light of the projected service and staffing needs of BAPD. As shown in the projections chapter below, Beats 1, 2, and 7 are still projected to be the busy patrol beats into the future.

6. K9 Units

Currently, there are four (4) functional K9 teams deployed within the BAPD Operations Division. Their current deployment is two teams during first shift, no teams deployed during second shift, and the remaining two teams being deployed during the third shift. K9 Units are *not call responding units* within BAPD and, as a result, should be deployed to provide targeted support to patrol units throughout a majority of the day.

In an effort to deploy these units in an optimal fashion, project staff have utilized 2023 CAD data to distinguish the top 10 call types that K9 units were dispatched to in 2023. These top call types will then be compared to the total calls of these call types to determine which shifts these units should be deployed.

The following table outlines the top ten call types of BAPD K9 units:

Top 10 BAPD K9 Unit Call Types – 2023

Call Type	#	Avg. HT (min.)
ALARM	251	16.4
TRAFFIC STOP	237	17.2
VEHICLE CHECK	44	37.3
ALARM IN PROGRESS	28	12.6
DOMESTIC VIOLENCE IN PROGRESS	24	87.8
TRAFFIC ACCIDENT	23	51.0
WELFARE CHECK	19	41.4
PEDESTRIAN CHECK	18	27.9
MOTORIST ASSIST	15	21.7
DISTURBANCE IN PROGRESS	14	63.6

To determine when these call types are most prevalent, project staff filtered these top call types for all units in 2023. The following table outlines the days of week and hours of the day that these call types are most prevalent:

K9 Unit Call Type Prevalence – 2023

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	212	191	195	162	197	157	225	1,339
1am	164	144	135	122	161	145	193	1,064
2am	141	125	112	105	134	113	148	878
3am	104	95	86	95	109	101	116	706
4am	93	72	76	61	87	73	82	544
5am	56	61	63	67	80	61	65	453
6am	51	80	74	79	86	86	55	511
7am	61	159	122	132	144	152	90	860
8am	125	179	149	151	180	209	172	1,165
9am	185	205	163	154	156	203	224	1,290
10am	200	223	146	141	161	207	213	1,291
11am	136	197	175	121	166	170	190	1,155
12pm	142	212	170	151	166	179	167	1,187
1pm	184	225	169	176	190	154	155	1,253
2pm	147	174	162	180	188	150	146	1,147
3pm	143	176	171	177	173	174	142	1,156
4pm	179	216	215	203	173	222	215	1,423
5pm	177	217	232	197	201	236	249	1,509
6pm	154	163	192	169	193	205	206	1,282
7pm	137	127	170	151	170	205	195	1,155
8pm	151	124	192	134	133	198	187	1,119
9pm	166	159	135	135	167	189	219	1,170
10pm	210	172	141	132	153	221	244	1,273
11pm	266	191	169	210	207	273	236	1,552
Total	3,584	3,887	3,614	3,405	3,775	4,083	4,134	26,482

These call types span from approximately 0800 to 0200, all seven days of the week. As a result, project staff recommend the following K9 unit deployment within BAPD operations:

Recommended BAPD Operations Patrol Shift Configuration

Shift	Start Time	End Time	# K9 Units
First Shift	0700	1700	2
Second Shift	1500	0100	2
Third Shift	2200	0800	0
Power Shift	1200	2200	0

This K9 deployment method is advantageous for a variety of reasons, including:

- The ability of K9 units to cover the times of prevalent calls for service to their specialized skillset.
- The ability of K9 units to be paired to cover both sides of the week on their respective shifts.
- The ability of isolating K9 supervisory duties to sergeants on only two shifts, rather than four, for ease of supervision.

For these reasons, two K9 units should be deployed to both the first shift and the second shift to optimize their deployment.

7. Adjusted Patrol Sergeant Deployment

As mentioned previously, there are sufficient sergeant positions to maintain adequate spans of control ratios within operations. In an effort to best deploy these personnel throughout the Operations Division, project staff recommend the following supervisory deployments to be paired with the officer deployments above:

Recommended BAPD Patrol Sergeant Deployment

Shift	# Ofcs. (Rec.)	# K9 Units (Rec.)	# Sgts. (Rec.)
First Shift	12	2	4
Second Shift	19	2	4
Third Shift	17	-	4
Power Shift	13	-	3
		<i>Total Sgts:</i>	15

The operational personnel recommended will be adequately supervised with these sergeant deployments. Sergeants will be able to effectively facilitate first-line supervision, operational strategic management, special projects on behalf of the major of operations, and effectively manage FTO and continual training for personnel under their purview. Further, shifts with K9 deployments will have the supervisory capacity to handle this associated workload.

Recommendations:

Based on workloads and appropriate and consistent service levels, decrease current patrol officer staffing by 4 FTE for a total of 61 FTE patrol officers assigned. Reallocate the remaining FTEs as needed.

Introduce a power shift from 1200 to 2200 hours daily to address increased call volumes. Re-allocate officers in accordance with the recommended patrol deployment model.

Maintain the current staffing of 15 FTE patrol sergeants.

Maintain the current staffing of 4 FTE K9 units. Deploy 2 K9 units to the first and second shift, respectively.

8. Self-Initiated Activity

The analysis to this point has focused exclusively on the reactive portion of 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 are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. 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. Not all proactive 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 recorded, such as traffic stops, and follow-up investigations. CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examined for 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	79	86	74	74	77	50	87	527
1am	38	46	43	44	58	58	58	345
2am	40	49	28	29	54	24	56	280
3am	26	28	25	32	41	23	36	211
4am	17	24	19	16	22	20	20	138
5am	9	18	10	20	11	16	13	97
6am	8	18	16	19	12	10	5	88
7am	15	52	15	26	18	34	18	178
8am	40	79	38	27	44	85	62	375
9am	67	95	43	25	34	85	100	449
10am	92	100	47	21	50	91	99	500
11am	47	90	40	32	51	61	77	398
12pm	38	103	41	37	51	56	57	383
1pm	55	98	41	42	61	49	51	397
2pm	45	73	41	37	54	34	51	335
3pm	52	65	39	36	52	39	60	343
4pm	85	92	72	63	51	81	91	535
5pm	71	71	88	61	60	86	137	574
6pm	46	42	63	38	62	75	107	433
7pm	55	48	69	42	40	82	82	418
8pm	67	44	78	41	31	79	86	426
9pm	74	74	54	44	65	87	107	505
10pm	112	84	70	47	76	98	126	613
11pm	144	80	77	93	89	127	122	732
Total	1,322	1,559	1,131	946	1,164	1,450	1,708	9,280

Self-initiated activity in Broken Arrow is concentrated in the late evening and early morning hours (approximately 1600 to 0100), specifically on the weekends.

(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	12a	4a	8a	12p	4p	8p
TRAFFIC STOP	8,462	16.4	12a	4a	8a	12p	4p	8p
MOTORIST ASSIST	676	21.4						
MOTORIST ASSIST (SI)	59	35.5						
COURT DUTY - TULSA	22	134.8						
ASSISTING OTHER AGENCY	6	62.3						
COURT DUTY – Mun/Dist.	6	135.9						
MUNICIPAL COURT DUTY	6	79.9						
FOLLOW-UP/SUPPLEMENTS	3	68.6						
WELFARE CHECK	3	18.7						
RECOVER STOLEN/MISSING	3	100.1						
All Other Types	34	74.2						
Total	9,280	17.6						

9. Traffic Unit

The Traffic Unit at Broken Arrow PD encompasses all traffic safety and vehicle enforcement throughout the jurisdiction. The Unit is overseen by a (2) FTE sergeants who is directly supported by 4 FTE motors officers (enforcement-oriented) and 7 FTE traffic investigators.

The following section analyzes the current scheduling practices of the BAPD Traffic Unit. Traffic Unit activity is compared to overall traffic accident- and investigative-related workloads experienced across all units within BAPD. From this, project staff can make associated recommendations on unit deployment to optimize the resources dedicated to traffic enforcement throughout Broken Arrow.

The following table depicts the workload handled by the BAPD Traffic Unit:

BAPD Traffic Unit Workload

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	0	0	0	0	0	0	0	0
1am	0	0	0	0	0	0	0	0
2am	0	0	0	0	0	0	0	0
3am	0	0	0	0	0	0	0	0
4am	0	0	0	0	0	0	1	1
5am	0	0	0	0	0	0	3	3
6am	0	15	33	33	24	17	0	122
7am	1	57	78	97	91	46	0	370
8am	0	33	69	87	115	52	0	356
9am	0	49	79	100	95	62	1	386
10am	0	44	79	105	95	56	3	382
11am	0	65	111	95	102	90	7	470
12pm	0	48	129	128	104	88	7	504
1pm	0	57	103	139	91	82	8	480
2pm	0	45	116	138	115	71	4	489
3pm	3	45	118	110	92	79	2	449
4pm	3	18	59	69	49	44	4	246
5pm	4	14	51	59	65	49	6	248
6pm	4	12	27	60	39	32	5	179
7pm	4	10	54	66	51	40	6	231
8pm	3	4	10	12	13	9	3	54
9pm	4	1	1	2	0	1	0	9
10pm	4	2	0	0	0	0	0	6
11pm	2	0	0	0	1	0	0	3
Total	32	519	1,117	1,300	1,142	818	60	4,988

As can be seen, there is minimal activity on behalf of the Traffic Unit during late night and weekend hours, correlating with the current deployment practices of the unit. In comparison, the following table outlines the overall traffic-related workload experienced by BAPD as a whole in the observation period:

Total Traffic Accident and Enforcement Workload – Broken Arrow

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	108	109	90	96	94	68	116	681
1am	76	62	62	61	71	73	91	496
2am	73	65	40	43	72	38	93	424
3am	40	36	36	47	51	34	52	296
4am	38	39	37	27	33	33	27	234
5am	21	38	26	52	36	26	27	226
6am	27	58	68	67	66	58	15	359
7am	37	135	124	137	131	140	40	744
8am	78	154	128	137	154	183	103	937
9am	115	188	143	135	137	182	169	1,069
10am	148	189	131	130	159	174	166	1,097
11am	102	201	156	127	154	171	173	1,084
12pm	99	196	170	173	160	179	148	1,125
1pm	123	219	163	173	176	177	139	1,170
2pm	109	172	171	174	197	156	129	1,108
3pm	127	179	183	178	188	178	135	1,168
4pm	151	211	227	207	188	234	191	1,409
5pm	145	227	242	218	217	236	233	1,518
6pm	141	128	167	191	177	184	195	1,183
7pm	131	116	158	136	141	171	164	1,017
8pm	139	114	151	115	98	158	151	926
9pm	151	130	105	112	117	172	177	964
10pm	162	128	119	93	119	173	197	991
11pm	178	114	111	131	121	186	165	1,006
Total	2,519	3,208	3,008	2,960	3,057	3,384	3,096	21,232

The chart above clearly shows that there is significant traffic-related workload on the weekends that should be targeted by the BAPD Traffic Unit. As a result, the following scheduling and deployment practices should be implemented on behalf of BAPD:

Team	Days	Start Time	End Time	# Motors	# Acc. Inv.	# Sgts.
Team 1	Sun - Wed	1000	2000	2	3	1
Team 2	Wed - Sat	1200	2200	2	4	1

This deployment schedule will optimize the deployment of the traffic unit with adequate supervisory spans of control.

Recommendations:

In the Traffic Unit, maintain the current staffing of 4 FTE motors officers.

In the Traffic Unit, maintain the current staffing of 7 FTE traffic accident investigators.

In the Traffic Unit, maintain the current staffing of 2 FTE sergeants.

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

10. Providing Adequate Mental Health and Substance Abuse Support

In modern America, the intersection of mental health issues, substance abuse, and law enforcement has become increasingly complex and intertwined. Understanding the landscape of these challenges and their impact on police resources is not only prudent but essential for effective policing and ensuring the well-being of both communities and officers themselves.

First and foremost, mental health issues and substance abuse disorders are pervasive in society, affecting individuals from all walks of life. These issues manifest in various forms, ranging from severe mental illnesses such as schizophrenia and bipolar disorder to substance dependencies on drugs and alcohol. Unfortunately, due to inadequate access to mental health services and stigma surrounding mental illness, many individuals do not receive the support and treatment they need, leading to heightened risks for encounters with law enforcement.

Police officers are often the first responders to calls involving individuals experiencing mental health crises or substance abuse-related incidents. Lacking proper training and resources to effectively manage these situations can result in negative outcomes, including escalation of conflicts, use of force, and even fatalities. Moreover, repeatedly responding to such types of calls places significant strain on police resources, diverting time and manpower away from other critical duties and contributing to officer burnout and stress.

By integrating an understanding of mental health and substance abuse issues into police staffing studies, law enforcement agencies can better tailor their training programs, policies, and resource allocation strategies to address these challenges proactively. This may involve providing specialized training to officers in crisis intervention techniques, de-escalation strategies, and trauma-informed approaches to better respond to individuals in distress. Additionally, allocating resources towards establishing partnerships with mental health professionals, social service agencies, and community organizations can

facilitate the development of alternative response models, such as co-responder programs or mobile crisis teams, to handle mental health-related calls more effectively.

In conclusion, understanding the landscape of mental health and substance abuse issues and their effect on police resources is indispensable in modern America. By acknowledging the interconnectedness of these challenges with law enforcement and prioritizing proactive strategies to address them, police agencies can enhance their ability to serve and protect communities while safeguarding the well-being of both officers and citizens alike.

The following analysis provides context to the amount of workload associated with mental health and substance abuse for BAPD operations, as well as associated staffing and scheduling recommendations as deemed fit by project staff and in accordance with best practices.

(1) Mental Health and Substance Abuse Workload

Parallel with the patrol workload established in previous sections, the mental health and substance abuse workload was established via the following parameters:

- The incident must have been unique.
- The incident must have been first created in the timeline established for analysis.
- The incident type of the event must have sufficiently corresponded to a community-generated event.
- 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.
- The incident must correlate with a call type associated with mentally disturbed individuals, psychiatric calls, overdose, or suicide.

The following table outlines this workload for BAPD in the observation period:

Mental Health/Substance Abuse Calls for Service

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	9	3	4	3	6	8	5	38
1am	7	1	3	9	6	2	8	36
2am	5	5	3	1	4	3	8	29
3am	3	1	3	3	3	4	6	23
4am	5	2	6	2	2	3	3	23
5am	4	2	1	2	6	1	6	22
6am	4	6	2	4	2	3	0	21
7am	4	4	5	1	5	9	4	32
8am	8	4	10	9	8	5	5	49
9am	5	4	7	8	4	6	7	41
10am	8	8	6	9	11	6	5	53
11am	7	10	6	13	13	10	7	66
12pm	9	11	6	11	3	11	9	60
1pm	4	8	8	10	5	5	6	46
2pm	10	8	10	11	8	7	8	62
3pm	7	10	9	7	14	17	11	75
4pm	6	12	4	5	12	6	13	58
5pm	10	13	9	10	9	10	9	70
6pm	7	9	10	4	7	2	12	51
7pm	8	13	7	2	6	13	6	55
8pm	7	14	6	3	18	8	4	60
9pm	5	6	8	11	5	8	8	51
10pm	8	1	6	12	3	11	8	49
11pm	2	4	7	7	10	4	13	47
Total	152	159	146	157	170	162	171	1,117

As shown above, BAPD experienced a total of 1,117 of these call types in the observation period, with relatively scattered patterns of these calls for service. However, it is important to note that there is a lack of significant variation for these calls for the weekday compared to the weekend. The table below combines the overall call number with the associated handling times to generate a workload figure:

Mental Health/Substance Abuse Workload Calculations

Total Calls for Service		1,117
Average HT (min.)	x	64.1
Total Workload (Hrs.)	=	1,193.3

The associated average handling time of these calls for services of 64.1 minutes translates to a total workload of 1,193.3 hours, a significant factor of workload that ought to be accounted for in BAPD operations staffing. To determine the necessary staff to handle this workload, project staff have utilized the same NAWH calculations above to generate an FTE calculation for the establishment of a Behavioral Health Unit.

Total Workload Hours		1,193.3
Proactivity Target ⁷	x	30%
Staffed Hours Needed	=	1,704.8
NAWH per Officer	÷	1,406
BHU Officers Needed	=	2

Results indicate that there is justification for a **total of 2 FTE BHU officers** to be deployed in an effort to provide exceptional service levels to the valued citizens of Broken Arrow. The section below outlines the recommended scheduling and deployment of these personnel.

(2) Mental Health and Substance Abuse Scheduling Analysis

As outlined above, the temporal spread of these calls for service does not follow an extreme pattern, leaving there to be no direct staffing recommendations. However, as noted above, these calls are consistently occurring across all seven days of the week, necessitating a 7-day deployment of BHU officers. To accomplish this, project staff are recommending the following deployment strategy:

⁷ A proactivity target of 30% has been set as a target threshold for BHU units in an effort to align with best practices and realistic expectations of the unit. This percentage of time will facilitate the unit's ability to handle these types of calls for service while proactively engaging with these populations throughout Broken Arrow.

Recommended BHU Deployment Strategy

Officer	Days	Start Time	End Time	Direct Report
Ofc. 1	Sun - Wed	1200	2200	Power Shift Sgt.
Ofc. 2	Wed - Sat	1200	2200	Power Shift Sgt.

This deployment strategy will result in the BHU being deployed during 53% of all mental health- and substance abuse-related calls for service.

(3) Expanding the BHU into a Co-responder Model

The co-responder model of handling mental health and substance abuse issues involves pairing civilian mental health professionals with sworn police officers to respond to calls involving individuals experiencing mental health crises or substance abuse problems. This collaborative approach has been increasingly recognized as one of the most effective methods for addressing these complex issues.

One of the primary advantages of the co-responder model is that it allows for a more comprehensive and nuanced response to situations involving mental health or substance abuse crises. While police officers are trained to maintain public safety and enforce the law, they may not always have the specialized training or expertise needed to effectively de-escalate situations involving individuals in mental distress or experiencing substance abuse issues. By pairing officers with mental health professionals, the co-responder model ensures that individuals in crisis receive the appropriate support and intervention.

Additionally, the presence of a mental health professional can help to reduce the likelihood of escalation or use of force in these situations. Research has shown that individuals experiencing mental health crises are more likely to be injured or killed in encounters with law enforcement, and the presence of a trained mental health professional can help to defuse tense situations and connect individuals with the appropriate resources and support services.

Furthermore, the co-responder model can lead to better outcomes for individuals in crisis and for the community as a whole. By providing immediate access to mental health professionals, individuals can receive timely assessment and intervention, reducing the likelihood of further crisis or harm. Additionally, the co-responder model can help to divert individuals away from the criminal justice system and into appropriate mental health treatment and support services, ultimately reducing recidivism and improving long-term outcomes.

Overall, the co-responder model of pairing civilian mental health professionals with sworn police officers represents a proactive and holistic approach to addressing mental health and substance abuse issues in the community. By leveraging the expertise of both mental health professionals and law enforcement officers, this model can help to ensure that individuals in crisis receive the support and assistance they need while also promoting public safety and well-being.

As a result, it is recommended that BAPD expand on the Behavioral Health Unit outlined above to include civilian mental health professionals. The following section outlines the steps integral to facilitating this expansion.

Steps to Integrating Civilian Mental Health Professionals into the BHU

Transforming a police officer-only behavioral health unit into a co-responder model that includes civilian mental health professionals involves several key steps:

1. **Conduct an assessment:** Evaluate the current structure and functioning of the police officer-only behavioral health unit to identify strengths, weaknesses, and areas for improvement.
2. **Develop a partnership:** Establish partnerships with local mental health agencies, organizations, and professionals who can provide the necessary expertise and support to implement the co-responder model.
3. **Training and education:** Provide specialized training and education to both police officers and civilian mental health professionals on topics such as crisis intervention, de-escalation techniques, mental health awareness, substance abuse treatment, and cultural competency.
4. **Define roles and responsibilities:** Clearly define the roles and responsibilities of both police officers and civilian mental health professionals within the co-responder model, including their respective duties during crisis response situations and follow-up care.
5. **Implement protocols and procedures:** Develop and implement standardized protocols and procedures for how co-responder teams will operate, including how calls for service will be triaged, how individuals in crisis will be assessed and treated, and how follow-up care and referrals will be provided.
6. **Establish communication channels:** Create effective communication channels and mechanisms for sharing information and coordinating responses between police officers and civilian mental health professionals, as well as with other

relevant stakeholders such as emergency medical services and social service agencies.

7. **Provide ongoing supervision and support:** Offer ongoing supervision, support, and mentorship to co-responder teams to ensure they have the resources, guidance, and assistance they need to effectively carry out their duties and address any challenges or issues that arise.
8. **Monitor and evaluate outcomes:** Continuously monitor and evaluate the effectiveness of the co-responder model in achieving its goals and objectives, including improvements in crisis response, reductions in use of force incidents, increases in access to mental health treatment, and improvements in overall community well-being.

By following these steps, a police officer-only behavioral health unit can successfully transition into a co-responder model that includes civilian mental health professionals, providing a more comprehensive and effective response to individuals experiencing mental health or substance abuse crises.

Recommendations:

Create a Behavioral Health Unit to handle mental health- and substance abuse-related calls for service. Staff the unit with 2 FTE officer positions and deploy personnel on 2-10-hour shifts mirroring that of the newly implemented power shift.

3. Support Division

The Support Division comprises a command team, five units/programs and coordinates with the city's Emergency Management. The Division is tasked with support functions, including Animal Control, Communications, Jail Quartermaster, and Records.

1. Command Team

A Major, whom the Division's Captain supports, oversees the Support Division. The team provides high-level guidance to the Bureau and ensures the Bureau's work aligns with agency objectives.

(1) Staffing and Roles

The major oversees the division with the direct assistance of the captain. The position provides high-level leadership for the division, including setting direction for individual units and ensuring the division's goals align with agency strategy. The position oversees a large contingent of professional staff (i.e., non-sworn or civilian personnel) engaged in diverse functions (i.e., dispatch for police/fire/EMS, jail facilities, animal control, etc.).

The captain directly supervises the managers of the division's units. The current captain plays a major role in fleet management, developing a Real-Time Information Center, and other functions such as peer support and detached or ancillary duties. The position also assists with budgeting and facilities work (i.e., jail bond expansion, animal Control facilities, etc.).

(2) Workload and Ability to Meet Unit Objectives

The Support Division's command team collectively oversees five subordinate programs, with a manager or sergeant leading each unit. This represents a relatively low number of direct reports. However, in addition to the direct reports, these positions oversee detached programs, assist in developing the budget, are tasked with bond-funded initiatives and related financial responsibilities, coordinate with emergency management, and direct several large and complex units.

The diverse set of responsibilities overseen by the team also adds complexity. Each of the Division's component units, Animal Control, Communications, Jail, Quartermaster, and Records, has a unique operating environment and specialized needs. Managing units with diverse responsibilities is generally more challenging than managing ones with largely consistent responsibilities.

The current staffing of 1 FTE Major and 1 FTE Captain meets the workload required of the Command Team.

2. Animal Control Unit

Animal Control is tasked with enforcing animal-related ordinances and laws. Animal Control Officers respond to calls for service and run a shelter capable of caring for a wide range of animal breeds, including livestock. The unit is available from 10 a.m. to 6 p.m. on weekdays and 8 a.m. to 4 p.m. on weekends. The shelter is open from 11:30 a.m. to 5:45 p.m. on weekdays and 10:00 a.m. to 3 p.m. on Saturdays.

(1) Staffing and Roles

A civilian division manager oversees the Animal Control Unit. The position handles some complaints/personnel issues (this depends on the severity and is done in coordination with the Services Division command), provides front-line supervision, plays a role in budget development and administration, orders supplies, etc. The manager is also tasked with hiring and training. The position liaisons with other city departments on animal control/management issues. When fully staffed, the position supervises a 1 FTE administrative technician, 6 FTE animal control officers, and two contracted/part-time veterinarians.

The administrative technician welcomes visitors to the lobby, assists with adoption/visits, answers phones, assists with social media, receives fees, etc. Animal control officers perform duties inside and outside the shelter. Inside the shelter, they clean and feed the animals, receive animals, euthanize animals (when necessary), work on socializing animals, assist with medications (under the supervision of a veterinarian), assist the front desk, etc. External duties include enforcement of most animal-related ordinances, responding to calls/assisting other PD units with animal-related issues, and fulfilling regulatory duties (i.e., inspections of shelters and other locations, etc.). The unit contracts with two part-time veterinarians. One position handles issues such as spaying/neutering animals and is paid per animal. The second is contracted hourly and provides oversight/observation of the shelter's functioning.

The unit works varied shifts but is available 10 a.m. to 6 p.m. Monday to Friday and 8 a.m. to 4 p.m. on weekends. The shelter is open Monday to Friday, 11:30 a.m. to 5:45 p.m., and Saturdays from 10:00 a.m. to 3:00 p.m.

(2) Workload and Ability to Meet Unit Objectives

The Animal Control Unit takes calls related to animal issues (including conducting investigations) and manages a shelter, including a front desk/reception area. The workload can broadly be broken down into these components.

(3) Workload – Animal-Related Calls

The Animal Control Unit handles animal-related calls, freeing up sworn police units for other work. They have specialized training in this area and can address these kinds of calls more effectively and at a lower cost than other units. They are also equipped to address aggressive animals more humanely and safely.

Calls for service data were used to assess the Unit's workload outside the shelter. These data begin in October of 2022 and go through September of 2023, representing a full 365 days of work for the Unit. Additionally, only calls assigned to animal control officers are included in the data (i.e., it does not include animal-related calls handled by officers when animal control officers are unavailable). The table below displays, in descending order, the 20 most common calls addressed by units assigned to Animal Control.

Animal Control Unit Workload Statistics

Category	Total
A/C ANIMAL AT LARGE	710
ACTION REQUEST A.C.	406
A/C BUSY	364
ANIMAL PICKUP	338
A/C IN ROUTE TO LOCATION	279
A/C VICIOUS ANIMAL	206
A/C BARKING DOG	172
A/C OUT/SUBJECT TO CALL	139
AT SHELTER	127
A/C CRUELTY TO ANIMAL	117
A/C INJURED ANIMAL	102
ANIMAL BITE	63
BUSY	42
WILD ANIMAL PICKUP	35
A/C TRAFFIC HAZARD/ANIMAL	34
A/C FOLLOW-UP/SUPPLEMENTS	18
ANIMAL TRAP REQUEST	14
VEHICLE MAINTENANCE	10
FIELD TRAINING OFFICER	10

Category	Total
A/C ANIMAL CODE VIOLATION	7

The following table displays the total number of calls for service handled by the Animal Control Unit by each hour and day of the week:

Calls by Hour and Weekday – Animal Control Officers

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	0	0	0	0	0	0	0	0
1am	0	0	0	0	0	0	0	0
2am	0	0	0	0	0	0	0	0
3am	0	0	0	0	0	0	0	0
4am	0	1	0	0	0	0	0	1
5am	0	0	1	0	1	3	0	5
6am	0	1	4	3	2	21	4	35
7am	37	8	8	10	12	14	83	172
8am	24	14	20	21	28	25	40	172
9am	13	69	101	99	84	101	32	499
10am	18	61	66	51	72	64	69	401
11am	18	60	55	75	57	62	38	365
12pm	17	60	51	58	46	45	45	322
1pm	23	41	55	53	44	41	36	293
2pm	21	46	44	47	44	39	35	276
3pm	6	52	55	37	51	56	29	286
4pm	0	41	50	53	44	31	6	225
5pm	0	23	31	27	31	33	2	147
6pm	2	5	8	3	6	6	0	30
7pm	0	0	0	0	4	0	1	5
8pm	1	0	1	1	1	0	0	4
9pm	2	1	0	1	1	1	0	6
10pm	0	0	0	0	1	1	1	3
11pm	0	0	0	0	0	1	0	1
Total	182	483	550	539	529	544	421	3248

Most importantly, these data can be used to determine the amount of time spent handling animal-related calls. Using this total, it is possible to calculate the amount of time spent on calls by animal control officers. This total can then be used, in conjunction with available work hours and an estimated amount of per-call administrative time (i.e., time not captured in the CAD, this can be used for report writing, logging evidence, etc.), to

estimate how many animal control officers would be necessary to handle this call load, excluding other work, such as caring for animals in the shelter.

Calculating this estimate also requires estimating the number of call-taking hours available annually. The base number of hours in an employee's work year is 2,080. After accounting for vacation, sick leave, training, and daily tasks such as roll calls, breaks, equipment checkout, and other absences, a figure of 1,600 hours is typically more appropriate. It is important to note that the 1,600-hour figure only addresses time for taking calls. Other duties and employer obligations (such as mandatory breaks, which can account for 100 to 200 hours annually depending on factors such as paid or unpaid lunches) are excluded from this figure. The actual number of hours at work would be higher. The table below details these calculations:

Animal Control Officer Staffing Calculations

Total CFS		3,248
Multiplied by avg. CFS call time (hours)	x	1.59
	=	5,161.61
Administrative Time (30% of total call hours)	+	1,548.48
	=	6,710.10
Divided by total number of call-taking hours	÷	1,600.00
ACS necessary for calls	=	4.19

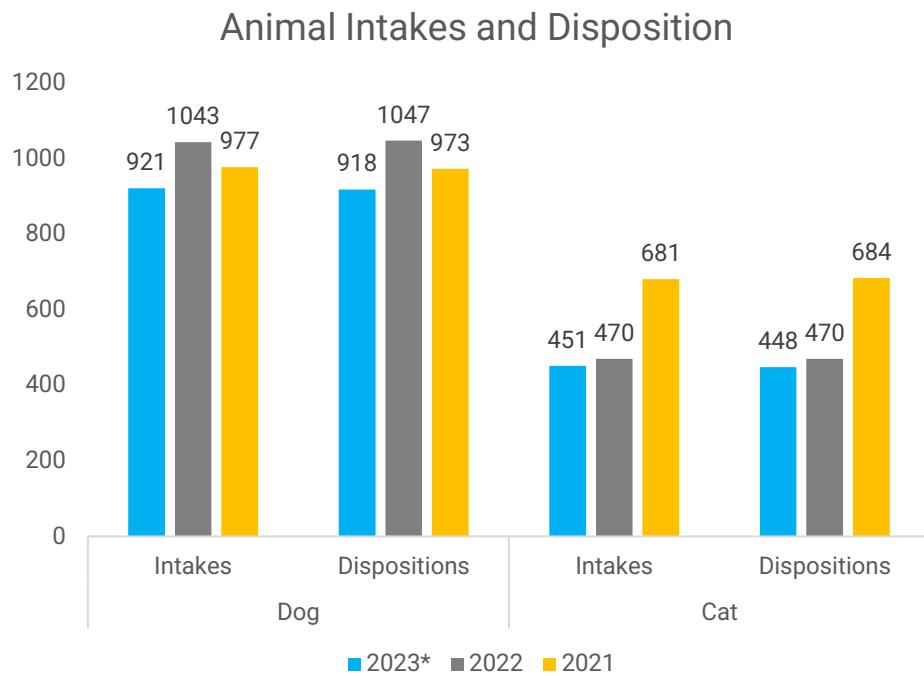
Based on the above calculation, handling the call load at its current level would require approximately 4.19 FTE. However, this does not address turnover or allow for unexpectedly heavy call volumes. Utilizing 5 FTE animal control officers for call-taking would address the concerns.

(4) Workload – Shelter-Related Responsibilities

The Broken Arrow Animal Control Unit manages a shelter that can care for dogs, cats, and other animals (e.g., horses, livestock, and birds). However, most of the animals cared for consist of dogs and cats. While the use of the "no-kill shelter" label is fraught with definitional issues, the shelter minimizes the use of euthanasia. A review of records provided by the agency shows a high rate of placements/return-to-owners for animals in their care, generally over 85% to 90%.

A review of cat and dog intakes and dispositions was conducted to determine the unit's workload from 2021 to December 19, 2023. The review revealed that the unit generally

intakes/disposes of between 900 and 1050 dogs and 450 to 680 cats annually. The table below displays cat and dog intakes and dispositions by year:



*2023 data is not a whole year and was collected as of December 19.

Based on year-end counts, the shelter normally cares for approximately 35 dogs and 15 cats at any given time. However, the shelter can maintain a canine population of 44 animals per day and a feline population of up to 31.

Determining shelter staffing needs can be calculated using estimates created by the National Animal Care and Control Association (NACA). NACA is an industry organization dedicated to setting standards for professional care in animal welfare. The table below estimates staffing needs at the shelter:

Calculation of Daily Shelter Staffing Needs

Animal Care per animal (15 min per animal x 35)	=	525 min
Hours per day (525 min/60)	=	8.8 hours
Staff needed per day for animal care (hours/3)	=	2.9 Staff

Based on NACA recommendations, animal care at the shelter could be expected to utilize about three staff per day. This would include feeding the animals nearly nine hours daily

and cleaning their living spaces. These assumptions are based on NACA's calculations that each animal will require about 6 minutes to feed and 9 minutes of cleaning daily. These assumptions do not appear overly generous.

The remaining staff time would be to conduct general facility maintenance, laundry, socialization, and other tasks. This would also allow for adequate care of the animals for short periods when populations rise above the average level. It is also important to remember that the 2.9 FTE is not needed daily. Instead, it would take approximately this many FTE total to run the shelter safely and humanely.

The shelter is currently staffed with 1 FTE administrative technician, who lacks many of the powers of an animal control officer. This position works Tuesday through Saturday to accommodate more visitors (and possible adopters) on Saturdays. The position also assists with social media, including an active Facebook page with 33,000 followers and numerous posts regarding adoptable animals.

While this position is helpful, meeting minimum staffing requirements requires at least one and often two animal control officers to be pulled from patrol to assist in the shelter. This number could be higher should the shelter need to operate for an extended period at capacity.

Adding a dedicated shelter officer position (or positions) could free up animal control officers for patrol. This could be a newly created position, possibly on a lower pay scale, but unable to work in the field. However, this would limit the utility of the position, particularly when turnover creates a shortage of animal control officers.

For this reason, creating an additional animal control officer would be optimal. Animal control officers would still be needed to assist the shelter, however, when not needed at the shelter, officers could assist with call taking.

Recommendation:

Add 1 FTE animal control officer for a total staffing of 1 FTE manager, 1 FTE administrative technician, 7 FTE animal control officers, and 2 part-time (contract) veterinarians.

3. Communications Unit

The Communications Unit (also referred to as the Communication Center) is housed in the Public Safety Complex. It is responsible for police, fire, medical/EMS, animal control,

and other dispatch/communication functions. While not unique, the inclusion of medical/EMS calls in the Communication Unit's dispatch portfolio is uncommon and adds considerable complexity to the unit's workload.

The unit is staffed with a manager, deputy director, communication supervisors, telecommunicators, and call-takers. The manager, deputy director, and call-takers work four 10-hour weekly shifts. Communication supervisors and telecommunicators are organized into four platoons, which work 12-hour shifts from either 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. This provides 24-hour-a-day coverage for these personnel. Call-takers work a highly variable shift schedule that consists of 10-hour shifts running from 8 a.m. to 6 p.m., 10 a.m. to 6 p.m., or 2 p.m. to 12 a.m. This includes a split shift that varies by day of the week. This means the call-taker may work 8 a.m. to 6 p.m. for part of the week and then work 2 p.m. to 12 p.m. in another part.

(1) Staffing and Roles

The Communication Unit FTE by position consists of 1 FTE manager, 1 FTE deputy director, 4 FTE communication supervisors, 19 FTE telecommunicators, and 4 FTE call-takers when fully staffed. The manager oversees the unit and sets high-level direction for Communications. The position is involved in scheduling, budgeting, handling some complaints/personnel issues (this depends on the severity and is done in coordination with the Services Division command), etc. The position reports to the captain and liaisons with the Fire Department's assistant chief. The deputy director manages day-to-day operations, plays a major role in hiring/backgrounding, is in charge of training, and takes the lead role in conducting medical call audits. This includes reviewing approximately 150 to 175 calls monthly for audits/debriefs, developing or identifying needed staff training, and maintaining associated records. The position also engages with the community and other stakeholders by delivering presentations and/or public.

The Communications Supervisor acts as a front-line supervisor for Telecommunicators and Call-Takers. This includes assisting with audits and managing shift operations for their squad (each supervisor is assigned a squad or team). These positions are all supervisors in nature. However, communication supervisors often perform telecommunicator duties in addition to supervision.

Line-level personnel include telecommunicators and call-takers. Telecommunicators are assigned one of three consoles (police, fire/medical/teletype) and take calls from the public when call-takers are not working or are busy. Conducting call-taking for emergency medical dispatch (EMD) adds complexity to the position. Call-takers handle incoming calls to the communication center. This allows telecommunicators to focus on

dispatching/monitoring the radio nets. The call-takers are trained to handle police, fire, and medical calls. These positions are staffed at peak hours and unavailable during non-peak times.

(2) Workload and Ability to Meet Unit Objectives

Supervision

As mentioned above, the Communications Unit is overseen by a manager who functions at the executive level and performs other duties. Work includes scheduling, overseeing operations, budgeting, discipline, and strategic planning. The manager also coordinates with other high-level officials.

This position is assisted by a deputy director, who provides supervision and plays a crucial role in training and quality assurance. These two functions take approximately 60% of this position's time (roughly 40% for training and 20% for quality assurance). A significant reason for the need for both positions is that the unit performs tasks associated with dispatching police, fire, and emergency medical services (EMS).

The unit provided training records as well. In the last year, unit members attended 127 separate training classes, webinars, and certification courses. In addition to identifying and tracking training, the deputy director instructed at least one 40-hour training.

The unit's four supervisors oversee as many as 23 employees when fully staffed. They assist the deputy director with quality assurance checks and frequently perform the duties of line-level staff. The table below displays the Communications Unit's staffing:

Communications Unit Staffing

POSITION	CURRENT	AUTHORIZED
Manager	1	1
Deputy Director	1	1
Communications Supervisors	4	4
Telecommunicators	15	19
Call-Taker	2	4

Based on the above staffing, communication supervisors have a reasonable span of control. This is helpful as there are often times when the supervisors must assist the telecommunicators and/or call-takers.

While the span of control is reasonable, the addition of EMS protocols directly impacts call-taking and supervision of the unit due to quality control checks/call audits. The center uses Pro QA for call-taking software. This system utilizes protocols the International Academies of Emergency Dispatch developed to assist in call-taking and dispatching. In particular, the system provides case entry and key question logic that helps ensure high compliance rates on quality checks. Quality checks are essential, particularly in emergency medical dispatch, as the protocols ensure appropriate information is provided to emergency personnel and the callers. While the deputy director handles approximately 75% of this workload, the remaining portion is taken on by the communication supervisors.

From a supervisory perspective, the unit's workload supports the current staffing of 1 FTE manager, 1 FTE deputy director, and 4 FTE communications supervisors.

Dispatching/Call-Taking Methodology and Assumptions

In developing staffing projections for an emergency communications operation, a number of assumptions must be used as the basis for projections. These may be based on data collected from the agency, they may be normative values from the industry, or they may be figures derived from policy decisions. The following points describe key assumptions and methodologies used to develop staffing needs for the Communications Center.

The volume of calls was determined by utilizing a 12-month sample of data provided by the BAPD. Based on this data, an accurate average of the number of calls for each type, and their average duration, can be determined for each hour of the week. The number of active radio airtime minutes could not be collected for a recent 12-month period, so a normative value typical for radio workload in emergency communications is used instead.

Additionally, this analysis is based on the understanding that there are two types of positions:

1. Positions may be **workload-based**, meaning that they fluctuate based on the volume of calls or radio traffic in a particular time period. The most common example is the number of call-takers, which typically is set based on the need to meet certain performance levels at the anticipated volume of calls in each hour.
2. Positions may be **fixed posts**, meaning that the number of staff assigned to them depends on established minimum figures. Examples include a set number of

dispatch channels in operation at particular hours, or the need for a supervisor on duty at all hours.

Determining the appropriate number of on-duty staff requires an understanding of both and the fact that some positions may have elements of both. For example, call-takers are not available at all hours but instead are utilized during peak call times. This is an example of a workload-based staffing assignment. Alternatively, the unit utilizes three consults: police, fire/EMS, and teletype. A telecommunicator staffs each of these. These would be considered fixed posts.

One of the most difficult workload elements to capture is the task time associated with a CAD entry, whether a call for service or an officer-initiated entry. This includes keystroke entries in the CAD/RMS, radio transmissions, record checks performed between transmissions, display monitoring, administrative data entry, e-mail checking, etc. Because CAD data does not fully capture dispatcher time spent on an incident in the way that phone data does for call-takers, and because the relevant professional associations have not provided any benchmarks with respect to this kind of workload, an estimate must be developed.

While the time required for CAD processing clearly varies from incident to incident, our experience with emergency communications agencies and surveys of their staff suggests that a normative value of 120 seconds (2 minutes) per incident is typically sufficient to account for the time spent on these tasks. This timeframe is fairly consistent with our observations in a broad array of dispatch agencies, including both police and fire/EMS disciplines.

Among the data sources provided by the unit was the duration of each call, which was handled for 12 months. In this case, the average 911 call handling duration was 134.4 seconds or roughly 2.25 minutes. In conjunction with the above estimate, these data could be used to calculate the time necessary to handle a call.

Finally, the Occupancy Rate signals the proportion of time that the agency desires a telecommunicator (also referred to as a dispatcher) to be occupied with the core workload. Given the impossibility of spending 100% of work time actively engaged in dispatching activity and the importance of avoiding staff burnout in the emergency communications field, common benchmarks suggest a 50% target agent occupancy rate for dispatchers, with 50% “downtime” for recovery, decompression, and non-dispatch tasks. In the example above, this would mean that a telecommunicator/dispatcher should not be scheduled to handle more than 30 minutes of active dispatch workload (roughly 7 calls per hour) for any extended period.

Call takers can accommodate a higher occupancy rate because they have fewer ancillary tasks than dispatchers and because their work for each incident is not typically spread out over multiple transmissions and/or multiple channels in the way that a dispatcher's is. Commercial call centers seek to maintain call-taker occupancy rates closer to 85-90%. However, this is not reasonable for emergency communications positions due to the high-stress nature of some incidents and the need for "refresh time" between calls. In the Association of Public Safety Communications Officers (APCO) Project RETAINS handbook of effective practices and staffing⁸, a range of 60-80% is suggested. In our analysis, the conservative end of that range (60%) is used for call-takers. However, the current structure of the unit, with call-takers staffed only during peak hours and being backed up by telecommunicators, makes this calculation redundant. This is because these positions are backed up by others in the unit.

In the case of the Broken Arrow Communication Center, occupancy rates will not be calculated for call-takers. The use of telecommunicators as backup call takers makes this variable redundant. However, the information above was included as the agency may wish to expand its call-taking function in the future. Should the agency move in this direction, determining occupancy rates could be helpful in planning staffing.

Call-Taking

Consistent with best practices, the Communication Unit is a consolidated call center that handles police, fire, and EMS services. According to best practices, call-takers (and telecommunicators when call-takers are not available) answer incoming calls, filter them when necessary, and gather relevant data to categorize calls and respond appropriately.

The use of call-takers by the unit is particularly important as emergency medical dispatch adds to the unit's workload, particularly as it relates to incoming calls. Analyzing the work associated with call-taking, even when performed by telecommunicators, is essential in gaining a comprehensive picture of the unit's workload.

Call-Taking Standards

The 2022 National Fire Protection Association (NFPA) standards for call-taking advise that requests for emergency assistance should be answered within 10 seconds, 90% of the time. While this number is a guideline, and analysis by NFPA finds that it is often not met in practice, it is helpful as a goal or metric in developing staffing standards. It is also important to realize that this standard only applies to emergency calls; non-emergency calls are not held to this standard.

⁸ https://retains.apcointl.org/pdf/Effective_Practices_Guide.pdf

Call-Taking Workload

Call-takers and Telecommunicators at the Communication Center receive inbound 9-1-1 and administrative calls. Based on the data provided, the following tables show the average number of calls received for each type in each hour of the week.

Hourly 911 Call Volume

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	3.2	2.8	2.4	2.8	2.5	3.0	3.5
1a	3.6	2.2	1.5	2.0	2.2	1.9	3.6
2a	3.3	2.2	2.1	2.3	1.6	1.7	2.4
3a	3.0	1.7	1.8	1.8	1.8	2.2	2.0
4a	2.2	1.8	1.5	2.0	2.6	2.0	1.6
5a	1.8	2.3	2.4	2.1	2.3	1.7	2.0
6a	2.1	2.6	2.7	3.3	4.0	2.6	2.2
7a	3.0	5.1	4.4	5.1	6.0	5.0	2.7
8a	4.1	6.2	5.3	6.0	6.9	5.9	4.5
9a	5.9	6.1	5.8	7.3	7.0	6.9	5.7
10a	5.5	6.7	5.3	6.4	7.6	7.4	6.9
11a	7.6	7.8	7.7	8.2	8.2	9.1	8.2
12p	6.4	8.8	7.6	7.4	8.3	8.4	7.3
1p	7.9	7.5	8.2	7.9	8.2	7.9	7.1
2p	7.3	8.8	8.2	8.1	7.6	8.7	8.2
3p	7.7	8.7	7.5	9.8	9.7	11.5	8.6
4p	7.3	9.3	9.3	10.1	9.3	10.9	8.2
5p	8.2	8.6	9.2	10.3	9.0	9.2	7.4
6p	7.1	8.3	7.3	9.4	7.5	8.7	7.6
7p	6.1	6.5	6.6	7.7	7.9	7.9	8.0
8p	5.7	6.2	6.2	6.5	6.4	8.4	6.1
9p	5.3	5.1	4.6	5.9	5.8	5.8	6.9
10p	4.5	3.7	4.4	5.7	4.1	4.9	4.6
11p	3.4	2.9	4.0	4.2	4.0	5.4	4.4

Hourly Administrative Call Volume

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	6.6	5.8	8.1	5.0	8.2	8.2	8.4
1a	6.1	4.4	5.5	5.5	6.5	5.7	8.2
2a	6.4	5.1	4.7	5.4	5.7	4.5	6.3
3a	5.0	3.6	5.1	4.7	4.9	5.6	5.9
4a	4.8	3.9	3.7	3.7	6.3	4.3	4.7
5a	3.8	4.4	4.0	4.6	6.4	4.6	5.3
6a	5.0	6.9	5.8	8.1	7.9	5.4	5.9
7a	7.6	11.6	13.4	14.2	13.7	12.8	9.7
8a	10.3	19.6	20.1	21.3	20.4	20.6	13.3
9a	14.1	23.1	25.5	23.6	20.9	22.0	14.5
10a	16.0	23.9	22.8	24.6	23.8	25.6	17.7
11a	13.8	24.6	23.5	26.9	22.3	23.7	17.5
12p	14.8	23.4	22.8	23.3	23.6	23.2	20.1
1p	15.8	25.0	24.3	25.9	21.8	22.8	17.5
2p	17.4	23.3	22.8	26.9	23.8	24.4	18.0
3p	15.8	22.8	25.2	24.2	26.8	28.5	17.3
4p	17.4	24.3	26.5	26.2	23.6	26.2	19.0
5p	16.7	21.2	21.3	25.4	21.9	22.8	16.7
6p	15.6	17.8	17.9	22.1	20.9	22.0	16.0
7p	13.5	13.8	15.2	15.5	18.9	15.6	14.1
8p	12.7	12.6	14.1	12.1	17.5	15.1	14.3
9p	10.7	12.6	10.9	11.8	15.5	15.1	12.1
10p	8.1	9.1	9.7	10.7	14.4	12.8	12.0
11p	8.2	9.3	7.3	8.9	10.0	10.5	9.7

To determine the number of call-takers needed in a particular hour, the number of staff required to meet the 9-1-1 call-taking standard is calculated first, followed by the number of additional staff needed to handle non-emergency calls without exceeding the target occupancy rate of 60%. Different methodologies are used for these two steps because unlike 9-1-1 calls, non-emergency calls can be placed on hold or deprioritized in order to answer an urgent call more quickly.

(3) The Erlang-C Model Is Used to Generate a Baseline Call-Taker Staffing Model Which Ensures a Consistent Level of Service for Emergency Calls.

Emergency call-taker staffing needs are calculated using the Erlang-C model, a process based on the work of Danish engineer Agner Erlang. The model uses workload variables to develop staffing recommendations based on desired performance levels or “response time,” considering the likelihood of call concurrency. In effect, the Erlang Model is a predictive performance model that calculates the number of staff required to meet a given level of service (e.g., to answer within 10 seconds) at a given success rate (e.g., 90% of the time).

The four variable inputs used in this model are:

1. The target service level (ring time).
2. The percent of calls which must be answered within the target ring time.
3. The anticipated call volume in a given hour.
4. The average call duration in a given hour.

Inputs #1 and #2 are based on the NFPA standards for 2022, which require that 90% of 911 calls be answered within 10 seconds. Again, it is important to note that NFPA’s own research indicates this goal is not consistently met. Inputs #3 and #4 are based on the 9-1-1 call data provided by the unit.

Using this calculation, it is possible to determine the number of call-takers necessary to meet the NFPA standards consistently. The table below displays this by hour of day and day of week:

PCC Call-Takers Needed to Meet 911 Target Service Levels
(Erlang-C Model)

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	2	1	1	1	1	2	2
1a	2	1	1	1	1	1	2
2a	2	1	1	1	1	1	1
3a	2	1	1	1	1	1	1
4a	1	1	1	1	1	1	1
5a	1	1	1	1	1	1	1
6a	1	1	1	2	2	1	1
7a	2	2	2	2	2	2	2
8a	2	2	2	2	2	2	2
9a	2	2	2	2	2	2	2
10a	2	2	2	2	2	2	2
11a	2	2	2	2	2	2	2
12p	2	2	2	2	2	2	2
1p	2	2	2	2	2	2	2
2p	2	2	2	2	2	2	2
3p	2	2	2	2	2	2	2
4p	2	2	2	2	2	2	2
5p	2	2	2	2	2	2	2
6p	2	2	2	2	2	2	2
7p	2	2	2	2	2	2	2
8p	2	2	2	2	2	2	2
9p	2	2	2	2	2	2	2
10p	2	2	2	2	2	2	2
11p	2	2	2	2	2	2	2

The Broken Arrow Communication Unit has authorized four call-takers but has only filled two positions. Even at full staffing, it would be difficult to consistently meet the 10-second answering standard 90% of the time without assistance from telecommunicators and supervisors. This impact will be assessed when we calculate the occupancy rate of the telecommunicators and determine if they have sufficient ability to assist in this task.

Additionally, in call centers that employ call-takers and dispatchers/telecommunicators in discrete functions (i.e., call-takers only take calls and telecommunicators only dispatch), it would be appropriate to determine the occupancy rate of the call-takers. However, the hybrid nature of the unit's staffing makes this unnecessary.

When the unit can fill its vacant call-taker positions, the current hybrid model employed by the Communication Center should be optimal. This is due to relatively light occupancy rates by the police, fire/EMS, and teletype desks, all of which have the bandwidth to support call-takers. However, should the jurisdiction's call load increase, it may become advisable to increase call-taker staffing. This would allow telecommunicators, working with the police, fire/EMS, and teletype consuls, to focus purely on dispatching.

Police Dispatching

In addition to call-takers, the Communication Centers staff has telecommunicator positions that monitor a radio channel and handle dispatching functions. As mentioned earlier, these positions also assist with call-taking when necessary. These are fixed-post positions in the current model, with telecommunicators dedicated to police, fire/EMS, and a teletype net. Here, we compare this fixed post arrangement with the results of a workload-based approach.

Determining a recommended number of telecommunicator positions based on workload is a matter of determining the anticipated consumption of time-based on call volume and target occupancy rate. The Association of Public Safety Communications Officials (APCO) has published a PSAP staffing model as part of their Project RETAINS efforts, developed by the University of Denver Research Institute. The model requires several discreet data elements based on actual workloads to be effective. These include the following elements, which were discussed earlier in 'Assumptions and Methodology':

- Average Per-Incident Occupied Time
- Agent Occupancy Rate

While the model is a generalized calculation, its individual tenets can be applied to determine the number of dispatchers needed in a specific hour, much like the process for call-taker calculation. The following table shows the average CAD volume (calls for service or CFS) of the police consul for each hour of the week.

Weekly Average CFS by Day of Week and Hour of Day

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	4.6	3.5	3.7	3.7	3.6	3.6	4.6
1a	4.3	3.4	2.8	2.7	2.9	2.8	4.1
2a	3.4	2.7	2.7	2.5	2.4	2.7	3.5
3a	2.7	2.0	2.1	1.9	2.3	2.5	2.9
4a	2.2	1.5	1.8	1.3	1.8	1.7	2.0
5a	1.6	1.4	1.8	1.9	2.0	1.3	1.8
6a	1.7	2.6	2.5	2.7	2.6	2.8	1.8
7a	2.1	3.0	3.1	2.8	3.2	3.8	2.5
8a	2.7	3.8	3.5	3.2	3.9	4.2	4.1
9a	3.9	4.4	4.0	3.7	3.9	4.3	5.0
10a	3.7	4.8	3.7	4.0	4.0	4.7	4.9
11a	3.8	4.7	4.2	4.0	4.4	4.3	5.2
12p	5.0	4.9	4.2	4.1	3.9	5.1	5.0
1p	4.6	5.1	4.3	4.1	4.3	4.7	4.6
2p	4.8	5.0	4.3	4.8	4.9	5.2	4.8
3p	4.9	5.8	5.3	5.4	5.5	6.3	5.3
4p	4.9	6.6	5.4	5.4	5.8	6.1	5.6
5p	5.6	6.4	5.2	5.4	5.2	6.3	5.0
6p	4.9	5.2	5.4	5.0	5.2	5.5	5.2
7p	5.5	5.3	5.1	4.7	5.2	5.3	5.1
8p	4.9	4.8	5.0	4.5	4.9	5.3	4.9
9p	4.9	4.9	5.0	4.5	4.3	5.2	5.1
10p	4.6	4.2	3.8	4.1	4.3	5.6	5.9
11p	4.4	4.6	4.3	4.3	4.4	5.1	5.3

Based on the average number of calls handled each hour, the number of occupied minutes or workload in each hour can be determined. In instances when data on radio traffic is available, that workload may be accounted for separately, but in this instance, these data were unavailable. Our prior experience with agencies across the country suggests that the amount of per-incident radio time typically ranges from 45 to 75 seconds. Due to call processing/data entry and miscellaneous related work, a time of approximately 2 minutes per call, would be added to this time. This would create an average of 3.25 minutes of work per call. While this figure does not reflect the difference in workload associated with individual incidents, it is useful as an average.

This assumption can be multiplied by the number of calls per hour to estimate the average occupied time per hour, as shown below:

Weekly Average Occupied Time per Hour

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	0.2	0.2	0.2	0.2	0.2	0.2	0.3
1a	0.2	0.2	0.2	0.1	0.2	0.2	0.2
2a	0.2	0.1	0.1	0.1	0.1	0.1	0.2
3a	0.1	0.1	0.1	0.1	0.1	0.1	0.2
4a	0.1	0.1	0.1	0.1	0.1	0.1	0.1
5a	0.1	0.1	0.1	0.1	0.1	0.1	0.1
6a	0.1	0.1	0.1	0.1	0.1	0.2	0.1
7a	0.1	0.2	0.2	0.2	0.2	0.2	0.1
8a	0.1	0.2	0.2	0.2	0.2	0.2	0.2
9a	0.2	0.2	0.2	0.2	0.2	0.2	0.3
10a	0.2	0.3	0.2	0.2	0.2	0.3	0.3
11a	0.2	0.3	0.2	0.2	0.2	0.2	0.3
12p	0.3	0.3	0.2	0.2	0.2	0.3	0.3
1p	0.2	0.3	0.2	0.2	0.2	0.3	0.2
2p	0.3	0.3	0.2	0.3	0.3	0.3	0.3
3p	0.3	0.3	0.3	0.3	0.3	0.3	0.3
4p	0.3	0.4	0.3	0.3	0.3	0.3	0.3
5p	0.3	0.3	0.3	0.3	0.3	0.3	0.3
6p	0.3	0.3	0.3	0.3	0.3	0.3	0.3
7p	0.3	0.3	0.3	0.3	0.3	0.3	0.3
8p	0.3	0.3	0.3	0.2	0.3	0.3	0.3
9p	0.3	0.3	0.3	0.2	0.2	0.3	0.3
10p	0.2	0.2	0.2	0.2	0.2	0.3	0.3
11p	0.2	0.2	0.2	0.2	0.2	0.3	0.3

These above data can then be used to calculate the number of FTE telecommunicators needed to staff the police consul at the occupancy rate goal of 50%:

FTE / Hour Needed at 50% Occupancy Rate

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	0.5	0.4	0.4	0.4	0.4	0.4	0.5
1a	0.5	0.4	0.3	0.3	0.3	0.3	0.4
2a	0.4	0.3	0.3	0.3	0.3	0.3	0.4
3a	0.3	0.2	0.2	0.2	0.2	0.3	0.3
4a	0.2	0.2	0.2	0.1	0.2	0.2	0.2
5a	0.2	0.2	0.2	0.2	0.2	0.1	0.2
6a	0.2	0.3	0.3	0.3	0.3	0.3	0.2
7a	0.2	0.3	0.3	0.3	0.4	0.4	0.3
8a	0.3	0.4	0.4	0.3	0.4	0.5	0.4
9a	0.4	0.5	0.4	0.4	0.4	0.5	0.5
10a	0.4	0.5	0.4	0.4	0.4	0.5	0.5
11a	0.4	0.5	0.5	0.4	0.5	0.5	0.6
12p	0.5	0.5	0.5	0.4	0.4	0.6	0.5
1p	0.5	0.6	0.5	0.4	0.5	0.5	0.5
2p	0.5	0.5	0.5	0.5	0.5	0.6	0.5
3p	0.5	0.6	0.6	0.6	0.6	0.7	0.6
4p	0.5	0.7	0.6	0.6	0.6	0.7	0.6
5p	0.6	0.7	0.6	0.6	0.6	0.7	0.5
6p	0.5	0.6	0.6	0.5	0.6	0.6	0.6
7p	0.6	0.6	0.6	0.5	0.6	0.6	0.6
8p	0.5	0.5	0.5	0.5	0.5	0.6	0.5
9p	0.5	0.5	0.5	0.5	0.5	0.6	0.6
10p	0.5	0.5	0.4	0.4	0.5	0.6	0.6
11p	0.5	0.5	0.5	0.5	0.5	0.6	0.6

As the table above indicates, the police console is below 1, even during peak hours. This position should be able to assist the call-takers and adequately complete their main task most of the time. During peak hours, the position would have less ability to assist in this function. However, other positions (the teletype and fire/EMS consuls) could also assist.

The police consul always requires a minimum of 1 FTE despite some hours having a relatively low occupancy rate. This is to account for unanticipated emergencies. For instance, while it may generally be slow at 12 a.m. on a Tuesday, inevitably, major incidents (i.e., shooting, motor vehicle crash with multiple injuries requiring police, fire and EMS, etc.) will occur during this time period. This is one reason the post is fixed.

Finally, while occupancy rates may appear low, this must be adjusted for the hybrid nature of the unit regarding the call-taking function. Call-taking during most of the day would require 2 full-time call-takers. Currently, the unit has only two positions and, even at full

staffing, cannot consistently staff one call-taker on a 24-hour-a-day/seven-day-a-week basis. This means the unit must use its other staff to fill this gap.

The unit should retain 1 FTE minimum telecommunicator on the police consul.

Fire/EMS Dispatch

Fire/EMS telecommunicator availability can be analyzed using the same methodology as police telecommunicators. To accomplish this, the Matrix team utilized a data set containing all calls entered into the CAD system and matched these calls with a second data list that listed call types by primary discipline. All calls with a primary discipline of "Fire" or "EMS" that were entered into the CAD were included in the analysis. The calls occurred between October 2022 and September 2023, so they account for one full year of incidents and only consist of calls that were entered into the CAD. The table below shows the average number of calls dispatched by hour and day:

Weekly Average CFS by Day of Week and Hour of Day

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	0.6	0.4	0.4	0.6	0.4	0.7	0.5
1a	0.7	0.6	0.4	0.2	0.3	0.5	0.7
2a	0.5	0.5	0.3	0.5	0.3	0.3	0.5
3a	0.5	0.4	0.6	0.4	0.5	0.5	0.3
4a	0.4	0.4	0.3	0.3	0.4	0.2	0.4
5a	0.4	0.7	0.6	0.4	0.5	0.3	0.5
6a	0.7	0.8	0.8	0.9	0.7	0.8	0.5
7a	0.8	1.7	1.7	1.8	1.4	1.8	0.7
8a	1.4	1.7	2.3	2.4	2.7	1.6	1.3
9a	1.3	1.7	2.3	2.0	2.4	2.2	1.4
10a	1.4	2.2	2.3	1.9	2.4	2.1	1.3
11a	1.6	2.2	2.0	2.2	1.6	2.2	1.8
12p	1.3	1.8	2.3	2.5	2.2	2.1	1.8
1p	1.5	1.6	1.9	2.0	2.0	2.0	1.5
2p	1.3	1.9	2.0	2.1	2.0	2.3	1.9
3p	1.7	1.9	2.0	2.0	2.2	2.6	1.8
4p	1.5	2.2	2.2	2.1	2.5	2.3	2.0
5p	1.3	2.1	1.8	2.2	2.1	2.4	1.2
6p	1.8	1.8	2.0	2.2	2.2	1.8	1.8
7p	1.2	1.4	1.7	1.6	1.6	1.5	1.5
8p	1.2	1.0	1.4	1.3	1.7	1.5	1.1
9p	0.9	1.0	1.0	1.0	1.1	1.1	1.1
10p	0.8	0.4	0.9	0.7	0.9	0.9	0.9
11p	0.6	0.6	0.8	0.6	0.6	0.6	0.8

The same calculation employed when assessing the police console can be used to develop an average occupancy rate for the fire/EMS console. The table below displays this:

FTE / Hour Needed at 50% Occupancy Rate

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	0.1	0.0	0.0	0.1	0.0	0.1	0.1
1a	0.1	0.1	0.0	0.0	0.0	0.1	0.1
2a	0.1	0.1	0.0	0.1	0.0	0.0	0.1
3a	0.1	0.0	0.1	0.0	0.1	0.1	0.0
4a	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5a	0.0	0.1	0.1	0.0	0.1	0.0	0.1
6a	0.1	0.1	0.1	0.1	0.1	0.1	0.1
7a	0.1	0.2	0.2	0.2	0.1	0.2	0.1
8a	0.1	0.2	0.3	0.3	0.3	0.2	0.1
9a	0.1	0.2	0.3	0.2	0.3	0.2	0.2
10a	0.2	0.2	0.2	0.2	0.3	0.2	0.1
11a	0.2	0.2	0.2	0.2	0.2	0.2	0.2
12p	0.1	0.2	0.2	0.3	0.2	0.2	0.2
1p	0.2	0.2	0.2	0.2	0.2	0.2	0.2
2p	0.1	0.2	0.2	0.2	0.2	0.2	0.2
3p	0.2	0.2	0.2	0.2	0.2	0.3	0.2
4p	0.2	0.2	0.2	0.2	0.3	0.2	0.2
5p	0.1	0.2	0.2	0.2	0.2	0.3	0.1
6p	0.2	0.2	0.2	0.2	0.2	0.2	0.2
7p	0.1	0.2	0.2	0.2	0.2	0.2	0.2
8p	0.1	0.1	0.1	0.1	0.2	0.2	0.1
9p	0.1	0.1	0.1	0.1	0.1	0.1	0.1
10p	0.1	0.0	0.1	0.1	0.1	0.1	0.1
11p	0.1	0.1	0.1	0.1	0.1	0.1	0.1

As the table above indicates, the current staffing of 1 FTE telecommunicator working the fire/EMS console should be sufficient to handle dispatching duties, with some ability remaining to assist in call-taking.

Teletype Dispatch

Unlike the police and fire/EMS functions, teletype lacks a clear metric for assigning workload, such as CAD calls. However, this is also a fixed post, which is staffed regardless of the call load. Using a dedicated teletype position is a common practice in emergency communication units. Dedicating an FTE to this position, which likely plays a

primary role in backing up the call-takers, is reasonable and consistent with industry standards.

Due to the fixed post nature of this position and need to move non-essential radio traffic off the main nets, it is advisable to continue staffing this position.

Line-Level (Telecommunicator and Call-Taker) Staffing

If one looked only at occupancy rates, it may be tempting to assume the unit is overstaffed. However, this is not the case due to the workload requirements of call-taking. It is also important to remember that while taking EMS calls impacts overall operations, a significant portion of the impact is felt during the call-taking process. Thus, having relatively high call-taking workload requirements is expected.

By using the workload assessment for call-taking and combining it with the minimum staffing of one telecommunicator being employed per fixed-post position, it is possible to develop the staffing needs of the unit on a per-hour basis. The table below demonstrates this:

Minimum Staffing by Hour of Day/Day of Week

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
12a	5	4	4	4	4	5	5
1a	5	4	4	4	4	4	5
2a	5	4	4	4	4	4	4
3a	5	4	4	4	4	4	4
4a	4	4	4	4	4	4	4
5a	4	4	4	4	4	4	4
6a	4	4	4	5	5	4	4
7a	5	5	5	5	5	5	5
8a	5	5	5	5	5	5	5
9a	5	5	5	5	5	5	5
10a	5	5	5	5	5	5	5
11a	5	5	5	5	5	5	5
12p	5	5	5	5	5	5	5
1p	5	5	5	5	5	5	5
2p	5	5	5	5	5	5	5
3p	5	5	5	5	5	5	5
4p	5	5	5	5	5	5	5
5p	5	5	5	5	5	5	5
6p	5	5	5	5	5	5	5
7p	5	5	5	5	5	5	5
8p	5	5	5	5	5	5	5
9p	5	5	5	5	5	5	5
10p	5	5	5	5	5	5	5
11p	5	5	5	5	5	5	5

The unit is currently authorized for 19 FTE Telecommunicators. These positions are organized into three platoons, each working 12-hour days from 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. Three platoons are staffed with five telecommunicators, and one platoon is staffed with four telecommunicators. The later platoon has Sunday, Monday, and Tuesday nights off. This aligns with the staffing needs of the unit.

The unit also authorized 4 FTE call-taker positions. These positions typically work 10 a.m. to 6 p.m., 10 a.m. to 8 p.m. or a 2 p.m. to 12 p.m. shift. They also utilize a split shift where the call-taker may be assigned different hours based on workload.

Based on this staffing and shift configuration, the unit should be able to manage its current workload when at authorized staffing. This is due to three reasons. First, the supervisors can backfill when other staff are not available. This allows some flexibility

for unanticipated absences. Second, the call-taker's schedule is very flexible and allows the unit to staff the call-taking function during peak hours more adequately. Third, while this report recommends that the police, fire/EMS and teletype consoles continue to be staffed by a telecommunicator, their low occupancy rate allows these positions to assist in call-taking when the call-takers are unavailable. This also increases the unit's flexibility, particularly as it relates to unanticipated emergencies. In the event the police and fire/EMS nets became simultaneously overloaded with calls, the unit would still have the supervisor and teletype telecommunicator to assist. However, the unit is not fully staffed.

As the table at the beginning of this section shows, the unit is currently staffed with 15 FTE telecommunicators and 2 FTE call-takers. Furthermore, the unit reports difficulty filling these positions. Difficulty in hiring has been a consistent challenge in public safety. This is likely due to a low national unemployment rate and the particular challenges currently faced in hiring for public safety positions.

Regardless of the hiring environment, it is important to fill these vacant positions, as the ability of the unit to function over the long term can be impacted by inadequate staffing. One cost-effective means to improve staffing is to improve recruiting. To help assess the current state of recruiting, the Matrix team requested information from the Communication Unit on their recruiting efforts.

Recruiting

Command staff, particularly the deputy director, appear to be involved in recruiting efforts. This includes developing recruiting material, including multiple fliers and material for social media. Examples of this material were provided to the Matrix team. Based on these interviews and the material provided, it appears that the Communications Unit leadership team is engaged in efforts to improve recruiting.

One potential challenge or opportunity would be to better integrate recruiting for the unit into the city's overall recruiting strategy. It may be possible to leverage other recruiting efforts undertaken by the city to improve the ability of the unit to hire adequate staff.

Another potential solution would be to assess pay and benefits. Based on interviews, it appears that Communication Unit employees have access to mental health and peer-support services. This likely helps reduce attrition, thus reducing the need to recruit, and probably results in healthier and more effective staff. Ensuring that Communications Unit staff retain access to wellness-related programs similar to those available to police and fire personnel is essential.

Another factor to consider is pay. The presence of emergency medical dispatch (EMD) in the Communication Unit adds complexity to the work. It also adds additional stress. This is due to the rigorous auditing process employed in EMD. If the unit cannot achieve something close to fully authorized staffing, it may be advisable to examine the compensation of Communication Unit staff more closely. Based on this analysis, it appears that the current authorized staffing of 1 FTE manager, 1 FTE deputy director, 4 FTE communication supervisors, 19 FTE telecommunicators, and 4 FTE call-takers is adequate.

Recommendations:

Work with other city departments to coordinate and improve recruiting opportunities.

Continue to monitor hiring and, if necessary, reexamine the compensation of telecommunicators and call-takers to ensure the unit can fill vacant positions.

4. Jail

The Jail staff and facility are responsible for the processing and housing of inmates taken into custody by the Broken Arrow Police Department. Jail staff operate a 24/7 facility that is capable of housing inmates for short and intermediate periods of time. The facility has an estimated average daily population of 9-12 inmates. Staffing analysis for personnel not dispatched or managed via CAD or other software can be challenging because of the lack of quantitative data. The analysis used for the Jail was informed by staff interviews and comparison of practices, policies, and procedures against industry best management practices. The below table outlines the number of jail bookings per year for the last five years:

Jail Bookings	
2023	1,803
2022	1,673
2021	1,878
2020	1,814
2019	2,293

(1) Staffing and Roles

A sworn sergeant manages the non-sworn jail supervisors and non-sworn jail officers. The Jail Administrator oversees the Jail budget, scheduling, recruiting and retention, training, and policy review and revision. The Jail Administrator also serves as a defensive

tactics instructor, completes supervisor performance evaluations, and provides weekly reporting to Department leadership. At full staffing capacity, the Jail is staffed by a (1) FTE Jail Administrator, 4 FTE Jail Supervisors, and 14 FTE Jail Officers.

Jail Supervisors are non-sworn personnel that provide line-level supervision of Jail Officers. Jail Supervisors have three distinct responsibilities that are separate from Jail Officers: shift supervision, Jail Officer evaluations, and the completion of personnel journals. Jail Supervisors are considered “working supervisors,” meaning they are also responsible for completing all tasks assigned to Jail Officers. Tasks assigned to Jail Officers are outlined below and may be completed by either Officers or Supervisors.

Jail Officers are non-sworn personnel that provide line-level inmate management, processing, and detention services. Additional duties include booking, meals, inmate checks and monitoring, access control, visitation coordination, property, and facility cleaning.

The Jail is staffed 24/7/365 with a minimum of three personnel including a supervisor. Jail Officers and Supervisors work 12-hour shifts starting at 6 AM and 6 PM. A Training Officer works a fluctuating swing shift to provide training as needed to Jail Officers and Supervisors

(2) Workload and Ability to Meet Unit Objectives

The below sections outline the primary tasks assigned to personnel within the Jail.

Jail Administrator

The Jail Administrator is a sworn Broken Arrow Police Department sergeant assigned to oversee Jail operations and personnel. The workload of the Jail Administrator is outlined in detail below.

- **Personnel Supervision** – The Jail Administrator supervises Jail Supervisors and Jail Officers as it relates to operational and human resources-related matters. This includes supervision of personnel as it relates to inmate and facility operations as well as employee performance.
- **Training** – The Jail Administrator ensures Jail staff are provided with sufficient training to support Jail operations. A Training Officer supports the Jail Administrator in providing training to staff and the Jail Administrator has a secondary function as a defensive tactics instructor.
- **Reporting** – The Jail Administrator provides reporting to BAPD leadership related to inmate incidents, average daily population, and maintenance issues.

- **Scheduling** – The Jail Administrator ensures that a sufficient number of personnel are scheduled to work to provide for safe operation of the facility.
- **Policies & Procedures** – Policies and procedures are reviewed as needed and housed within a jail policy manual. The manual is required by policy to be updated every three years.
- **Budgeting** – The Jail Administrator is tasked with financial and budgetary management of the Jail.
- **Hiring & Recruiting** – The Jail Administrator coordinates with City of Broken Arrow staff to coordinate the hiring and recruitment of personnel to fill vacancies within the Jail.

In the Jail, maintain the current Jail Administrator staffing level of 1 FTE.

Jail Supervisors

Jail Supervisors are line-level supervisors who are expected to complete tasks that are both supervisory and operational. These tasks are outlined below.

- **Shift Supervision** – Oversee facility operations in the absence of the Jail Administrator, direct actions of Jail Officers, and ensure safe custody operations for inmates.
- **Performance Evaluations** – Complete all performance tracking and evaluations related to Jail Officers.
- **Booking Processes** – Ensure all booking and intake procedures are completed accurately and in a timely manner.
- **Meals** – Prepare and provide meals for inmates.
- **Inmate Checks and Monitoring** – Conduct all required inmate checks and ongoing monitoring of inmate activities.
- **Access Control** – Operate physical security features of the facility.
- **Visitation Coordination** – Enable visitation of inmates by outside persons.
- **Property Management** – Maintain storage of the physical property of inmates.
- **Facility Cleaning** – Maintain a high level of cleanliness within the facility.
- **Ad Hoc Assignments** – At the direction of the Jail Administrator, perform ad hoc assignments as requested.

In the Jail, maintain the current staffing of Jail Supervisors.

Jail Officers

Jail Officers are non-sworn, line-level employees responsible for safely operating the Broken Arrow Police Department Jail facility. Where Jail Supervisors are assigned supervisory tasks, Jail Officers do not have any assigned supervisory responsibilities. Their workload is outlined below.

- **Booking Processes** – Complete all booking and intake processes in an efficient and timely manner.
- **Meals** – Prepare and serve meals to inmates.
- **Inmate Checks and Monitoring** – Conduct inmate checks as required and provide continuous facility and inmate monitoring.
- **Access Control** – Operate physical security features of the facility.
- **Visitation** – Enable visitation of inmates by outside persons.
- **Property Management** – Maintain storage of the physical property of inmates.
- **Facility Cleaning** – Maintain a high level of cleanliness within the facility.

The current staffing of the Jail is adequate to meet the current workload.

5. Quartermaster

This position is relatively new to the agency, and its work process is still evolving. The goal of the position is to streamline and regularize agency purchases, manage agency fleet vehicles, and provide oversight of the police portion of responsibilities for agency facilities.

(1) Staffing and Roles

A sworn sergeant currently occupies the Quartermaster with the agency. The position oversees the bulk of the agency's purchasing, is in the process of developing inventory control mechanisms, is in the process of assuming control of the agency fleet, and has a number of ancillary duties (i.e., assisting with facilities maintenance, managing body-worn cameras as a system administrator, etc.). It coordinates with several other city departments (i.e., fiscal/purchasing, facilities, city fleet, etc.).

(2) Workload and Ability to Meet Unit Objectives

As mentioned above this position is relatively new and its responsibilities are evolving. Currently, the position's duties include:

- Requisitions, including working with the city to make most BAPD purchases.
- Inventory, including managing incoming and outgoing equipment, storing equipment, and developing and maintaining storage facilities for unused equipment. The agency utilizes CentralSquare, a public safety software provider, and has access to an inventory component. This reduces startup costs in terms of software, however, confirming and building out the initial inventory is extremely time-consuming.
- Building maintenance, including coordinating with building maintenance to ensure appropriate repairs are conducted, identifying needed repairs, cleaning out old/unused spaces to be repurposed (i.e., as storage facilities, office space, etc.), and conducting minor repairs/maintenance when appropriate.
- Disposing of surplus property, including identifying and disposing of unused property.

The position has been very active initially as it addresses setting up facilities. This includes cleaning and disposing of property that has been unused for an extended period and re-purposing the space it occupied into a more modern storage facility. Developing policies/practices around inventorying, issuing, and reclaiming equipment has also been time-consuming.

These duties will become less time-consuming as policies and practices are developed and as the initial tasks (such as inventorying and, where appropriate, disposing of existing property, setting up storage facilities, etc.) are completed. The agency has plans to utilize this time on additional tasks as it becomes available. These tasks include managing the agency vehicle fleet and inventorying sensitive electronics (i.e., cell phones/sim cards, computers, body-worn cameras, radios, etc.).

Fleet

The Broken Arrow fleet consists of more than 200 vehicles, trailers, and related items of equipment. Currently, the captain of the Support Division manages the fleet with the assistance of the quartermaster. However, as the quartermaster's bandwidth for new projects increases, the position will increasingly take over management of the fleet. Assessing the workload associated with this position is difficult as typical responsibilities

for a fleet manager are dispersed among agency staff. Most vehicles are individually assigned, and a portion of the responsibility for managing them devolves to them.

According to Fleet Cards USA, most businesses start to consider a “fleet manager” at between 25 and 50 vehicles, with 50 vehicles being considered a “small fleet.” However, this does not consider the substantial resources provided by agency personnel and the city regarding fleet management. Given these resources and the fact that the fleet has been managed as an ancillary duty by the division’s captain, it is reasonable to assume that the quartermaster position can take on these duties.

Electronics

Other duties to be assumed include management of many of the agency’s sensitive electronics. This work will include conducting and updating the radio inventory, working with IT to organize agency computers, and evaluating the agency’s use of cell phones. The position will also assist in managing the agency’s body-worn cameras and supporting infrastructure (i.e., charging/downloading stations).

As with agency vehicles, there is considerable supporting infrastructure on the part of the city to assist with this work. That said, having an in-house position at the agency could improve how the agency deploys these assets.

Finally, the position has some overlap with agency wellness in the form of managing the agency’s three weight rooms. With weight rooms at the main police facilities, the jail, and training, this task is not trivial. Given this position’s workload, the current staffing of 1 FTE sergeant is adequate.

6. Records Unit

The Records Unit is responsible for all data entry into the agency’s Records Management System (RMS) and for maintaining records of arrests, local criminal histories, case reports, etc. The unit also handles requests for copies of reports and some Freedom of Information Act requests. Records staff work multiple schedules. However, they are open to the public from Monday to Friday from 8 a.m. to 5 p.m.

(1) Staffing and Roles

Records consist of 1 FTE manager, 3 FTE records clerks, 1 FTE administrative secretary, and 2 FTE body-worn camera (BWC) clerks when fully staffed. One of the records clerks’ positions was approved in July 2023 but was frozen until January 2024.

The manager provides a mix of mid-level and line-level leadership. This includes being a unit manager, overseeing both in-house and detached positions, and directly supervising five direct reports. The position also performs work functions such as processing reports, checking NIBRS, reporting, etc.

Records clerks perform a variety of functions. One position assists the manager with functions such as addressing NIBRS errors, developing reports in the agency RMS (CentralSquare), expungements, etc. The second position reviews open records (not related to BWCs), handles collision and arrest reports, sex offender registration, etc. A third position has recently been added to help address the unit's increasing workload.

The other positions overseen by the manager are distinct from the rest of the unit. This includes the administrative secretary, who works at the agency front desk, scans documents for detectives, coordinates call entry for walk-in visitors who require a police officer's assistance, etc. The BWC clerk maintains BWC records, handles open records requests related to BWC video footage, handles requests for video from prosecuting attorneys and discovery related to BWCs, etc. The position also handles the redaction of video and related functions.

(2) Workload and Ability to Meet Unit Objectives

From a supervisory perspective, the Records manager oversees 5 FTE positions broadly categorized into three areas of responsibility. The primary area of responsibility is managing the Records Unit and the 3 FTE records clerks assigned to that unit. Police records are complex and voluminous, requiring careful attention to detail. This is doubly true due to federal reporting standards and the ongoing transition from the older Uniform Crime Reports (UCR) to the newer and more complex National Incident-Based Reporting System (NIBRS). The second area of focus that overlaps with records is the BWC clerk position. This position maintains BWC records, an activity that overlaps the broader Record's Unit mission. However, the technical nature of much of this work (i.e., redactions and other video-related technical functions) requires a different set of skills. Finally, the administrative secretary, who works at the front desk, is detached but has work, such as scanning documents, etc., that overlaps with records. It also acts as the face of the agency to visitors.

The current staffing of 1 FTE manager position is appropriate. However, the complexity of the work, the number of direct reports, and the fact that this position oversees a variety of functions would argue for a lead-type records clerk position. This position could assist with training and tasks that are more complex and/or require a higher degree of attention to detail.

Records Clerk Workload

Essentially all reporting done by the agency flows through records. This process includes a number of additional tasks, such as addressing NIBRS errors, which account for a significant volume of work. Additional technical tasks are performed by the unit as well. This includes developing reports for the RMS. This kind of complex task could justify a lead records clerk position. Other work includes reviewing open records requests, addressing collision reports, registering sex offenders, and managing incoming arrest reports.

The table below documents major work items performed by the unit in 2022:

Major Work Items - 2022	
Incident/Crime Reports Processed	9,477
Reports Scanned	30,583
Open Records Request	3,577
Digital Photographs Processed	69,073

This volume of work supports the three records clerk positions. Based on interviews, it appears that the manager was spending considerable time assisting with these functions. Having the additional position will allow the manager to focus on supervision.

From a workload standpoint, it is important to note that the agency transitioned from the old Uniform Crime Reporting (UCR) standards to the new National Incident-Based Reporting System (NIBRS) in 2022. The Federal Government is encouraging agencies to make this transition, which will eventually be required. In fact, it was supposed to occur nationally in 2021 but was delayed. This delay resulted from a number of issues ranging from the need for more training to correctly input the more complex data required by NIBRS, to issues with reconfiguring records management systems (RMS).

NIBRS data is much more granular than UCR data, consisting of scores of discrete data points. Relative to the older UCR standard, NIBRS adds 47 more offenses to be tracked and more detailed information regarding each victim, each offender, each arrested subject, and any property stolen or damaged, and links these to each offense. This granularity, while allowing for much more in-depth analysis, greatly increases the work of officers in the field regarding reporting and has almost certainly drastically increased the workload of the Records Unit.

Matrix team members have had significant experience with the UCR to NIBRS transition and are familiar with its impact on records units. Factors such as correcting or assisting in correcting NIBRS errors take considerable time. Likely, much of the bandwidth created

by the new records clerk position will be absorbed either directly in these duties or in conducting other work so more experienced personnel can assist with managing NIBRS.

Finally, while difficult to quantify directly, the fact that Broken Arrow is in both Tulsa and Wagoner counties may increase workload.

Based on these factors, the current authorized staffing of 3 FTE records clerks is appropriate. However, the agency should consider creating a lead records clerk position and reclassifying one position to a lead clerk. This position could handle training, supervise, and be tasked with the more technically difficult portions of the unit's workload.

Body Worn Camera (BWC) Clerk Workload

The BWC clerks are tasked with managing BWC digital evidence. This includes the 44,000 hours of BWC video uploaded by officers in the last year. Tasks associated with these positions include:

- Managing public requests for video.
- Managing requests from the courts and prosecutors for video.
- Redacting and editing video as necessary.
- Coordinating with the agency's legal advisors as necessary.
- Answering phones when available.
- Assisting others in the manager's chain of command as necessary.

These positions must also ensure that the prosecuting attorney receives all appropriate video(s) for every arrest.

This work is costly and time-consuming. To assess the costs and time involved, the Spokane Police Department conducted a 2020 study⁹ of how long it took staff to conduct various aspects of BWC redaction and management. The table below displays the findings of their study:

Redaction Time by Type - Based on Spokane PD study

Redaction Type	Video Time	Average Redaction Time
Targeted video and audio redaction	1 min. per individual or object removed	11 minutes per individual or object removed

⁹ Spokane Body Camera Video Redaction Cost Study. (2020, December). <https://static.spokanecity.org/documents/police/information/redaction-cost-study-body-cam-2020-01-30.pdf>

Targeted video redaction w/o audio redaction	1 min. per individual or object removed	10 min. per individual or object removed
Blackout of screen with audio removed	1 min.	1 min.
Blackout of screen w/o audio removed	1 min.	2 min.

Based on their findings, video and audio redaction takes 11 minutes of work time per 1 minute of video. This form of redaction is likely the most common for most BWC clerks. This means that if an open records request requires one hour of video redaction, it would take 11 hours to complete. The amount of time necessary for these tasks will vary by jurisdiction, but nationally, the trend has been for increased open records requests related to BWC video.

Nearly all agencies with a BWC program utilize at least one FTE to perform work similar to this position. According to a recent 2022 BJA publication,¹⁰ the three most common challenges in digital evidence management identified by agencies surveyed for the article were cost/staff/resources, storage/infrastructure, and video redaction. The BWC clerk positions directly focus on these issues, and its addition is likely essential to the continued success of the agency's BWC program.

Based on the above information, the current staffing of 2 FTE BWC clerks appears appropriate.

Administrative Secretary Workload

This position is located at the agency's front desk. The position answers phones, receives visitors, coordinates call entry (i.e., helping set up the police call) for walk-in visitors who need police assistance, and scans documents for Detectives. The front desk receives approximately 500 visitors monthly and answers approximately 270 phone calls.

While detached, being associated with records is beneficial for the agency. This position, during downtime, can help with tasks that always need to be done, such as scanning documents. Alternatively, when this position is not available, records personnel can help fill this position's functions.

¹⁰ Terpstra B., White, M., Malm, A., Gaub, G., & Uchida, C. (2022). An Examination of Body-Worn Camera Digital Evidence Management (DEM) Strategies. Bureau of Justice Assistance. Retrieved from: <https://bja.ojp.gov/library/publications/examination-body-worn-camera-digital-evidence-management-dem-strategies#:~:text=The%20most%20common%20challenges%20identified,requests%20for%20BWC%20evidence%20footage>.

Finally, this position is functionally a fixed post. Given the volume of visitors, having personnel at the front desk is essential. Employing an administrative secretary for this work, as opposed to a patrol officer, is consistent with best practices. The current structure, where the position is detached from the Records Unit, creates organizational efficiencies.

Based on the above information, staffing this work with 1 FTE administrative secretary is appropriate.

Recommendation:

Reclassify 1 FTE records clerk position to a 1 FTE lead records clerk position to assist the manager in administrative tasks as needed. The unit will then consist of 1 FTE records manager, 1 FTE lead records clerk, 2 FTE records clerks, 2 FTE BWC clerks, and 1 FTE administrative secretary.

4. Headquarters Division

The Headquarters Division consists of Criminal Investigations, Training and Special Operations (Which is Collateral Duty). Criminal Investigations and Training are led by captains.

1. Criminal Investigations

The Criminal Investigations is led by a Captain and is comprised of Criminal Investigations and Special Investigations. Criminal Investigations includes the computer laboratory and the crime laboratory. Criminal Investigations staff is comprised of a combination of sworn and non-sworn personnel.

2. Investigations Workload Analysis

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

(1) Caseload Data

BAPD provided the project team with a spreadsheet from their records management system (RMS) database that is used for tracking investigative caseloads. The dataset included case from October 1st, 2022, to September 30th, 2023. This database was used to determine workloads for assigned detectives in the following sections.

(2) 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 BAPD 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 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, 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 BAPD Data: 296 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 are completed while on-duty and not on overtime.

Estimated: 90-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.

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: 314 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:
1,260 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	- 296
On-Duty Training Hours	- 90
On-Duty Court Time Hours	- 120
Administrative Hours	- 314
Net Available Hours Per Detective	= 1,260

Overall, the detective has approximately 1,260 net available hours per year, representing the total time in which they are able to conduct investigations. 1,260 net available hours

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

3. 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 factor 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 each case type.

(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	40 hours	100%
Social Media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	60 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspect 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, write reports.	20 Hours	100%
Consult with DA	Conduct follow up, 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 not all investigative hours will be worked by a single detective (These are hours for 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.

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.

(2) 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 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.	17 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	17 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	15 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspect 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, report writing.	10 hours	10%
Consult with DA	Conduct follow up, write additional reports.	1 hours	20%
Total	<i>If all tasks completed:</i>	101.0 hours	
	<i>On average:</i>		30.6 hours

This list is not all inclusive and does not contain all the elements of an investigation and not every case will have 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 for how often each subtask is completed, each solvable case equates to an average of approximately **30.6 hours**.

(3) 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 less 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:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to 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.	12 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 suspect 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.	6 hours	100%
Suspect	Interview(s), including report writing.	6 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	40%

Processes Involved	Approximate Time	% of Time Completed
Consult with DA	Review case, perform follow up, includes report writing.	1 hours
Total	<i>If all tasks completed:</i>	<i>81.0 hours</i>
	<i>On average:</i>	<i>36.6 hours</i>

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 **36.6 hours** per solvable case.

(4) Internet Crimes Against Children (ICAC)

Internet Crimes Against Children are complex investigative cases which rely heavily on digital forensic evidence that requires unique processes. These cases are treated more seriously by the judicial system; they tend to have less 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 approximate investigative time for ICAC investigations:

Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours
Video	Review of video recovered from scene and BWC, report writing.	4 hours
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours
Location Data	Warrants/subpoenas, including submission and report.	20 hours

	Processes Involved	Approximate Time	% of Time Completed
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, 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, report writing.	4 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	4 hours	10%
Total	<i>If all tasks completed:</i>	86.0 hours	
	<i>On average:</i>	44.4 hours	

This list is not all inclusive and does not contain all elements and not every sex assault case will have 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.

(5) Burglary / Property Crime

Burglary / Property Crimes are typically less complex investigative cases than person crimes and generally require less investigative time or resources. These cases are treated less seriously by the judicial system, and they tend to have less witnesses. The following chart describes approximate investigative times for Burglary / Property Crimes:

Processes Involved	Approximate Time	% of Time Completed
DNA	2 hours	20%
Crime Scene Material	2 hours	20%
Cell Phones	8 hours	50%
Video	6 hours	50%
Social Media/ Elec. Records	6 hours	30%
Location Data	20 hours	40%
Surveillance	10 hours	20%
Victim / Witness Interviews	1 hours	50%
Suspect Interview	1 hours	50%
Jail Call Monitoring	2 hours	10%
Consult with DA	1 hours	10%
Total	<i>If all tasks completed:</i>	<i>59.0 hours</i>
	<i>On average:</i>	<i>20.9 hours</i>

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 **20.9 hours** per solvable case.

(6) Financial Crimes

Financial crimes are exceedingly difficult cases 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. 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:

	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, 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	<i>If all tasks completed:</i>	<i>56.0 hours</i>	
	<i>On average:</i>	<i>29.6 hours</i>	

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.

(7) 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 approximate workload times for these cases:

Processes Involved	Approximate Time	% of Time Completed
DNA	2 hours	20%
Crime Scene Material	2 hours	10%
Cell Phones	4 hours	50%
Video	2 hours	100%
Social Media/ Elec. Records	4 hours	20%
Surveillance	2 hours	20%
Victim / Witness Interviews	2 hours	100%
Suspect Interview	2 hours	50%
Jail Call Monitoring	2 hours	10%
Consult with DA	1 hours	10%
Total	<i>If all tasks completed:</i>	<i>21.0 hours</i>

Processes Involved	Approximate Time	% of Time Completed
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.

(8) Missing / Runaway

Missing / Runaway cases typical involve interviewing reporting party, 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**.

(9) 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. This can include assisting with a cell phone download, social media, or open sources 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**.

(10) Inactive / Suspended / Other / Traffic

Inactive / Suspended / Other are cases that are assigned, reviewed, and may include some investigative work such as follow up calls with victims or witnesses, retrieval of evidence / video but are not completed investigations due to lack of victim cooperation or additional leads. These cases can take .5 to 3 hours of work even though they don't result in a case being closed without prosecution referral.

3. Caseload Workload Hours Analysis by Unit

To determine the caseload the project team reviewed the total number of assigned cases per unit and then sorted the cases by case type. Using the caseload hours by case type the total caseloads per work unit were then calculated.

(1) Criminal Investigations

Criminal investigations conduct follow up investigations on incidents reported to patrol. The cases in this caseload only includes cases that patrol officers could not resolve or fully investigate while on the call or there was additional follow up that could not be completed on shift. To simplify the analysis similar case types were combined. Criminal Investigations consists of 2 sergeants, 14 detectives, 3 Crime Scene Investigators (Civilian) and 1 Computer lab detective. The following cases were assigned to general crimes in 2022:

2022- 2023 Caseload

Case Type	Number	Hours	Total
ABUSE/SEXUAL ABUSE OR EXPLOITATION OF A VULNERABLE ADULT	4	22.6	90.4
ACQUIRE PROCEEDS FROM DRUG ACTIVITIES	2	6	12
AGGRAVATED TRAFFICKING OF ILLEGAL DRUGS	3	6	18
ALLOW DOMESTIC ANIMALS TO RUN AT LARGE	1	4	4
ALTERATION OF PRESCRIPTION OR UNLAWFUL DISPENSING OF DRUGS	1	6	6
ANIMAL AT LARGE	2	4	8
ARSON THIRD DEGREE	1	22.6	22.6
ASSAULT AND BATTERY	72	22.6	1,627.2
ASSAULT AND BATTERY ON POLICE OFFICER	2	4	8
ASSAULT AND BATTERY WITH DEADLY WEAPON /DANGEROUS WEAPON	11	22.6	248.6
ATTENDED DEATH	1	22.6	22.6
BIGAMY	1	22.6	22.6
BIOCHEMICAL ASSAULT	1	22.6	22.6
BLACKMAIL	2	4	8
BREAKING AND ENTERING (ALL OTHER)	11	16.9	185.9
BURGLARY	62	16.9	1,047.8
BUY/PROCURE/POSSESS CHILD PORNOGRAPHY	2	44.4	88.8
BUY/SELL/DISTRIBUTE OBSCENE MATERIAL OR CHILD PORNOGRAPHY	1	44.4	44.4
CALLING 911 WITH FALSE ALARM	1	4	4
CARRY OR POSSESS FIREARM BY ADJUDICATED DELINQUENT	1	4	4
CHANGING LANES UNSAFELY	2	1	2
CHILD ABUSE / NEGLECT / SEX ABUSE	47	26.6	1,250.2
COMMUNICATION OF FIGHTING WORDS	2	4	8
CONTRIBUTING TO DELINQUENCY OF MINOR	2	22.6	45.2
CRUELTY TO ANIMALS	5	4	20
CULTIVATION OF CONTROLLED DANGEROUS SUBSTANCE	1	6	6
CURFEW FOR MINORS	1	1	1

DAMAGING, TAMPERING W/ UTILITY PROPERTY	1	16.9	16.9
DEFRAUDING HOTEL/INN OR RESTAURANT	3	4	12
DESECRATION OF A HUMAN CORPSE	1	22.6	22.6
DESTRUCTION PUBLIC/PRIVATE PROPERTY	40	4	160
DISCHARGING FIREARM IN CITY	3	4	12
DISORDERLY CONDUCT	8	4	32
DISRUPT/PREVENT/INTERRUPT EMERGENCY TELEPHONE CALL	5	4	20
DISTRIBUTE TOBACCO OR VAPOR PRODUCTS / SAMPLES TO PERSON UNDER 18	1	1	1
DISTRIBUTION OF CONTROLLED SUBSTANCE TO MINOR/SOLICITS USE OF MINOR	1	1	1
DISTURBING THE PEACE	3	4	12
DOMESTIC ASSAULT AND BATTERY (SIMPLE)	95	8.7	826.5
DOMESTIC ASSAULT AND BATTERY (FELONY)	35	22.6	791
EMBEZZLEMENT OF BANK FUNDS	2	29.6	59.2
EMBEZZLEMENT OF PROPERTY	10	16.9	169
EMERGENCY PROTECTIVE ORDER (No Suicide Attempt)	3	4	12
ENGAGE IN FRAUD OR DECEIT	1	29.6	29.6
EXPLOITATION OF AN ELDERLY PERSON OR DISABLED ADULT	4	22.6	90.4
EXTORTION BY THREATENING LETTER	1	22.6	22.6
EXTORTION INDUCED BY THREATS	2	22.6	45.2
FAILURE TO REGISTER AS SEX OFFENDER	1	4	4
FAILURE TO RESTRAIN DANGEROUS DOG	1	4	4
FALSE DECLARATION OF OWNERSHIP IN PAWN SHOP OVER 1000	4	4	16
FALSE IMPERSONATION OF PUBLIC OFFICIAL OR LAW ENFORCEMENT OFFICER	1	4	4
FALSE PERSONATION OR IMPERSONATE ANOTHER IN MARRIAGE	1	4	4
FALSE PERSONATION OR IMPERSONATING ANOTHER FOR BAIL OR SURETY	2	4	8
FALSE REPRESENTATION TO OFFICER	1	0.5	0.5
FALSE/ BOGUS CHECK	1	4	4
FALSELY PROCURING ANOTHERS SIGNATURE	1	4	4
FELONY VALUE - FALSE PRETENSE/BOGUS CHECK/CON GAME	7	4	28
FIELD INTERVIEW REPORT	29	1	29
FINANCIAL ABUSE OR NEGLECT BY CARETAKER	3	29.6	88.8
FIRST DEGREE MURDER	5	276	1380
FIRST DEGREE MURDER CASE ASSIST*	5	160	800
FIRST DEGREE ROBBERY	1	22.6	22.6
FORGERY II / FORGERY III	1	29.6	29.6
FUGITIVE FROM JUSTICE - GOVERNORS WARRANT	1	0.5	0.5
GRAND LARCENY	33	16.9	557.7
HARASSING PHONE CALLS	7	4	28
HARBORING A VICIOUS ANIMAL (BITE)	7	4	28
HARMFUL DECEPTION	1	4	4
IDENTITY THEFT	28	16.9	473.2
INDECENT EXPOSURE	3	22.6	67.8
INTERFERING WITH 911 EMERGENCY CALL	2	4	8
INTIMIDATE OR THREATEN STATES WITNESS	1	22.6	22.6
KIDNAPPING	9	22.6	203.4
KIDNAPPING; RAPE FIRST DEGREE	1	22.6	22.6

LARCENY	79	16.9	1,335.1
LEWD OR INDECENT PROPOSALS OR ACTS TO CHILD	23	26.6	611.8
LITTERING/ POSTING NOTICES PROHIBITED	1	1	1
LOST / FOUND PROPERTY	8	4	32
MAKE OR DISTRIBUTE TYPES OF OBSCENE MATERIAL OR CHILD			
PORNOGRAPHY	2	44.4	88.8
MALICIOUS INJURY OR DESTRUCTION OF PROPERTY MORE THAN			
1000	25	4	100
MINOR IN POSSESSION ALCOHOL	3	4	12
MISDEMEANOR VALUE - FALSE PRETENSE/BOGUS CHECK/CON GAME	3	4	12
MISSING PERSON	1	3	3
NEGLECT OF A VULNERABLE ADULT	1	22.6	22.6
NO RABIES VACCINATION	3	4	12
NO VALID DRIVERS LICENSE	3	0.5	1.5
NONCONSENSUAL DISSEMINATION OF PRIVATE SEXUAL IMAGES	1	44.4	44.4
OBSCENE LANGUAGE	1	4	4
OBSCENITY/HARASSMENT BY TELEPHONE OR OTHER ELECTRONIC			
COMMUNICATION	15	4	60
OBSTRUCTING OFFICER	7	4	28
OBSTRUCTING OFFICER; DUI/APC - DRIVE UNDER THE INFLUENCE OF			
ALCOHOL	1	4	4
OBSTRUCTION OF INVESTIGATION	4	4	16
OBTAIN BY PROPERTY TRICK OR DECEPTION	11	16.9	185.9
OBTAIN CONTROLLED DANGEROUS SUBSTANCE BY FORGED			
PREScription	1	6	6
OBTAINING MONEY OR PROPERTY WITH FALSE NEGOTIABLE PAPER	1	16.9	16.9
OBTAINING MONEY/PROPERTY OR SIGNATURE UNDER FALSE			
PRETENSES	45	16.9	760.5
OBTAINING REFUND BY FALSE INFORMATION	1	4	4
PEEPING TOM	3	22.6	67.8
PETIT LARCENY	143	6	858
PLAN/ATTEMPT/CONSPIRE TO PERFORM ACT OF VIOLENCE	1	4	4
POINTING FIREARM	7	22.6	158.2
POSSESS OR USE LOST CREDIT CARD	1	4	4
POSSESS/USE/MANUFACTURE OR THREATEN TO USE INCENDIARY			
DEVICE OR EXPLOSIVES	2	22.6	45.2
POSSESSION OF CONTROLLED SUBSTANCE	5	6	30
PREPARE OR DISTRIBUTE OBSCENE MATERIAL OR CHILD			
PORNOGRAPHY	1	44.4	44.4
PRISONER PLACING BODY FLUID ON GOVERNMENT EMPLOYEE	1	4	4
PROCURE MINOR IN CHILD PORNOGRAPHY	1	44.4	44.4
PROTECTIVE ORDER VIOLATION	114	4	456
PUBLIC INTOXICATION	2	4	8
PUBLISH OR DISTRIBUTE OBSCENE MATERIAL	1	4	4
PURCHASE OR DISPLAY FALSE IDENTIFICATION	1	4	4
RAPE / SEX ASSAULT	30	26.6	798
RECEIVE MONEY OR PROPERTY BY IMPERSONATING ANOTHER	1	4	4
RECKLESS CONDUCT WITH FIREARM	3	4	12
RECOVERY OF STOLEN PROPERTY	4	4	16
RUNAWAY	5	4	20
SELL OR FURNISH ALCOHOL TO PERSON UNDER 21	1	4	4

SHOOTING WITH INTENT TO KILL	1	22.6	22.6
SLANDER	1	4	4
STALKING	9	6	54
SUICIDE	3	22.6	67.8
TAKING OR RECEIVING TAKEN CREDIT CARD	2	4	8
THREATEN TO PERFORM ACT OF VIOLENCE	46	4	184
THREATS BY TELEPHONE OR OTHER ELECTRONIC COMMUNICATION	20	4	4
TRAFFIC CITATION	19	0.5	9.5
TRAFFIC CRIME	39	6	234
TRAFFICKING NARCOTICS	3	6	18
TRANSMISSION OF CHILD PORNOGRAPHY	2	44.4	88.8
TRESPASSING	13	4	52
TRUANCY	1	4	4
UNATTENDED DEATH	16	22.6	361.6
UNAUTHORIZED USE OF A MOTOR VEHICLE - UUMV	9	16.9	152.1
UNAUTHORIZED USE OF CREDIT OR DEBIT CARD	45	16.9	760.5
UNLAWFUL DEPOSIT ON PROPERTY	1	4	4
UNLAWFUL MINOR FIREARM POSSESSION OR ALLOWING OF POSSESSION OF FIREARM BY MINOR	1	22.6	22.6
USE OF FIREARM WHILE COMMITTING A FELONY	1	22.6	22.6
UTTERING FORGED INSTRUMENTS	11	26.6	292.6
VEHICEL IMPOUND	1	1	1
VERBAL ABUSE BY CARETAKER	2	22.6	45.2
VIOLATION OF OKLAHOMA COMPUTER CRIMES ACT	2	22.6	45.2
WARRANT FOR OTHER AGENCY	6	1	6
WILLFULLY POISONING ANIMAL	1	22.6	22.6
Total	1,440		19,439

As the table above indicates, the caseload assigned represents approximately 19,439 hours.

(2) Summary of Workload Hours

As mentioned above, Investigations is currently made up of 2 sergeants and 14 detectives. Using the previous calculation of net available caseload hours and total 2022 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours	19,439
Divided by total net available hours for 1 detective (1,260)	÷ 1,260
Number of Detectives Needed	= 15.42

As the table indicates the number of detectives recommended to work the assigned caseload hours assigned is 15.42 and there are a total of 14 detectives currently

assigned. The caseload assigned is greater than the number of detectives assigned. A total of 16 detectives are needed to work the assigned caseload. This is an increase of 2 detectives.

Recommendation:

Add 2 detectives for a total of 16 detectives and 2 sergeants assigned to investigations.

4. Crime Laboratory

The crime laboratory consists of 3 crime scene investigators who respond to crime scenes to document and process evidence. Crime Scene Investigators work a 4-10 schedule covering 5 days a week and are on call.

The number of call outs or crime scene responses per year is not currently tracked. However, there were over 2,100 Part 1 crimes (the most serious) reported in 2022 which equals approximates 7 per day. Crime scene investigators also respond some lower level crimes as workloads permit. They lift prints, recover DNA and video, take digital images, and recover evidence. The unit send prints and DNA off to the state lab for processing. Tracking performance measures is useful for gauging the overall workload and in making staffing adjustments. Performance could include the number of scenes processed, evidence recovered or processed. With current staffing and limited hours crime scene investigators are limited in call response except serious felonies which they do respond to including after hours. Adding an additional crime scene investigator would allow additional crime scene response and increase evidence recovery.

Recommendations:

Add one crime scene investigator for a total of 4 assigned to the crime lab.

Track performance measures for crime scene investigators.

5. Computer Lab

The computer lab consists of 1 detective who conducts forensic examinations of digital devices and performs data extractions from mobile devices. The number of devices examined or tasks performed is not tracked. There is a reported backlog of devices to be examined or downloaded. Tracking performance measures is useful for gauging the overall workload and in making staffing adjustments. Performance could include the number of devices examined or downloaded and backlog if any. Cell phones are ubiquitous at crime scenes and they are often used to facilitate crime or contain evidence that can be used to further investigate crime.

The BAPD is limited in how many phones they can process by having only one detective responsible for all cell phone downloads. Adding additional staff that can assist with downloading cell phones would increase capacity and could increase turnaround time especially if additional coverage hours are added. The crime scene investigators could be trained to assist with cell phone downloads and could provide coverage when the detective is unavailable.

Recommendations:

Train crime scene investigators to be able to process more cell phones to assist the detective in the computer lab.

Track performance measures for the computer lab.

6. Spans of Control

As mentioned previously the criminal investigations section consists of 2 sergeants and a total of 18 staff (Detectives and Crime Scene Investigators) with each sergeant supervising 9 direct reports. The International Association of Chiefs of Police among others recommends a span of control 9 direct reports per supervisor for patrol operations. This principle generally applies to other units as well for the same reasons, ability directly supervise, keep apprised of issues, mentoring and training of personnel. Criminal investigations is currently at the high end of span of control and with the two additional detectives recommended the span of control would be exceeded.

Adding a third sergeant with the additional recommended staff would reduce the span of control from 1 supervisor to 7 direct reports. The additional sergeant could be placed in charge of the crime scene investigators and the computer lab.

Recommendations:

Increase the number of sergeants assigned by 1 for a total of 3 sergeants assigned to investigations.

Assign the additional sergeant position over the crime lab and computer lab.

7. Special Investigations Unit

The special investigations unit conducts proactive investigations and assists criminal investigations with apprehensions. The unit is comprised of 1 sergeant and 6 officers. 4 officers focus on local crime issues and 2 are assigned to the DEA TF working on regional narcotic investigations. They also serve on the U.S. Marshal's Violent Crimes Task Force.

The unit does not track performance as many of their activities involve other units or task forces. Tracking performance measures is important because can help identify resource needs.

Interviews indicate the unit is able to respond to investigate most complaints received. They are also able to assist detectives with apprehensions. Current staffing is adequate to proactively address narcotic and vice issues in the city.

8. Training

The training section is responsible for providing academy and continuing education for department members. Training consists of the captain, 1 sergeant and 3 officers. Training runs a 27 week academy for new officers, coordinates and conducts Inservice training and continuing education. Training is conducted using inhouse (collateral duty) officers and some outside instructors.

New hire officers receive 970 hours of training of training and tenured officers average 78 hours of training annually. The training unit or department instructors are able to provide approximately 95% of all training. As noted already the training unit is responsible for providing the department's yearly in-service training, facilitating academies for new police academy graduates, managing the department's field training officer program, and active shooter training. All in-service training meets The Council on Law Enforcement Education and Training (CLEET) standards. The unit provided 17,691 hours of instruction to the department in 2022.

To determine training unit staffing needs, it is important to develop a complete understanding of the unit's workload. This workload includes various administrative duties associated with department's training program management, training course curriculum development, training unit instructor hours, and other administrative duties.

The unit reports they are able to meet training requirements with existing staff using collateral duty instructors except for some administrative tasks for which they rely on an Administrative Assistant in the Chief's office. These tasks include training record data entry which is required for certification. Additionally, the unit is responsible for ordering equipment (for officers), maintaining the range, firearms, ammunition, sighting optics and lights, maintaining facilities, technology, and online learning. The department shares training facilities with the fire department, though not a staffing issue, it does present a scheduling issue because the facilities are shared.

Adding an administrative assistant to the training unit would reduce administrative duties from the instructors, allowing them focus on delivering and developing training. The

administrative assistant could assist with scheduling training, be a primary point of contact for the unit to answer questions, assist with issuing equipment, coordinating billing and inventory and complete data entry for training records.

Recommendations:

Add an administrative assistant to the training unit.

5. Administrative Division

The Administrative Division is led by a Captain and comprised of the Office of Professional Standards, Planning and Research, Property Room, and Public Relations Unit. The Administrative Division is staffed with both sworn and non-sworn personnel.

1. Office of Professional Standards

The Office of Professional Standards is staffed with the Administrative Division Captain and one Sergeant. The captain provides Administrative Division oversight and is responsible for conducting internal employee investigations as needed. The Administrative Division Captain works Monday through Friday, 8am – 4pm. The Sergeant manages the department's accreditation and supervises the Planning and Research Specialist and the Property Room Supervisor. The Sergeant works Monday through Thursday, 7am – 5pm.

(1) Workload and Ability to Meet Unit Objectives

The Office of Professional Standards is responsible for conducting internal employee investigations. All formal employee complaints are forwarded to the Office of Professional Standards before being submitted to the Chief's Office for assignment. Formal complaints are assigned to either the Professional Standards Captain or the employee's Watch Commander for investigation.

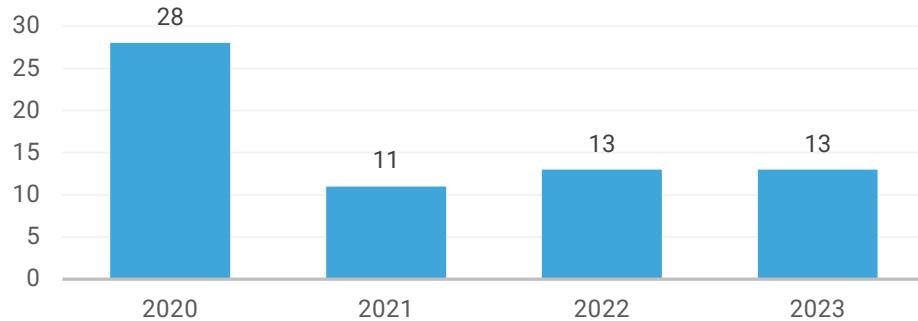
The following table illustrates the total number of complaints investigated by the Professional Standards Captain 2020 through 2023:

Professional Standards Investigations

	2020	2021	2022	2023
Administrative Investigations	23	11	11	10
Internal Investigations	5	0	2	3
Total	28	11	13	13

Although a 54% decrease in investigations occurred from 2020 through 2023, total investigations have remained relatively even since 2021. The following chart displays this same information graphically:

Professional Standards Investigations



(2) Workload Analysis

In reviewing Professional Standards and 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 performance metric designed 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%

Common Tasks	Processes	Avg. Time	% of Cases
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 details the associated work hours:

2023 Workload Hours

	Number	Investigative Hours	Total Hours
Total Investigations	13	49	637

As depicted above, the total number of workload hours in 2023 is 637 hours. 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 1 part-time investigative position is needed. The following table illustrates this calculation process:

Calculation of Investigator Staffing Needs

Total caseload hours		637
<i>Divided by total net available hours for 1 Investigator</i>	÷	1,720
Total Number of Investigators Needed	=	.37

This investigative position is currently assigned to the Administrative Division Captain who also has various management and oversight responsibilities of the Division.

(4) Office of Professional Standards 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, to include anonymous complaints. Although the Broken Arrow Police Department does investigate all employee complaints, including anonymous complaints, this should be stated on the department's website.

In order to promote transparency within the department and community, a yearly Internal Affairs report should be drafted. This report should include statistical summaries, including total number of complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate. This annual report should be placed on the department's website for both community members and employee review. The department's website should also be updated to include citizen complaint procedures, Professional Standards Unit responsibilities, and allow for submission of a citizen complaint / employee compliment.

The United States Department of Justice recommends a compliance audit process in order 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 Broken Arrow Police Department does not currently have a complaint audit process.

(5) Employee Early Intervention System

The Broken Arrow Police Department has an established Early Intervention System (EIS) and policy in order to track employee data which assists in identifying personnel and performance related issues. An EIS system is used to set certain performance related threshold alerts which range from remedial training, policy review, coaching and

counseling, and personal improvement plans. Police organizations typically track several different categories with pre-determined thresholds, to include the following:

- Uses of force
- Vehicle pursuits
- Vehicle crashes
- Citizen complaints
- Administrative internal investigations
- Personnel performance actions
- Reprimands / discipline
- Sick time usage
- Lawsuits
- Traumatic incidents

The use of an Early Intervention System can assist in identifying issues early and provide employees with resources which may be needed to correct performance issues. Such systems are important in providing employees with supportive resources. The goal of such systems are supportive in nature, not disciplinary. The Broken Arrow Police Department's Early Intervention System policy was not made available to the project team for review.

Recommendations:

Create an Office of Professional Standards compliance audit process to ensure the current employee complaint reporting system functions as designed.

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

Ensure the Early Intervention System (EIS) tracks all pertinent thresholds to identify employee issues early and provide employees with resources necessary to correct performance related issues.

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

Place all department policies and procedures on the department's website.

(6) Professional Standards Unit Sergeant

As previously mentioned, the Professional Standards Unit Sergeant is responsible for first-line supervision of the Property Room Supervisor and Planning and Research Specialist. Other assigned duties include managing the department's accreditation program and other administrative tasks such as researching / updating department policies and directives.

The Broken Arrow Police Department is accredited through the Oklahoma Law Enforcement Accreditation Program. To be accredited, the department must meet 195 various accepted minimum standards and best practices for efficient and effective operations. Standards are grouped into three major categories: administration, operations, and personnel. The following table illustrated various tasks assigned in 2023:

2023 Professional Standards Partial Task List

Task	Total
Policy Update	15
Operation Manuals / Forms Update	7
NIBRS / Crime Stat collection	1
Property Room Task	3
Award Nominations	38
Tech Support	6
Collision Review Board Meeting (<i>BAPD-involved collisions</i>)	51

As illustrated above, 15 policy updates and 38 award nominations were completed in 2023. The PSU sergeant also oversaw 51 employee-involved collisions in the review board meeting that they led.

(7) Civilianization of Accreditation Manager Position

Accreditation Managers play a vital role in a department's continued accreditation. Given the nature of tasks, a manager should be able to commit to the assignment long-term, have a broad understanding of the police organization and its capabilities, excellent writing and communication skills, and have the authority to delegate certain assignments as needed. These requirements can be met through the use of a non-sworn employee.

Historically, law enforcement agencies were organized so that nearly all functions were performed by sworn police officers. Many departments now employ a significant number of non-sworn employees to provide support to police operations. Advantages of non-sworn employees include the following:

- Free up time for sworn police officers to complete tasks associated with crime prevention and reduction, including community policing.
- Non-sworn employees have skills more appropriate for immediate tasks.
- The cost of non-sworn personnel are less than sworn personnel.
- Promote improved community relations and assist with police legitimacy.

While much public discussion centers on achieving ways to increase the supply of police officers to effectively meet the demand for police services, it is also important to consider alternative ways to manage that demand.

As well as performing accreditation manager tasks, the Professional Standards Unit Sergeant supervises the Property Room Supervisor and Planning and Research Specialist. While the accreditation manager is a title only, the department should alter this position to a non-sworn supervisor position with first-line supervision responsibilities of the Planning and Research Specialist. The new non-sworn Accreditation Manager and Property Room Supervisor should then report directly to the Administrative Division Captain.

Recommendations:

Maintain the current staffing of 1 Professional Standards sergeant.

Create a non-sworn Accreditation Manager position to assume department accreditation duties and first-line supervision responsibilities of the Planning and Research Specialist.

2. Planning and Research

The Planning and Research Specialist is supervised by the Professional Standards Unit Sergeant and works Monday through Friday, 7am – 4pm.

(1) Workload and Ability to Meet Unit Objectives

The Planning and Research Specialist conducts crime analysis and manages the department's grant program. Assigned tasks include the following:

- Research grant funding sources, write and submit proposals.
- Develop / assist in administrative areas of responsibility including budget, public information, education and outreach programs.
- Prepare grant reports and complete reimbursement requests.
- Maintain monthly grant expenditures and budget.

- Prepare grant award agreements with recipient agency / monitor compliance.
- Collect data / establish system of dissemination of crime trends and patterns.
- Prepare / present grant project reports.
- Coordinate assigned services and project activities with external and internal audiences.
- DVIS campaign member / attend associated meetings.
- Conduct analysis of CFS workload and response.
- Conduct evaluative research / analysis of department programs, policies, and initiatives. Develop new programs.
- Collate, conceptualize, convert raw data to valid criminal intelligence information.
- Monitor / develop data tracking matrices and association matrices; prepare visual investigation analysis, link analysis, and financial analysis; prepare graphs / charts for presentation.
- Prepare various reports for City Council and other City entities.
- Administrator on various department social media accounts.
- Build reports and provide monthly, quarterly, bi-annual, and annual crime statistical reports to Command Staff and Patrol.

(2) Crime Analysis

As illustrated in the above assigned tasks, the Planning and Research Specialist plays a key role in the department's mission of preventing and reducing crime. This role includes assisting in solving crimes, developing effective strategies and tactics to prevent future crimes, finding and apprehending offenders, optimizing internal operations, detecting and solving community problems, and planning for future resource needs.

The following table illustrates various statistical reports created and published by the Planning and Research Specialist:

Monthly Statistical Reports

Report Type	# Reports
Auto burglary	12
Benchmark	12
Burglary	12
CFS	12
Vehicle collision	12
Domestic violence CFS	12
Protective order CFS	12
Homicide	12
Hotel	12
Mental health	12
Crime report	12
Narcan usage	12
Neighborhood	12
OHSO	12
Overdose death	12
Response time	12
Robbery	12
Sex crime	12
Stolen vehicle	12
Violent crime	12
West side crime	12
Yearly crime	1
Other ad hoc report requests	27
HOA/Crime prevent report requests	22
Total Number of Reports	302

As illustrated above, the Planning and Research Specialist created and published 302 various statistical reports in 2023. The following table illustrates various statistical report averages in 2023:

Statistical Reports Averages

	2023	Monthly Avg.	Weekly Avg.	Daily Avg.
Total Reports	302	25.17	5.81	.83

As illustrated above, on average, the Planning and Research Specialist created and published approximately 6 various statistical reports during each week in 2023.

When analyzing positions such as a Crime Analyst, both a performance based, and workload-based approach can be used to assist in determining staffing needs. A performance-based approach uses performance measures such as total completed statistical report requests and other assigned work, as well as quality of completed work product.

Time to create and publish each statistical report listed above is not tracked and varies depending on a variety of factors such as data collection, data analysis, and report publishing which makes workload analysis difficult. For workload analysis assumption purposes, an average report completion time of two hours and four hours is considered.

Calculation of Statistical Report Completion Time

Total statistical reports		302
120 minute completion time	x	120

$$\text{Total completion time} = 36,240 \text{ (604 hours)}$$

Total statistical reports		302
240 minute completion time	x	240

$$\text{Total completion time} = 72,480 \text{ (1,208 hours)}$$

As illustrated above, a 2 hour completion time results in a total of 604 hours of total report workload. A 4-hour completion time results in 1,208 hours of total report workload.

The base number of hours in an employee's work year is 2,184. After accounting for vacation, sick leave, and other absences from work a figure of 1,720 hours is typically more appropriate. Assuming a 2-hour completion time, a total of 1,116 hours remained to complete other assigned tasks. Assuming a 4-hour completion time, a total of 512 hours remained. The following table illustrates this calculation process:

Calculation of Workload Hours

Average yearly workhours		1,720
<i>2 hour completion time</i>	-	604
Total remaining hours	=	1,116 hours
Average yearly workhours		1,720
<i>4 hour completion time</i>	-	1,208
Total remaining hours	=	512 hours

The International Association of Crime Analysts recommends at least one Crime Analyst for every 1,800 NIBRS Group A crimes. The below table illustrates NIBRS Group A crimes 2021 – 2022 (obtained from the Federal Bureau of Investigation Crime Data Explorer):

Broken Arrow Police Department NIBRS Group A Crimes

Group A Crimes	2021	2022	2 Year Avg.
	2,364	2,116	2,240

As illustrated above, on average, the Broken Arrow Police Department received 2,240 reported NIBRS Group A crimes each year during this 2 two year period. Placing the department slightly below current International Association of Crime Analysts minimum staffing recommendations.

(3) Grant Management

As previously illustrated, the Planning and Research Specialist is responsible for a variety of various tasks in managing the department's grant program. Below is the current list of Broken Arrow Police Department grant awards:

- Oklahoma Highway Safety Office Enforcement Grant
- Oklahoma Highway Safety Office Motorcycle Safety Grant
- Victims of Crime Act (VOCA)
- Edward Byrne Memorial Justice Assistance Grant
- Safe OK Grant
- Walmart Grant

The current Planning and Research Specialist has been assigned to the position for approximately three years. The following table illustrates various grant management performance measures while in this position:

Grant Management Performance Measures

3 Year Period	Submissions	Awards	Win %	Total Amount
	16	12	80%	\$329,429

As illustrated above, a total of 16 grants have been researched and applied for (1 grant currently in grant submission process). Out of the 15 grants, the department has been awarded 12, accounting for an 80% success rate.

Using a workload-based approach to analyze the Grant Manager position is difficult as time to research and submit each grant application is not specifically tracked and varies greatly depending on the complexity of the grant and accompanying research. Many grant applications take several weeks and often months to complete making tracking

difficult. Various performance measures such as 15 grant awards and an 80% grant application win rate certainly illustrate the effectiveness of this position.

(4) Planning and Research Specialist Position Staffing

Both Crime Analyst and Grant Manager positions play a vital role in the success of a police organization. A Crime Analyst provides data-driven insights that enhance strategic decision-making, resource allocation, and overall effectiveness in crime prevention and law enforcement efforts. A Grant Manager secures and manages external funding, ensures compliance with grant requirements, and oversees the successful implementation of projects. If not maintained properly, tasks assigned to both of these positions can lead to actions such as civil liability, government scrutiny, and possible sanctions.

Forecasting emerging trends in policing continues to become increasingly more difficult. Including forecasting crime related trends, police organizational trends, and advances in police technology. Regarding crime related trends, the department falls slightly below International Association of Crime Analysts minimum staffing recommendations. While difficult to predict future crime trends, police departments must remain progressive in staffing positions such as Crime Analysts and Grant Managers. To facilitate future organizational strategic planning and focus on crime prevention and reduction, the Grant Manager position and Crime Analyst position should be independent positions.

Assigning the Crime Analyst only crime analysis tasks will allow for more focus towards analyzing crime patterns, series, trends, outliers, and other problem areas within the City of Broken Arrow. Placing a clear and equal focus on tactical, strategic, and administrative analysis.

(5) Evidence-Based Policing Practices

Independent Crime Analyst and Grant Manager positions will also allow for more focus and creation of evidence-based policing strategies and 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.

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, reduction in community generated complaints, and a reduction in calls for service versus measures such as arrests.

Recommendations:

Assign Planning and Research Specialist position with only grant management responsibilities.

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

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

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

3. Property Room

The property room is comprised of the Property Room Supervisor and one part-time Clerk. The Supervisor reports to the Professional Standards Unit Sergeant and works Monday through Friday, 8am – 5pm. The part-time Clerk works Monday through Friday, 9am – 3pm. The Property Room is open for business Monday through Friday, 8am – 4pm.

(1) Workload and Ability to Meet Unit Objectives

Property room responsibilities include the day to day operations related to receiving property, storing property, releasing property, and ensuring disposal of evidence and recovered property is in accordance with department policies and procedures, and within Oklahoma State Statutes. Only assigned Property Room personnel are allowed unescorted entry into the property room.

(2) Submission of Property / Evidence

Broken Arrow Police Department policy mandates that all property placed into the custody of the department be properly collected, preserved, documented, and stored. Property recovered by employees are to be turned into the property room by end of shift and categorized into one of the following categories:

- **Evidence:** A physical object intended to prove a fact in court.

- **Found Property:** Property which has been found by a private person or employee and appears to be lost or abandoned.
- **Safekeeping:** Personal property having no evidentiary value that is acquired as a result of an arrest, the incapacitation of owner, an accident or crime scene and cannot be immediately returned to the owner. Property not defined as evidence or found property.
- **Sensitive Items:** Property that because of value or nature is appropriately stored separately. Sensitive items include but are not limited to drugs, firearms, jewelry, and money.
- **Property for Destruction:** Property having no evidentiary value that a citizen has turned in and asked to have destroyed, or drugs or contraband that have been turned in to, or discovered by an employee, whose ownership is unknown and from which no criminal charges will be filed.

In 2023, a total of 6,645 property pieces were processed into property room. The table below illustrates various averages for the year:

Property Room Intake Averages

Property	2023	Monthly Avg.	Weekly Avg.	Daily Avg.
	6,645	553.75	127.79	18.21

As illustrated above, on average, property room personnel processed approximately 128 property items each week during 2023.

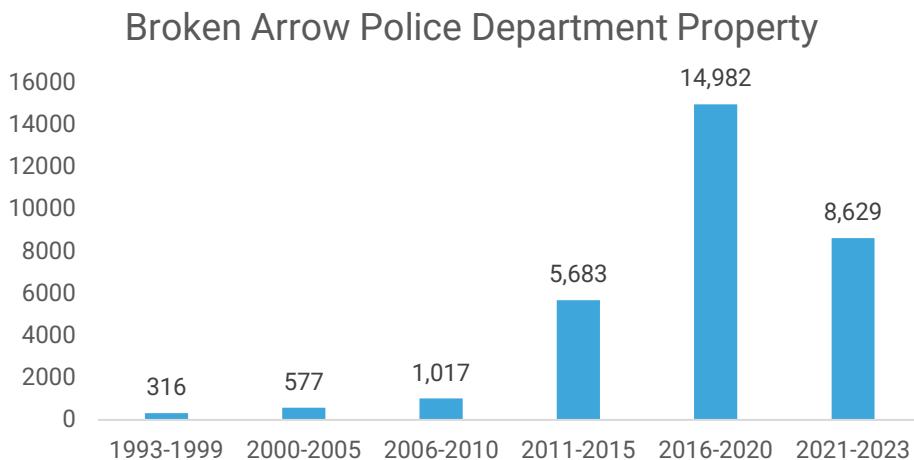
(3) Property Retention

The following table illustrates current pieces of property maintained by property room personnel (as of October 11, 2023):

Broken Arrow Police Department Property

Year	Total
1993 - 1999	316
2000 - 2005	577
2006 - 2010	1,017
2011 - 2015	5,683
2016 - 2020	14,982
2021 - 2023	8,629
Total Property	31,204

As illustrated above, property room personnel currently store and maintain 31,204 pieces of property inside Broken Arrow Police Department facilities. The following chart displays this same information graphically:



Broken Arrow Police Department policy mandates evidence to be maintained until no longer needed for a criminal case or prosecution. When a property owner cannot be located, it may be disposed of in accordance with state statute and / or city ordinance. The following table illustrates the total number of purged items in 2023:

Property Room Purged Items

	# Items
Owner/Claimant	407
Destroyed	618
Total	728

As illustrated above, a total of 728 items were purged by property room personnel in 2023. The table below illustrates various averages for the year:

Purged Items Averages

	2023	Monthly Avg.	Weekly Avg.	Daily Avg.
Owner/Claimant	407	33.92	7.83	1.12
Destroyed	618	51.50	11.89	1.70
Total Items	728	60.67	14	2

As illustrated above, on average, property room personnel purged approximately 14 items from the property room each week during 2023. Currently, property room personnel manually check for items which need to be purged. An auto-alert mechanism through the

department's property management system should be set to notify personnel of routine purge dates and ease of organization.

(4) Property Room Audits

Broken Arrow Police Department policy mandates monthly property room audits to be conducted by an employee not in the chain of command. The purpose of monthly audits is to ensure adherence to procedures, inspect physical storage areas, and examine the records management system. An inventory of property is also conducted when a new property rooms supervisor is assigned to ensure continuity of custody. Unannounced inspections of property and records may also be conducted at the direction of the Police Chief at least annually.

The department provided documentation related to two monthly audit report results, one in June of 2020 and one in July of 2022. Both documents indicate items audited were properly marked and sealed at that time. No other documentation related to past inspections or audits was provided.

(5) Property Room Staffing Needs

When analyzing positions associated with police property rooms, both a performance based and workload based approach can be used to assist in determining staffing needs. A performance based approach uses performance measures such as total property processed, total property purged, and quality of completed work product.

For a workload based analysis, time to complete property processing and purging, as well as other property room tasks are not tracked which makes workload analysis difficult. As previously mentioned, property room personnel processed 6,645 items into the property room and purged 728 items during 2023.

For workload analysis assumption purposes, an average processing / purging time of 30 minutes each is considered.

Calculation of Processing/Purging Completion Time

Total items		7,373
30 minute completion time	x	30
Total completion time	=	221,190 (3,687 hours)

As illustrated above, a 30 minute completion time results in a total of 3,687 of total workload.

The base number of hours in an employee's work year is 2,184. After accounting for vacation, sick leave, and other absences from work a figure of 1,720 hours is typically more appropriate. Assuming a 30 minute completion time, a total of 2 employees are needed to complete established workload. The following table illustrates this calculation process:

Calculation of Workload Hours

Total Workload Hours		3,687
<i>Average yearly workhours</i>	÷	1,720
Total employees needed	=	2.14

The property room is currently staffed with one Supervisor and one part-time Clerk. Tasks associated with the processing of property and purging of property may take more or less time depending on the complexity of the task. The above analysis does not include all tasks associated with property room operations.

Tasks assigned to property room personnel play a vital role in the success of a police organization. If not maintained properly, assigned tasks can lead to actions such as civil liability, government scrutiny, and possible sanctions.

Recommendations:

Transition current Property Room part-time Clerk position to full-time; for a total of 1 Property Room Supervisor and 1 full-time Clerk.

Develop an auto-alert mechanism which notifies property room personnel of property purge dates.

Ensure historical documentation related to annual property room inspections/inventory and semi-annual audits of the property/evidence room are kept.

4. Public Relations Unit

The Public Relations Unit is supervised by one Sergeant and staffed with one Public Affairs Officer, one Juvenile Outreach Officer, and one Public Information Coordinator. The Sergeant works Tuesday through Friday, 7am – 5pm, the Public Affairs Officer works Monday through Friday, 12pm – 8pm, the Juvenile Outreach Officer works Tuesday through Friday, 8am – 6pm, and the Public Information Coordinator works Monday through Friday, 8am – 5pm.

(1) Workload and Ability to Meet Unit Objectives

The Public Relations Unit is responsible for various tasks designed to improve communication and cooperation between the department and community, enhance crime prevention efforts, and enhance public relations and cooperation in conducting criminal investigations.

The Public Information Coordinator is the primary spokesperson for the department and is responsible for releases of information to media and department social media sites, coordinating certain public events and collaborating with businesses and non-profit organizations to assist with the department's crime prevention efforts. The Public Affairs Officer coordinates the department's Citizen's Police Academy, Masters Citizen's Police Academy, and Spanish Citizen's Police Academy. The Youth Outreach Officer coordinates the department's Junior Police Academy and other various youth events.

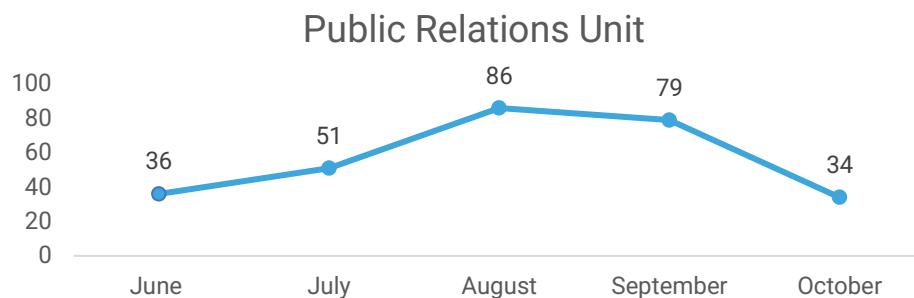
Beginning in June of 2023, the Public Relations Unit has tracked various tasks such as completed media releases, social media posts, and community and other events attended. The below table illustrates these tasks (as of October 12, 2023):

Public Relations Unit

Task	#
Press release/social media post	155
Community event/meeting	106
Total	261

As illustrated above, the Public Relations Unit completed 155 press releases or social media posts and participated in 106 various community events from June of 2023 through October 12, 2023.

The chart below illustrates various tracked tasks such as completed media releases, social media posts, community events and community meetings attended by each month from June of 2023 through October 12, 2023 (the complete months of June and October are not fully tracked):



As illustrated above, the Public Relations Unit completed 51 various tasks in July, 86 various tasks in August, and 79 various tasks in September of 2023. Monthly totals do not include other assigned tasks and administrative tasks which are not tracked.

As previously mentioned, the Public Relations Unit maintains various social media accounts. As of October 2023, the department has 54,625 followers on Facebook. The below table illustrates statistics related to the department's Facebook account and a percentage increase from the previous year (October 2022):

Broken Arrow Police Department Facebook

	Total	% +/-
Followers	54,625	+11%
Page reaches	2,555,043	+262%
Page visits	457,329	+204%
Posts	452	+29.5%
Page likes	4,935	+39%
Messenger conversations	419	+100%
New messaging contacts	273	+251%

As illustrated above, an increase in Facebook usage and outreach was observed from October of 2022 through October 2023.

(2) Community Outreach

The ability to communicate information effectively and efficiently is of critical value to police organizations. A police organization's proficiency in engaging the media and community, particularly over sensitive or controversial incidents, can have a major impact on how citizens perceive the department and policing in general. As access to news continues to increasingly move online, 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. While the Public Relations Unit engages in many of these opportunities, it should seek to increase them as well.

Strategic communication plans are an emerging best practice in effective police communications. Strategic communication plans assist police organizations with providing consistent, transparent, and timely information to employees and community members. An effective communication plan will also assist in educating and training the community, reducing crime, and improving community trust. A strategic communication plan should include the following:

- Mission and vision statement.

- Incorporate current communication efforts to 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 Broken Arrow Police Department does not currently have a strategic communications plan in place.

Many 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 Broken Arrow Police Department does not currently complete a community survey.

Many departments have partnered with colleges and universities to develop unpaid, for credit, internship programs for students seeking Criminal Justice degrees and future careers in policing. The Broken Arrow Police Department should explore this possibility through a local college or university. Although internship programs have traditionally focused on future police officers, this focus should also include those students seeking careers in non-sworn positions such as police public information officers. Internship programs are mutually beneficial to police departments, students, and colleges or universities.

Recommendations:

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 (Public Relations Unit) to measure performance, assist in resource allocation, and collect community perception information.

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

6. Office of the Chief

The Office of the Chief of Police is comprised of the Chief, Deputy Chief, Budget Officer, and Administrative Assistant.

1. Budget Officer

The Budget Officer reports directly to the Deputy Chief of Police and oversees fiscal and budgetary processes for the department. The Budget Officer works Monday through Friday, 6:30am – 3:30pm.

Workload and Ability to Meet Unit Objectives

Budget Officer tasks include the following:

- Coordinating the preparation, modification, maintenance, and analysis of the annual police department budget.
- Monitoring department accounts and various expenditures.
- Advising and assisting in preparation and execution of individual section / unit budgets.
- Advising executive team of budgetary issues.
- Providing technical expertise on automated financial budgetary systems.
- Coordinating preparation of RFA documents and agenda items.
- Facilitating overtime reimbursement billing for federal task force employees.
- Assisting with grant fund management and preparation of reports.
- Preparing fact sheets and other budgetary data for City Council.

Analyzing workload is difficult given the nature of the Budget Officer's assigned tasks. Many of these tasks are vital to the safe operation and administration of the department. If not maintained properly, many of these tasks can lead to actions such as civil liability, government scrutiny, and possible sanctions.

Completed work product and timely completion of tasks are typical performance measures used to analyze workload related to these types of administrative positions. Another performance measure is backlogs associate with assigned tasks. Currently, there are no workload backlogs associated with this position. While no national standard regarding administrative support personnel staffing exists, caution should be used to not overburden administrative personnel. Assigning too many tasks may lead to health related issues, burnout, and high turnover rates.

The department does not have a backup assigned or trained for this position. While currently, there are no issues related to the lack of a trained backup, an employee should be assigned and trained in order to prepare for unforeseen or long-term absences.

Recommendation:

Assign and train an employee to use as a backup to the Budget Officer when needed.

2. Administrative Assistant

The Administrative Assistant provides administrative support to the Chief of Police, Deputy Chief, and Training Unit. The Administrative Assistant works Monday through Friday, 8am – 5pm.

(1) Workload and Ability to Meet Unit Objectives

Administrative Assistant tasks include the following:

- Create personnel order submissions.
- Create letters to citizens / businesses.
- Create certificates for motorcycle safety program.
- Create department awards certificates.
- Coordinate department promotion / retirement ceremonies.
 - Plan, set-up / clean up, order food / beverages.
 - Write career bios on those honored.
 - Coordinate with Honor Guard.
- Maintain Police Chief calendar.
 - Book appointments, meetings, events.
 - Prepare / submit monthly purchase card statement.
- Create drug fund letters.
- Coordinate promotion process (assessor logistics, lodging, meals) and other outside trainers.
- Maintain electronic employee files.
- Liaison for employee subpoena service, acceptance, and distribution.
- Issue / track citation books.
- Create pre-determination hearing notices.

- Backup for payroll related tasks in absence of Patrol Administrative Secretary.
- Enter employee training hours into Central Square and CLEET portals.
- Create / maintain employee training packets.
- New employee onboarding (CLEET and OPPRS paperwork).

Analyzing workload is difficult given the nature of the Administrative Assistant's assigned tasks. While some non-critical tasks are in support of department operations, others such as inputting department training hours, maintaining employee files, and creating Internal Affairs documents are vital to the safe operation and administration of the department. If not maintained properly, such tasks can lead to actions such as civil liability, government scrutiny, and possible sanctions.

Completed work product and timely completion of tasks are typical performance measures used to analyze workload related to these types of administrative positions. The following table illustrates training packets created, payment authorizations, and expense report submissions 2019 – 2023 (as of October):

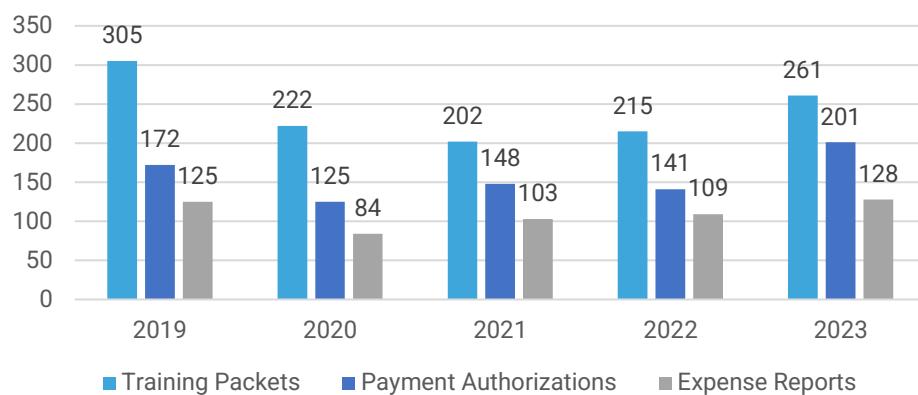
Administrative Assistant Tasks

	2019	2020	2021	2022	2023	% +/-
Training Packets	305	222	202	215	261	-14%
Payment Authorizations	172	125	148	141	201	+17%
Expense Reports	125	84	103	109	128	+2%

As illustrated above, from 2019 through 2023, workload related to training packets decreased by 14%, payment authorizations increased by 17%, and expense reports increased by 2%.

The following chart illustrates this same information graphically:

Administrative Assistant Tasks



The following table illustrates average Administrative Assistant tasks for 2023:

Administrative Assistant Workload 2023

Task	Total	Monthly Avg.	Weekly Avg.	Daily Avg.
Training Packets	261	21.75	5.02	.72
Payment Authorizations	201	16.75	3.87	.55
Expense Reports	128	10.67	2.46	.35

As illustrated above, on average, approximately 22 training packets, 17 payment authorizations, and 11 expense reports were completed each month during 2023.

Another performance measure to analyze workload is backlogs associated with assigned tasks. Currently, there are no workload backlogs associated with this position. While no national standard regarding administrative support personnel staffing exists, caution should be used to not overburden administrative personnel. Assigning too many tasks may lead to health related issues, burnout, and high turnover rates. To address this and the workload and administrative assistant position in the training unit has been recommended. With this change the one administrative assistant is adequate for the workload.

7. Facility Review

As part of the BAPD assessment, the project team reviewed current facilities to assess their ability to meet the current and 10-year projected operational need.

BAPD operations are located at the Public Safety Headquarters and Public Safety Training Center locations. All operations (except Training) are based out of the Headquarters location. Both locations are jointly shared with the Broken Arrow Fire Department.

1. Headquarters Analysis

The Headquarters building and site has been occupied since 2014. This building was previously a National Guard building that was renovated in 2014 to accommodate public safety operations. The Headquarters building has two secure areas, one each for the Police and Fire Departments respectively. There is also public meeting spaces located in the public portion of the building.

The Police Department areas of the building are secure from other building areas and includes additional secure suites where appropriate (e.g., crime scene investigations, CID, etc.). When touring the building, the project team noted that there were several renovation projects underway, and staff noted that the emergency communication suite was to be renovated (2024) to create a real time crime center. Throughout the CID and Patrol staff areas, there were several unoccupied workstations. The current configuration of workstations provides some ability for staff growth in CID, Patrol, Crime Scene, and Emergency Communications. The Administrative suite is at capacity for private offices. Overall, there is the ability to grow within the existing footprint of the Police Department assigned area, but with limited ability for additional private offices.

For long term planning for the BAPD, there is an opportunity to expand into the Fire Department portion of the building. This would require Fire staff to relocate to another building or location. The Fire portion of the building will provide sufficient growth space for growth BAPD.

An alternative to long term expansion into the Fire Department spaces could be constructing a new building on the current site and moving some law enforcement functions to this building. This would separate BAPD operations into two buildings, which may reduce some of the current efficiencies and collaboration between units. In the scenario where a new building is constructed on the current site, the Fire Department would move into a new building versus splitting the Police Department.

The current site has ample room for future facility expansion, storage, and parking needs. The staff parking areas are secure by a fence. The secure parking area includes two points of egress onto two different streets. The public parking area is adequately sized for the public meeting spaces in the building. The current site is sufficient for the current and future public safety needs for the City.

2. Training Center Analysis

The Police Department and Fire Department have a joint training facility. This includes classroom and physical fitness areas. Both departments have assigned classrooms, but these spaces are shared as needed. Also on this site, BAPD has an outdoor firearms range, while BAFD has a training tower, burn area, and other related training spaces.

The Fire Department has plans to expand their indoor training areas in the near future. There is adequate space for BAPD current and future training needs within the current building footprint.

The one training component that is not provided at this location is for emergency driving training, such as a driving pad/track. Also, there is no driving training area for the Fire Department. While a driving pad/track is not a required feature to have in house for a law enforcement agency, it does require the agency to go out of town for training.

The current facility and site are adequate for the current and future needs of the Police Department.

8. Analysis of Projected Service and Staffing Needs

The following sections provide a plan for the Broken Arrow Police Department over a ten-year planning horizon, projecting future law enforcement staffing needs as growth and development take place within the city.

(1) Data Used in the Analysis

The project team collected data from a number of sources to project service and staffing needs over the next decade. Principally, this analysis builds on the city's own understanding of growth and development, which were provided as a summary of upcoming projects and land use assumptions.

Data collected for the study includes the following elements:

- An overview of development projects under construction, proposed, and in the pipeline.
- Information relating to the development of new entertainment venues within Broken Arrow.
- Considerations relating to the development of Broken Arrow's eminent Real Time Crime Center (RTCC).
- 2023 computer-aided dispatch (CAD) data, which includes geographic point coordinates to spatially isolate concentrations of community-generated calls for service.
- 2023 crime data, which is refined to isolate crime types that match UCR Part I crime categories.
- 2020 Census data containing population and housing units by block area.

(2) Population and Service Need Projection Methodology

The following sections outline the methodology and key parameters associated with the development of the projections model specifically applicable to Broken Arrow.

(1) Anticipated Residential Development

The project team was provided necessary data and information from the Broken Arrow Community Development Department to learn about new development projects that are

either under construction, planned, or proposed within the city, and the magnitude of each in terms of the number of residential units each would yield.

The following table displays all residential developments expected within the foreseeable future, as provided by the Community Development Department:

Anticipated Residential Development – *Broken Arrow*

Name	Beat	# Units	Est. Year	% Prob.	EV ¹¹
Artesia at Forest Ridge	Beat 1	+36	2027	90%	+32
Bricktown East	Beat 1	+92	2025	90%	+83
Stone Ridge at Forest Ridge	Beat 1	+46	2027	90%	+41
Ironwood	Beat 2	+44	2027	90%	+40
Cottages at Battle Creek	Beat 2	+138	2027	90%	+124
Honeysprings at Battle Creek	Beat 2	+190	2027	90%	+171
Creekside Villas	Beat 3	+42	2026	80%	+34
Cedars at the Preserve	Beat 3	+96	2026	80%	+77
Park Place Phase I	Beat 3	+259	2025	90%	+233
The Pines at the Preserve II	Beat 3	+161	2026	90%	+145
Whiskey Ridge II	Beat 3	+101	2026	80%	+81
Timber Ridge Residential	Beat 3	+592	2026	60%	+355
Whiskey Ridge III	Beat 3	+96	2027	80%	+77
Ft Worth Gardens	Beat 4	+4	2026	90%	+4
The Rose Quarter	Beat 4	+6	2025	90%	+5
Tytan Station	Beat 4	+4	2025	90%	+4
Rosewood	Beat 4	+30	2025	90%	+27
Stone Bluff I	Beat 5	+30	2026	90%	+27
Buff Creek	Beat 5	+562	2027	90%	+506
Estates at Ridgewood	Beat 5	+103	2026	80%	+82
Highland Park	Beat 5	+29	2025	90%	+26
The Villas at Bel Lago II	Beat 5	+43	2025	80%	+34
Estates at Ridgewood	Beat 5	+86	2026	80%	+69

¹¹ “EV” refers to the “Expected Value” or the number of planned units multiplied by the probability of those units being completed at their expected completion date. For example: the Artesia at Forest Ridge development of 36 units multiplied by a 90% probability yields an expected value of 32 housing units.

Name	Beat	# Units	Est. Year	% Prob.	EV ¹¹
Antler Falls	Beat 5	+144	2028	90%	+130
Washington Lane IX	Beat 6	+20	2026	90%	+18
Brook Chase Phase I	Beat 6	+150	2025	90%	+135
Brook Chase Phase II	Beat 6	+72	2026	90%	+65
Estates at Lynn Lane	Beat 6	+255	2026	90%	+230
Ninety-One Phase IV	Beat 6	+244	2025	60%	+146
Washington Lane VIII	Beat 6	+95	2025	90%	+86
Washington Lane IV	Beat 6	+20	2027	90%	+18
Brook Chase Later Phases	Beat 6	+229	2028	90%	+206
Aspen Crossing II	Beat 7	+42	2025	90%	+38
Elysian Fields	Beat 7	+110	2027	90%	+99
Pine Valley Villas	Beat 7	+42	2027	90%	+38
Presley Reserve	Beat 7	+130	2025	80%	+104
Shadow Trails II	Beat 7	+111	2025	80%	+89
Stone Horse IV	Beat 7	+152	2025	80%	+122
The Retreat Blocks	Beat 7	+250	2027	90%	+225
The Lakes at Rabbits Run	Beat 7	+100	2025	80%	+80
Villages at Southern Trails II	Beat 7	+120	2026	80%	+96
Villages at 1Eleven	Beat 7	+62	2025	80%	+50
Arts Field of Dreams	Beat 7	+120	2028	90%	+108
Elm Creek	Beat 8	+82	2026	80%	+66
The Villas at Seven Oaks South	Beat 8	+58	2025	80%	+46
Tucson Village II	Beat 8	+93	2025	80%	+74
Oakmont	Beat 8	+87	2027	80%	+70

When considering the expected values presented above, in conjunction with extrapolation methods to encompass the entire 10-year planning horizon, **10,869 housing units are expected through the provided development period (2035)**. All of the development is factored into the analysis across a ten-year time horizon¹².

¹² Data beyond the provided development period but through calendar year 2035 is extrapolated based upon growth rates of each geographic area of the city.

(2) Anticipated Entertainment-Related Development

As with the residential considerations above, project staff must also consider the entertainment-related venues that are to be developed within the Broken Arrow jurisdiction. In order to capture the effect of entertainment venues on workload, similar comparisons are established that facilitate accurate depiction of the increases in workload associated with these venues.

While the effect on workload is not as consistent or significant as residential development that presents a direct increase in population, neglecting to account for the development of significant entertainment venues will yield inaccurate projections.

As a result, the following entertainment venue has also been accounted for within the projection model:

Anticipated Entertainment Development – Broken Arrow

Name	Beat	Est. Year	% Prob.
Sunset Amphitheatre	Beat 3	2030	100%

The Sunset Amphitheatre is scheduled to be completed in calendar year 2030 within BAPD's Beat 3. The effect that this development will have on workload is developed based upon an already established performing arts center.

(3) Projection of Future Population and Service Needs

In order to categorize the service demand of different areas, MCG project staff utilized the current beat outlines utilized by Broken Arrow. These 8 beats are utilized to provide more direct staffing projections for sworn and civilian personnel throughout all divisions and units within Broken Arrow PD.

As a foundation for the analysis, the project team measured the number of housing units and population in each using the 2020 Census data. For each year beyond 2020, the number of housing units is estimated by adding the aforementioned development projects to the total:

Projected Housing Units

	2024	2025	2029	2035	+/-10YR
Beat 1	7,542	7,584	7,718	7,887	4.6%
Beat 2	7,518	7,518	7,896	8,453	12.4%
Beat 3	4,893	5,010	6,021	7,091	44.9%
Beat 4	5,533	5,551	5,578	5,603	1.3%
Beat 5	3,606	3,636	4,557	5,937	64.6%
Beat 6	2,030	2,214	2,996	4,076	100.8%
Beat 7	11,625	11,867	12,780	14,017	20.6%
Beat 8	4,008	4,068	4,297	4,560	13.8%
Total	46,755	47,448	51,843	57,624	+23.2%

The addition of the development projections outlined in the previous section to the housing unit stocked are modeled against the current per capita population per housing unit each geographic area of the city. As shown above, population projects are expected to increase the number of housing units in all areas of the city, resulting in a net 23.2% increase overall in the projected 10-year period.

Using this relationship, the forecasted population is modeled each year over the next decade, as shown in the following table:

Projected Population

	2024	2025	2029	2035	+/-10YR
Beat 1	20,908	21,025	21,396	21,865	4.6%
Beat 2	16,810	16,810	17,655	18,900	12.4%
Beat 3	13,055	13,367	16,064	18,919	44.9%
Beat 4	13,406	13,450	13,515	13,576	1.3%
Beat 5	8,896	8,970	11,241	14,645	64.6%
Beat 6	4,895	5,339	7,225	9,829	100.8%
Beat 7	29,636	30,253	32,580	35,734	20.6%
Beat 8	10,157	10,309	10,889	11,556	13.8%
Total	117,763	119,523	130,565	145,024	23.1%

Over the next decade, the population of Broken Arrow will increase by an estimated 23.1%, totaling **over twenty-seven thousand new residents**. Using this foundation, call for service

projections can then be modeled using the per capita calls for service per capita in all beats are multiplied each year against the anticipated population.

The following table provides the results of these calculations:

Projected Calls for Service					
	2024	2025	2029	2035	+/-10YR
Beat 1	5,880	5,913	6,017	6,149	4.6%
Beat 2	8,681	8,681	9,118	9,761	12.4%
Beat 3	2,654	2,717	3,266	3,846	44.9%
Beat 4	5,450	5,468	5,494	5,519	1.3%
Beat 5	2,065	2,082	2,609	3,508	69.9%
Beat 6	2,127	2,320	3,139	4,271	100.8%
Beat 7	6,322	6,454	6,950	7,623	20.6%
Beat 8	2,342	2,377	2,511	2,665	13.8%
Total	35,521	36,012	39,105	43,341	22.0%

The same is done for Part I crimes, which have been allocated geospatially using the ratio of call for service demand throughout all geographic areas of the city:

Projected Part I Crimes					
	2024	2025	2029	2035	+/-10YR
Beat 1	1,659	1,668	1,698	1,735	4.6%
Beat 2	2,431	2,431	2,553	2,733	12.4%
Beat 3	1,022	1,046	1,258	1,481	44.9%
Beat 4	1,341	1,345	1,352	1,358	1.3%
Beat 5	496	500	627	817	64.6%
Beat 6	468	510	691	940	100.8%
Beat 7	1,529	1,561	1,681	1,844	20.6%
Beat 8	550	558	590	626	13.8%
Total	9,496	9,621	10,449	11,533	21.4%

As a result of the impact of new development throughout the city of Broken Arrow, call for service demand for BAPD is projected to increase by an estimated 22.0%. Further, Part I crimes are projected to increase by an estimated 21.4% compared to current Part I crime rates.

(4) Impacts of Creating a Real Time Crime Center (RTCC)

The Broken Arrow Police Department is currently underway in establishing a Real Time Crime Center within their organization. In an effort to most accurately depict staffing needs on behalf of the organization, project staff are accounting for these staffing needs within the projection's timeframe.

The RTCC staffing considerations are made based upon best practices in the field and emerging research targeting the effectiveness of RTCCs across the country. Best practices on the topic indicate that successful RTCCs have utilized a hybrid staffing model of sworn and civilian personnel. A Real-Time Crime Center (RTCC) within a police department can greatly benefit from using both sworn and civilian personnel due to the complementary skills and perspectives each group brings.

Sworn Personnel

1. Operational Expertise: Sworn officers possess firsthand experience with law enforcement operations, including an understanding of procedures, legal constraints, and tactical responses. Their insights ensure that the RTCC's strategies and recommendations are practical and effective in real-world policing.
2. Authority and Decision-Making: Sworn personnel have the authority to make quick decisions during critical incidents, which is crucial for immediate response and coordination with field officers.
3. Credibility and Trust: Sworn officers are often trusted more by their peers, which can facilitate smoother communication and cooperation between the RTCC and patrol units.

Civilian Personnel

1. Technical Expertise: Civilian employees often possess specialized skills in data analysis, information technology, and intelligence gathering. Their expertise is essential for operating sophisticated software, analyzing large datasets, and maintaining the technological infrastructure of the RTCC.
2. Cost-Effectiveness: Employing civilians can be more cost-effective than using only sworn officers, allowing the department to allocate resources more efficiently. Civilians can handle many technical and administrative tasks, freeing up sworn officers for frontline duties.
3. Diverse Perspectives: Civilians bring a variety of backgrounds and perspectives that can enhance problem-solving and innovation within the RTCC. Their different

viewpoints can lead to more comprehensive analyses and creative solutions to crime-related issues.

Synergy of Sworn and Civilian Collaboration

1. Enhanced Efficiency: The combination of sworn officers' operational knowledge and civilians' technical skills can streamline processes and improve the RTCC's overall efficiency.
2. Comprehensive Analysis: Integrating the practical experience of sworn personnel with the analytical capabilities of civilians results in more accurate and actionable intelligence.
3. Adaptability and Resilience: A diverse team is better equipped to adapt to new challenges and technologies, ensuring the RTCC remains resilient and effective in a rapidly changing environment.

In summary, using both sworn and civilian personnel in a Real-Time Crime Center allows a police department to leverage the strengths of each group, creating a more effective, efficient, and adaptable unit that enhances public safety and law enforcement capabilities.

The overall goal of the staffing recommendations outlined below is to provide an economically feasible start to the RTCC, as well as target a legitimate timeframe for its development. As a result, several additional FTE are accounted for in the projected staffing summary 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 now¹³ 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

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.

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.



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.

(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 starting in 2025 (through calendar year 2035). This format is presented in an effort to provide current (2024), short-term (2025), medium-term (2029), and long-term (2035) staffing projections.

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
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Office of the Chief

Admin.	Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Dep. Chief of Police	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Budget Officer	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
	Admin. Asst.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1

Administrative Division

Professional Standards	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Sergeant	Workload-based Scales in relation to tasks and investigations assigned.	1	1	1	1	1
Planning & Research	Accreditation Manager	New Position Recommended creation of a new position to oversee	0	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
Property & Evidence	P&R Specialist	<i>Planning & Research. Non-scalable position.</i> Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
	Crime Analyst	<i>New Position</i> <i>Recommended creation of a new position to assist in Planning & Research. Non-scalable.</i>	0	1	1	1	1
	Supervisor	Span of Control Based on span of control ratio of 1 position per 9 reports.	1	1	1	1	1
Public Relations Unit	Clerk (PT)	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	0.5	-	-	-	-
	Clerk (FT)	<i>Classification Change</i> <i>Recommended change of classification from PT to FT Clerk.</i>	-	1	1	1	1
	Sergeant	Span of Control Based on span of control ratio of 1 position per 9 reports.	1	1	1	1	1
Real Time Crime Center	Public Aff. Ofc.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
	Juvenile Out. Ofc.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
	Public Info. Ofc.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
Real Time Crime Center	Captain	<i>New Position</i> <i>Recommended creation of a new position to lead functionality of the RTCC.</i> <i>Executive Position.</i>	-	1	1	1	1
	Sergeant	<i>New Position</i> <i>Recommended creation of a new position to assist in functionality of the RTCC.</i>	-	1	1	1	1
	Officer	<i>Scales by Spans of Control (1:8)</i> <i>New Position</i> <i>Recommended creation of a</i>	-	2	2	2	2

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
	Crime Analyst	<p><i>new position to assist in functionality of the RTCC.</i> <i>Workload-based by calls for service.</i></p> <p>New Position <i>Recommended creation of a new position to assist in functionality of the RTCC.</i> <i>Workload-based by calls for service.</i></p>	-	2	2	2	2

Operations Division

Admin	Major	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Admin. Sec.	Non-scalable Unique role – staffing does not scale directly with service needs.	1	1	1	1	1
Patrol	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	3	3	3	3	3
	Sergeant	Span of Control Based on span of control ratio of 1 position per 7 reports.	15	15	15	15	15
	Officer	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	75	61	62	69	74
	Officer (K9)	Coverage-based Scales based on desired K9 coverage. Assumed maintenance of current level of coverage.	4	4	4	4	4
Traffic Unit	Sergeant (Ops)	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1	1
	Sergeant (Spec. Ev.)	Elective Position Scales based on desired coverage. Assumed maintenance of current level of coverage.	1	1	1	1	1
	Officer (Motors)	Workload-based Scales in relation to traffic-related workloads, from which	4	4	4	4	5

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
Behavioral Health Unit	Acc. Inv. Units	calls for service can be used as a proxy. Workload-based Scales in relation to traffic-related workloads, from which calls for service can be used as a proxy.	7	7	7	8	9
	BHU Officer	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	-	2	2	2	2

Headquarters Division

Administration	Major	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
Criminal Investigations	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
Special Investigations	Sergeant	Span of Control Based on span of control ratio of 1 position per 8 reports.	1	1	1	1	1
	Detective	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	4	4	4	4	5
Criminal Investigations I	Detective (DEA TF)	Elective Position Scales based on desired coverage. Assumed maintenance of current level of coverage.	2	2	2	2	2
	Sergeant	Span of Control Based on span of control ratio of 1 position per 8 reports.	2	2	3	3	3
	Detective	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.	14	16	16	18	20
	Detective (Comp. Lab)	Workload-based Scales in relation to UCR Part I crimes, which can be used as	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
Training Unit	Crime Scene Inv.	a proxy for the number of investigable cases.	3	4	4	4	5
	Captain	Workload-based Scales in relation to UCR Part I crimes, which can be used as a proxy for the number of investigable cases.					
	Sergeant	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Officer	Non-scalable Unique role – staffing does not scale directly with service needs.	3	3	3	3	3
	Admin. Sec.	Ratio-based Scales in relation to the number of sworn in the department, at a ratio of 0.5 per 50.					
<i>New Position</i> <i>Recommended creation of a new position to assist in training. Scaled by current and projected sworn personnel totals.</i>			-	1	1	1	1

Support Division

Command	Major	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
Quartermaster	Captain	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
Quartermaster	Sergeant	Ratio-based Scales in relation to the number of sworn in the department, at a ratio of 1 per 200.	1	1	1	1	1
Communications	Manager	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
Records	Deputy Dir.	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1	1
	Comms. Sup.	Span of Control Based on span of control ratio of 1 position per 7 reports.	4	4	4	4	4
	Telecomm.	Workload-based Scales in relation to calls for service, which forms a relationship with dispatch and call taking workloads.	19	19	19	21	23
	Call Takers	Workload-based Scales in relation to calls for service, which forms a relationship with dispatch and call taking workloads.	4	4	4	4	5
	Manager	Non-scalable Executive position. Staffing does not scale directly with service needs.	1	1	1	1	1
	Records Sup.	Classification Change <i>Recommended change of classification for 1 FTE Records Clerk to Records Supervisor.</i>	-	1	1	1	1
Animal Control	Records Clerk	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	3	2	2	2	2
	Admin. Sec.	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1	1
	BWC Clerk	Ratio-based Scales in relation to the number of sworn in the department, at a ratio of 0.5 per 50.	2	2	2	2	2
	Manager	Span of Control Based on span of control ratio of 1 position per 9 reports.	1	1	1	1	1
	Admin. Tech.	Non-scalable Staffing does not scale directly with service needs.	1	1	1	1	1
Jail	Animal Con. Ofc.	Workload-based Scales in relation to calls for service, which forms a direct relationship with the position's workload.	6	7	7	8	9
	Jail Admin. (Sgt.)	Non-scalable Executive position. Staffing	1	1	1	1	1

Unit/Division	Position	Scaling Factors	Auth.	Rec.	2025	2030	2035
		does not scale directly with service needs.					
	Jail Sup.	Span of Control Based on span of control ratio of 1 position per 9 reports.	4	4	4	4	4
	Jail Staff	Workload-based Scales in relation to calls for service, which forms a relationship with dispatch and call taking workloads.	14	14	14	16	17

(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	Curr.	Rec.	2025	2029	2035	+/-10YR
Office of the Chief	2	2	2	2	2	0
Administrative Division	5	10	10	10	10	5
Operations Division	95	83	84	92	99	4
Headquarters Division	28	32	33	35	39	11
Support Division	24	24	24	26	28	4
Total	154	151	153	165	178	24

Summary of Staffing Projections (Civilian)

Division	Curr.	Rec.	2025	2029	2035	+/-10YR
Office of the Chief	2	2	2	2	2	0
Administrative Division	3.5	8	8	8	8	4.5
Operations Division	1	1	1	1	1	0
Headquarters Division	3	5	5	5	6	3
Support Division	62	63	63	68	73	11
Total	70.5	78	78	83	89	18.5

Over the next decade, **an additional 24 sworn positions and 18.5 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 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.

Appendix A – Department Profile

1. Introduction

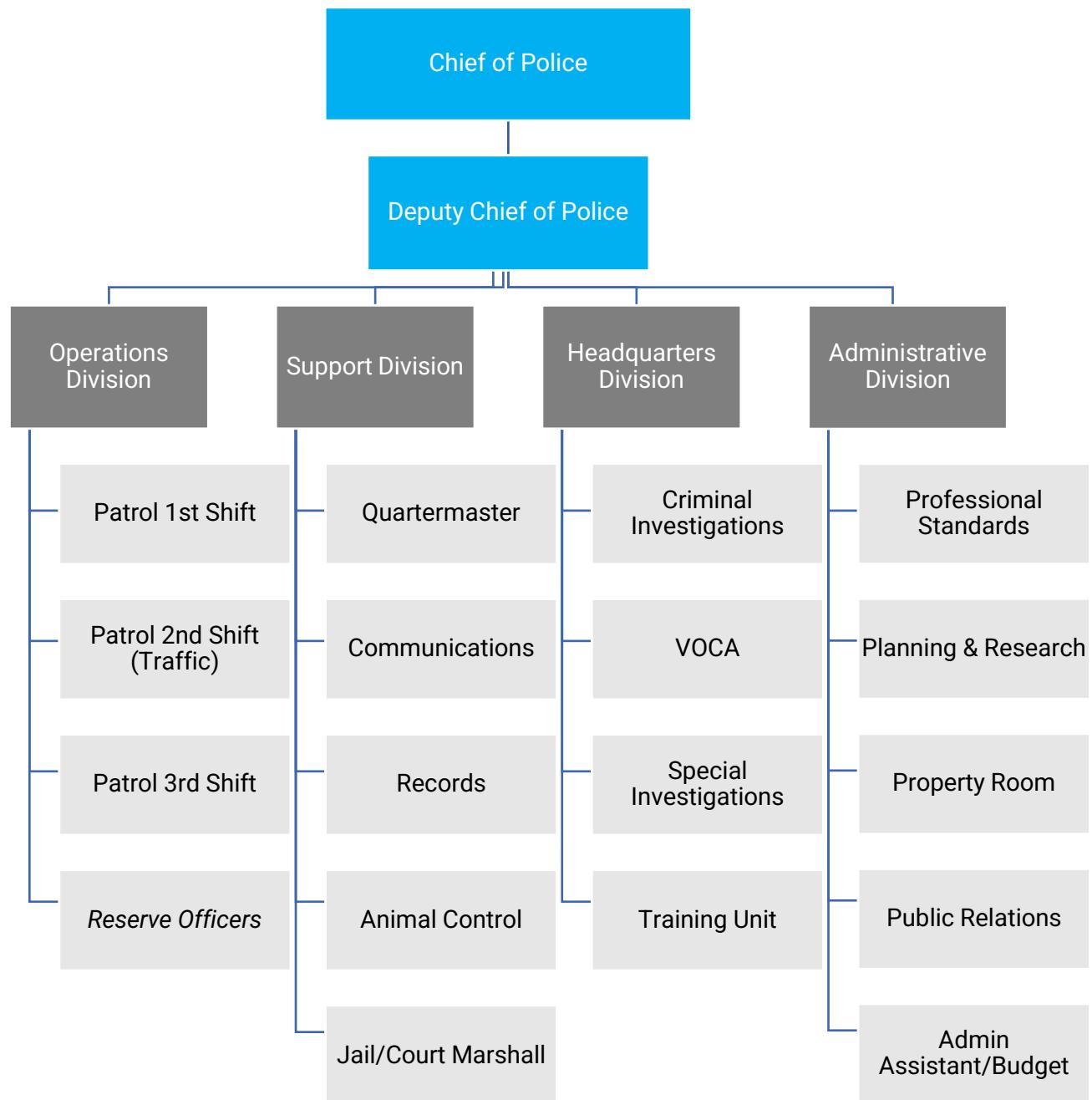
The following descriptive profile outlines the organization, structure, and staffing of the Broken Arrow Police Department (BAPD). The information contained in the profile has been developed through interviews conducted within the department and review of various documents provided by the Department.

It is important to note that the primary objective of this profile is to review and confirm our current understanding of the department's functions for the services included in this study. 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 the main functions and work areas of each Broken Arrow Police Department work unit.
- 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.

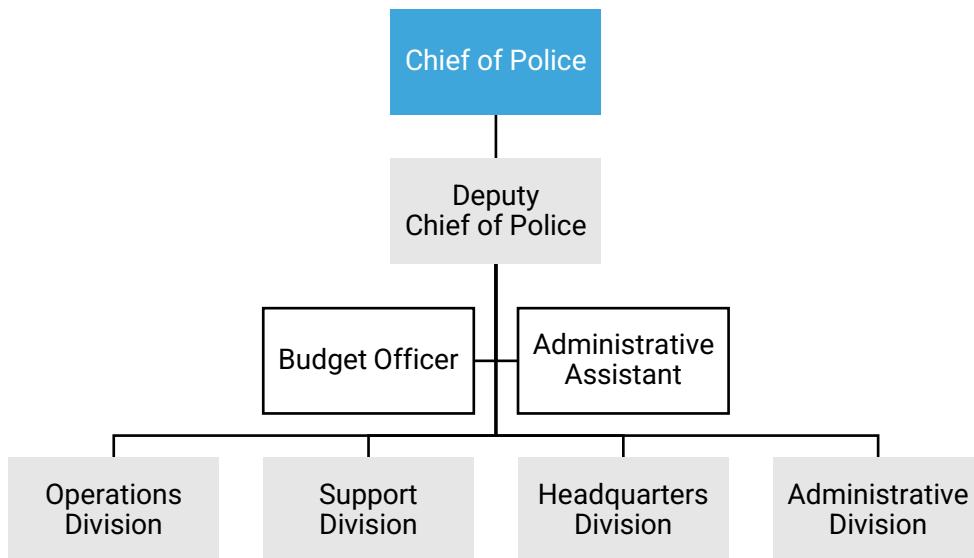
The profile helped to serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in scope of the study.

The following chart is a general functional depiction of the structure of the Broken Arrow Police Department, and administrative functions:



2. Office of the Chief of Police

The Office of the Chief of Police is comprised of the Chief, Deputy Chief, Budget Officer, and Administrative Assistant. The following chart outlines the organization of the Chief of Police and Broken Arrow Police Department:



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

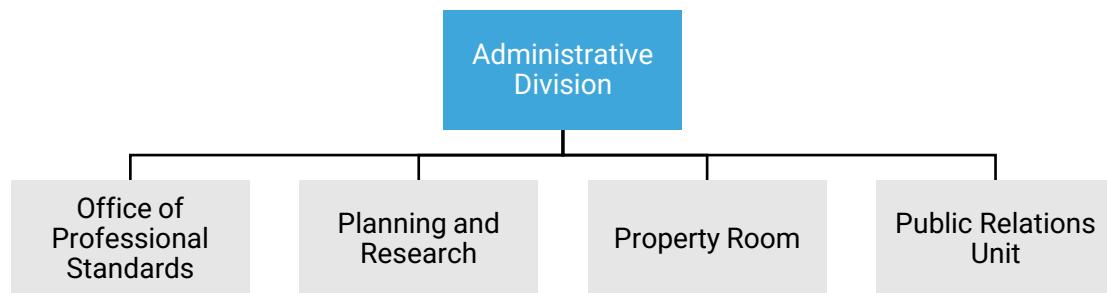
Unit/Division	Curr	Auth	Position	Unit Description
Office of the Chief of Police				
	1	1	Chief of Police	<ul style="list-style-type: none"> The Chief of Police provides overall leadership, management, and administration of the Police Department.
	1	1	Deputy Chief of Police	<ul style="list-style-type: none"> The Deputy Chief of Police assists in department management and administration and assumes overall leadership of the department in the Chief's absence.
	1	1	Budget Officer	<ul style="list-style-type: none"> The Budget Officer oversees fiscal and budgetary processes for the department, including monitoring operating capital and various grants. Work schedule: Monday through Friday, 6:30am – 3:30pm.
	1	1	Admin. Assistant	<ul style="list-style-type: none"> The Administrative Assistant provides administrative support to Chief, Deputy Chief, and Training Unit, maintains various

Unit/Division	Curr	Auth	Position	Unit Description
				personnel and training files. Work schedule: Monday through Friday, 8am – 5pm.
Sworn	2	2		
Non-Sworn	2	2		
Total Staff	4	4		

3. Administrative Division

The Administrative Division is led by a Captain and comprised of the Office of Professional Standards, Planning and Research, Property Room, and Public Relations Unit. The Administrative Division is staffed with both sworn and non-sworn personnel.

The following chart outlines the organization of the Administrative Division:



The following table provides the personnel and major tasks of staff for the Administrative 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
Administrative Division				
Office of Professional Standards	1	1	Captain	• The Captain manages the day to day operations of the Administrative Division, provides oversight, allocates resources to established priorities, and conducts internal
	1	1	Sergeant	

Unit/Division	Curr	Auth	Position	Unit Description
				<p>employee investigations. Work Schedule: Monday through Friday, 8am – 4pm.</p> <ul style="list-style-type: none"> • The Sergeant manages department accreditation and provides first-line supervision for the Planning and Research Specialist and Property Room Supervisor • . Work Schedule: Monday through Thursday, 7am – 5pm.
Planning and Research	1	1	Planning and Research Specialist	<ul style="list-style-type: none"> • The Planning and Research Specialist conducts crime analysis and manages the department's grant program. Work Schedule: Monday through Friday, 7am – 4pm.
Property Room	1	1	Supervisor	<ul style="list-style-type: none"> • The Property Room Supervisor provides first-line supervision for the Clerk, maintains property room, and liaison with various state labs. Work Schedule: Monday through Friday, 8am – 5pm.
	1	1	Clerk (P/T)	<ul style="list-style-type: none"> • The Clerk assists with maintaining property room. Work Schedule: Monday through Friday, 9am – 3pm.
Public Relations Unit	1	1	Sergeant	<ul style="list-style-type: none"> • The Sergeant supervises the day to say operations of the unit, provides first-line supervision, and reviews employee work product. Work Schedule: Tuesday through Friday, 7am – 5pm.
	1	1	Public Affairs Officer	<ul style="list-style-type: none"> • The Public Affairs Officer and Juvenile Outreach Officer are responsible for establishing and maintaining community outreach programs and attending various community events.
	1	1	Juv. Outreach Officer	<ul style="list-style-type: none"> • Public Affairs Officer Work Schedule: Monday through Friday, 12pm – 8pm. Juvenile Outreach Officer Work
	1	1	Public Information Coordinator	

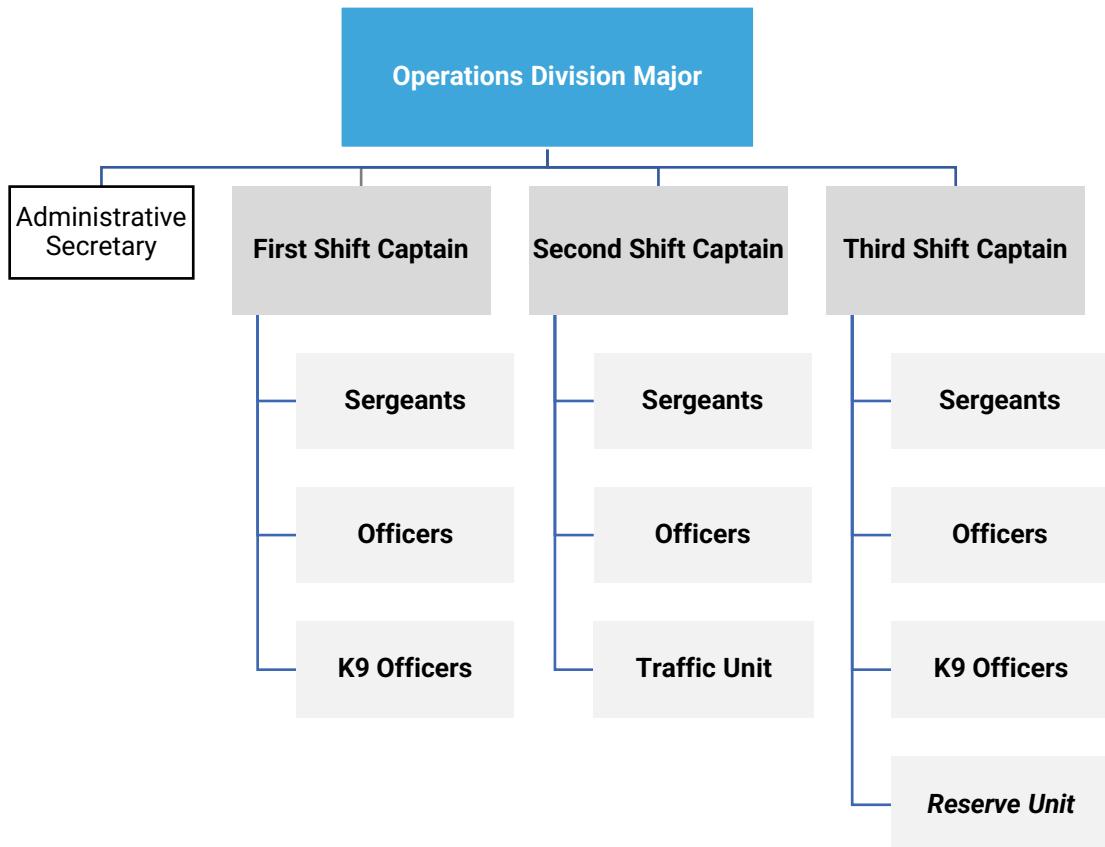
Unit/Division	Curr	Auth	Position	Unit Description
				<p>Schedule: Tuesday through Friday, 8am – 6pm.</p> <ul style="list-style-type: none"> • The Public Information Coordinator is responsible for managing the department's various social media accounts. <p>Work Schedule: Monday through Friday, 8am – 5pm.</p>
Sworn	5	5		
Non-Sworn	4	4		
Total Staff	9	9		

4. Operations Division

The Operations Division within the Broken Arrow Police Department is comprised of a Major who oversees all functionalities of the Division who is directly supported by three Captains. Captains are followed by Sergeants in the chain of command who operate as first-line supervisors throughout all three patrol shifts. The Operations Division also houses the Traffic Unit and a reserve unit.

(1) Organization

The following chart outlines the organization of the Operations Division at BAPD:



(2) Staffing and Unit Descriptions

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

Unit	Curr.	Auth.	Position	Roles and Responsibilities
Operations Division Staffing				
Administration	1 1	1 1	Major Admin. Secretary	<ul style="list-style-type: none"> Major oversees the Operations Division in its entirety. Major reports directly to the Deputy Chief of Police in the chain of command. Administrative Secretary performs administrative tasks as needed. Administrative Secretary reports directly to the Operations Division Major in the chain of command.

Unit	Curr.	Auth.	Position	Roles and Responsibilities
First Shift	1 5 20 2	1 5 22 2	Captain Sergeant Officer K9 Officer	<ul style="list-style-type: none"> Patrol first shift is on duty from 2200 to 0800 on a daily basis. Sergeants serve as front line supervisors for all officers under their supervision. Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. Officers responsible for general patrol duties throughout Broken Arrow. K9 units are <u>not</u> call responding units (with the exception of alarm-related calls). K9 units serve all beats of jurisdiction as needed.
Second Shift	1 5 23	1 5 27	Captain Sergeant Officer	<ul style="list-style-type: none"> Patrol second shift is on duty from 0700 to 1700 on a daily basis. Sergeants serve as front line supervisors for all officers under their supervision. Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. Officers responsible for general patrol duties throughout Broken Arrow. K9 units are <u>not</u> call responding units (with the exception of alarm-related calls). K9 units serve all beats of jurisdiction as needed.
Third Shift	1 5 22 2	1 5 26 2	Captain Sergeant Officer K9 Officer	<ul style="list-style-type: none"> Patrol third shift is on duty from 1500 to 0100 on a daily basis. Sergeants serve as front line supervisors for all officers under their supervision. Sergeants are responsible for reviewing and approving all reports written by those who report directly to them. Officers responsible for general patrol duties throughout Broken Arrow. K9 units are <u>not</u> call responding units (with the exception of alarm-related calls). K9 units serve all beats of jurisdiction as needed.
Specialized Units				

Unit	Curr.	Auth.	Position	Roles and Responsibilities
Traffic Unit	1 1 3 7	1 1 3 7	SGT – Operations SGT – Spec. Events Motors Officer Acc. Inv. Units	<ul style="list-style-type: none"> Sergeants oversees the functionality of the Traffic Unit in its entirety. Operations Sergeant is responsible for coordination of all training, etc. for officers. Special Events Sergeant is tasked with the staffing and oversight of all special events in throughout the City. Special Events Sergeant coordinates with City officials and private vendors as needed. Motors officers are responsible for traditional highway and traffic enforcement throughout Broken Arrow. Accident Investigations Units are responsible for accident investigations and reports.
Reserve Unit	1 8	1 8	Reserve Comm. Reserve Officers	<ul style="list-style-type: none"> <i>Reserve Commander is responsible for administrative-related duties of all reserve officers.</i> <i>Reserve Officers are utilized in a flexible capacity within BAPD patrol operations, including direct patrol support and special events support.</i> <i>Reserve Officers serve in direct support roles to sworn personnel with no certified capacities.</i>
Sworn	100	110		
Civilian	1	1		
Total Staff	101	111		

**Italics indicates reserve officers, not included in staffing totals.*

(3) Patrol Scheduling and Deployment

The following chart outlines the deployment of patrol personnel within the Operations Division at BAPD across the third patrol shifts deployed:

Operations Division Deployment Schedule

Shift	Shift Start Time	Shift End Time	Shift Rotation
First Shift	2200	0800	4/10 on, 3 off

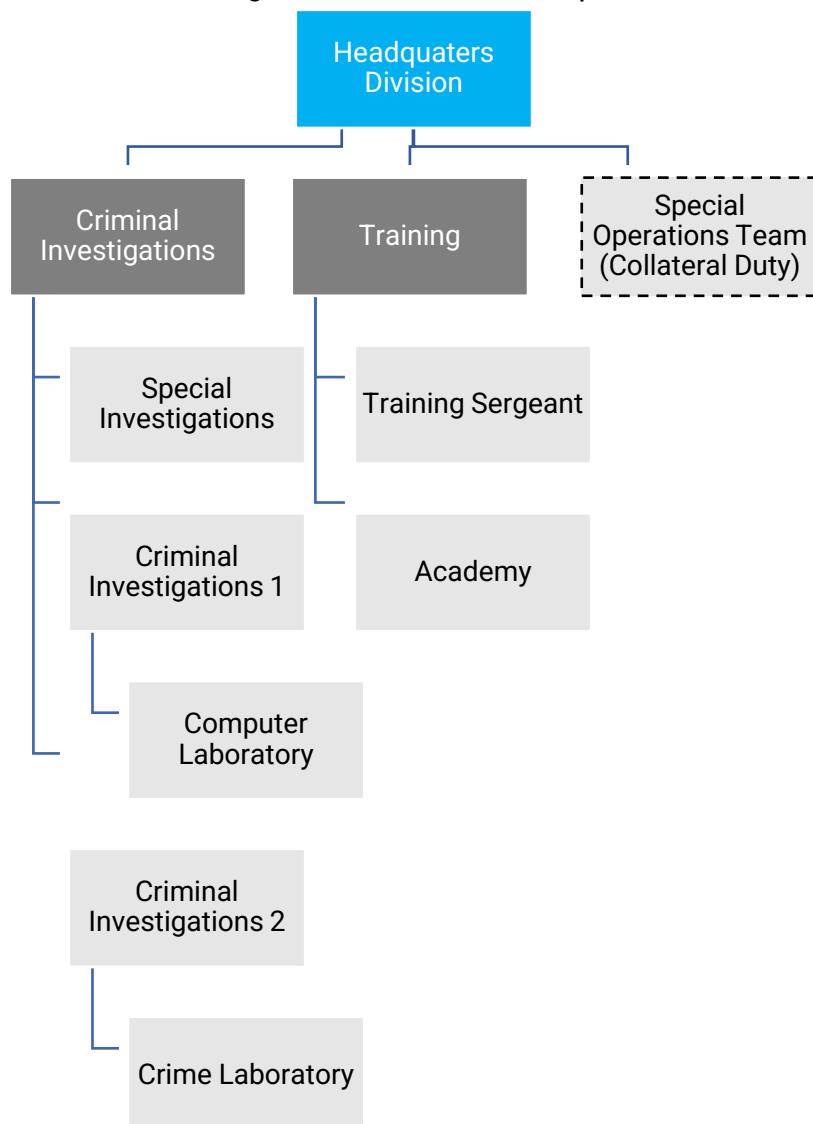
Second Shift	0700	1700	4/10 on, 3 off
Third Shift	1500	0100	4/10 on, 3 off

5. Headquarters Division

The Headquarters Division consists of Criminal Investigations and Training. Each is led by a captain.

(1) Organization

The following chart outlines the organization of the Headquarters:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Office of the Chief. 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
Headquarters Division				
Administration	1	1	Major	<ul style="list-style-type: none"> The major provides overall leadership, management, and administration of the Headquarters Division. The major completes time sheets and performs other administrative tasks in support of the Division. The major supervises the captains and has additional collateral duties of overseeing the Special Operations Team.
Criminal Investigations	1	1	Captain	<ul style="list-style-type: none"> Criminal investigations includes both proactive and reactive investigative units. The captain oversees the special investigations unit and criminal investigations. The captain coordinates activities between units and supervises the three sergeants. The captain also supervises the special operations team as a collateral duty. The two investigative teams are divided by days off so that there is coverage 5 days a week.
Special Investigations Unit	1 4 2	1 4 2	Sergeant Detectives Detectives (DEA TF)	<ul style="list-style-type: none"> The special investigations team conducts proactive investigations and assists criminal investigations with apprehensions. The unit focuses on narcotics and vice crimes. Detectives conduct investigations, write reports and warrants, and make arrests.

Unit/Division	Curr	Auth	Position	Unit Description
				<ul style="list-style-type: none"> • 4 detectives are assigned to work cases in Broken Arrow and 2 detectives are assigned to a DEA Task Force. • The unit works a 4-10 schedule 8am to 6pm 4 days a week and are on call after hours.
Criminal Investigations 1	1 8 1	1 8 1	Sergeant Detectives Det (Comp Lab)	<ul style="list-style-type: none"> • Criminal investigations conducts follow up investigations on reported crimes. • The sergeant is in charge of day to day activities of the unit. Assigns and monitors cases. • The detectives conduct case follow up, interview victims, witnesses, and suspects. • Detectives write reports, warrants, and subpoenas. • The computer lab detective conducts forensic examinations of digital devices and performs data extractions from mobile devices. • Detectives work a 4-10 schedule Tuesday -Friday 7am to 5pm. (some detectives do work 5-8s by choice)
Criminal Investigations 2	1 6 3	1 6 3	Sergeant Detectives Crime Scene Investigators (Civ.)	<ul style="list-style-type: none"> • Criminal investigations conduct follow up investigations on reported crimes. • The sergeant is in charge of day to day activities of the unit. Assigns and monitors cases. • The detectives conduct case follow up, interview victims, witnesses, and suspects. • Detectives write reports, warrants, and subpoenas. • The crime scene investigators respond to and process crimes scenes and recover evidence. • Detectives work a 4-10 schedule Monday-Thursday 7am to 5pm. • Crime Scene Investigators work a 4-10 schedule covering 5 days a week and are on call.

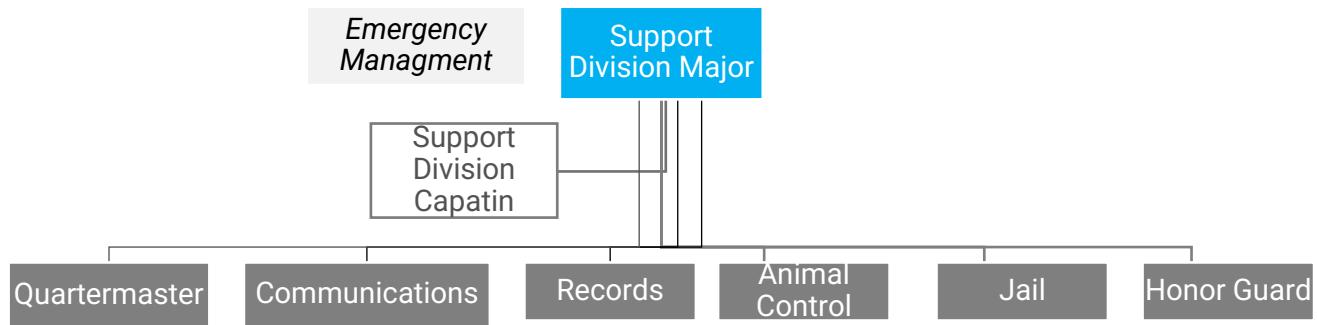
Unit/Division	Curr	Auth	Position	Unit Description
Training	1	1	Captain	
	1	1	Sergeant	
	3	3	Officers	<ul style="list-style-type: none"> The training section is responsible for providing academy and continuing education for department members. The captain leads the day to day operations of the unit and focuses on coordinating continuing education though there is overlap between the captain and sergeant in some areas. The training sergeant focuses on academy training and supervises the 3 training officers. The officers all serve as instructors. The sergeant and the officers work a 4-10 schedule covering Monday through Friday.
Special Operations Team	1	1	Captain	
	1	1	Sergeant	
	20	20	Operators	
	8	8	Negotiators	
	5	5	Medics - FD	<ul style="list-style-type: none"> <i>The Special Operations Team is responsible for serving high risk warrants, responding to critical incidents and barricades.</i> <i>Special operations is a collateral duty for all members with no one assigned full time.</i>
Sworn	33	33		
Non-Sworn	0	0		
Total Staff	33	33		

6. Support Division

The Support Division includes Communications, Records, Animal Control, and Jail, as well as attached units such as Emergency Management (which reports to the City Manager but is co-located with the Division) and detached units such as the Honor Guard.

(1) Organization

The following chart outlines the organization of the Support Division:



(2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Support 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
Support Division				
Command	1	1	Major	<ul style="list-style-type: none"> The Major oversees the Division with the direct assistance of the Captain. The position provides high-level leadership for the Division, including setting direction for individual units and ensuring the Division's goals align with agency strategy. The position oversees a large contingent of professional staff (i.e., non-sworn or civilian personnel) engaged in various functions (i.e., dispatch for police/fire/EMS, jail facilities, animal control, etc.).
	1	1	Captain	

Unit/Division	Curr	Auth	Position	Unit Description
				<ul style="list-style-type: none"> The Captain directly supervises the managers of the Division's sub-units. The current Captain plays a major role in fleet management, developing a Real-Time Information Center, and other functions such as peer support, and detached or ancillary duties. The position also assists with budgeting and facilities work (i.e., jail bond expansion, animal Control facilities, etc.). This position works Tuesday to Friday, from 6:30 a.m. to 4:30 p.m.
Quartermaster	1	1	Sergeant	<ul style="list-style-type: none"> This position is relatively new to the agency and is still evolving. Currently, the Sergeant oversees the bulk of the agency's purchasing, is in the process of developing inventory control mechanisms, is in the process of assuming control of the agency fleet, and has a number of ancillary duties (i.e., assisting with facilities maintenance, managing body-worn cameras as a system administrator, etc.). The position coordinates with several other city departments (i.e., fiscal/purchasing, facilities, city fleet, etc.). This position works Tuesday to Friday from 6:30 a.m. to 4:30 p.m.
Communications	1	1	Manager	<ul style="list-style-type: none"> The Manager sets high-level direction for Communications. The position is involved in scheduling, budgeting, handling some complaints/personnel issues (this depends on the severity and is done in coordination with the Services Division command), etc. The position reports to the Captain and liaisons with the Fire Department's assistant chief. This is important as Communications is one of a small number of dispatch centers

Unit/Division	Curr	Auth	Position	Unit Description
				<p>in Oklahoma that handles police, fire, and emergency medical services. The position works Monday to Thursday from 5:30 a.m. To 3:30 p.m.</p> <ul style="list-style-type: none"> • The Deputy Director manages day-to-day operations, plays a major role in hiring/backgrounding, is in charge of training, and takes the lead role in conducting medical call audits. This includes reviewing approximately 150 to 175 calls monthly for audits/debriefs, developing or identifying needed staff training, and maintaining associated records. The position also engages with the community and other stakeholders by delivering presentations and/or public speaking. • The Communications Supervisor acts as a front-line supervisor for Telecommunicators and Call-Takers. This includes assisting with audits, managing shift operations for their squad (each supervisor is assigned a squad or team), and often working a console when staffing does not meet minimum needs. • The Telecommunicators are assigned one of three consoles (police, fire/medical/teletype), and take calls from the public when Call-Takers are not working or are busy. The BAPD is one of a small number of communication centers to handle medical, as well as police and fire calls. This adds complexity to the position. • The Call Takers handle incoming calls to the communication center. This allows Telecommunicators to focus on dispatching/monitoring the radio nets. The Call-Takers are trained to handle police, fire, and medical calls.

Unit/Division	Curr	Auth	Position	Unit Description
				<ul style="list-style-type: none"> Supervisors and Telecommunicators work 12-hour shifts (three days a week, plus every other Wednesday). The four squads work either 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. Call-takers work four-ten-hour shifts designed to coincide with peak call hours. Call-Takers schedules vary by day, with shifts running from 8 a.m. to 6 p.m., 10 a.m. to 8 p.m., 2 p.m. to 12 a.m., and a split shift that uses the above schedules but varies by the day of the week.
Records	1	1	Manager	<ul style="list-style-type: none"> The Manager provides a mix of leadership and line-level functions. Regarding leadership, the position acts as a middle manager, running Records, and front-line supervisor. The position also performs work functions such as processing reports, checking NIBRS, reporting, etc.
	2	3	Records Clerks	<ul style="list-style-type: none"> The Records Clerk performs a variety of functions. One position assists the manager with functions such as addressing NIBRS errors, developing reports in the agency RMS (CentralSquare), expungements, etc. The second position reviews open records (not related to BWCs), handles collision and arrest reports, sex offender registration, etc. The vacant position was approved in July 2023 but is frozen until January 2024.
	1	1	Admin. Secretary	<ul style="list-style-type: none"> The Administrative Secretary works at the agency front desk, scans documents for detectives, coordinates call entry for walk-in visitors who require a police officer's assistance, etc. The
	1	1	Body Worn Camera (BWC) Clerk	

Unit/Division	Curr	Auth	Position	Unit Description
				<p>position is detached from Records but supervised by the manager.</p> <ul style="list-style-type: none"> • The Body Worn Camera (BWC) Clerk maintains BWC records, handles open records requests related to BWC video footage, handles requests for video from prosecuting attorneys and discovery related to BWCs, etc. The position also handles the redaction of video and related functions. • Records staff work multiple schedules. However, they are open to the public from Monday to Friday from 8 a.m. to 5 p.m.
Animal Control	1 1 5 2*	1 1 6 2*	Manager Admin. Technician Animal Control Ofc Contract Veterinarian	<ul style="list-style-type: none"> • The Manager of Animal Control oversees the unit, handles some complaints/personnel issues (this depends on severity and is done in coordination with Services Division command), provides front-line supervision, plays a role in budget development and administration, orders supplies, etc. The position liaisons with other city departments on animal control/management issues. • The Administrative Technician welcomes visitors to the lobby, assists with adoption/visits, answers phones, assists with social media, receives fees, etc. • The Animal Control Officers perform duties inside and outside the shelter. Inside the shelter, they clean and feed the animals, receive animals, euthanize animals (when necessary), work on socializing animals, assist with medications (under the supervision of a veterinarian), assist the front desk, etc. External duties include enforcement of

Unit/Division	Curr	Auth	Position	Unit Description
				<p>most animal-related ordinances, responding to calls/assisting other PD units with animal-related issues, and fulfilling regulatory duties (i.e., inspections of shelters and other locations, etc.).</p> <ul style="list-style-type: none"> • The unit contracts with two part-time veterinarians. One position handles issues such as spaying/neutering animals and is paid per animal. The second is contracted hourly and provides oversight/observation of the shelter's functioning. • The unit works varied shifts but is available 10 a.m. to 6 p.m. Monday to Friday and 8 a.m. to 4 p.m. on weekends. The shelter is open Monday to Friday, 11:30 a.m. to 5:45 p.m., and Saturdays from 10:00 a.m. to 3:00 p.m.
Jail	1 4 14	1 4 14	Jail Administrator Jail Supervisors Jail Staff	<ul style="list-style-type: none"> • The jail administrator is a sworn sergeant who leads the civilian jail staff. The jail administrator is specifically responsible for scheduling, budgeting, weekly data reporting, jail supervisor evaluations and serves as the defensive tactics instructor for the jail staff. • Jail supervisors are civilian employees of the Broken Arrow Police Department. They are responsible for staff duties plus jail staff evaluations and maintaining personnel journals. Supervisors work 12-hour shifts. • Jail staff are civilian employees of the Broken Arrow Police Department. They are responsible for booking, meals, checks and monitoring, access control, and visitation. Jail staff works 12-hour

Unit/Division	Curr	Auth	Position	Unit Description
				shifts from 6 a.m. to 6 p.m. and 6 p.m. to 6 a.m.
<i>Emergency Management</i>	-	-	-	<ul style="list-style-type: none"> <i>Emergency Management is co-located with the BAPD at the Public Safety Complex but is not a part of the BAPD. It is assigned as a part of the Support Division portfolio due to co-location and to better liaison between departments. It is not being evaluated as a part of this project.</i>
<i>Honor Guard</i>	1 1 Vary	1 1 Vary	<i>Captain Sergeant Officer</i>	<ul style="list-style-type: none"> <i>The Captain is administratively in charge of the Honor Guard. This position ensures the Honor Guard operates consistently with the goals of the Broken Arrow PD and manages the unit. It is a detached position.</i> <i>The Sergeant acts as a front-line supervisor for the Honor Guard and assists the Captain. This position is also detached.</i> <i>Officers and other Honor Guard members represent the Broken Arrow Police Department at funerals and other high-profile events by honoring the colors and acting as ceremonial guards. Unit membership is a collateral duty; members are detached from other assignments as needed.</i>
Sworn	4	4		
Non-Sworn	53	61		
Total Staff	57	65		

*Indicates part-time or detached and is not included in staffing totals.

Appendix B – Employee Survey

1. Introduction

Matrix Consulting Group (MCG) was retained by the City of Broken Arrow (OK) to complete a Staffing and Organizational Assessment of the Broken Arrow Police Department (BAPD). 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 BAPD administration and staff during the early stages of the project.

The initial round of invitations was distributed on November 30, 2023, and the survey was closed to responses on December 15, 2023. Of the 239 total invitations sent to BAPD employees, there were a total of 171 responses (either partial or complete) received by the project team, resulting in a response rate of 72%. This response rate exceeds the targeted response rate for an agency the size of BAPD and is adequate for analysis in the experience of MCG project staff.

2. Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note:

- BAPD employees express high levels of agreement and positive outlooks regarding a majority of key topics throughout the survey, most notably:
 - The high level of service provided to, and the strong relationship with, the valued members of the Broken Arrow community,
 - The proactive time available for patrol units to address problems throughout the community,
 - Response times to low- and high-priority calls for service in Broken Arrow,
 - The training (initial and ongoing) and technological resources provided to employees throughout the organization, and
 - The feeling of support from the government of Broken Arrow.
- Personnel who are currently assigned to patrol functions within the Operations Division feel that the workload across patrol beats is uneven, leading to differential service levels throughout the city.

- Respondents as a whole feel that there is a lack of clear communication from the top of the organization.

General findings for all demographic, general topic, patrol-related, and open-ended responses are provided in the sections below.

3. Respondent Demographics and Background Information

Of the 171 responding employees, there were a total of 126 (74%) sworn employees compared to 45 (26%) civilian employees. Total respondents are also indicated below (n=171).

Employment Status	%	#
Sworn Employee	73.7%	126
Civilian Employee	26.3%	45
<i>Total Responses</i>	<i>100.0%</i>	<i>171</i>

A large majority of respondents indicated being a male (68%), followed by Female respondents (27%). No employees indicated identifying as an “Other” gender while eight employees (5%) declined to respond to this question.

Employee Gender	%	#
Male	68.2%	116
Female	27.1%	46
Other	0.0%	0
Prefer not to answer	4.7%	8

Most responding employees (n=58; 34%) have been employed by BAPD for 15 years or more, followed closely by 49 and 48 respondents who have been employed by BAPD for between 5 and 10 years and less than five years, respectively. Eleven respondents (7%) have served BAPD between 11 and 15 years, while the remaining three respondents (2%) declined to respond to the question.

Employee Tenure	%	#
Less than 5 years	28.4%	48
Between 5 and 10 years	29.0%	49
Between 11 and 15 years	6.5%	11
15 years or more	34.3%	58
Prefer not to answer	1.8%	3

A large majority of respondents (n=127, 75%) indicated being of White descent. Another 18 respondents (11%) identify as Native American, followed by 7 respondents who

identify as both Black/African American or Hispanic/Latino. Two respondents identify as Asian or Asian American while the remaining nine respondents (5%) declined to answer the question.

Employee Race/Ethnicity	%	#
White	74.7%	127
Black or African American	4.1%	7
Native American	10.6%	18
Asian or Asian American	1.2%	2
Hispanic or Latino	4.1%	7
Native Hawaiian or other Pacific Islander	0.0%	0
Another race	0.0%	0
Prefer not to answer	5.3%	9

A majority of responding employees (51%) were currently assigned to the Operations Division within BAPD. This is followed by 29% of respondents (n=49) currently assigned to the Support Division. Of the remaining respondents, 24 (14%) are currently assigned to the Headquarters Division, while the remaining ten (6%) are assigned to the Administrative Division or Office of the Chief.

Employee Current Assignment	%	#
Administrative Division/Office of the Chief	5.9%	10
Operations Division	50.9%	86
Support Division	29.0%	49
Headquarters Division	14.2%	24

A majority of respondents (n=88, 52%) indicated that they were non-supervisory, sworn personnel throughout the organization, followed by 21% (n=36) of whom were supervisory, sworn personnel. Non-supervisory, civilian personnel accounted for 19% of the respondent pool while the remaining 8% of the respondent pool (n=13) consisted of supervisory civilian personnel.

Employee Current Rank	%	#
Civilian: Non-Supervisory	19.4%	33
Civilian: Supervisory	7.7%	13
Sworn, Non-Supervisory: Police Officer or Detective	51.8%	88
Sworn, Supervisory: Sergeant or Above	21.2%	36

4. Multiple Choice Questions

The following two sections report responses to questions relating to 1) General Topics of the Broken Arrow Police Department and 2) topics specific to the Operations Division. The general topics section was asked to all employees, regardless of current assignment, while the patrol specific questions were asked to those employees who indicated that they were currently assigned to patrol-related assignments within the Operations Division.

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 BAPD'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.	2%	5%	45%	45%	2%
2	Community policing is a high priority for the department.	4%	5%	43%	34%	14%
3	In general, we have a good relationship with the community.	1%	1%	44%	49%	4%
4	I received enough initial training to be effective at my job.	2%	5%	61%	27%	4%
5	I receive enough continual training to be effective at my job.	3%	13%	54%	21%	9%
6	I have the technology necessary to complete my job tasks adequately and efficiently.	5%	13%	52%	20%	10%
7	Our hiring practices bring in the best officers/employees for the job.	9%	27%	29%	10%	26%

#	Statement	SD	D	A	SA	NO
8	There is clear communication from the top of the organization.	24%	33%	20%	7%	16%
9	Supervisory spans of control are adequate.	6%	18%	44%	6%	26%
10	The city has provided the resources that we need to complete our jobs in an efficient manner.	7%	15%	55%	7%	15%

Responding employees indicated having high levels of agreement relating to a large majority of topics covered in the matrix above, including:

- The high level of service that BAPD provides to the community and BAPD's emphasis on community policing,
- The relationship that the Broken Arrow Police Department has with the community,
- The adequacy of initial and continual training at BAPD,
- The technological resources provided to employees,
- The hiring practices of the organization and their ability to bring in the best employees and officers,
- Supervisory spans of control throughout the organization, and
- The resources provided to BAPD by the city to allow personnel to do their jobs in an efficient manner.

While these questions showed results with high levels of agreement among BAPD employees, one key topic area covered in the matrix above resulted in a high rate of disagreement – on the effectiveness of internal communications. This topic is covered further in the section below.

General Topics Opportunities for Improvement

Expansion of the communication question 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.”

More than half of respondents (57%) disagreed or strongly disagreed with the statement above regarding the clarity of communication from the top of the organization. The following table exhibits how these findings vary across the current rank of employees, shown below:

Employee Current Rank	SD	D	A	SA	NO
Civilian: Non-Supervisory	23%	35%	13%	13%	16%
Civilian: Supervisory	8%	31%	23%	15%	23%
Sworn, Non-Supervisory: Police Officer or Detective	22%	33%	26%	5%	14%
Sworn, Supervisory: Sergeant or Above	37%	31%	11%	3%	17%

As shown above, sworn personnel, regardless of their supervisory status, disagreed with this statement at a higher rate than civilian personnel. However, supervisory civilian personnel express high levels of agreement with this statement compared to the personnel that they supervise. Non-supervisory civilian personnel disagreed with this statement at a rate of 58%, mirroring the results of sworn personnel.

5. Patrol Specific Questions

MCG project staff and BAPD administration also selected questions to ask specifically to patrol officers of BAPD. 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.

Of the 87 responding employees who indicated being currently assigned to the Operations Division, 78 personnel indicated being currently assigned to patrol-related functions (shown below) and responded to this bank of questions.

Patrol Assignment	%	#
Yes	89.7%	78
No	10.3%	9

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 within the community.	9%	31%	49%	8%	3%
2	Most of the time, there are adequate backup units available.	1%	30%	55%	9%	4%
3	Our response times to lower priority calls are adequate.	4%	11%	68%	11%	7%
4	Our response times to higher priority calls are adequate.	1%	1%	73%	20%	4%
5	The workload of patrol beats across the city is evenly distributed.	40%	32%	12%	1%	15%
6	Our current shift schedule allows for officers to complete an adequate amount of work responsibilities.	4%	5%	71%	12%	8%
7	Our shift schedule allows for adequate work/life balance.	7%	9%	45%	23%	16%
8	The amount of overtime I am required to work is reasonable.	1%	1%	61%	16%	20%
9	Our shift bid processes are fair and equitable.	3%	3%	59%	32%	4%
10	Patrol Sergeants have an adequate presence in the field.	8%	17%	52%	13%	9%

Results presented above show that patrol officers expressed a positive outlook and high levels of agreement relating to most of the topics above, including:

- The sufficiency of proactive time available to address problems throughout Broken Arrow,
- The availability of backup units,
- Response times to both low- and high-priority calls for service,
- The current shift schedule's ability for officers to complete an adequate amount of work tasks,
- The work/life balance provided by the current shift schedule,
- The reasonableness of the amount of overtime that officers are forced to work,
- The fairness of the current shift bid process within patrol, and
- The adequacy of the presence of patrol sergeants in the field.

However, one topic covered above resulted in high levels of disagreement across all responding patrol employees – the distribution of field workloads throughout the City. This topic is evaluated further in the section below.

Patrol Division Opportunities for Improvement

Expansion of the beat workload 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.

#5: “The workload of patrol beats across the city is evenly distributed.”

A large majority of responding patrol employees (72%) disagreed or strongly disagreed with the statement above regarding the even distribution of workload across patrol beats throughout the city. As shown below, this sentiment is consistent across all three patrol shifts currently deployed by BAPD operations:

Patrol Shift Assignment	SD	D	A	SA	NO
1st Shift	38%	38%	14%	5%	5%
2nd Shift	31%	38%	15%	15%	0%
3rd Shift	50%	21%	14%	14%	0%

Further, the trend of disagreement is notably consistent across employee tenure categories within patrol, shown below:

Employee Tenure	SD	D	A	SA	NO
Less than 5 years	32%	36%	14%	5%	14%
Between 5 and 10 years	48%	26%	13%	0%	13%
Between 11 and 15 years	63%	25%	0%	0%	13%
15 years or more	30%	35%	15%	0%	20%

Patrol Open-Ended Responses

Open-ended responses from patrol employees underscored the findings above, expressing how employees feel that insufficient staffing and the lack of adequate beat boundaries are inhibiting the service levels that BAPD operations are able to provide to the citizens of Broken Arrow.

6. 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 BAPD, and 2) the top three opportunities for improvement at BAPD. 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 3 Strengths of BAPD

The top responses from employees relating to the strengths of BAPD were the community support that they experience from the Broken Arrow community, as well as the associated levels of service that BAPD provides. A third strength frequently mentioned by responding employees was the personnel (both sworn and civilian) throughout the organization.

Rank	Response Code
1	Community Support
2	Service Levels
3	Personnel

Top Three Opportunities of Improvement within BAPD

The most frequent opportunity for improvement at BAPD in the eyes of responding employees was an improvement in the current staffing levels, followed by the need for increased levels of communication throughout the organization. Responses categorized as staffing frequently mentioned the inability of officers to provide an adequate level of service, as well as a potential over-emphasis in specialized units and its resulting inability to properly staff patrol.

A third-most frequent response focused on leadership, relating specifically to the lack of consistent leadership throughout the organization, as well as how siloed lines of communication have created a disconnect from top administration at BAPD.

Rank	Response Code
1	Staffing
2	Communication
3	Leadership

Appendix C – Community Survey

1. Introduction

The Matrix Consulting Group (MCG) was retained by the City of Broken Arrow (OK) to complete a Comprehensive Needs Assessment of the Broken Arrow Police Department (BAPD). The scope of work included the deployment of a community survey to gauge the attitudes of the community members throughout the city and their opinions on BAPD operations.

Working alongside marketing personnel within the Broken Arrow city government and BAPD personnel, MCG project staff conducted outreach through previously established communication channels that have yielded sufficient response rates in past internal surveys on behalf of the Broken Arrow community. In total, the police department community survey received a **total of 2,158 responses**.

2. Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note.

- Community members of Broken Arrow have favorable attitudes regarding several key topics relating to policing, including:
 - Valuing input from the community,
 - BAPD's emphasis on community policing and its service to the community,
 - Trusting the leadership of BAPD to make the right decisions for the entirety of the community, and
 - Their feeling of safety both during the daytime and nighttime throughout the city.
- Broken Arrow residents desire an increased physical presence of BAPD patrols throughout the city, as well as an increase in crime prevention efforts.
- New residents to Broken Arrow indicate that the city's reputation for low crime rates and overall sense of community safety are reasons in which they selected Broken Arrow for their new residence.

Community Survey Results

Responses are organized into sections based on question topic/themes.

3. Respondent Demographics and Background Information

Of the 2,158 respondents, there was a large variance of the length of residence of each respondent. The table below shows that a majority of respondents have resided in Broken Arrow for 21 years or more, followed by those residing in Broken Arrow between 3 and 10 years and between 11 and 20 years. Nine percent of respondents are new to the area, residing in Broken Arrow for less than 3 years. A total of 14 respondents (1%) indicated that they did not live or work in Broken Arrow¹⁴.

Length of Residency	%	#
Less than 3 years	9%	204
Between 3 and 10 years	24%	523
Between 11 and 20 years	24%	511
21 years or more	42%	906
I do not live or work in Broken Arrow.	1%	14
Total Respondents	100%	2,158

As expected, a large majority of responding community members indicated that they were of White or Caucasian race, followed by American Indian or Alaskan Native respondents at approximately 7%. All other race/ethnic categories had less than a 5% representation in the respondent pool, while 149 respondents (7%) declined to say how they identified.

Respondent Race/Ethnicity	%	#
White	77%	1,649
Black or African American	2%	47
Hispanic or Latino	5%	98
Asian or Asian American	2%	43
American Indian or Alaska Native	7%	144
Native Hawaiian or other Pacific Islander	0%	3
Middle Eastern or North African	0%	3
Another race	1%	17
Decline to say	7%	149

Most respondents (60%) indicated that they identify as a female, followed by 36% of respondents who identify as a male, as shown below:

¹⁴ These respondents were excluded from all substantiative tables and analyses.

Respondent Gender Identity	%	#
Male	36%	771
Female	60%	1,297
Non-binary	0%	3
Other	0%	1
Prefer Not to Answer	4%	79

Minimal respondents indicated being 'non-binary' or an 'Other' gender identity, while 4% of the respondent pool declined to respond.

4. Perception of Crime Trends in Broken Arrow

To gauge the perception of community members in relation to the changing landscape of crime in Broken Arrow, respondents were asked to respond to the following question: "Overall, do you think that crime in Broken Arrow is getting better or worse compared to 3 years ago?" Responses yielded the following results:

Response	%	#
Getting much better	6%	135
Getting somewhat better	10%	213
Staying about the same	35%	735
Getting somewhat worse	32%	677
Getting much worse	7%	138
No opinion	10%	217

Results indicate that, while 35% of respondents feel that crime has remained constant, more respondents (39%) feel that it has gotten worse to some degree while only 16% of respondents feel that crime has improved. A total of 217 respondents (10%) indicated that they had no opinion on the matter.

5. New Resident Question

As a result of the continuous growth of Broken Arrow, BAPD administration were particularly interested in reasons that new residents have selected to live in the City of Broken Arrow. To gauge whether any specific factors were present, MCG project staff provided respondents who have lived in Broken Arrow for less than three years with a comprehensive list of potential reasons for moving to the city.

Respondents were able to select all of the reasons that applied to their decision. Results are provided in the table below:

Rank	Reason	%	#
1	Reputation for low crime rates	52%	93
2	Overall peace of mind regarding public safety	44%	80
3	Well-maintained public spaces and parks	39%	70
4	Sense of community security	33%	59
5	Perceived safety of schools and educational institutions	30%	54
6	Quality of emergency services	19%	35
7	Positive experiences with law enforcement	16%	29
8	Proximity to police and fire stations	13%	24
9	Presence of neighborhood watch programs	9%	17

More than half of these respondents indicated that Broken Arrow's reputation for low crime rates were a reason in which they moved to the City of Broken Arrow. Other top responses include resident's overall peace of mind regarding public safety, well-maintained public spaces, and a sense of community security.

6. Ideal Operational Emphasis of the BAPD

To seek input into the future directionality of BAPD operations, respondents to the community survey were able to provide BAPD administration with their ideal operational emphases of BAPD into the future. Respondents were provided a list of operations (below) and asked to select up to three in which they felt BAPD should emphasize in the future.

Results are provided in the table below:

Rank	Operational Emphasis	%	#
1	Crime Prevention Efforts	58%	1,118
2	Drugs and Narcotics	50%	965
3	School Resources/School Safety	50%	955
4	Proactive Enforcement	42%	811
5	Traffic Control and Enforcement	33%	638
6	Community Policing	33%	627
7	Youth Outreach	28%	530
8	Vice Enforcement	7%	137

Results indicate that crime prevention efforts, drugs and narcotics enforcement, and school resources/school safety should be the operational emphasis of BAPD moving into the future.

7. General Response

The following section provides aggregated responses to general questions relating to service levels, community policing, safety, and resources. The general topics section was asked to all respondents, regardless previously indicated demographics.

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. Results are presented in the table below:

# Statement	SD	D	A	SA	NO
1 BAPD values input from the community.	4%	8%	42%	31%	17%
2 BAPD is responsive to the community.	3%	6%	43%	37%	10%
3 I am satisfied with the overall performance of the BAPD.	4%	8%	42%	39%	7%
4 I trust the leadership of BAPD to make decisions that are in the best interest for everyone.	6%	9%	42%	32%	11%
5 I frequently see police patrols in my neighborhood.	20%	36%	24%	12%	8%
6 I feel safe in Broken Arrow during the daytime.	2%	2%	44%	50%	2%
7 I feel safe in Broken Arrow during the nighttime.	3%	12%	51%	29%	4%
8 BAPD has the resources it needs to keep my community safe.	3%	11%	45%	19%	22%

Responding community members indicated having high levels of agreement relating to:

- BAPD valuing input from the community,
- BAPD's responsiveness to the needs of the community,

- The overall performance of BAPD,
- Trust in the leadership of BAPD to make decisions that are in the best interest for everyone throughout Broken Arrow,
- A feeling of safety during the daytime and nighttime throughout Broken Arrow, and
- The resources that BAPD has to keep the community safe.

In sum, the only lacking response in regard to its level of agreement relates to the frequency of seeing BAPD patrols in the respondent's neighborhood. Upon analysis across relevant demographic datapoints, MCG project staff have concluded that this sentiment is consistent across all respondent demographic categories that were collected.

8. Open-Ended Responses

To conclude the survey, MCG project staff provided two different opportunities for respondents to express their opinions in an open-ended format. To structure these responses, MCG project staff prompted respondents to provide 1) something that they think that BAPD does well, and 2) something that they think BAPD could improve upon. Top ranked responses to each of these two questions are provided in the sections below.

Strengths within BAPD

The table below shows the top three ranked responses from Broken Arrow community members pertaining to the things that they think BAPD currently does well.

Rank	Response Code (n=1,232)
1	Community Engagement
2	Professionalism
3	Service
4	Communication

Respondents (n=1,232) think that BAPD's community engagement efforts are the top strength of the organization. Other organizational strengths in the opinion of Broken Arrow community members is BAPD's professionalism, the service levels, and communication with the community.

Opportunities for Improvement within BAPD

The table below outlines the top responses relating to what responding community members think BAPD could improve upon.

Rank	Response Code (n=1,207)
1	Community Visibility
2	Traffic/Parking Enforcement

Responses relating to an increase in community visibility accounted for a large majority of the responses (n=1,207) from the Broken Arrow community. A close second was the desire for an increased traffic and parking enforcement presence throughout the city.

Appendix D – Prominent Call Types by Beat Area

The following table provides more context to the beat calls for service inequality analysis presented in the analysis above. The table provides the top ten calls for service by each beat area handled by patrol units, with the total incoming calls for service listed at the top of each beat category¹⁵:

Beat	Call Type	# CFS	Avg. HT (Min.)
Beat 1	Total Calls	13,219	
1	ALARM	857	14.4
2	VEHICLE CHECK	386	17.9
3	WELFARE CHECK	308	32.0
4	DOMESTIC VIOLENCE IN PROGRESS	208	57.5
5	PEDESTRIAN CHECK	185	27.4
6	SUSPICIOUS PERSON	176	27.8
7	RECEIVE INFORMATION	150	35.1
8	TRAFFIC ACCIDENT	144	60.5
9	ALARM IN PROGRESS	135	18.7
10	SHOPLIFTER IN PROGRESS	135	92.7
Beat 2	Total Calls	22,984	
1	ALARM	801	12.4
2	RECEIVE INFORMATION	555	35.3
3	WELFARE CHECK	472	30.9
4	TRAFFIC ACCIDENT	365	53.8
5	VEHICLE CHECK	337	16.1
6	FRAUD	267	41.6
7	LARCENY	252	48.7
8	SQUAD MEETING	248	29.7
9	DOMESTIC VIOLENCE IN PROGRESS	241	56.4
10	PHONE INFORMATION	228	25.4
Beat 3	Total Calls	10,064	
1	ALARM	291	14.0
2	WELFARE CHECK	260	32.0
3	DOMESTIC VIOLENCE IN PROGRESS	226	63.2
4	VEHICLE CHECK	191	21.5

¹⁵ These calls for service are those that could be accurately geocoded to one of the eight service beat areas. Those that did not have feasible information to do so were excluded.

Beat	Call Type	# CFS	Avg. HT (Min.)
5	TRAFFIC ACCIDENT	131	63.6
6	DOMESTIC VIOLENCE	113	47.2
7	RECEIVE INFORMATION	105	39.4
8	SUSPICIOUS PERSON	104	28.8
9	LOUD MUSIC	87	15.1
10	CHECK OWN SATISFACTION	86	15.5
Beat 4	Total Calls	11,083	
1	ALARM	542	13.1
2	WELFARE CHECK	335	30.8
3	VEHICLE MAINTENANCE	262	40.9
4	DOMESTIC VIOLENCE IN PROGRESS	241	54.0
5	VEHICLE CHECK	220	16.4
6	SUSPICIOUS PERSON	178	25.6
7	RECEIVE INFORMATION	161	36.9
8	SUSPICIOUS VEHICLE	134	20.3
9	PEDESTRIAN CHECK	129	22.5
10	DOMESTIC VIOLENCE	120	47.7
Beat 5	Total Calls	5,270	
1	ALARM	248	15.9
2	WELFARE CHECK	90	32.3
3	VEHICLE CHECK	66	5.2
4	DOMESTIC VIOLENCE IN PROGRESS	61	71.7
5	RECEIVE INFORMATION	49	38.2
6	TRAFFIC ACCIDENT	48	64.6
7	LARCENY	43	59.5
8	SUSPICIOUS VEHICLE	39	20.5
9	TRAFFIC HAZZARD	36	25.1
10	SUSPICIOUS PERSON	35	44.6
Beat 6	Total Calls	5,567	
1	PRISONER TRANSPORT	339	146.5
2	ALARM	233	12.5
3	WELFARE CHECK	120	35.5
4	VEHICLE CHECK	77	10.3
5	RECEIVE INFORMATION	73	40.0
6	TRAFFIC ACCIDENT	71	61.0

Beat	Call Type	# CFS	Avg. HT (Min.)
7	TRAFFIC HAZZARD	65	15.6
8	DOMESTIC VIOLENCE IN PROGRESS	58	60.7
9	ASSIST FD	57	145.2
10	SUSPICIOUS PERSON	49	28.7
Beat 7	Total Calls	14,465	
1	ALARM	702	14.0
2	WELFARE CHECK	425	33.6
3	DOMESTIC VIOLENCE IN PROGRESS	322	59.5
4	SUSPICIOUS PERSON	219	19.5
5	VEHICLE CHECK	215	10.3
6	RECEIVE INFORMATION	192	33.7
7	DOMESTIC VIOLENCE	158	46.2
8	TRAFFIC ACCIDENT	158	57.0
9	CHECK OWN SATISFACTION	132	15.5
10	SUSPICIOUS VEHICLE	131	20.6
Beat 8	Total Calls	5,237	
1	ALARM	243	15.7
2	DOMESTIC VIOLENCE IN PROGRESS	187	50.1
3	WELFARE CHECK	172	32.1
4	VEHICLE CHECK	131	19.4
5	SUSPICIOUS PERSON	89	24.4
6	RECEIVE INFORMATION	86	35.4
7	DOMESTIC VIOLENCE	80	45.9
8	SUSPICIOUS VEHICLE	68	28.2
9	TRAFFIC ACCIDENT	63	63.7
10	TRAFFIC HAZZARD	53	15.8