Police Department Study

MIDWEST CITY, OKLAHOMA

FINAL DRAFT

matrix consulting group

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1. INTRODUCTION AND EXECUTIVE SUMMARY

In July 2016 the Matrix Consulting Group began the project to conduct a Police Department Study for the Midwest City Police Department (MCPD). This document is the **final draft** report of the project team's work that includes an analysis of department staffing, operations, management and organizational structure.

1.   INTRODUCTION TO METHODOLOGY USED IN THE STUDY

To understand and evaluate these issues the project team embarked on a thorough assessment of the management, staffing and operations in the Department. The principal approaches utilized by the project team in this study included, but were not limited to, the following:

- **Internal Interviews** – members of the project team individually interviewed numerous executive, management, supervisory and line staff as part of this study.

- **External Stakeholder Interviews** – members of the project team also met with external stakeholders including:

    – Members of the Council.
    – City Manager
    – A "Town Hall" outreach designed to solicit input from members of the community. This was performed in August 2016.

- **Anonymous Employee Survey** – individual interviews were supplemented by an anonymous on line survey to further elicit views within the scope of this study. Almost all employees in the Department took the opportunity to participate through this input device. This is provided in Appendix B in this report.

- **Comparative Survey** – A comparative survey with other regional police agencies was performed to potentially identify issues in MCPD. This is provided in Appendix C in this report.

- **Data Collection** – the project team collected a wide variety of external and internal data documenting the structure, operations and organization, including:

–   Policies and procedures
–   Management planning and goal setting
–   Department staffing and scheduling
–   Documentation reflecting operational protocols
–   Various performance information

These data were summarized in a 'descriptive profile' of the Department, which is included in this report in Appendix A.

Data were collected over several months and interim deliverables were provided to the MCPD management team to ensure the project remained on-track. Throughout this process the project team reviewed facts, findings, and conclusions through these interim deliverables with the Department and the City.

2.   EXECUTIVE SUMMARY

In the course of a police department review and study the focus tends to be on the areas within the organization where improvement opportunities exist or where change is needed. However, there are a number of positive attributes of the MCPD that are acknowledged throughout this report, to include a summary of particular highlights in Chapter Six.

The City and Police Department desired a full assessment of the current, short range and long term staffing and other resource needs. The scope of work also included operational, management and organizational issues.   Finally, the study provides staff projections over the next five and ten year planning horizon for key operational facets of MCPD.

The following summarizes key findings and conclusions noted in this report. These are further detailed in Chapter's 2 through 6 in the report's body.

•   Approximately 24,800 community generated calls for service occurred in 2015.

- Patrol call for service workload patterns remain largely consistent throughout the week. As is the case with most agencies, summer months display the highest call volume.

- Average call for service handling time and the number of patrol units responding is generally consistent with our findings in many other law enforcement agencies throughout the nation.

- Overall, MCPD patrol proactivity level of 41.3% is required proactive time. The results demonstrate that at the current number of filled positions in patrol, there are sufficient resources available to both handle community-generated workloads and have an adequate well within the target range of 35% to 45% amount of time left over to be proactive in addressing issues.

- However, the overall percentage does not address vagaries in proactive time availability at certain times of the day as deployment schedules do not necessarily match well against variations in workload throughout the day and week. The current shift schedule configuration (without including motor units, K9s, or supervisors) results in the following average proactivity levels by time of day:

Average Proactivity and On-Duty Staffing by Hour (Current Schedule)

Time	# Units	% Proac.	
0200 - 0600	5.3	69.4%	
0600 - 1000	6.6	56.1%	
1000 - 1400	5.3	**-4.9%**	
1400 - 1800	10.0	**37.4%**	
1800 - 2200	6.0	**21.0%**	
2200 - 0200	8.3	61.1%	
Overall	6.9	41.3%	

It is evident from the chart that despite the overall proactivity level of 41.3%, the department is consistently running understaffed at important times of the day – the highest activity hours of the day. As a result, there are insufficient resources being available to adequately handle the incoming calls at these times. While redeploying resources can mitigate these issues to a degree, additional resources are required to retain proactive capabilities consistently. This also has the impact of increasing overall proactivity to 45%.

- Some improvements in proactive capabilities can be met by changing some aspects of the current 8-day-on / 6-day-off staggered shift schedule – while retaining the core aspects of this 10-hour day shift configuration – when combined with adding three (3) patrol officer positions.

- Patrol staffing projections show that five years from now, in 2021, the department will require 54 line-level sworn positions to be allocated to patrol at 45% proactive time, addressing the proactive inconsistency issue (49 units at current targeted levels of 40% proactive overall). During this time period, the department should also add an additional community action officer (CAO) position.

- The MCPD has eight (8) detectives who are functionally "generalists" but based on case assignment strategies some specialize in property crimes and some specialize in person crimes.

- Detectives perform a variety of ancillary duties beyond core investigations, to include future employee background checks, in-service training provision, etc.

- Those detectives focusing on person crimes are assigned an adequate caseload while property and generalist detectives could handle additional case work based on various benchmark analyses. The ability to handle such additional workload, however, is linked to how MCPD chooses to utilize investigators for duties in addition to cases.

- MCPD should significantly enhance its case management process. Doing so will have a notable impact on staffing now and in the future. Criminal investigations staffing levels can be modestly reduced, with the transfer of 1.5 FTEs to specialized roles in the Department.

- MCPD must address a variety of jail and animal control facility and operational issues in the Support Services Division. Long term, in order to manage risks and to function as safe and secure facilities, both the jail and the animal shelter should be replaced. However, there are operational changes which should be made now to manage these risks, most notably, by providing direct supervision in the jail.

- In order to function as a highly functioning, best practice, organization, more emphasis should be placed on annual training overall, management and supervisory training and training on promotion and reassignment. The part time coordination of training should be a full time responsibility.

These key findings and conclusions, as well as other issue areas, are

summarized in the following chapters.

3.   SUMMARY OF RECOMMENDATIONS

Throughout this report the project team provides evaluation and analysis of the organization, operations and services provided by the MCPD and, where appropriate, makes suggestions for improvements. The table below provides a summary list of all the recommendations, appearing in sequential order, in this report.

Recommendations
FIELD OPERATIONS
Add three additional officer positions to provide consistency in the proactive capabilities of patrol, which also has the effect of increasing overall patrol proactivity to a level of 45%.
Reassign two officers from the night shift to the day shift in order to address peaks in patrol workload throughout the day.
Continually monitor traffic enforcement efforts by staff including citations, warnings and other related contacts.
Provide basic training upon promotion to the captain and lieutenant ranks in the use of the Department's CrimeView software as a tool for identifying trends and setting proactive priorities in patrol.
The lieutenant over each patrol shift team should identify new areas of focus each rotation through CrimeView and other analytical software, and expect that officers and sergeants assigned to those districts make at least one contact at that location, replacing the existing performance expectation of one contact, warning, or citation per shift.
Develop policies that better delineate which cases are normally assigned to patrol personnel, as determined through case types and basic solvability factors.
By 2021, add one new officer to the Community Action Unit to maintain current service levels as the population of the community continues to expand.
Take steps to reduce or eliminate the lower priority and non-investigative responsibilities of detectives.
Revisit the implementation of the RMS case management modules to standardize various data fields with the same language/punctuation. This will allow for effective searching of information such as number of "burglary I" etc. As practical reduce the number of crime types from 111 through effective consolidation.
INVESTIGATIONS
Eliminate ancillary duties for investigators that do not contribute to the support of the Department.
Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.
Formalize a detective caseload prioritization system as part of the case screening process using a 7-priority system as a framework.

Recommendations

Include the formal case screening and prioritization of criminal cases as part of the Investigations Captain's duties and responsibilities.

Formally revisit the approach to investigating the approximate 50% of medium and low priority cases currently assigned to detectives, and determine in the future the best method for case resolution. The list of such case types is included in this report.

Include in the Department's existing policy OPS 18 all important investigative work-related protocols discussed herein including the further formalization of the case management process, what medium and low priority cases Patrol will investigate compared to detectives, etc.

Reduce detective staffing in criminal investigations from 8 to 6.5 detectives through the recommended re-assignments.

Convert the detective currently performing as Training Coordinator from "half-time" to "full-time" .

Convert the detective with polygraph ancillary duties to a half-time background investigator, assigning all background investigations to this position. The detective would continue as a half-time detective position focused on a modest property crime workload.

Upon implementation of noted case management practices, revisit criminal investigations staffing in one-year to determine if additional staffing changes are warranted.

Maintain existing staffing levels in the SCU but re-evaluate annually based on productivity measures captured by the approaches discussed in this report.

Upon implementation of improved case management practices, revisit criminal investigations staffing in one-year to determine if additional staffing changes are warranted.

Maintain existing staffing levels in the SCU but re-evaluate annually based on productivity measures captured by the approaches discussed in this report.

Implement SARA problem solving and reporting, as further defined in MCPD's policy OPS 14, to help define SCU successes and ultimately determine desired staffing levels in the unit.

Implement Output-based reporting on a quarterly basis and include highlights in the Annual Report.

JAIL AND COURT

Increase minimum staffing levels from to jailers per shift to three jailers per shift.

Increase full-time jailer staffing by four personnel so that these shift minimums can be met.

Move visitations and bail bond processing duties to records so that jailers do not have to leave the jail facility.

Assign the Lieutenant currently job-sharing as the Jail Manager and Lieutenant in Criminal Investigations, to a full-time role in the Jail. Provide space in the jail facility so the Lieutenant can provide direct management and oversight while on-duty.

Develop a Lead Jailer position, at a 10% increase in salary, and designate four (4) positions as lead jailer. These positions would help facilitate jail management and supervision.

Recommendations

Because the jail's population is largely in lieu of payment of fines and binds for relatively minor offenses, the City and the Municipal Court should evaluate the expansion of alternatives to jail, such as community service.

Develop a long range plan to replace the jail.

Maintain current staffing level of officers in the Warrant Unit.

Maintain current staffing level of juvenile court compliance counselors.

TECHNICAL AND RECORDS SERVICES

Maintain the current staffing level of records clerks.

Train additional records personnel on UCR report to free up the crime analyst to perform more advance crime analysis functions.

Train records staff to assist in bail bond paperwork and inmate visitation process so jail personnel do not have to leave the jail facility.

Make the part time animal rescue specialist position a full time position to allow more animals to be rescued to reduce kennel overcrowding.

Maintain the current staffing level of animal control officers.

Revise animal control contracts to an actual cost basis to ensure full cost recovery for sheltered animals.

Develop a capital improvement program to extensively remodel or relocate shelter to a larger more adequately designed space.

Maintain current staffing level of forensic techs and property room clerk.

Purchase digital image management software that has access control and auditing functions to mitigate any chain of evidence concerns.

Eliminate all unnecessary (pre-2000) property and evidence and migrate all older remaining evidence over to the property room management software.

Develop a comprehensive training program for all commissioned staff. Minimize self-selected training and focus any elective training on areas that enhance personal performance in selected assignments.

Provide focus for training on needs identified by the department leadership. Include de-escalation training and other non-force training. Use additional hours to re-enforce what is important to the command staff and community.

Develop a more formalized training program for management and supervisory staff, including training on promotion and re-assignment.

Convert the part time training officer position to full time and have the position continue to report to the Major in Support Services.

CHIEF'S OFFICE, ORGANIZATION AND MANAGEMENT

Recommendations
Develop an MCPD Strategic Plan providing a mission, vision and strategic goals direction for the police department over the next five year planning horizon. Update this document on an annual basis.
Develop an MCPD Annual Operations Plan that documents annual goals and performance objectives to be achieved that year.
The MCPD should devise a performance measurement system, in concert with their strategic planning process, using the principal concepts noted in this section. There are numerous professional journals, articles, training sessions, and books on performance measurement.
The Chief should hold management staff accountable for fully implementing a performance measurement system and staff should be held accountable for regular reporting of results.
The Chief should develop a system of reporting quarterly to the City Manager and the City Council the progress made by the MCPD toward the established strategic goals and devised performance measures against the stated objectives.
Work with the City's information technology staff to reduce the number of manual and duplicative databases.
Within the planning period add a cross trained administrative services support position. Monitor the time of the Administrative Secretary when these duties begin to assume the majority of her time.

A more detailed description for each recommendation can be found in the body of the report.

2.   ANALYSIS OF FIELD OPERATIONS DIVISION

The following sections provide analysis on the workloads handled by patrol units across all regions, including the calculation of patrol proactivity.

1.   INTRODUCTION TO THE CHAPTER

Analysis of the community-generated workload handled by patrol units in the field forms the core of 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, however, it is not enough for patrol units to function as call responders – officers and sergeants must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community.

Given the importance of providing for adequate proactive time in the process of determining patrol staffing needs, targets are set for the proportion of officers' available time that should be remain uncommitted – and available to conduct self-initiated workloads – on top of the number of hours that must be staffed for community-generated workloads. As a result, the primary focus in analyzing community-generated calls for service is not only to determine the level of call for service workloads, but to

determine the number of uncommitted hours that must also be staffed according to the targeted level of proactivity.

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the current staffing levels of the division, in order to produce a realistic estimation of the department's staffing needs at its targeted service levels. The data required to complete the analysis has been obtained from the computer aided dispatch system and other statistical data maintained by the department.

2.   ANALYSIS OF PATROL WORKLOAD AND AVAILABILITY

The following sections provide the process and results of the analysis of this data, which will provide the basis for developing an understanding of patrol staffing needs, as well as other issues relating to the effectiveness of field services.

(1)   CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2015.

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 first been first created in calendar year 2015.

•   The incident must have involved at least an officer or sergeant assigned to patrol, as identified by the unit codes of each individual response to a call.

   –   It should be noted that the project team received two sets of CAD data. While most of the information contained in each was largely the same, the formatting was different. One piece of information that was not consistent

between the two CAD data sources were the ways in which unit codes were shown. The first database showed the actual names of the officers, while the other displayed only a three or four-digit code. The two databases were linked in order to establish an accurate record of the number and types of units responding to each call.

– Traffic and K9 responses were also included, as well as IDs matched personnel at the sergeant and officer level that level the department in 2015 or were reassigned.

• The incident must have been originally initiated by the community, as identified using the following methods:

– The time between the unit being dispatched and the unit arriving on scene must have been greater than zero.

– The incident must have had a time stamp for the point at which the unit was dispatched.

– Additionally, the incident type must have 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 activity generated by the department (e.g., directed patrol) were not counted as community-generated calls for service.

• There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or time stamp for the call closure.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by MCPD 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	
12am	129	64	74	84	81	108	141	**681**	
1am	129	57	59	59	82	90	96	**572**	
2am	94	44	50	37	75	64	125	**489**	
3am	94	49	39	45	56	42	73	**398**	
4am	60	49	32	37	45	44	64	**331**	
5am	53	31	31	38	41	44	50	**288**	
6am	44	56	55	54	59	61	47	**376**	
7am	76	119	114	122	139	115	95	**780**	
8am	98	154	157	143	145	156	139	**992**	
9am	111	160	161	142	142	174	146	**1,036**	
10am	147	188	205	174	172	151	182	**1,219**	
11am	166	201	217	189	199	210	193	**1,375**	
12pm	202	226	200	207	179	203	196	**1,413**	
1pm	201	233	208	203	191	232	200	**1,468**	
2pm	202	235	216	224	210	230	208	**1,525**	
3pm	198	239	227	238	212	264	225	**1,603**	
4pm	193	275	255	247	244	235	181	**1,630**	
5pm	197	260	262	225	241	236	195	**1,616**	
6pm	188	239	244	220	205	217	222	**1,535**	
7pm	134	175	189	219	216	227	157	**1,317**	
8pm	145	164	159	182	148	161	165	**1,124**	
9pm	119	149	121	161	181	200	169	**1,100**	
10pm	131	113	124	161	152	185	205	**1,071**	
11pm	95	99	96	109	106	135	177	**817**	
Total	3,206	3,579	3,495	3,520	3,521	3,784	3,651	24,756	

While workload patterns remain largely consistent throughout the week, Saturdays display a longer period of increased call volume. While peaks in calls for service decline sharply on other days from 0900 to 1100 hours, they continue until nearly 0100 hours on Saturday nights.

(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	2,290	
Feb	1,617	-7.3%
Mar	1,828	
Apr	1,960	
May	2,198	+3.3%
Jun	2,238	
Jul	2,341	
Aug	2,340	+10.3%
Sep	2,146	
Oct	2,064	
Nov	1,842	-6.3%
Dec	1,892	
Total	24,756	

As is the case with most agencies, summer months display the highest call volume. Interestingly, however, January shows the third-highest to total number of calls for service.

(4)   Most Common Types of Calls for Service

The following table provides the ten most common incident categories of the unique community generated calls for service handled by patrol units over the last year and the average call handling time (HT) in minutes:

Most Common Call for Service Categories

Incident Type	# of CFS	Avg. HT[1]
ALARM	2,855	11.9
CKS	2,779	20.4
DISTURBANCE IP	1,141	26.9
ACCIDENT NO INJURY	1,033	43.1
LARC PETTIT	959	51.8
WELFARE CHECK	918	26.3
TRAFFIC COMPLAINT	868	14.9
MENTAL	788	36.4
HARASSMENT	688	28.7
MISCELLANEOUS	663	38.5
DOMESTIC IP	649	36.6
DISTURBANCE	558	23.0
ANIMAL CALLS	492	22.6
DISPUTE CIVIL	448	23.6
VANDALISM	374	33.2
All Other Types	*9,543*	*45.5*
Total	**24,756**	**33.6**

(5)   Summary of Call for Service Workload Factors

Each call for service represents a certain amount of workload, much of which is not captured within just the handling time of the primary unit. The following points outline the various factors which must be considered in addition to this, some of which are normative – as a result of limitations in the measurability of certain workloads – that have been developed based on the experience of the project team:

The following tables provide an overview of the types of workload involved in handling a call for service, and the assumptions and calculations used to develop the total number of workload hours handled by patrol units in 2015:

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[1] Refers to the average handling time for the primary unit responding to a call for service – the time from a unit being dispatched to a call to that unit closing the call.

Factors Used in Calculating 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 MCPD data: **24,756 community-generated call for service**

Primary Unit Handling Time (multiplied by the rate)

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 jail transport/booking workloads are *not* included within the period between the two time stamps. Midwest City is somewhat below the middle-point of this range, at 33.6 average minutes of handling time per call for service.

Calculated from MCPD data: **33.6 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number and rate of backup units responding 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.

The detail provided in the CAD data received by the project team allowed the actual number of backup unit responses to CFS to be calculated for each hour and day of the week. Overall, this can also be expressed as a ratio to the number of primary unit responses to calls.

Calculated from MCPD data: **0.8 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time of any backup units responding to community-generated calls for service, including both travel and on-scene times, and is typically calculated using the same process as for primary units. When data is available for each individual backup unit responding to a call, the time from the assignment of the unit to the time it is cleared from the call is calculated to develop averages for each hour and day of the week.

In this case, a normative estimate was calculated at a rate of 0.75 of the primary unit's handling time for each call in which backup units responded. Because calls featuring backup unit responses tend to be more severe – and consequently often require higher workloads for personnel on-scene – the average backup unit handling time is actually higher than the overall average for primary units, resulting in an overall average of 37.9 minutes per backup unit response.

Estimated/calculated from MCPD data: **37.9 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 at 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 estimated based on the experience of the project team.

Estimated: **0.33 reports written per call for service**

Report Writing Time (multiplied by the rate)

Based on the number of community-generated calls for service, this number constitutes an important factor of the total workload handled by patrol units in responding to calls for service. It is often the case that officers are cleared from a call in the CAD system before they complete any assignments or other tasks relating to a call. As a result, the workload involved in this process must be estimated based on the experience of the project team. We assume that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45 minutes per written report**

Number of Jail Transports / Bookings

The number of arrests made that involves transport and booking, assuming that this time is not captured within the call handling time. While around 3,500 arrests were made by the department in 2015, not all of these were completed by patrol units, and not all of these events involved transport and booking in the jail.

Estimated: **0.10 jail transports / bookings per call for service**

Time Per Jail Transport / Booking (multiplied by the rate)

Given that data systems do not always capture the time that officers spend in the process of completing jail transports before they become available and in-service again, an estimate is used based on the experience of the project team. This number is adjusted the number as needed based on local factors, such as jail proximity and processing time.

Estimated: **60 minutes per jail transport / booking**

Total Workload Per Call for Service

By adding together the factors that have been calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time, the resulting number represents the average number of minutes of workload each call for service generates.

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 35,361 total hours in 2015.

Calculated from previously listed factors: **85.7 total minutes of workload per CFS**

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

These factors are summarized in the following table:

Summary of CFS Workload Factors

Category	Value	Pct.
Total Number of Calls for Service	**24,756**	39%
Avg. Primary Unit Handling Time (min.)	33.6	
Backup Units Per CFS	**0.82**	36%
Avg. Backup Unit Handling Time (min.)	37.9	
Reports Written Per CFS	**0.33**	18%
Time Per Report (min.)	45.0	
Jail Transports/Bookings Per CFS	**0.10**	7%
Time Per Jail Transport/Booking	60.0	
Avg. Workload Per Call (min.)	85.7	
Total Workload Hours	**35,361**	

Overall, at 85.7 minutes of workload per call for service, the average time required to handle incidents is in line with the normal range for most departments. Compared to the current population of Midwest City, calls for service occur at a ratio of 0.43 per person. This is slightly higher than the typical average, although by not by an extensive margin.

(6)   Current Patrol Unit Staffing and Shift Schedule

For the purposes of the analysis of patrol workload and proactivity, it is important to consider regular patrol roles separately from motor and K9 officers, even though they may assist in call for service responses if other units are tied up, or if the incident is particularly critical. As a result, a total of 6 officer and sergeant positions have been deducted from the following series of calculations, reflecting their specialized roles. This allows for patrol staffing needs to be analyzed in terms of its ability to handle workloads without other resources being considered as part of the equation.

It should be noted that, while the motor officers have been factored out of the availability of patrol in the staffing analysis, the workload that they handle (including any responses to calls for service as the primary and/or backup unit(s)) is still included as part of the workload handled by patrol units. This is done to ensure that the staffing needs of patrol are evaluated independently, without being contingent upon the ability to motor units to provide assistance to meet their own call workload demands.

Additionally, given that the sergeant position is equivalent to a 'master police officer' rank, it is important to note that they are not first-line supervisors under normal circumstances. The staffing levels shown above also includes K9 units and motor officers, whose roles differ from normal patrol officers and sergeants, in addition to the six positions that are currently vacant.

Midwest City patrol units follow a 10-hour shift schedule, with personnel working on one of three shift types – day, swing, and night. Staff work eight consecutive days, followed by six consecutive days off.

The following table summarizes the assignment of staff to each shift, as well as their normal start and end times:

Patrol Shift Configuration
(Authorized Staffing Levels)[2]

Shift	Start	End	# Sgt.	# Ofc.	Notes
Day	0700	1700	16	2	*Includes 4 motor officers*
Swing	1200	1200	11	8	*Includes 2 K9 units*
Night	2200	0800	6	10	

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[2] **Figures displayed in the table also include two vacancies and one long-term injury.**

Including the two vacancies and one long-term injury, **there are currently 44 total officer and sergeant positions serving in active patrol roles**, which does not count motor or K9 units. This number will serve as the basis for our analysis of current patrol proactivity and deployment effectiveness.

(7)   Patrol Unit Net Availability

In order to accurately represent staffing needs, it is first necessary to develop an accurate estimation of the time in which personnel are actually on-duty and available to work. While the number of hours in each normal pay period (i.e., not including any overtime hours) add up to a total of 2,080 per year for each officer and sergeant, a large percentage of these hours are not actually spent on-duty and available in the field. As a result, it is critical to understand the amount of time that officers spend each year on leave – including vacation, sick, injury, sick, 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 briefing.

Beginning with the total number of annual work hours for MCPD officers under the current shift schedule, using a combination of calculations made from department personnel data and watch sheets, as well as assumptions made based on the experience of the project team, these factors are subtracted from the original total. Through this process of elimination, an assumption is developed for the number of net available hours that each officer and sergeant position represents per year, or the time in which they are on-duty and available to complete workloads and other activities.

The following calculations display how each availability factor contributes to the total net available hours of patrol officers and sergeants:

Factors Used in Calculating Patrol Availability

Work Hours Per Year

Total number of scheduled work hours for patrol units, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This 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 MCPD data: **330 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 while on-duty attending court, including transit time. Without any data recording this time, the number of hours is estimated based on the experience of the project team.

Estimated: **30 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. Total training hours among Field Operations Division personnel varied extensively in the data received by the project team, with a number of officers and sergeants recording over 200 hours in 2015. The overall average of 90 hours is somewhat higher than the typical amount for similarly sized departments.

Calculated from MCPD 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 shifts that are not worked due to leave have been factored out.

At 90 minutes per shift and just over an expected average of 175 shifts worked per year, it is assumed that each MCPD officer and sergeant dedicates about 263 hours on-duty each year to administrative tasks.

Estimated: **263 hours of administrative time per year**

Net Availability

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the *net available hours* – the time in which patrol units are actually available to work after accounting for all leave, as well as on-duty training and court time, in addition to administrative time.

Net availability can also be expressed as a percentage of the total work hours per year – dividing the result by the original figure of 2,080 hours.

Calculated from previously listed factors: **1,368 net available hours per officer/sergeant**

The following table outlines this calculation process, displaying how each net availability factor contributes to the overall rate at which patrol officers and sergeants are actually available and on-duty:

Calculation of Patrol Unit Net Availability

Calculation Factor		Value
Total Scheduled Work Hours		**2,080**
Total Leave Hours	–	330
On-Duty Training Hours	–	90
On-Duty Court Time Hours	–	30
Administrative Hours	–	263
Net Available Hours Per Officer	**=**	**1,368**
Number of Officer Positions	*x*	*44*
Total Net Available Hours	**=**	**60,191**

Overall, patrol units – defined as the number of actual (filled) officer and sergeant positions after accounting for those assigned as motor units – combine for 60,191 net available hours per year, representing the total time in which they may respond to community-generated workloads and be proactive.

3.   ANALYSIS OF PATROL PROACTIVITY AND STAFFING

Proactivity analysis provides the foundation for determining patrol staffing needs, as it directly compares the relationship between the workloads handled by patrol units to the ability of staffing resources to meet those needs, producing a realistic approximation of the department's staffing needs at its targeted service levels.

The following sections complete this analysis through the following steps:

i.   Calculating overall proactivity levels from the workload and availability factors detailed in previous sections

ii.   Determining the staffing levels required to reach target overall proactivity after accounting for the impact of turnover

iii.   Analysis of whether staffing levels provide for consistent levels of proactive capabilities, as well as their ability to meet minimum staffing levels

(1)   Calculation of Patrol Unit Proactivity

While the previous sections have provided the basis for this analysis by individually examining each factor used in the process of calculating proactivity, it is important to review the objectives of the analysis. This study defines patrol proactivity as the percentage of patrol officers' *available and on-duty time* that is not spent responding to community-generated calls for service. This can also be expressed visually as an equation:

$$\frac{\text{Total Hours On-Duty and Available} - \text{Total Hours Handling Community-Generated CFS}}{\text{Total Hours On-Duty and Available}}$$

The result of this equation is the overall proactivity level of patrol, providing a model for the ability of patrol units to be proactive given current staffing allocations. It should not be considered a performance measure of how the proactive time is being used. Furthermore, it is important to note that proactivity, when viewed at an overall

level, presents no findings as to whether or not current shift schedules and deployment practices are effective.

Instead, the analysis ties the workload completed by patrol units to staffing levels in order to provide a measure of the potential for current staffing levels to result in a level of service. A medium-sized department should generally target an overall proactivity level of at least 35 – 45% as an effective level of patrol coverage.

The table below displays the calculation process used by the project team to determine proactivity, as well as the resulting proportion of time that patrol officers and sergeants have available outside of handling community-generated workloads:

Overall Patrol Proactivity

Calculation Factor		Value
Total Patrol Net Available Hours		60,191
Total Patrol Workload Hours	–	35,361
Resulting # of Uncommitted Hours	=	**24,830**
(Divided by total net available hours: 60,191)		
Overall Proactivity Level	=	**41.3%**

Overall, at a proactivity level of 41.3%, MCPD is well within the target range. The results demonstrate that at the current number of filled positions in patrol, there are sufficient resources available to both handle community-generated workloads and have an adequate amount of time left over to be proactive in addressing issues.

Again, however, it should not be concluded from this that a level of 41.3% level of proactivity is typical for MCPD patrol services, as deployment schedules do not necessarily match well against variations in workload throughout the day and week.

Furthermore, the importance of factoring for turnover must also be addressed before conclusions can made regarding staffing levels.

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

To determine staffing needs, it is also important to consider the number of vacancies that currently exist in patrol, as well as well as the turnover rate. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these occur, it takes a significant amount of time to recruit a new position, complete the hiring process, academy, and the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed in patrol to provide a target level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. The project team examined three years of turnover data, and found that a total of 9 officer and sergeant positions had left over the time period, or 3 per year. This can then be expressed as a percentage of the total number of authorized positions in patrol. Including motor units, whose attrition was also included in the data, the 3 positions per year equates to a turnover rate of approximately 5.5% – a fairly typical level for most departments. As a result, an additional 5.5% *authorized* (budgeted) positions should be added on top of the number of actual number of *filled* positions needed to maintain the target level of proactivity. The result must then be rounded to the nearest whole number, given that fractional numbers would not be possible. It is worth noting that the number needed without turnover may be fractional, since it is only used as an intermediary step in the analysis.

These calculations are displayed in the following table:

Calculation of Patrol Unit Staffing Needs

Category	Value
Net Available Work Hours Per Officer	1,368
Total Workload Hours	35,361
Proactivity Target	40.0%
Patrol Units Needed (no turnover)	44
Turnover	5.5%
Patrol Units Needed *(with turnover)*	**46**

Adding back the K9 units and motor officers that were originally factored out of the analysis, a total of 52 officer and sergeant positions are required to achieve a 40% level of proactivity – three above the current number.

The following table presents the staffing levels needed at 40% overall proactivity, as well as at the 35 and 45% levels, using the same process of calculation as before. All calculations also assume an annual turnover factor of 5.5% in determining the number of patrol unit FTEs needed:

Staffing Needs at Various Proactivity Levels

% Proactivity	Category	Value
35%	Patrol Unit FTEs Needed	42
	Total Including Motors/K9s	**48**
40%	Patrol Unit FTEs Needed	46
	Total Including Motors/K9s	**52**
45%	Patrol Unit FTEs Needed	50
	Total Including Motors/K9s	**56**

The analysis demonstrates that at an overall level, the department's patrol services provide for an adequate level of proactivity at present staffing levels. However, it is critical that these findings also be considered within a more detailed context that examines how staff are deployed against variations in call workloads, as well as to achieve objectives for minimum levels of coverage.

(3)   Impact of Patrol Scheduling on Staffing Needs

The patrol staffing analysis has not yet taken into account the distribution of workload across the day and week. As outlined previously, overall proactivity can be considered as a *maximum potential* for level of patrol service at given staffing levels. The ways in which proactive time is used is equally as critical, as are strategies for scheduling and deploying personnel. Even with a high overall proactivity level, inefficient assignments of staff can potentially result in vastly inadequate service level capabilities and issues for officer safety at potentially the most critical times of the day.

(3.1)   Effectiveness of Current Deployment Schedules

The current shift schedule configuration, **without including motor units, K9s, or supervisors,** results in the following average proactivity levels by time of day:

Average Proactivity and On-Duty Staffing by Hour

Time	# Units	% Proac.	
0200 - 0600	5.3	69.4%	
0600 - 1000	6.6	56.1%	
1000 - 1400	5.3	**-4.9%**	
1400 - 1800	10.0	**37.4%**	
1800 - 2200	6.0	**21.0%**	
2200 - 0200	8.3	61.1%	
Overall	6.9	41.3%	

It is evident from the chart that despite the overall proactivity level of 41.3%, the department is consistently running understaffed at particular times of the day, with insufficient resources being available to adequately handle the incoming calls. This can also be viewed with data showing proactivity by weekday as well.

As shown in the following chart, blocks shaded fully green representing an adequate level of proactivity:

Proactivity by Hour and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	5.3	49%	74%	81%	79%	72%	72%	60%	69%
6am–10am	6.6	61%	53%	51%	53%	43%	41%	59%	56%
10am–2pm	5.3	15%	-22%	-22%	2%	0%	0%	-8%	-5%
2pm–6pm	10.0	47%	25%	29%	30%	30%	32%	42%	37%
6pm–10pm	6.0	39%	20%	24%	9%	20%	12%	22%	21%
10pm–2am	8.3	54%	66%	71%	59%	61%	49%	50%	61%
Overall	**6.9**	49%	39%	42%	41%	40%	37%	40%	41%

It is important to note that these numbers do not include either motor units or K9s, and should be considered within that context. Given that point, however, it is evident that as a result of the distribution of staff across shift schedules, that patrol staffing levels are in many ways reliant on the ability of motor units and K9s to be on-duty in order to handle pending calls. This creates a significant issue, and causes them to be pulled from their primary functions in order to handle pending calls when they are generated at a rate faster than 'core' patrol units are able to handle them.

In order to best address variations in workload throughout the day, changes to shift schedule hours would need to be made, as the relatively early start of the day shift causes proactivity afternoon to drop to critically low levels. In the absence of such

changes, however, some improvements can be made by redistributing personnel to the day and swing shifts, while still maintaining officer safety and response capabilities.

By reassigning two officers/sergeants from the night shift to the day shift, some of the issues associated with low proactivity levels at certain times of the day can be mitigated:

Proactivity by Time of Day After Redistributing Personnel

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	4.5	41%	69%	77%	75%	67%	67%	53%	64%
6am–10am	6.8	64%	57%	54%	56%	48%	45%	62%	57%
10am–2pm	6.0	26%	-7%	-7%	15%	12%	13%	5%	8%
2pm–6pm	10.5	50%	28%	31%	32%	32%	35%	44%	41%
6pm–10pm	6.0	39%	20%	24%	9%	20%	12%	22%	21%
10pm–2am	7.5	48%	62%	67%	54%	57%	42%	44%	57%
Overall	6.9	49%	39%	42%	41%	40%	37%	40%	41%

Compared with the earlier chart displaying proactivity by time of day and day of week, some improvements are made that more strategically allocate resources against peaks in call volume and patrol workload.

Recommendations:

- *Add three additional officer positions to provide consistency in the proactive capabilities of patrol, which also has the effect of increasing overall patrol proactivity to a level of 45%.*

- *Reassign two officers from the night shift to the day shift in order to address peaks in patrol workload throughout the day.*

- *Assuming that the three positions have been added and the current number of vacancies remains the same, assign 19 officers and sergeants to the day shift, 16 17 to swings, and 13 to nights.*

(3.2)   Analysis of Call Workloads Under the Current Beat Structure

The following table provides statistics on the number of community-generated calls for service that could be identified as having occurred within each district, using the addresses provided in the CAD data:

Call for Service Volume by Patrol Area

District	# of CFS	% of Total
A	9,482	38%
B	6,143	25%
D	7,696	31%
Unk./Outside[3]	1,435	6%
Total	*24,756*	*100%*

Overall, districts do not differ significantly from one another in call volume, although some variations do exist. The call volume in District D is at the middle point for the tree districts, while A and B have call for service totals that are above or below 20% of the average.

As the district boundaries follow major road divisions, it is not as easy to equalize totals by moving a block or two into other districts. Simple boundaries allow for clear understandings of where each begins and ends, which facilitates the constant rotation of areas of responsibility for individual patrol officers and sergeants.

There are advantages and disadvantages with this system. Given that the three-shift schedule with an overlap and limited daytime staffing outside of motor units, it is not currently feasible to further localize responsibility by moving to a configuration that has a greater number of beats that are smaller in size. Given that the area of Midwest

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[3] Includes calls whose addresses could not be mapped geographically, as well as those occurring outside of the boundaries of Midwest City.

City is also only 24.6 square miles, featuring a grid of major arterial roads throughout its area, concerns over response time issues are largely mitigated. As evidence to this, patrol units in 2015 had an average travel time of 6.3 minutes[4] to calls for service.

Issues do exist with placing the boundaries on major streets, as calls occurring on border streets, which all display relatively high call volumes, could be located in either area of responsibility. Given the layout of neighborhoods within the city's arterial grids, the only feasible alternative would be to place both sides of a street on the border entirely within one district. With only three patrol districts, doing so would not significantly add to geographic accountability within patrol.

4. ANALYSIS OF SPECIALIZED AND SUPPORT ROLES OF THE FIELD OPERATIONS DIVISION

The project team also evaluated the field support and specialized unit workloads and services. The analyses of these functions is contained in the following sections.

(1) Traffic Enforcement

MCPD officers and sergeants in the Field Operations Division are expected to maintain a minimum activity level as a performance evaluation measure – not to be confused with a policy/standard operating procedure setting a specific number of enforcement actions.

The top 50 employees in the department in activity wrote a total of 11,778 citations out of the 12,965 written by the department as a whole in 2015. While the vast majority of these individuals represent those assigned to line field roles, lieutenants and captains are among those included in the rankings.

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[4] There are limitations in breaking this number down further, as priority levels were not able to be included in the CAD data received by the project team as a result of database issues.

The following table displays the number of citations written by these employees, as broken down into groups of 10, ranked by the total number of citations they wrote in calendar year 2015:

MCPD Citation Statistics by Activity

Rank	# of Cites	% of Total	Avg. Per Shift[5]
1-10	4,733	37%	**2.7**
11-20	2,381	18%	**1.4**
21-30	1,827	14%	**1.0**
31-40	1,652	13%	**0.9**
41-50	1,185	9%	**0.7**
All Others	*1,178*	*9%*	*0.1*

It is important to note that these statistics exclude traffic stops that do not result in either warnings or citations being generated. Given an expectation that at least one contact be made per shift – even after accounting for formal warnings, which account for only about 11.5% of all enforcement events – it is clear that this does not reflect the complete picture of these contacts, limiting any conclusions that can be drawn from the data.

Recommendation: Continually monitor traffic enforcement efforts by staff including citations, warnings and other related contacts.

(2) Crime Analysis

Various forms of crime analysis are performed at multiple points in the organization. The crime analysis position, which is not formally organized within the Field Operations Division, plays a key role in data management responsibilities, crime statistic compilation, and mapping functions, as well as various forms of topical crime analysis performed as needed.

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[5] Average number of citations per individual, per shift. Assumes 175 shifts per year after accounting for various types of leave.

The fairly recent introduction of CrimeView desktop in the department has also provided personnel with quick and interactive access to crime analysis capabilities. Prior to its implementation, the abilities of mid-managers and field supervisors to perform trend analysis were largely limited to products that were specifically produced by the crime analyst. Given that the crime analyst has a number of other competing workload demands, including support provided to investigative personnel, the use of CrimeView can empower supervisors and mid-managers to independently perform a number of analytical functions.
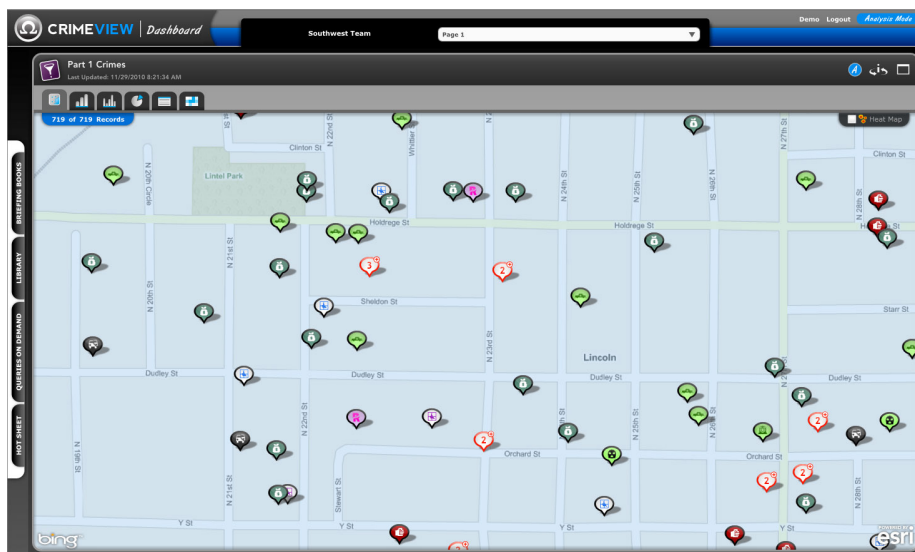
A demonstration of the patrol dashboard interface. CrimeView® is a registered trademark of The Omega Group, Inc.

Patrol supervisors in particular should play a central role in using the software to manage deployment decisions. While performance expectations already exist for proactive contacts to be made each shift, these should be added to by developing a system where the required number of patrol contacts per day be made at in areas that have been identified by supervisors as hotspots or areas of focus.

Recommendations:

Provide basic training upon promotion to the captain and lieutenant ranks in the use of the department's CrimeView software as a tool for identifying trends and setting proactive priorities in patrol.

The lieutenant over each patrol shift team should identify new areas of focus each rotation through CrimeView and other analytical software, and expect that officers and sergeants assigned to those districts make at least one contact at that location, replacing the existing performance expectation of one contact, warning, or citation per shift.

(3)   Role of Patrol Units in Conducting Follow-Up Investigations

Patrol personnel play an important role in investigative work on a wide range of minor crime reports and follow-up in cases with low solvability. Many of these cases are managed by the individual officer or sergeant handling the case, and work can often be prioritized and self-directed during periods of uncommitted time in between handling calls for service. In 2015, 2,249 unique follow-up events were initiated by patrol personnel and recorded in CAD data, averaging about 38 minutes per instance. It is understood that this does not represent the full scope of investigative follow-up, as workloads may be as minor as a phone call or those that are not generally recorded as CAD events, such as time spent completing a report.

Policies and procedures do not specifically delineate the types or circumstances in which a case becomes the responsibility of patrol, as opposed to investigative personnel. Current policies do, however, specify certain types of cases that must be handled by investigators, such as kidnappings, bombings, and hostage situations. Because the policy (OPS 18.02) lists is limited to some of the more serious types of crimes, there is significant 'gray area' remaining in the discretion for which cases can be assigned to patrol personnel.

As a result, the assignment of a case to patrol are typically made from some combination of communication and/or decisions made between by patrol officers/sergeants, patrol first-line supervisors, and detectives. Supervisors are aware of when their reports in the field take cases – and are often part of the process – although they do not formally play a role in acting as an intermediary or reviewing caseloads.

While there are not inherently issues with an informal process for this, a lack of structure creates opportunities for the assignment of cases to patrol to be highly variable. Policies do not specify what types of cases may be assigned – whether these determinations are made by solvability factors, severity of the crime, or other relevant factors – are tied to the specific personnel involved in the process. In order to formalize expectations for the level of investigative work that is handled by patrol, these factors should be more clearly delineated in policy and practice. Doing so increases accountability in the process of delegating these workloads for patrol and investigative personnel.

Recommendation: Develop policies that delineate which cases are normally assigned to patrol personnel, as determined through case types and basic solvability factors.

(4)   Community Action Unit

Organized under the second shift captain in the Field Operations Division, the Community Action Unit. Aside from the school resource officer that is formally organized within it, the unit comprises two officer positions. The unit was formally authorized four position although only two are currently funded. Designed as a dedicated community policing service, the Community Action Unit is responsible for attending neighborhood events, providing crime free multi-housing training as requested, conducting CPTED-

based environment security assessments, attending community fundraisers, and many other community outreach roles.

One of the officers also manages the department's social media presence, although not in an official PIO capacity. The unit works normal hours of 1400-0000 that are adjusted as needed to attend various community meetings, which in turn enables it able to remain highly visible in the community. Working out of a separate building, the unit meets daily to coordinate with Neighborhood Services, who work often intersects with the Community Action Unit.

Through these efforts, the unit provides community members with a valuable link to the department to have their voices heard on policing and community matters, and is a direct investment by the department in maintaining positive relations with the community. As the community grows, additional staff will need to be added to the unit in order to maintain the same level of presence as it is able to do now. While changes are not currently needed, another officer should within the next five years, adding back one of the two unfunded positions in the unit.

Recommendation: By 2021, add one new officer to the Community Action Unit to maintain current service levels as the population of the community continues to expand.

5.   COMMUNITY TRENDS AND GROWTH PROJECTIONS

The following sections provide analysis on historical and projected levels of crime, population, and calls for service in order to develop an estimate of core staffing needs for the department over the next ten years.

(1)   Part I Crime Trends

Both violent and property crime totals have declined over the past five years of available data, as shown in the following chart:

UCR Part I Crimes, 2011-2015

	2011	2012	2013	2014	2015	
Violent Crime	**264**	**295**	**359**	**185**	**152**	
Criminal homicide	7	6	2	5	5	
Rape	31	36	48	24	15	
Robbery	48	46	48	44	37	
Aggravated Assault	178	207	261	112	95	
Property crime	**2,674**	**2,982**	**2,926**	**2,593**	**2,396**	
Burglary	708	786	707	576	512	
Larceny-theft	1,724	1,956	1,958	1,773	1,675	
Motor vehicle theft	242	240	261	244	209	
Arson	14	22	10	6	4	

Part I Crimes Per 1,000 Pop.	44.2
5YR Violent Crime Change	▼ -42%
5YR Property Crime Change	▼ -10%

Violent and property crimes have decreased by 42% and 10% respectively from 2011 to 2015, a significant rate of decrease. While the prevalence of some types of violent crimes have remained unchanged or grown slightly, it is difficult to draw conclusions from these findings.

(2)   Population Growth

Midwest City has added residents at a steady pace in recent years, as shown in the following chart:

Midwest City Population, 2010-2015

Year	Total Pop.	# Added
2011	55,310	
2012	56,159	
2013	56,786	
2014	57,039	
2015	57,669	
5YR Growth	4.3%	
3YR Avg. Change	0.9%	

Over the past three years, the city's population has expanded by an average of approximately 0.9% over the total from the previous year – a steady, but relatively marginal rate of growth.

(3) Projecting Patrol Staffing Needs

Using the methodology employed in the patrol staffing analysis earlier in the report, the ratio of calls for service to population in 2015 can be used to generate estimates of call volumes into the future. Assuming that the 1.0% level of annual growth is maintained through 2021, the estimates can then be used to determine patrol workload hours, and consequently, the number of patrol officers and sergeants needed to handle those workloads while still providing for an overall proactivity level target of 45%. The following table presents the results of these calculations:

10YR Projections for Call Volume, Workload, and Patrol Staffing Needs

	Pop.	CFS/Pop.	Total CFS	Total Wkld. Hours	Patrol Units at 40% Proactive[6]	Patrol Units at 45% Proactive
2015	57,628	**0.43**	25,012	35,361	46	50
2016	58,223	0.43	25,270	36,095	47	51
2017	58,824	0.43	25,531	36,467	47	52
2018	59,431	0.43	25,794	36,844	48	52
2019	60,045	0.43	26,060	37,224	48	53
2020	60,664	0.43	26,330	37,608	49	53
2021	**61,291**	**0.43**	**26,601**	**37,997**	**49**	**54**
2022	61,923	0.43	26,876	38,389	50	54
2023	62,563	0.43	27,153	38,785	50	55
2024	63,209	0.43	27,434	39,185	51	55
2025	63,861	0.43	27,717	39,590	51	56
2026	**64,520**	**0.43**	**28,003**	**39,999**	**52**	**57**

The projections show that five years from now, in 2021, the department will require 54 line-level sworn positions to be allocated to patrol at 45% proactive time (49 units at current targeted levels of 40% proactive overall).

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[6] Refers to the number of authorized officer and sergeant positions functioning in core patrol roles after accounting for an expected annual turnover rate of approximately 5.5%, based on MCPD historical trends. **Does not include the 4 motor officer and 2 K9 unit positions.**

3. ANALYSIS OF SUPPORT SERVICES DIVISION – INVESTIGATIONS

This chapter is focused on the various investigative functions of the Midwest City Police Department's (MCPD) Support Services Division. These functions include the Criminal Investigations and Special Investigations operations of MCPD.

1. INTRODUCTION TO THE CHAPTER

The chapter is broken down into a number of sections, beginning first with an overview of how investigative services differs widely among law enforcement agencies given the number of community and operational characteristics that impact these services. Additionally, core investigative services workloads are further differentiated from specialized investigative units which often work undercover and on longer term cases. A variety of factors impacting investigative workloads, therefore, must be considered when evaluating staffing requirements and operational strength and opportunities for improvement. The workload and related information utilized in this chapter was obtained from numerous one-on-one interviews with MCPD investigative management, supervisory and line staff and a variety of independent data collection efforts made by our project team with the assistance of these staff.

2. INVESTIGATIVE EFFECTIVENESS IS EVALUATED DIFFERENTLY THAN FIELD OPERATIONS.

The evaluation of staffing levels required by criminal investigations is more difficult than evaluating patrol staffing levels because, unlike field services, subjective and qualitative determinants of workload and work practices are more important. Patrol services have the benefit of several quantitative measures, such as calls for service,

response time and proactive time, to assist in the evaluation of staffing requirements.

Investigative services, given the nature of this work, have fewer such reliable measures.

Factors making investigative analyses difficult include:

• Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.

• What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level crime cases to detectives varies. Importantly, agencies screen cases assigned to investigators differently; one agency may assign a case perceived as "solvable" while another agency may not investigate such cases if there is perceived limited solvability and arrest potential.

• The extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.

• Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, and the time devoted to clerical tasks.

• The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, and other available information. The way information in a single case combines with information on other cases (e.g. a case belonging to a crime series or crime pattern) also impacts investigative actions.

• The nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

• Finally, additional duties and responsibilities performed by detectives beyond caseload work are impactful to staffing and operations. Such activities may include being a specialized trainer, assisting on warrant arrests, assignment to support teams (e.g. SWAT) or various other administrative duties detracting from casework.

Collectively, these factors portray a different type of workload compared to patrol

workload. In patrol, workload can be characterized broadly by the following factors:

• High volume/fast turnaround work.

• Work oriented not toward solution of a complex case, but oriented toward

documenting available evidence at a crime scene and initiating contacts with victims and witnesses.

• Deployment practices designed to result in a rapid response of personnel.

Therefore, unlike patrol, investigative workload cannot readily be converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues and philosophies having an impact on staffing needs.

3. THE CRIMINAL INVESTIGATIONS SECTION STAFF PERFORM A VARIETY OF SUPPORT FUNCTIONS, SEVERAL OF WHICH ARE UNCOMMON IN OTHER POLICE DEPARTMENTS.

As noted above, the assignment of workload, whether or not it is criminal case investigation, is an important factor in how an investigative unit is staffed and operates. The MCPD has eight (8) detectives assigned which are functionally "generalists." This indicates that each detective can be assigned any property or persons case and are thus not specialized and always assigned cases along certain investigative areas. Despite the generalist emphasis, two detectives are informal sex-crime specialists and one detective is an informal financial crime specialists.

(1) MCPD Detectives have a Variety of Ancillary Duties.

MCPD detectives have a variety of ancillary duties in addition to core investigative functions. These include:

• All detectives are assigned various background investigations for potential new hires. Dependent upon the position type, background investigations can take a significant amount of time. In most law enforcement agencies, background investigation is assigned to dedicated staff that can focus the large part of their efforts on this activity. It is generally a core function as opposed to an ancillary function of criminal investigations unit. The following table shows background investigations performed by detective staff.

Detective	Backgrounds Assigned First Six Month 2016
#1	3
#2	2
#3	3
#4	3
#5	5
#6	2
#7	3
#8	2
Total:	23

Background investigations can take some time, up to five work days with a comprehensive evaluation depending on the depth of investigative effort, interviewing, local versus long distance, etc. As such, at an assumed average of 32-hours, MCPD detectives spent approximately 740 hours performing background investigations in the first six months of 2016. This is effectively three-quarters of one full-time equivalent (FTE) position.

- Detectives meet in the morning to discuss daily "Blue Sheets" that will be presented to the DA's office. The presentation of cases to the DA is most often rotated, and not assigned to a single detective.

- In addition, MCPD criminal investigations detectives each have a variety of ancillary duties, particularly a few positions. These are noted in the following table.

Detective	Ancillary Assignments
#1	LEDT Instructor (driving), ME Liaison, LEADS online, Polygraph, Tyler Admin, Pawns
#2	Care Center Liaison, DHS Liaison, cell bright
#3	Pawns, DNA/CODIS, office supplies, Health and Safety Comm, Negotiations Team
#4	Polygraph, cell bright, Insurance Fraud Liaison
#5	Range master, Sex Offender registration, Negotiations Team, training coordinator, ammo and dept. weapon inventory / purchasing
#6	Defensive Tactics Instructor/coordinator, Use of Force review liaison/Taser instructor, Hostage Negotiator, officer involved shootings, arson

Detective	Ancillary Assignments
#7	CIT, Citizens Academy Co-Coordinator, Defensive Tactics Instructor, Hostage Negotiator, Taser instructor, Honor Guard, cell bright, DHS reviews
#8	CIT, arson and officer involved shootings

Detective #5, for example, serves as the Department Rangemaster, sex offender registrant, and maintains numerous training records, effectively acting as the department's 'training coordinator.' These ancillary duties, occupy additional time for all detectives, and can actually be the key roles and responsibilities for at least one detective (e.g. detective #5).

- Unusually, Detectives also have a variety of other skills in construction, carpentry, etc., and have used these periodically in the MCPD facility. For example, detectives have spent time rehabilitating areas of the department facility, including recently conversion of a space into their computerized Firearms Training System (FATS). Additionally, the detective performing Rangemaster duties regularly mows/landscapes the range facility instead of the City's parks operations. While the reason given for such efforts is cost-savings compared to the City's in-house maintenance staff or a contractor, these efforts not only occupy time, but are not the best use of skilled investigative resources.

In summary, MCPD detectives have a number of ancillary duties that impact both the time that can be committed to investigating criminal cases. At issue, is the impact of various work approaches and ancillary duties on staffing and the work related to core investigative services.

Recommendation: Take steps to reduce or eliminate the lower priority and non-investigative responsibilities of detectives to include such efforts as facilities maintenance and construction.

4. THE CRIMINAL INVESTIGATIONS SECTION CASELOAD APPROACHES REVEAL STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT.

As noted earlier, unlike patrol, investigative workload does not have as many specific measures that can be converted into quantitative methodologies to arrive at required staffing levels. There are some important metrics available, yet qualitative issues, such as the ancillary workloads noted, must also be considered. Investigative

staffing requirements need to be examined from a variety of perspectives in order to

obtain an overall portrait of staffing issues, case handling issues, and operational

philosophies that have an impact on overall staffing needs. The project team performed

the following steps in the analysis of the Criminal Investigations section:

- Reviewed case management practices through interviews with unit supervisory and other line staff and obtained available caseload data.

- Examined other qualitative measures of workload, as appropriate, to determine the effectiveness of investigative services provided.

- Examined organizational and supervisory spans of control.

Investigative workload and resulting staffing requirements can employ a series of

indicators to determine the extent to which core investigative staffing and general

workload is appropriate. Various research by our firm and others has been done with

respect to efficiency and effectiveness metrics for investigative services. Based on

these metrics, conclusions are drawn in the context of how investigative resources are

used in an agency.   These comparative measures that can be used to help determine

staffing, efficiency and effectiveness are displayed in the following table:

Comparative Measures for Investigations

Comparative Measures	Comparative Industry Patterns
Case Clearance for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type. Case clearance is recognized as one element of effectiveness with respect to case investigations; however it has shortcomings as subsequently described.
Active cases assigned to "property" crimes Detectives (e.g., burglary/theft).	15 to 20 active cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over many years. Recent research in California and elsewhere suggests this range has been reduced to 12-15 cases as the complexity of evidence collection and testing has increased time required to investigate a case.
Active cases assigned to "person" crimes Detectives.	8 to 12 active cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assault (shootings) to include homicides. Domestic Violence (DV) cases vary widely dependent upon State mandates that result in varied workloads. Some DV Units can handle 20 to 30 cases per investigator per month, whereas others can only handle DV caseloads typically attributed to the "felonious person crimes." For the same evidentiary reasons noted previously, person crime caseloads are often being lowered to 6-8 cases per month.
Active cases assigned to sex crimes.	Because of the sophisticated and sensitive nature of sex crimes, these specialized person crime cases have a lower active case range of 5-7 cases per month.
Active cases assigned to White Collar crimes Detectives (e.g., fraud).	These have a broader range due to their varied complexity, from 10 to 20 active cases per month unless they are particularly difficult (e.g. embezzlement or high value) in which case the range is closer to 8-12 per month.
Active cases assigned to "generalist" crimes Detectives.	12 to 15 active cases per month based on the Matrix survey. Because of the sophisticated evidence-related processing noted previously, a lower range can result in 9-12 cases per month.
Average hours dedicated to crime investigations by type of crime.	Different studies over the past 30 years (Prummell; Gribble) have attempted to estimate an average amount of hours worked for each investigation per crime type. These include: • Burglary: 6-12 hours. • Robbery: 9-30 hours. • Aggravated Assault/Battery: 4-25 hours. • Homicide: 147 hours.

These metrics are used in the analytical efforts described in the following sections.

(1)   Uniform Crime Reporting Data

Over the past four years, UCR Part I crime (i.e. major felonies) in Midwest City has fluctuated, with a general decrease in property crime and fluctuating occurrences related to persons crimes as shown in the following graph:

Crimes Against Property vs Crimes Against Person - 2012-2015
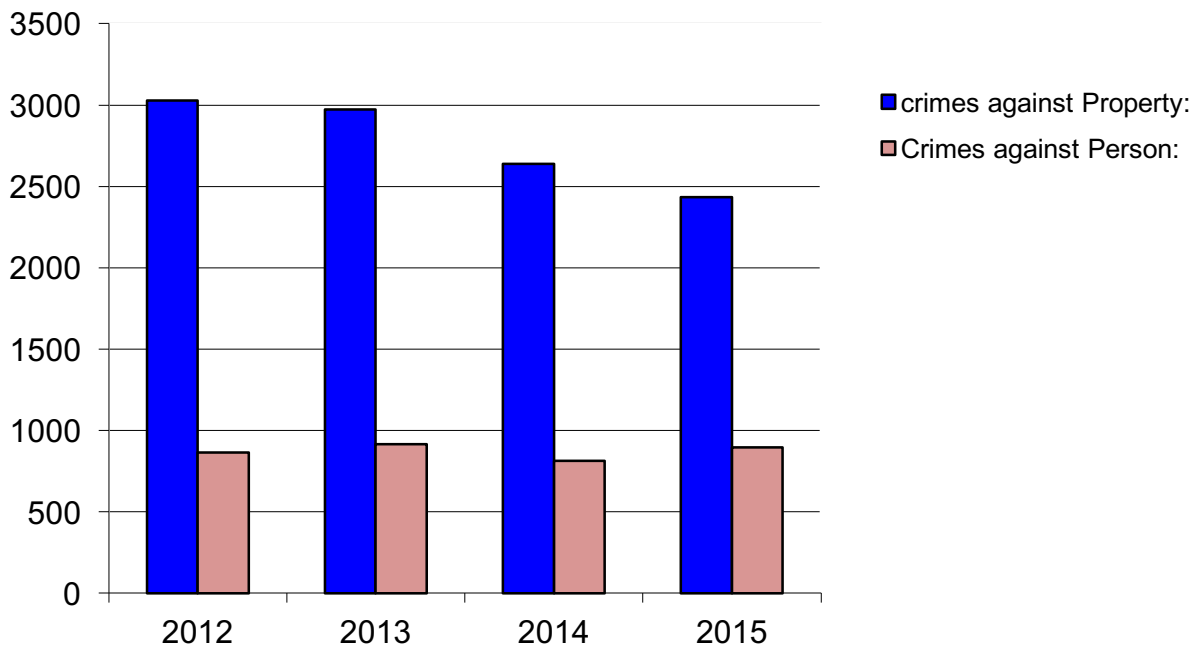
These crime trends are, in part, impacted by the ability of a law enforcement agency to effectively address criminal cases, with the ultimate outcome resulting in an arrest, prosecution and incarceration of felonious offenders.   Criminal cases are ultimately cleared through these arrests, or other means, and thus a *case clearance*

rate is generated. This clearance rate is one effectiveness measure of detective case service.

One approach to evaluating the outcome of investigative services or investigative effectiveness is to benchmark case clearances versus benchmarks. The FBI cautions against using any UCR data for comparative purposes as noted by the following excerpt from their website:

There are many variables affecting crime and the reporting thereof including the demographic differences between jurisdictions, the level of training received by agency personnel in UCR, report writing variations, and technology.

"The FBI discourages ranking agencies on the sole basis of UCR data."

"The data user is, therefore, cautioned against comparing statistical data of individual reporting units from cities, counties, metropolitan areas, states, or colleges or universities solely on the basis on their population coverage or student enrollment. Until data users examine all the variables that affect crime in a town, city, county, state, region, or college or university, they can make no meaningful comparisons."

"Ranking agencies based solely on UCR data has serious implications. For example, if a user wants to measure the effectiveness of a law enforcement agency, these measurements are not available. As a substitute, a user might list UCR clearance rates, rank them by agency, and attempt to infer the effectiveness of individual law enforcement agencies. This inference is flawed because all the other measures of police effectiveness were ignored."

"The UCR clearance rate was simply not designed to provide a complete assessment of law enforcement effectiveness. In order to obtain a valid picture of an agency's effectiveness, data users must consider an agency's emphases and resources; and its crime, clearance, and arrest rates; along with other appropriate factors."

Given the above caution, it is important to note that we utilize UCR data only as one element in an overall review of investigative services. While the project team's intentions are to always use as many variables as possible when making an assessment, and thus uses UCR information as one of many approaches, the FBI UCR no longer captures information by unique jurisdiction with respect to clearance rates. There is data, however, with respect to national clearance rates as well as Oklahoma clearance rates for law enforcement agencies. The following table provides case clearance information for Midwest City in comparison to the noted benchmarks.

MCPD Part I Case Clearance Rates Compared to Benchmarks

Part I Offense	MCPD 2015	US 2015	OK 2014[7]
Criminal Homicide	80%	62%	66%
Rape	20%	38%	32%
Robbery	30%	29%	32%
Assault	86%	54%	50%
Burglary	7%	13%	8%
Larceny	43%	22%	21%
Motor Veh. Theft	65%	13%	9%

As shown by the table above, MCPD detectives have different clearance rates depending on crime type and have some notable differences compared to benchmarks.

- MCPD was more successful at clearing homicides than either national or state counterparts.

- Conversely, MCPD was less successful at clearing rape than state or national counterparts.

- Data suggest that MCPD clears robbery cases consistent with state and national benchmarks.

- Burglary clearance rates for MCPD are lower than national benchmarks but equivalent to state benchmarks.

- MCPD is very successful at clearing larceny cases when benchmarked against national and state counterparts.

This case clearance rate information, as a single metric, showed Midwest City ranked lower in some case clearance categories, and higher in others based on the benchmark counterparts. Moreover, this comparison is for a single year. There could be a variety of reasons for this performance which often veers, both positively and negatively, from the benchmarks noted. This can range from the number of staff dedicated to investigating certain crime types, to "exceptional" or "less than exceptional" training in certain investigative areas, to case management issues, case clearance recordation issues, etc.

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[7] The most recent data for Oklahoma is 2014.

The project team does not believe clearance rates solely reflect potential staffing issues; they also reflect the variety of methods in which investigative services are conducted. Given the various outcomes associated with MCPD case clearance, there does not appear to be a staffing issue of significance based solely on this metric. These data, will however, be used in a broader context of evaluation as discussed in the following sections.

(2)   Case Workloads Evaluation – Dashboard "Snapshot"

To analyze staffing and workloads for the Criminal Investigations Section, the project team obtained various data to include case tracking spreadsheets and reported metrics from the records management system. The former was abstracted from an "Investigative Dashboard Application" while information from the latter was difficult to obtain but ultimately abstracted.

The dashboard information is placed into a spreadsheet to show on a daily basis the number of cases assigned and considered "actively worked" by detectives. There is no archiving of information and thus this database changes daily. Only a few daily dashboard entries were provided to the project team showing the caseloads per detective; these are summarized in the following table:

Assigned and "Active" Cases per Detective Based on Dashboard Information

Detective	Cases Assigned Mid-Summer	Cases Assigned Mid-Fall
#1	4	7
#2	4	8
#3	6	3
#4	6	2
#5	11	12
#6	4	6
#7	5	6
#8	5	5
Total:	45	49
Average:	*5.6*	*6.1*

As shown above, based on these "snapshots" detectives generally had between five and six active cases. There are outliers, such as Detective #5[8], who has mostly runaway cases and Detective #4 who was in ten-weeks of off-site training in mid-fall. Additionally, these caseloads can be juxtaposed against the other ancillary duties accomplished by each detective noted previously.

These "dashboard" workload metrics are currently below benchmarks as noted in the *Comparative Measures for Investigations* table shown previously. For generalist detectives, the active caseload range is typically 9-12 cases per month; the data shows that workload of MCPD criminal investigations detectives is approximately one-half the note range based on this information.

(3)   Case Workloads Evaluation – Records Management

Data was abstracted by MCPD staff from the records management system (RMS) caseload information database. Data from 2015 was provided showing crime specific cases assigned to each investigator. Data showed 111 different crime type categories captured in the RMS. Our project team further analyzed this data and added

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[8] Detective #5 is also the "Training Coordinator" and Rangemaster.

information to include a differentiation between persons and property crimes, as well as a "general" category for such cases as an inter-agency assist. Further, we classified such cases as "high, medium and lower" priority based on various factors such as Uniform Crime Report classifications and our experience with numerous law enforcement agencies. Crimes such as homicide, child abuse, and most serious felonies were classified as "high;" financial abuse, computer fraud, indecent exposure, etc. were classified as "medium;" and informational follow-up, shoplifting, found property, etc. were classified as "low."

As noted earlier, given different approaches to investigative services, some law enforcement agencies will either not assign and/or not investigate "medium" and "low" priority crimes with an investigative unit. The RMS information suggests that all types of crimes are assigned to MCPD detectives ranging from homicides to a shoplift or petit larceny. Caseload information was examined for each detective and is provided below.

(3.1) Case Workloads Evaluation – RMS Detective #1

The following shows the 2015 caseload for Detective #1.

Detective #1 - 2015 Caseload by Types
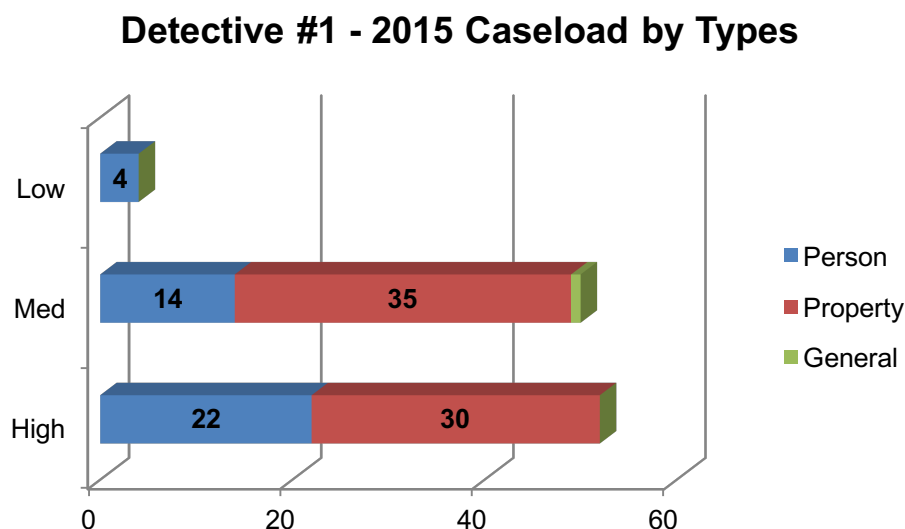
Monthly averages include:

• 8.8 total cases per month.

• 5.4 property crime cases per month.

• 3.4 person crime cases per month.
• Minimal General cases per month.

In conclusion, 49% of Detective #1's cases were categorized as "high" priority.

(3.2)   Case Workloads Evaluation – RMS Detective #2

The following shows the 2015 caseload for Detective #2.

Detective #2 - 2015 Caseload by Types

Monthly averages include:

• 6.3 total cases per month.

• 0.8 property crime cases per month.

• 4.7 person crime cases per month.

• 0.8 General cases per month.

In conclusion, 49% of Detective #2's cases were categorized as "high" priority.

(3.3)   Case Workloads Evaluation – RMS Detective #3

The following shows the 2015 caseload for Detective #3.

Detective #3 - 2015 Caseload by Types

Monthly averages include:

- 9.0 total cases per month.

- 6.1 property crime cases per month.

- 2.9 person crime cases per month.

- Minimal General cases per month.

In conclusion, 48% of Detective #3's cases were categorized as "high" priority.

(3.4)   Case Workloads Evaluation – RMS Detective #4

The following shows the 2015 caseload for Detective #4.

Detective #4 - 2015 Caseload by Types

Monthly averages include:

- 9.5 total cases per month.

- 7.6 property crime cases per month.

- 1.6 person crime cases per month.

- 0.3 General cases per month.

In conclusion, 16% of Detective #4's cases were categorized as "high" priority.

(3.5) Case Workloads Evaluation – RMS Detective #5

The following shows the 2015 caseload for Detective #5.

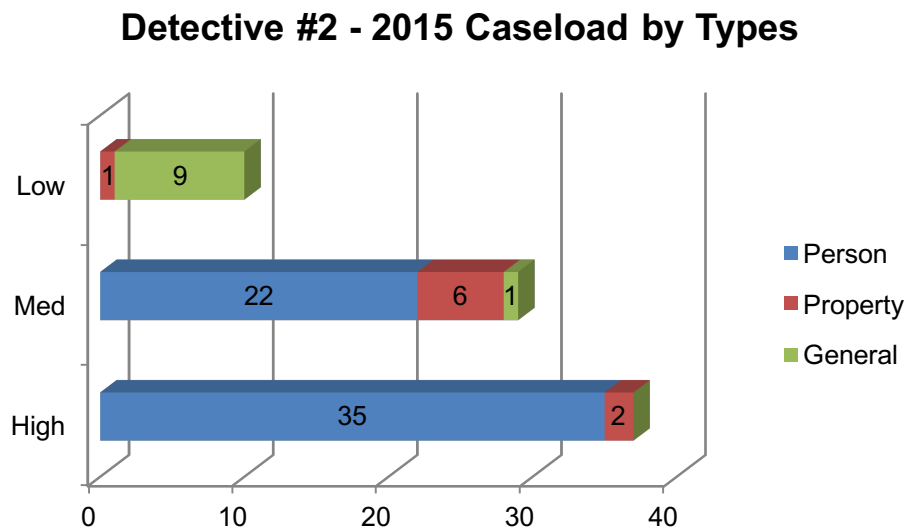# Detective #5 - 2015 Caseload by Types

Monthly averages include:

- 5.7 total cases per month.

- 0.5 property crime cases per month.

- 5.1 person crime cases per month.

- Minimal General cases per month.

In conclusion, 71% of Detective #5's cases were categorized as "high" priority.

(3.6) Case Workloads Evaluation – RMS Detective #6

The following shows the 2015 caseload for Detective #6.

Detective #6 - 2015 Caseload by Types
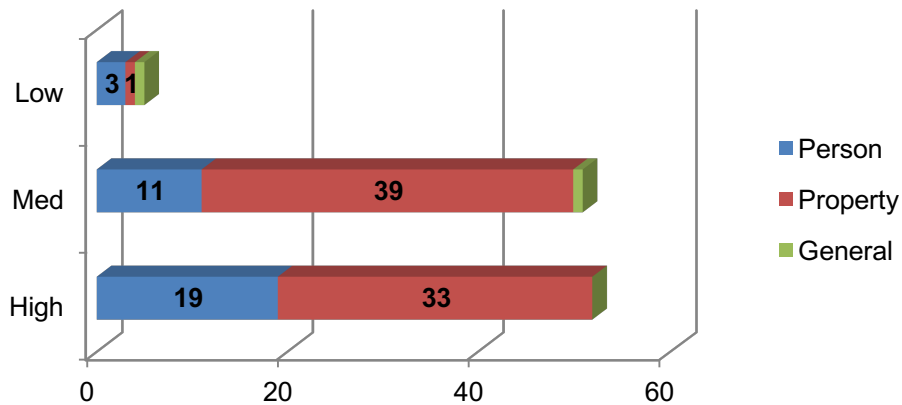

Monthly averages include:

- 9.7 total cases per month.

- 5.9 property crime cases per month.

- 3.6 person crime cases per month.

- 0.2 General cases per month.

In conclusion, 62% of Detective #6's cases were categorized as "high" priority.

(3.7) Case Workloads Evaluation – RMS Detective #7

The following shows the 2015 caseload for Detective #7.

Detective #7 - 2015 Caseload by Types
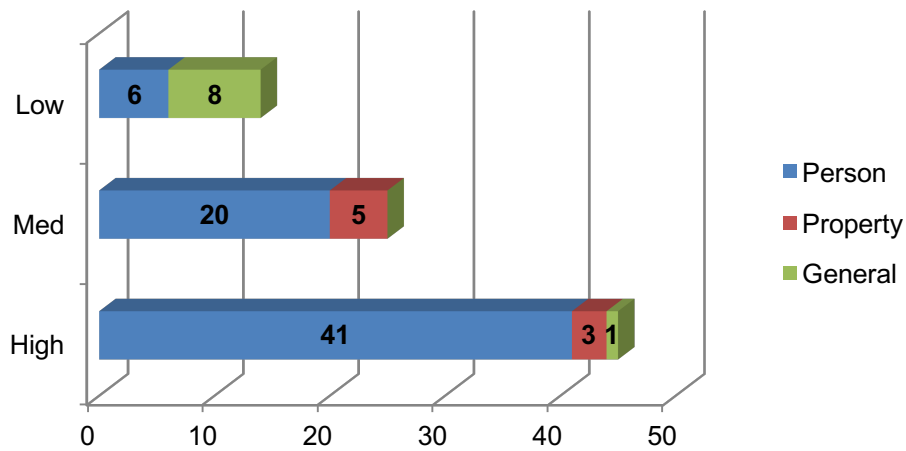
Monthly averages include:

- 7.0 total cases per month.

- 0.7 property crime cases per month.

- 5.6 person crime cases per month.

- 0.7 General cases per month.

In conclusion, 54% of Detective #7's cases were categorized as "high" priority.

(3.8)   Case Workloads Evaluation – RMS Detective #8

The following shows the 2015 caseload for Detective #8.

Detective #8 - 2015 Caseload by Types
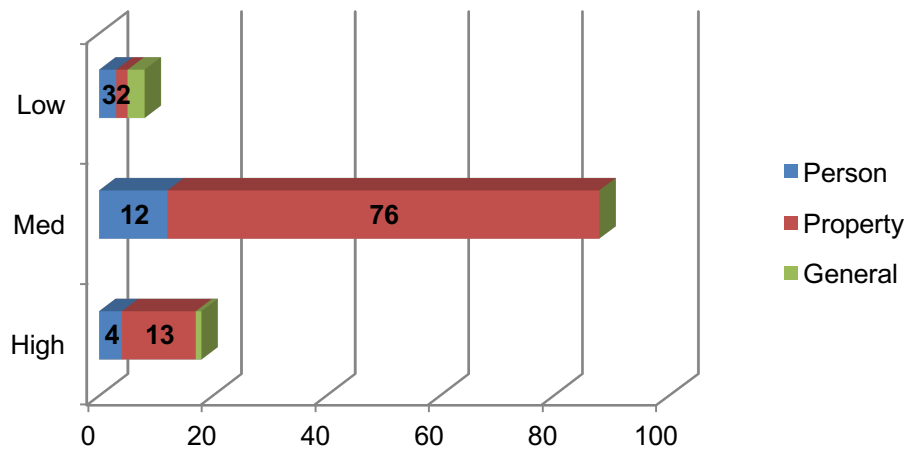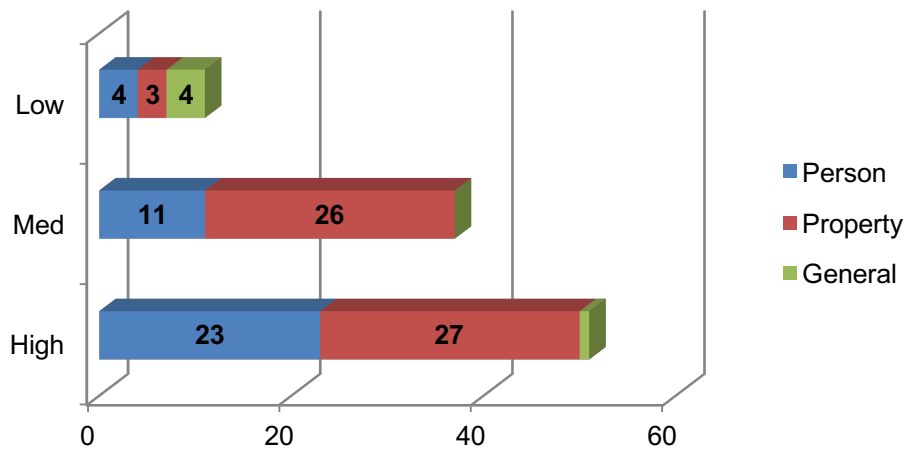

Monthly averages include:

- 8.3 total cases per month.

- 4.7 property crime cases per month.

- 3.2 person crime cases per month.

- 0.4 General cases per month.

In conclusion, 51% of Detective #8's cases were categorized as "high" priority.

(3.9) Case Workloads Evaluation – RMS 'Average Detective' Profile

The following shows the 2015 caseload based on the various averages

'Avg Detective'- 2015 Caseload by Types
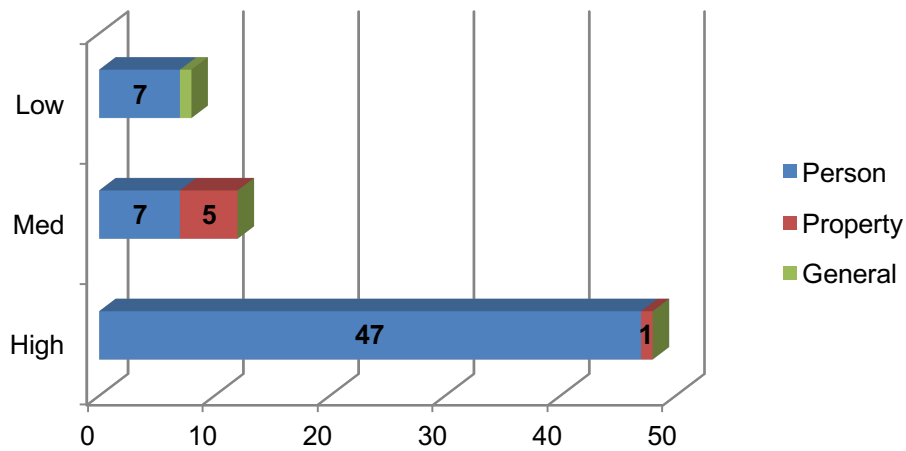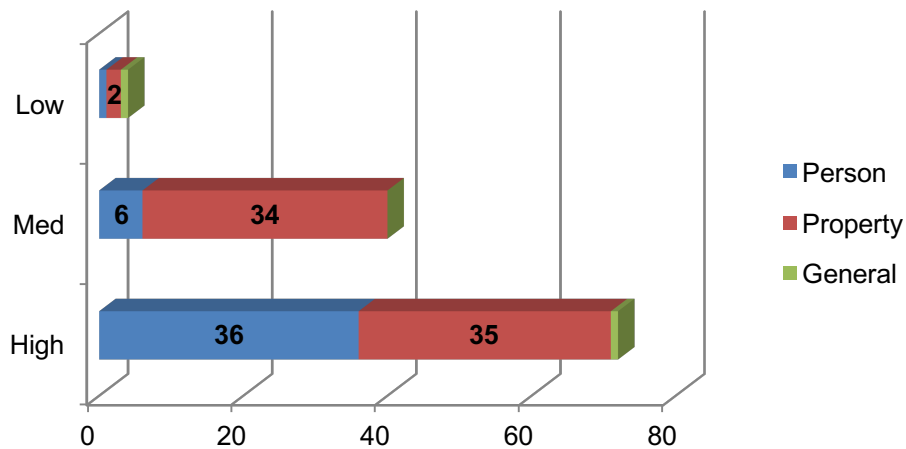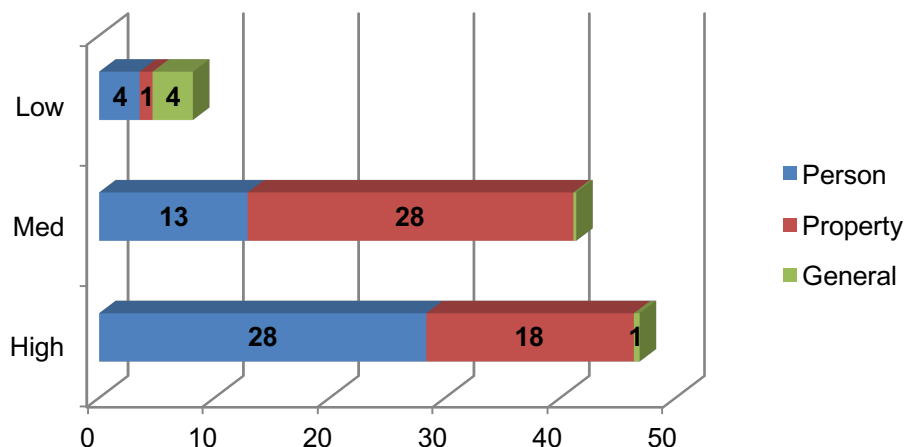

Monthly averages include:

- 8.0 total cases per month.

- 3.9 property crime cases per month.

- 3.7 person crime cases per month.

- 0.4 General cases per month.

In conclusion, 49% of these cases were categorized as "high" priority.

(4)   Case Workloads Outcomes

Based on the totality of 2015 caseload data, the following observations can be

made with respect to detectives' criminal investigations case work.

- While it was noted in interviews that detectives are "generalists" with some staff focusing on certain specialties such as sex-crimes, a review of the caseload information suggests that there are, in some instances, a greater degree of specialty for several personnel.

- Detective #2, #5, and #7 emphasis persons crimes workloads; detectives #3 and #4 emphasizes property crimes; and detectives #1, #6 and #8 have more of a generalist caseload. This is an important distinction as different "specialties" generally have different workload requirements than a generalist detective.

- Person crimes detectives average 6.3, 5.7 and 7.0 cases assigned per month.

Based on the "dashboard snapshot" information noted previously, the large majority, if not all of these cases, can be considered active. Indeed, Detective #5's active caseload is higher than the average assigned per month, largely as a consequence of all runaway cases get assigned to this individual. These cases often remain open for several months.

- Beyond homicides, person crimes detectives can generally work from 6 to 12 cases per month based on the *Comparative Measures for Investigations* table information shown previously. MCPD person crimes detectives are at the lower end of this range; however, Detective #2 has numerous training and Rangemaster duties. Furthermore, the clearance rate for MCPD is reasonably high for most person crime types and as such no significant staffing issues are noted.

- Property crimes detectives average 9.0 and 9.5 cases assigned per month. Based on the "dashboard snapshot" information noted previously, approximately one-half are active at any time. While detectives #3 and #4 have some generalist characteristics as they carry some person crimes work, detective #4's workload is focused near exclusively on property crimes; furthermore, only 16% of this detectives caseload is classified as "high priority."

- Property crimes detectives can generally work from 12 to 20 cases per month based on the *Comparative Measures for Investigations* table information shown previously. MCPD property crimes detectives fall below this range. Clearance rates for property crimes, with the exception of burglary, are generally high, however.

- Generalist detectives, #1, #6, and #8 average 8.8, 9.7 and 8.3 cases assigned per month. Based on the "dashboard snapshot" information noted previously, approximately 2 of every 3 of these cases are active at any time.

- Generalist detectives can typically work from 9 to 15 cases per month based on the *Comparative Measures for Investigations* table information shown previously. MCPD generalist detectives are at the bottom of this range.

In summary, person crimes detectives at MCPD are assigned an adequate caseload while property and generalist detectives could handle additional case work based on the benchmarks noted. The ability to handle such additional workload, however, is linked to how MCPD chooses to operate investigations in addition to their case management process. This is further discussed in the following section.

5.   MORE EFFECTIVE INVESTIGATIVE CASE MANAGEMENT CAN HELP DETERMINE NEEDED DETECTIVE STAFFING LEVELS.

The current approach by which MCPD manages cases has several opportunities

for improvement.   The present state of the RMS used to provide investigative case

information is indicative of a case management process that has several informal

characteristics. Observations include:

- RMS information usage is generally restricted to evaluating data in the "dashboard." Productivity and other reports are not run from this system, as staff had extreme difficulty providing information to the project team on caseload assignment information.

- Caseload tracking is nearly impossible in the existing system given crime types are recorded under categories as they have been typed in. During our review of 2015 caseload information, 111 different crime types were entered for detective assignment; a number of these had additional multiple entries of the same type as a consequence of misspellings, different kinds of entries for the same crime type, etc. The method in which the RMS case management system has been implemented makes in nearly impossible to easily gather relevant information to manage cases.

- Shortcomings associated with existing case management software and the approach to case management are also reflected by the use of a daily excel spreadsheet to capture case assignment information.

Case screening is typically performed by the Captain based on professional

judgment, to include the referencing of the aforementioned spreadsheet to help ensure

case balance among detectives. As noted, many different crime types are assigned to

detectives including approximately one-half which the project team has categorized as

"medium or low" priority crimes. There is no requirement for a supplemental report to

be written within a certain timeframe (e.g. 30-days) to help track case progress.

Because the case management process is not fully formalized and the RMS case

management software is not effectively used, it is difficult to effectively manage the case

and other workloads of the detectives.   As such, staffing level requirements in

detectives are predicated on "best guess" rather than sound data.

In effect, the lack of a comprehensive case management approach will have an impact on perceived staffing needs as there is no effective linkage between what work should be done and what is actually accomplished. This is particularly problematic when the MCPD detectives have a variety of ancillary duties that impact their availability to focus on core investigative services.

(1) The Department Should Formalize the Case Screening Process Using Solvability Factor and Priority Status Methodologies.

As noted previously, the method for case screening is based on judgment, using an Excel spreadsheet for tracking, and includes a variety of assigned "medium and low" priority crime types to detectives. Present case screening practices also have no formal way to help prioritize workloads. In order to ensure consistency and help prioritize work for investigative follow-up, a formal case screening checklist with relevant solvability factors should be adopted at both the detectives and Patrol level. This is consistent with progressive case management philosophies as well as with the Commission on Accreditation for Law Enforcement Agencies (CALEA) case-screening system criteria (Section 42.1.2).

Based on the project team's review of various case screening processes in use in varied law enforcement settings, we believe that the following 12-point check-list, in conjunction with a Priority Status methodology, should be considered for adoption.

(1.1) The Solvability Factor Methodology

The use of solvability factors is consistent with CALEA's Section 42.1.2 which states, "The agency uses a case-screening system and specifies the criteria for continuing and/or suspending an investigative effort." This screening can take several

forms. In the course of our research, the project team believes the following twelve point process is most practical. If a crime report <u>has any one</u> of the solvability factors noted, it should be assigned for investigative follow-up. The twelve points are:

• Witnesses to the crime;

• Knowledge of the suspect's name;

• Knowledge of where the suspect can be located;

• Reasonable description of suspect;

• Identification of suspect possible;

• Property with traceable, identifiable characteristics, marks or numbers;

• Existence of a significant modus operandi;

• Presence of significant physical evidence;

• Reasonable description of the suspect's vehicle;

• Positive results from a crime scene evidence search;

• Belief that crime may be solved with publicity and/or reasonable additional investigative effort; and

• Strong possibility and/or opportunity for anyone, other than the suspect, to have committed the crime.

These solvability factors should be incorporated into a formal case screening process whereby the above list, or some derivative, is used as a "cover sheet" on all cases to determine whether it is an assignable case to a Detective or Patrol Officer for investigative follow-up. For those cases requiring follow-up, the suggested prioritization, as discussed subsequently, should be noted on the cover sheet.

Effective case screening allows for the bulk of investigative resources to be dedicated to solvable cases, thereby allowing time to focus on solving and clearing

major crime activities. Case screening based on formal solvability factors and the implementation of a formalized process is a best management practice that should be adopted by MCPD.

(1.2) The Prioritization Methodology

Once a case has been screened for solvability, based on those solvability factors checked, as well as a review of the qualitative case circumstances, the case should be prioritized for work based on the following seven-priority rating. Prioritization of workload has clearly been widely adopted in patrol services throughout the nation through call priority classifications, but is used in a lesser capacity in other law enforcement arenas. The project team believes case prioritization is an effective management tool to augment case screening. The seven-priority rating includes:

- **Priority 1** – Felony Crime with In-custody suspect or excellent chance of arrest.

- **Priority 2** – Misdemeanor Crime with In-custody suspect or excellent chance of arrest.

- **Priority 3** – Felony Crime with reasonable chance of arrest.

- **Priority 4** – Felony Crime with limited chance of arrest.

- **Priority 5** – Misdemeanor Crime with reasonable chance of arrest.

- **Priority 6** – Misdemeanor Crime with limited chance of arrest.

- **Priority 7** – Courtesy phone call based on no solvability factors.

This priority system can be modified to meet the unique needs of MCPD; however, the concept should be used as a framework for prioritizing workload, thereby focusing detective resources on the most important cases. A 1-7 Priority should be assigned on all case screening cover sheets as noted previously.

(2) **The Department Should Re-Visit the Types of Cases Assigned to Detectives to Potentially Allow for Investigative Focus on Higher Priority Crimes and/or Revise Staffing Levels.**

In 2015, approximately 380 cases that the project team classified as medium-to-low priority criminal cases were assigned to detectives. This type of prioritization is one approach that can be accomplished in the absence of more detailed information as discussed in the seven-priority rating approach described above. Clearly some of these individual cases may rise to higher priority given the unique circumstances of the case; however, most cases of the type noted are likely of a medium to lower priority nature.   It is telling that a significant amount of workload assigned to MCPD detectives falls within these crime types, identified in the table below.

Medium and Low Priority Crime Types Investigated by MCPD Detectives

Crime	Type	Priority	2015 Cases
UNATTENDED DEATH	Persons	low	20
ASSIST ANOTHER AGENCY	General	low	9
MISSING PERSON - LOCATED	Persons	low	7
DISCHARGING A FIREARM	Property	low	4
GENERAL ARREST	General	low	3
ASSISTANCE ANOTHER	General	low	2
FOUND PROPERTY	General	low	2
INFORMATIONAL FOLLOW UP	General	low	2
LOST PROPERTY	Property	low	2
DAMAGE TO UNIT 46	Property	low	1
ENTER STRUCTURE	Persons	low	1
FALSE POLICE REPORT	General	low	1
MALICIOUS MISCHIEF	Property	low	1
POSSESSION JUVENILE	General	low	1
POSSESSION OF ANOTHER'S	General	low	1
POSSESSION OF FORGED	General	low	1
POSSESSION OF MARIJUANA	General	low	1
POSSESSION OF SMV	General	low	1
PROPERTY FOUND	General	low	1
SHOPLIFTING	Property	low	1
UNAUTHORIZED USE OF A CC/Debit	Property	medium	59
IDENTITY THEFT	Property	medium	32
MURDER (cold case)	Persons	medium	28
PETIT LARCENY	Property	medium	28

Crime	Type	Priority	2015 Cases
LEWD OR INDECENT	Persons	medium	24
EMBEZZLEMENT	Property	medium	18
UTTERING A FORGED INSTRUMENT	Property	medium	14
FALSE DEC TO PAWN	Property	medium	13
FORGERY	Property	medium	13
OBTAINING $/PROPERTY BY TRICK	Property	medium	13
RECOVER STOLEN PROPERTY	Persons	medium	10
ELDER EXPLOITATION	Persons	medium	8
FRAUDULENT USE OF CREDIT	Property	medium	8
COMPUTER CRIME	Property	medium	5
VIOLATION OF PROTECTION	Persons	medium	5
FINANCIAL EXPLOITATION BY	Property	medium	4
LARCENY FROM A HOUSE	Property	medium	4
COMPUTER FRAUD	Property	medium	3
RECOVERED STOLEN MOTOR	Property	medium	3
ABUSE/FINANCIAL	Property	medium	2
ACCIDENT HIT AND RUN	Property	medium	2
ACCIDENTAL SHOOTING	Persons	medium	2
FAILING TO REGISTER AS SEX	Persons	medium	2
LARCENY OF CDS	Property	medium	2
MISSING PERSON	Persons	medium	2
SEX OFFENDER	Persons	medium	2
SOLICITATION	Persons	medium	2
THREATS	Persons	medium	2
USE OF VEHICLE IN	General	medium	2
DOMESTIC ABUSE	Persons	medium	1
FALSE OR BOGUS CHECKS	Property	medium	1
HOSPICE DEATH	Persons	medium	1
IMPERSONATING AN OFFICER	Persons	medium	1
INDECENT EXPOSURE	Persons	medium	1
LOST STOLEN DEBIT /CREDIT	Property	medium	1
OVERDOSE	Persons	medium	1
PROHIBITED USE OF A DEBIT	Property	medium	1
RECOVERED MISSING PERSON	Persons	medium	1

These crime types are handled differently in many other law enforcement agencies to include the following approaches:

• The cases are immediately suspended during case screening due to lack of real leads (solvability).

• The cases are immediately suspended during case screening as they do not elevate to a level deemed sufficient for an expenditure of detective resources (e.g. low value petit thefts).

- The cases are transferred to Patrol for investigative follow-up during uncommitted time.

- The cases are assigned to civilian "Investigative Technicians."

- The cases are not reviewed at all unless a named suspect due to a lack of investigative resources.

In sum, MCPD should revisit exactly what kinds of cases are assigned to detectives in the context of a new case management approach and expected service delivery to the community, with emphasis on reducing the number of unnecessary cases assigned to criminal investigation detectives.

The following recommendations are made with regard to the case management process.

Recommendations:

Revisit the implementation of the RMS case management modules to standardize various data fields with the same language/punctuation. This will allow for effective searching of information such as number of "burglary I" etc. As practical reduce the number of crime types from 111 through effective consolidation.

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on detective cases.

Formalize a detective caseload prioritization system as part of the case screening process using a 7-priority system as a framework.

Include the formal case screening and prioritization of criminal cases as part of the Investigations Captain's duties and responsibilities.

Formally revisit the approach to investigating the approximate 50% of medium and low priority cases currently assigned to detectives, and determine in the future the best method for case resolution. The list of such case types is included in this report.

Include in the Department's existing policy OPS 18 all important investigative work-related protocols discussed herein including the further formalization of the case management process, what medium and low priority cases Patrol will investigate compared to detectives, etc.

6.   BASED ON THIS ANALYSIS, REDUCE CRIMINAL INVESTIGATIONS STAFFING FROM 8 TO 6.5 DETECTIVES, CREATING NEW POSITIONS WITH SPECIFIC DEDICATED RESPONSIBILITIES.

Based on the totality of information regarding investigative caseload, ancillary work, etc., certain modifications to criminal investigations staffing can occur.

•   The MCPD 'Training Unit' consists of one-part time detective (#5) who ensures that officers maintain enough training hours to maintain their police officer certification (currently 25 hours annually); organizes annual in-service; coordinates and processes approved training applications; posts available training and coordinates training facilities; maintains internal training records and inputs training into the state training database. This position is also the Rangemaster and has a caseload largely consisting of runaways. This position should be converted from a part-time to full-time training coordinator, transferring investigative case work to the other generalist detectives.

•   Detective #4 has polygraph training and at the time of this report was attending a 10-week polygraph school. This 'property crime' detective should become MCPD's background investigator, handling all such cases, and carry a caseload representing a half-time detective. Work beyond a half-time detective can be re-allocated to the other detectives focusing on generalist and/or property crimes.

In addition to the above changes which can occur in the short-term, after implementation of the new case management protocols described, staffing levels in criminal investigations should be revisited.

Recommendations:

Reduce detective staffing in criminal investigations from 8 to 6.5 detectives through the recommended re-assignments.

Convert the detective currently performing as Training Coordinator from "half-time" to "full-time" as described in this report.

Convert the detective with polygraph ancillary duties to a half-time background investigator, assigning all background investigations to this position. The detective would continue as a half-time detective position focused on a modest property crime workload.

Upon implementation of noted case management practices, revisit criminal investigations staffing in one-year to determine if additional staffing changes are warranted.

7.   THE SPECIAL INVESTIGATIONS UNIT APPEARS APPROPRIATELY STAFFED, BUT SHOULD ADOPT VARIOUS PRACTICES TO HELP ENSURE FURTHER OPERATIONAL ACCOUNTABILITY.

Proactive investigative functions such as the Special Investigations Unit recently re-classified as the Street Crimes Unit (SCU), are more difficult to evaluate than are 'reactive' case handling investigations described previously.   In brief, the allocation of staff resources to these types of functions is generally a policy decision driven by law enforcement executives based on perceived community need. There is no formula to evaluate the level of staff resources a community should allocate to these enforcement efforts because:

- Proactive investigations are, by their very nature, discretionary.   These investigations relate to a community's values to address a wide variety of problems.

- Dedicated proactive investigative units are found in agencies which have the resources for such specialized full-time activities and which are committed to addressing important quality of life issues.

- The caseloads of proactive investigative units are typically different from the kinds of caseloads handled by core investigative units. Caseloads for proactive investigative units are long-term oriented, rely on specific problem identification and varied targeting techniques. Results, then, need to be measured differently than for traditional case handling investigators – clearance rates and active cases are not a useful measure for proactive investigations.

- Proactive investigations are often regional in nature, and therefore can periodically rely on the support of other additional local, State and Federal agencies in higher profile cases.

As a result of these factors, and because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, proactive investigative units require close scrutiny given their unique roles and have established performance expectations.

To that end, the SCU should report upon the following performance factors:

Best Management Practices Performance Review – SCU

Performance Target	Reporting Criteria
Are decisions made at the appropriate level?	Major initiatives are documented and approved by the SCU Lieutenants in a Tactical Action Plan format. The SCU should maintain direct supervision of operations through the Lieutenant position.
Clearly defined mission that focuses on both street level as well as large-scale interdiction.	The SCU has been developed with specific missions; this is currently a difficulty for the SCU as it is in a period of transition with apparent additional emphasis on all types of street crime. This information is noted in the respective Tactical Action Plans.
Internal systems and performance measures have been designed to provide for internal accountability.	The Unit provides quarterly performance reports relative to output metrics that foster accountability.
Internal systems provide for clear accountability and tracking of property/evidence.	In association with Property and Evidence, clear protocols are in place and reported upon.
Interaction with local, state, federal and international agencies is performed.	The Unit is involved in several cooperative efforts and task forces and output and outcome measures are reported upon.
The unit is located off-site from the main department. Secured and trackable/auditable storage on-site for narcotics, money, weapons, other contraband, is available for use in undercover work	Secured facilities are in place and periodically audited for security.
Asset seizure funds are regularly audited by an external entity.	Audit trails are in place to ensure the appropriate use of asset seizure funds.

The SCU has adopted only a few of these practices, such as having an off-site secure facility, yet there are opportunities for further improvement related to tracking and reporting upon SCU outputs and outcomes.

As is the case with most performance reporting in any law enforcement agency, proactive enforcement units often report on performance outputs that includes number of arrests, weapons and drugs confiscated, monies seized, warrants served, etc. This

data was not provided to the project team regarding SCU operations. Consequently, it is

difficult to objectively link such outputs to performance outcomes—specifically the

suppression of illegal activities within Midwest City.   Special enforcement activities

should be tied to mitigating "community harm" as a result of these enforcement efforts,

and further tools are necessary to capture these efforts. To that end, the SCU should

adopt a problem solving model whereby outcomes from the problem solving can be

reported upon. One approach would be to employ a model that encompasses the four

stages of a problem solving process defined as "scanning, analysis, response and

assessment" (SARA).   This problem solving approach can be detailed in a formal

Tactical Action Plan document.   The following is an overview of the process:

- **Scanning** – The initial stage of scanning involves looking for and identifying problems. Who are the victims, who are harmed by what type of behaviors, who are the probable offenders, and the nature of the events.

- **Analysis** – Develop a thorough understanding of a problem and conduct research using varied resources such as intelligence files, Crime Analysis, Patrol input, etc.   If the problem has been addressed previously, assess the effectiveness of past responses as a base line.

- **Response** – This is a three stage objective. Develop a list of possible responses to the problem and the resources necessary to address the issue that is consistent with information analyzed; select the response most likely to succeed based on information available; and implement the chosen response.

- **Assessment** – Obtain on-going feedback on how well the response is working and <u>report</u> upon performance outputs and outcomes related to the response. Based on the "de-briefing" of the response, make adjustments that can change the type of response, that will improve future analysis of the problem, or that may redefine the nature of the problem.

This SARA model has already been referenced in existing MCPD policy but is

currently not being used with regularity. It is important that reporting via the SARA

model occurs as this should result in outcomes, not just outputs, that can be reviewed

and measured. Development of periodic SARA-based Tactical Action Plans should be adopted in addition to the reporting of performance outputs as in the provided examples. These reports should assist in justifying activities performed by the SCU.

Recommendations:

Maintain existing staffing levels in the SCU but re-evaluate annually based on productivity measures captured by the approaches discussed in this report.

Implement SARA problem solving and reporting, as further defined in MCPD's policy OPS 14, to help define SCU successes and ultimately determine desired staffing levels in the unit.

Implement Output-based reporting on a quarterly basis and include highlights in the Annual Report.

8.   INVESTIGATIVE GROWTH PROJECTIONS.

The preceding chapter provided patrol-related growth projections over a five and ten year horizon based on a variety of factors. Similar to staffing analyses, growth projections for investigative services are more difficult to project given the numerous variables involved. This includes, in no small part, what the agency decides to investigate as well as the case management process. As noted in this report, Part I crimes are trending downward; however, this does not suggest that less cases will be investigated over the years, only there appears to be a pattern toward less felonious crimes occurring. Regardless of the number of criminal occurrences, at issue is the ability to solve crimes, and this is based on the unique circumstances of each crime as defined by solvability previously discussed.

(1)   Linking Investigative Growth to Patrol Growth.

One of the more common ways to project investigative growth is to link it directly to changes in patrol staffing levels. The assumption is the investigative approaches

adopted by a law enforcement agency do not change dramatically over the years, and consequently investigative services will always represent a common proportion compared to patrol staffing levels. As such, the growth or decline in patrol staffing in inextricably linked to investigate growth or decline. With respect to MCPD, the following projections are offered based on the recommended staffing levels of 11.5 detectives in criminal and special investigations.

10YR Projections for Investigative Staffing Needs

	Pop.	Patrol Units at 40% Proactive	Patrol Units at 45% Proactive	Invest. Staff Needed
2016	58,223	47	51	11.50
2017	58,824	47	52	11.75
2018	59,431	48	52	12.00
2019	60,045	48	53	12.00
2020	60,664	49	53	12.25
2021	**61,291**	**49**	**54**	**12.25**
2022	61,923	50	54	12.50
2023	62,563	50	55	12.50
2024	63,209	51	55	12.75
2025	63,861	51	56	12.75
2026	**64,520**	**52**	**57**	**13.00**

The projections show that five years from now, in 2021, the department will require approximately 12 detectives with some part-time assistance to be allocated to investigations, and another detective FTE by 2026 to reach a total of 13 detective positions allocated to criminal and special investigations duties and responsibilities.

4.   ANALYSIS OF SUPPORT SERVICES DIVISION – JAIL AND COURT

This chapter focuses on the staffing of the Midwest City Jail, Juvenile Court Compliance and the Warrants unit. The workload information used in this section was obtained from interviews with Division supervisory and line personnel, lead administrative staff, and a review of documents and information from the Midwest City Police Department and information systems.

1.   INTRODUCTION TO THE CHAPTER

Further descriptive details regarding the operations assessed in this chapter are provided in the Profile in the appendices of this report. In brief, the Jail Division is responsible for housing offenders from Midwest City and eight other jurisdictions on a contractual basis. The jail has budgeted staff of 12 full time jailers and is overseen by a lieutenant who has additional responsibilities.

The Juvenile Court Compliance Unit has two full time civilian employees. They manage a case load of juvenile offenders. They attend hearings, work with families to ensure compliance with court orders and they help draft compliance plans.

The warrants unit consists of two commissioned positions. They attempt contact with wanted persons by phone and in person visits. They also assist with court room security and take people in custody for the presiding judge during court sessions. The following sections provide our analyses of these operations.

2.   OVERVIEW OF THE MIDWEST CITY JAIL

The Midwest City Jail is the largest municipal jail in the state with an average

daily inmate population of 32.4 per day (Jail census count is conducted on Thursdays every week). The jail is located in a building connected to the police department.

Inmates held in the Midwest City Jail are typically there for municipal law violations and non-payment of fines. The greatest numbers of inmates are held for non-payment of fines. Other inmates are held for specific days for their jail sentence or for failure to appear in court. The following tables and charts show the characteristics of the MCPD jail population.

Weekly Count				Confinement Type			
Month	**Male**	**Female**	**Total**	**Days Only**	**Fines Only**	**Days & Fines**	**Bonds**
Aug-15	26.3	9.0	35.3	0.0	26.0	2.7	6.7
Sep-15	19.5	8.3	27.8	0.7	16.3	2.5	6.8
Oct-15	19.8	6.0	25.8	0.3	14.0	2.5	6.3
Nov-15	33.0	15.0	48.0	0.3	16.0	8.8	7.8
Dec-15	24.0	10.3	34.3	0.5	22.5	5.5	5.5
Jan-16	25.3	7.8	33.0	0.3	21.3	4.0	7.8
Feb-16	23.3	8.8	32.0	0.8	21.3	1.5	8.3
Mar-16	17.5	11.0	28.5	0.0	19.3	2.8	6.8
Apr-16	23.0	7.3	30.3	0.0	20.0	3.0	5.8
May-16	23.8	6.0	29.8	0.0	19.3	5.0	5.0
Jun-16	25.0	9.3	34.8	1.0	21.5	7.5	5.3
Jul-16	18.8	10.3	29.0	0.0	20.8	3.0	5.3

Confinement Type

Male vs Female
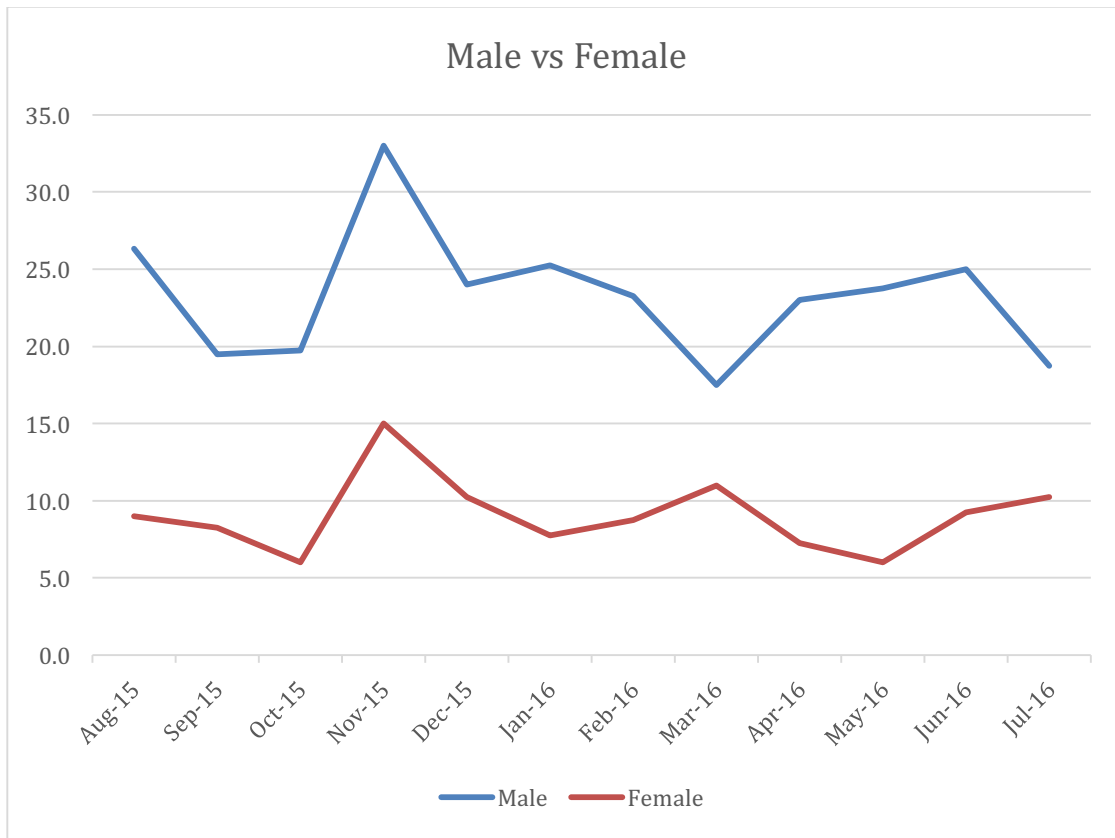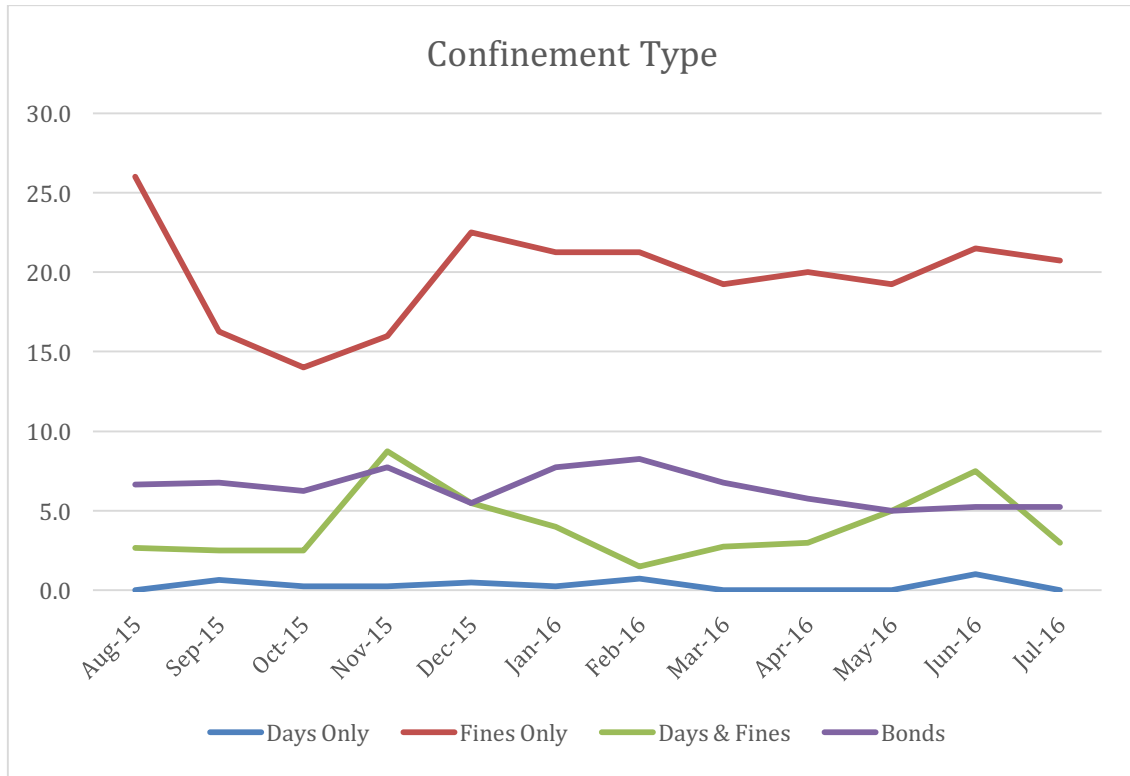
The jail also houses inmates from Midwest City and eight agencies that contract with the City. The municipalities and government agencies are: Choctaw, Forest Park, Harrah, Jones, Luther, Nicoma Park, Spencer and Tinker AFB. The following table shows the number of inmates housed for these jurisdictions:

Total Number of Inmates held		
Jurisdiction	**2014**	**2015**
Choctaw	40	31
Forest Park	32	20
Harrah	2	0
Jones	13	6
Luther	3	1
Nicoma Park	34	15
Spencer	58	24
Tinker AF Base	0	4

The Inmates are sentenced for a number of days as shown by the following table:

# of Days	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16
Choctaw	4	1	3		3		3
Forest Park			20	20	5	12	7
Harrah							
Jones	2		2		11		5
Luther							
Nicoma Park	3		4	1	4	3	3
Spencer	15	15			3		
Tinker AF Base	13		21	30	22	3	3
Total # of Days	**37**	**16**	**50**	**51**	**48**	**18**	**21**

Note: Hours are rounded up to the nearest day

Each city pays a fee per inmate per day to cover jail costs. For 2016 the average daily rate is $47.49. Based on the days served for each agency, the operating costs are partially off-set as shown by the following agency contributions.

Jurisdiction	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16
Choctaw	$151	$46	$147		$120		$159
Forest Park			$972	$982	$268	$615	$333
Harrah							
Jones	$68		$74		$512		$212
Luther							
Nicoma Park	$143		$165	$41	$161	$133	$133
Spencer	$741	$740			$106		
Tinker AF Base	$594		$968	$1,440	$1,132	$129	$129
Total Fees	**$1,696**	**$787**	**$2,326**	**$2,463**	**$2,299**	**$877**	**$965**

	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16
Average Daily Rate	$45.83	$49.16	$46.52	$48.29	$47.90	$48.73	$45.97

In addition to incarceration, Midwest City has a jail diversion program that is working to reduce the number of offenders returning to the jail. The jail diversion program is only available once a person has served their time. The jail diversion program specialist interviews and screens every inmate with mental health or substance abuse issues. The diversion program works with the judge, MCPD command and non-profits. Since January 2014, 892 people had been screened. 59% had mental health issues, 20% had substance abuse issues and 37% had both mental health and substance abuse issues. 81 people have accepted help from the non-profits. There are currently no other programs that attempt to reduce the jail population.

The only alternative jail available is the Oklahoma County Detention Center, is just 9.5 miles away. However:

- A round trip to the County Detention Center would take between 45 minutes to an hour, depending on traffic, not including booking procedure time which could add another hour or more.

- This County Detention Center is currently overcrowded.

- The Detention Center is currently under review by the U.S. Justice Department for overcrowding and the type of offenders it holds. In August 2016, the Justice

Department gave the Oklahoma County Jail two years to fix noted problems with the facility to avoid litigation.

In sum, there are no reasonable alternatives to incarceration in Midwest City other than operating a jail. The factors above, to include "lower risk" types of inmates, length of stay, minimal off-setting costs, and the availability of a diversion program, all influence decisions surrounding staffing the jail facility since there are no other viable options to take prisoners elsewhere. Based on the foregoing information, the following jail staffing analysis is offered.

Recommendations:

Because the jail's population is largely in lieu of payment of fines and binds for relatively minor offenses, the City and the Municipal Court should evaluate the expansion of alternatives to jail, such as community service.

Longer term, because of crowding and risk issues, the City should plan on replacing the jail.

3.   **REVIEW OF JAIL STAFFING LEVELS - JAILERS**

This section reviews levels of staffing in the jail and the basis for staffing.

(1)   **State Mandates for Minimum Staffing Levels Can Influence Jail Staffing Requirements.**

Most states, such as Oklahoma, legislate certain minimum staffing levels related to a ratio of custody staff to inmates. While the project team will not comment on the premise of such legislation, it is nevertheless something which lawfully influences staffing levels in the Jail. According to OK, Title 74 Chapter 6, Section 192, the following shows relevant legislative directives based on jail population:

Section C. – Jails with 40 or Fewer Inmates

C. Notwithstanding any other provision of law or rule, any county or municipality that operates a jail facility which houses forty or fewer prisoners at all times which:

1. Provides twenty-four-hour supervision of prisoner activity that is conducted either by direct observation or electronically by closed-circuit television; and

2. Provides an intercommunication system that terminates in a location that is staffed twenty-four (24) hours a day and is capable of providing an emergency response,

Shall not be required to have more than one jailer or dispatcher on-site to provide for the security, custody, and supervision of prisoners.

Section D. – Jails with 41 to 74 Inmates

D. Any county or municipality that operates a jail facility which houses more than forty and less than seventy-five prisoners at all times which:

1. Provides twenty-four-hour supervision of prisoner activity that is conducted either by direct observation or electronically by closed-circuit television; and

2. Provides an intercommunication system that terminates in a location that is staffed twenty-four (24) hours a day and is capable of providing an emergency response,

Shall be required to have more than one jailer or one jailer and at least one other basic CLEET-certified person on the same premises as the jail facility to provide for the security, custody, and supervision of prisoners.

As shown above, MCPD Jail, based on minimum staffing requirements per Oklahoma Title 74, can operate with one jailer under many circumstances based on the average daily population of 32.4 inmates per day. This, however, would pose extreme challenges as noted below.

(2)   The Jail Facility Layout Has an Impact on Staffing Requirements.

Fundamentally, how a detention facility is architecturally designed and used has a direct impact on staffing, particularly with respect to security positions. The Midwest City Jail was constructed in 1975 and has had some modifications over the years.

While there are multiple facility designs, the Midwest City Jail falls within two broad

categories as follows:

- **Podular Remote Surveillance**: The cells in podular housing are clustered around a dayroom. The duty station is outside the housing unit. The jailer must physical walk from their duty station to observe inmates or they can monitor them from a camera monitor located inside the duty station. The term "remote" refers to the staff's separation from the inmates by the location of the duty station. In this type of jail, staff can observe the inmates while they are in the dayroom and interact with them on a limited basis, usually through intercoms. Jail staff interaction with inmates, however, is still limited, and observation is usually limited to dayroom activities. Also, staff are not able to hear inmates easily and may not be aware of problems in the unit until they become escalated.

- **Single Occupancy Separation Cells:** Theses cells are used to separate inmates with behavior issues that pose a threat to other inmates or staff. These types of cells require a routine physical check by jailers. There is no jailer station in the hallway where the separation cells are located, but it is reasonably close to the jailer's station which consists of a counter/desk with a control panel that allows the officer to lock/unlock cell doors and control cell lighting.

With respect the Midwest City Jail, there is a total of four (4) housing units within

the same physical jail. These housing units are broken down by the following:

- Male Single Cell.

- Female Single Cell.

- Male Pod.

- Female Pod.

The physical design of the Midwest City jail presents direct observation of

challenges:

- The Jailer station is located near the entry door, so there is no line of sight into either the female or male pods.

- There are corridors with hallways running perpendicular to the main corridor so a jailer cannot look down more than one hallway at a time.

- There are doors between each area, so jailers are unable to hear conversation in other parts of the jail away from their jailer station.

- Though there are several cameras throughout the jail, there are blind spots in short spaces.

- There is no processing space for bail bonds or visitation within the jail so jailers must go outside the jail to the front desk to meet visitors and bail bond agents. This immediately reduces staffing in the jail facility.

In summary, the existing jail facility has several shortcomings compared to modern jail facilities and as such, additional staffing requirements are necessary to overcome design issues.

(3)   Current Jail Staffing Approaches

Midwest City currently has at a minimum staffing of two jailers working which currently meets State minimum staffing levels based on facility design and legislative directives.   Jailers work a modified 3-12 shift program (3-days, 12-hours per day) scheduled with a short shift at the beginning or end of their work week. In addition to providing direct inmate supervision, jail staff have the following key duties:

- Facilitate jail visits.

- Provide medication to inmates.

- Conduct inmate booking; complete inmate paperwork.

- Issue inmate hygiene products and linen.

- Facilitate showers.

- Supervise trustees who prepare food for other inmates.

- Coordinate in custody court appearances; process bail bond paperwork.

These additional tasks take away from direct inmate monitoring, especially when the jail is at minimum staffing. Some tasks, such as visitation and bail bond processing,

require jailers to physically leave the jail for short periods of time. As such, these duties impact necessary staffing requirements.

With respect to scheduling to provide these services, Day shift is 7am to 7pm and nights is 7pm to 7am. The short shifts are coordinated with the end of day shift or the beginning of night shift, depending on the jailer's regular work schedule. Excluding sick time, training or vacation there are more than two jailers scheduled to be working a shift except on Wednesdays. The following provides a typical staffing profile for the jail based on the noted schedule.

Illustrative Jail Schedule Showing Deployment of Staff

Wed	Thu	Fri	Sat	Sun	Mon	Tue
Front-side 12 Hour						
	4	DO	DO	DO		
		4	DO	DO	DO	
DO				4	DO	DO
DO	4				DO	DO
DO	DO	4				DO
DO	DO	DO	4			
Back-side 12 Hour						
	4	DO	DO	DO	8HL/4VL	8HL/4VL
		4	DO	DO	DO	
DO				4	DO	DO
DO	4				DO	DO
DO	DO	4				DO
DO	DO	DO	4			
shift 1	0900-1300; 1900-2300					
shift 1	1300-1700; 2300-0300					

On night shift there was an unfilled authorized position during our study. Nevertheless, a spot check of completed day shift schedules provided to the project team showed an average of 2.57 jailers deployed per day. This provides an average inmate to jailer ratio of 12 inmates per jailer based on average inmate population of 32.4 inmates per day. Inmate population is discussed in following paragraphs.

(3) The Jail Staff Turnover Rate Creates Additional Challenges to Staffing.

Jail staff turnover has been high with 14 jailers leaving over the last three years. This is effectively an average of 38.3% percent per year. The following shows the turnover rate by year.

Year	Vacancies During The Year	Percentage Of Staff Turnover
2014	4	33%
2015	8	66%
2016 (To Date)	2	16%

This high turnover rate adds requires an investment in training time that are needed for new staff, and consequently a number of staff cannot be considered fully trained jailers; this poses a potential risk unless authorized staffing levels accommodate such turnover.

(4) Jailer Staffing Levels Need to Increase at MCPD

Given the totality of challenges associated with MCPD jail operations, under the current two jailers minimum staffing level desired, this staffing level is insufficient to provide adequate monitoring and management of inmates with fully trained jailer personnel. With insufficient staffing, jailers are not stationed in each pod, with direct observation of inmates; building design interferes with direct observation, and lack of

direct observation increases liability due to the inability to see, potentially hear and ultimately respond to inmate emergencies. Consequently, minimum staffing levels should increase, and some operational protocols changed, as recommended below.

Recommendations:

Increase minimum staffing levels from to jailers per shift to three jailers per shift.

Increases full-time jailer staffing by four personnel so that these shift minimums can be met.

Move visitations and bail bond processing duties to records so that jailers do not have to leave the jail facility.

4. JAIL STAFF SUPERVISION

Jail staff are currently overseen by a lieutenant who works day shift in different area in the police department and has other unrelated responsibilities. Under this arrangement the lieutenant effectively has 12 direct reports in the jail alone. The lieutenant is on-call for jail related matters 24 hours a day. The lieutenant is working in this capacity in addition to other assignments. Patrol sergeants can also be summoned to the jail in emergencies as well; however, there are no supervisors within the jail facility itself. Midwest City had a jail supervisor position that was vacated in January 2015 and not replaced.

The lieutenant position dedicated part-time to the jail is currently assigned to criminal investigations as well. This position is unnecessary given the Captain is located within criminal investigations and can (and does) provide direct oversight. Given this, the Lieutenant should be fully assigned to the Jail, providing full-time management of the operation. The lieutenant should be housed directly within the jail facility and space accommodated so this can on-site deployment can occur.

In addition to this management position in the jail, a "shift lead" can take over administrative tasks that would free up jailers so they can focus on direct observation of inmates. The shift lead could act as a roving position and break and meal relief. This would increase direct observation of inmates and reduce liability associated with lack of direct supervision. As a result of these changes, the following is recommended.

Recommendations:

Assign the Lieutenant currently job-sharing as the Jail Manager and Lieutenant in Criminal Investigations, to a full-time role in the Jail. Provide space in the jail facility so the Lieutenant can provide direct management and oversight while on-duty.

Develop a Lead Jailer position, at a 10% increase in salary, and designate four (4) positions as lead jailer. These positions would help facilitate jail management and supervision.

5. WARRANT OFFICER UNIT

The Warrant Unit consists of two sworn officers who attempt to clear outstanding warrants. This is accomplished by:

• Calling them and asking them to turn themselves in

• Visiting last known address

• Interviewing neighbors or family members

• Travel to other jurisdiction to pick up wanted people who are already in custody.

• Act as court security (Twice weekly)

• Take people into custody at court hearing (When directed by presiding judge)

• Assist with special events or help patrol on major incidents (Weekly)

In the last year they have cleared approximately 840 warrants and made 1,740 phone calls to wanted people. It is clear the Warrant Unit is occupied but there is no substantive evidence to suggest increasing staffing levels.

Recommendation: Maintain current staffing level of officers in the Warrant Unit.

6.   JUVENILE COURT COMPLIANCE

The Juvenile Court Compliance was started in 1996 with one employee and then a second person was added in 2002. The unit consists of a non-sworn supervisor and non-sworn case worker. The unit works closely with the city prosecutor and the court. The supervisor also carries a juvenile offender case load. They handle all juvenile misdemeanor and status offense cases within the city. The supervisor had a recent caseload of 653 cases which included:

•   Offenders on probation

•   Monitor parental plans

•   Make referrals for service providers

•   Enter warrants

•   Conduct home visits

According to information provided to the project team, 85% of those juveniles who go through diversion to complete their probation do not re-offend according to unit records. Given this success of the program at existing staffing levels since 2002, there is no evidence to suggest further staffing levels are warranted.

Recommendation: Maintain current staffing level of juvenile court compliance counselors.

5.   ANALYSIS OF SUPPORT SERVICES DIVISION – TECHNICAL AND RECORDS SERVICES

This chapter focuses on the staffing and operations of the Records Unit, Forensics lab, Property and Evidence Unit, Animal Services Unit and the Training Unit. The workload information used in this section was obtained from interviews with Division supervisory and line personnel, lead administrative staff, and a review of documents and information from the Midwest City Police Department and information systems.

1.   INTRODUCTION TO THE CHAPTER

Further descriptive details regarding the operations assessed in this chapter are provided in the Profile in the appendices of this report. In brief, the records unit is responsible for maintaining all police reports for the police department and monitoring the OLETS terminal.

The forensics lab unit processes felony crime scenes, perform forensics analysis of recovered evidence and performs laboratory analysis of illegal drugs.

The property and evidence unit processes, inventories and stores all property and evidence.

The animal control unit responds to animal calls, investigates animal cruelty, houses found or abandoned dogs and cats and re-homes unclaimed dogs and cats.

The Training unit organizes training, maintains training databases and arranges training.

2.   RECORDS DIVISION STAFFING AND OPERATIONS

The Records unit reports to the Support Services Major, is managed by a non-sworn supervisor, employs 7 civilian staff, and is housed on the first floor of the police department. The unit operates three shifts with two clerks per shift and is open to the public from 8am to 6:00pm Monday through Friday. Additionally, the records unit also has one crime analysis. The Records Division is a 24/7, 365 days a year service center that is responsible for creating and managing an official electronic data record of all police officer crime reports. Currently the unit maintains all police report data in an electronic RMS system which is integrated with a field reporting system. The division also serves as the initial point of contact for people calling or visiting the police department and jail.   In 2015, the records division reported following performance metrics:

•   Received, reviewed and approved 12, 558 incident and accident reports

•   Scanned 11,000 documents

•   Received 12,532 front counter visitors

•   Handled 50,590 phone calls

•   Completed or responded to 18,200 OLETS transactions

•   Handled, sorted or delivered 2,065 pieces of mail

•   Conducted 6,600 criminal history queries for court

•   The records division also fulfills an average of 320 public records request per month.

Our project team did not identify any issues within the current records process and we did not note any significant report back log. However, the crime analysis performs UCR coding and reporting in addition to preparing reports for the command

staff. The crime analysis responds to internal requests for crime analytics, but does not

currently perform predictive analytics or self-initiated crime trend monitoring. In order to

facilitate additional analytics, UCR reporting should be transferred to record clerks.

Recommendations:

Maintain the current staffing level of records clerks.

Train additional records personnel on UCR report to free up the crime analyst to perform more advance crime analysis functions (This is currently in process with an anticipated completion date of January 2017).

3.   ANIMAL CONTROL STAFFING AND OPERATIONS

Midwest City operates a full service animal care shelter located at 7221 NE 36th

Street.   This facility has 12 dog adoption kennels, 12 dog impound kennels, and a free-

range cat room which can accommodate approximately 35 cats. The shelter is open to

the public from 8am to 6pm for animal pick up and adoption. The closest alternative

animal shelter is run by Oklahoma City and is located 8.6 miles away. The shelter was

built in 1986, but is outdated with many building deterioration problems like leaks and

drainage issues.   During our site visit, internet service at the animal shelter had not

been working for over a week. Additionally, some ceiling tiles had fallen. A new animal

shelter is currently in the Midwest City CIP.

The shelter programs and services are broad and include programs related to:

education, adoption, licensing, care of surrendered and stray animals (primarily dogs

and cats), veterinary care, volunteer opportunities, and partnerships with local recue

organizations among and other programs and services.   Animal control consists of a

supervisor, four (4) animal control officers and one, part time animal rescue coordinator.

The part time animal rescue coordinator works with over 50 internet-based animal rescue organizations to try reduce the number of animals that are euthanized.

Several other cities contract with Midwest Animal Control to house their stray animals. These include the following communities:

- Jones

- Harrah

- Nicoma Park

- Choctaw

- Forest Park

The contracts are a straight $85 fee per animal regardless of the length of stay. In 2015 Midwest City took in the following animals under the contract, showing only a very modest recouping of animal shelter operational expenses.

2015 Contracted Animal Shelter Workloads

Dog	Cat	Total	Amount Received
184	29	213	$18,105

Beginning this year the City has committed to a process of gradually increasing fees to contract cities to eventually reach a point of full cost recovery.

From July 1st, 2015 to June 30th 2016 Animal Control took in 1,363 dogs and 483 cats. The shelter was able to adopt out or return to owner 80.5% of dogs and 67.2% of cats; this is a notable accomplishment. During the same time period, animal control responded to 2,327 calls for service, 1,202 self-initiated calls and 41 animal bite cases. They issued 248 animal related citations. Current staffing of animal control allows them

to respond to calls for service, clean kennels, handle adoptions and to assist with returning animals to their owners.

The shelter averages 3.7 dogs taken in per day. With just 12 kennels for holds and 12 kennels for adoptions, the shelter is often at capacity. Unlicensed dogs and cats must be held a minimum of three days before they can be adopted out. Since there are an average of 3.7 dogs recovered every day, the shelter kennels can be full in just four days, impacting the potential for euthanizing to create space. The animal rescue coordinator reduces the number of dogs and cats that must be euthanized by working closely with various animal rescue organizations. Some of the organizations' request help in transporting the animals; however, there are currently no city vehicles available to assist with transport.

The animal shelter was the focus of a previous study that was conducted in November 2014 by Shelter Planners of America. The study identified many of the same issues we identified, leaks, drainage issues and overall disrepair. The study recommended the replacement and relocation of the current shelter.

Recommendations:

Make the part time animal rescue specialist position a full time position to allow more animals to be rescued to reduce kennel overcrowding.

Maintain the current staffing level of animal control officers.

Continue to incrementally increase the cost recovery form animal control contracts to other municipalities to attain full cost recovery for sheltered animals.

Develop a capital improvement program to extensively remodel or relocate shelter to a larger more adequately designed space.

4.   LAB, PROPERTY AND EVIDENCE STAFFING AND OPERATIONS

MCPD operates its own laboratory and property and evidence facility. The

laboratory is staffed by two forensics techs and a forensic tech supervisor who serves as the lab director. They are all non-sworn with four year degrees in forensics. The lab director is certified through the International Association for Identification, the other tech does not have the required two years of experience to be certified. The lab is not certified through ASCLD, but is working toward certification. The two forensic techs will seek certification when they meet the time on the job requirements.

The lab staff also respond to major crime scenes for processing. They responded to 41 major crime call outs in 2015 and averaged processing 35 other cases per year. The lab can perform forensic basics like lifting latent prints from multiple surfaces to swabbing for DNA. In addition, the lab does analysis of suspected marijuana for municipal court prosecution. Other drugs are sent to the state crime lab for analysis. Patrol officers are trained to lift their own latent prints and to recover evidence from crime scenes. For more complicated scenes requiring forensic response, three officers have been crossed trained to help forensics process scenes. The forensics staff is on rotational on call status for major felony crimes.

The database for digital photos is managed from the forensics unit. The database is open to anyone with department access and there is currently no digital evidence software being used. Since there is no digital evidence software in use there is no way to track if a digital photo has been opened, altered or deleted.

The property room is located next to the crime lab and is managed by one non-sworn employee. The property and evidence facility has one non-sworn employee who reports to the lab director. The property room is routinely audited and no issues have been found. The department updated evidence tracking software in 2010. The new

system uses bar codes and allows for the checking and checking out of property, however the process is complicated and does not allow for auditing all property and evidence. Not all property has been migrated over to the system that was installed 6 years ago. Property that was placed into evidence before 2000 is still on a manual paper system.

Operating two different property and evidence control systems can be problematic especially when one is paper and the other is electronic. To simplify the property and evidence auditing, all evidence and property should be entered into the property and evidence software.

Recommendations:

Maintain current staffing level of forensic techs and property room clerk.

Purchase digital image management software that has access control and auditing functions to mitigate any chain of evidence concerns.

Eliminate all unnecessary (pre-2000) property and evidence and migrate all older remaining evidence over to the property room management software.

5.   TRAINING

As discussed in an earlier chapter, the training unit consists of one detective who is also the training coordinator. The training coordinator maintains three separate training databases, is responsible for entering training hours and tracking training that is conducted outside of the agency. Training applications go through channels and once approved are then routed back to the coordinator for entry. The training coordinator is not part of the approval process and often does not know what training has been approved until after the training has been received. Additionally the training coordinator does not maintain a training budget.

All commissioned members are required to receive 25 hours of training per year including 4 hours of mental health training. The training coordinator facilitates 12 hours of in-service every year. The officers are then responsible for finding other training hours to meet the state minimum training hours. The 2015 training records indicate that most training was required recertification training or shooting at moving targets training. A review of the 2016 C.L.E.E.T. training database shows the department has sent eight officers to 40 hours of CIT training in the last year in addition to meeting the minimum training hours.

C.L.E.E.T. Training Year	2014	2015	2016* *Through November 7th
Total Department Training Hours	7,143	6,794	5,100.5
Average hours per officer	83.06	78.09	58.62

The project team reviewed training records for the department and found there was little emphasis on community policing or de-escalation techniques. These two topics are extremely relevant in modern policing, especially with the national discussion on police use of force. Since additional training is picked by each individual officer, the command team loses an opportunity to focus training on the needs of the department and community. As such, this is further evidence to suggest a full-time training coordinator is necessary to properly manage the entire department's training program and protocols.

Recommendations:

Develop a comprehensive training program for all commissioned staff. Minimize self-selected training and focus any elective training on areas that enhance personal performance in selected assignments.

Provide greater focus training on needs identified by the department leadership. Include de-escalation training and other non-force training. Use additional hours to re-enforce what is important to the command staff and community.

Convert part-time (Detective) position to full time training coordinator position reporting to the Support Services Major.

6.   ANALYSIS OF THE CHIEF'S OFFICE, ORGANIZATION AND MANAGEMENT

The following sections provide our findings, conclusions and recommendations on the Chief's Office, and overall organization and management of the MCPD.

1.   INTRODUCTION TO THE CHAPTER

The overall purpose of an organizational assessment is to identify potential opportunities for improvement related to the overall structure, how business is conducted department-wide, key management approaches, important cultural characteristics, and other broader issue areas that impact the department.   It is important to note, however, key strengths of the department as well.   The following illustrates important organizational and operational characteristics of MCPD; these are not exhaustive but include particular highlights.

- There are a variety of written policies and procedures in place that are regularly updated. Once these materials were provided, we were able to determine that there were approximately 130 detailed policies and procedures in addition to the City's P&P manual. 94% of the employees surveyed believed, "Policies and procedures are clearly defined and provide appropriate direction and guidance."

- Based on the employee survey employees feel that communication, policies, and expectations are clear and that the Department schedules its work well and holds employees accountable. Every statement in these managerial categories received more than three times as much agreement as disagreement.

- The MCPD has been accredited by the Oklahoma Association of Chiefs of Police, Oklahoma Law Enforcement Agency Accreditation and Professional Standards Program since 2001.

- The department has adopted some progressive programs/partnerships to include the Juvenile Court Compliance Unit, the Community Action Unit, the Misdemeanor Warrant Officer Program, etc.

- The department has appropriately civilianized some positions such as the crime

scene technicians, animal welfare officers, jail, crime analyst, and others.

• The department has strong positive opinions regarding the organizational culture as reflected by the following table from the employee survey showing the four greatest "strengths."

Narrative Employee Survey Responses
Camaraderie and Teamwork Among Department "Family"
Community Relations and Customer Service
Positive Attitude and Effort of Staff
Department Leadership and Management

The above demonstrates a number of positive managerial and organizational characteristics of the MCPD. As with any organization, however, there are opportunities for improvement as described in the following sections.

2. IMPROVING MCPD MANAGEMENT OF ORGANIZATIONAL PERFORMANCE.

As noted above, there are a variety of positive organizational and managerial characteristics associated with how MCPD operates. During the course of our engagement, however, we found while documentation existed, the expected performance linked to this documentation was not measured or did not align with actual outputs or outcomes. Additionally, we found important operational characteristics that were not well documented. In order to address these kinds of operational and managerial gaps, these areas are further discussed, as follows.

(1) Improve the Visibility, and Further Formalize the Department's Mission, Vision and Objectives.

MCPD has documented a number of operational characteristics in the form of policies and procedures, budgetary goals, and other directives. By example, the following reflect 2016-17 budgetary goals and objectives for Patrol[9].

• Insure the DDACTS model is completely implemented and used on a daily basis.

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[9] 2016-2017 Midwest City Annual Budget Report, page 88.

- Complete ongoing training of the goals of the Data- Driven Approaches to Crime and Traffic Safety (DDACTS) so that all supervisors/shifts are on the same page.

- Equip line-up room to have available the current crime trends on the Crime View Dashboard at all times. Utilize this information during line-up briefing to assist in addressing trends.

- Insure that Data received from UCR Clerk, Crime Mapping and Patrol officers is reviewed and followed up in a timely manner. Encourage supervisors to keep up to date on the crime trends and traffic safety issues and pass this information on to others in a timely manner.

- Cross train team members with the Detective Bureau, CAO Division, SIU, Crime Lab when manpower allows. Insure Officers are receiving a minimum of (25) hours of C.L.E.E.T. approved training to include (2) hours of mental health.

- Utilize NIMS training with large city events (i.e. July 4, parades, etc.) for continuity and training purposes.

- Be responsive to citizens' concerns and complaints regarding traffic violations and criminal activity.

- Expand the Community Oriented Policing concepts to all the businesses in the City.

While these goals are noteworthy, they are not framed by well-documented guiding principles such as mission and vision. While the project team readily found the department's mission on their Facebook page—"The Mission of the Midwest City Police Department is to provide law enforcement services, education and leadership through Community Based Policing" – we had difficulty identifying this elsewhere in department documentation including MCPD's website. This foundational philosophy should be a cornerstone of the department's operational philosophy and culture and as such should be prominent in organizational branding and the mindset of personnel.

While these goals are noteworthy, they are not framed by well-documented guiding principles such as the existing mission or a formal vision. While the project

team readily found the department's mission on their Facebook page – "The Mission of the Midwest City Police Department is to provide law enforcement services, education and leadership through Community Based Policing" – we had difficulty identifying this elsewhere in department documentation including MCPD's website. While the Mission might be posted on the Department's walls, it should underpin all key communication avenues to include prominent display on the website. Moreover, some functional units (e.g., K9) also had mission statements, but not all. Unique mission statements should be developed for all specialties or eliminated to ensure consistency in message. These efforts should be a cornerstone of the department's operational philosophy and culture and as such should be prominent in organizational branding and the mindset of personnel.

Equally important, In order to provide a vision to employees for how the department will achieve the stated mission, a best practice is the development of an actual vision statement to guide employees in carrying out the mission. MCPD has no publicized vision statement. By example, how to effectuate the mission's "Community-based Policing" should be underpinned by vision, goals and objectives. There are opportunities for improvement in further formalizing these areas. This begins with a robust vision statement that demonstrates how the organization will undertake the mission over the foreseeable future as well as goals which are designed to achieve the mission/vision.

With respect to operational objectives, while MCPD frames various budgetary statements as objectives, the large majority of them are actual goals. Objectives are the actual steps taken to accomplish goals, and are some of the key methods by which

a department's performance can be measured.

(2)   Develop a Performance Management Program.

The MCPD has no formal performance management system in place to effectively measure organizational performance. Several steps can be taken to improve the tracking of performance, linking budgetary goals previously described to measurable objectives and ultimately to outcomes. This is not to be confused with a 'quota' system. As noted, there very few MCPD publicized objectives. By example, of approximately 115 goal/objective statements in the 2016-17 budgetary documentation, only four of these are partial objectives[10]:

> *Insure Officers are receiving a minimum of (25) hours of C.L.E.E.T. approved training to include (2) hours of mental health.*

> *Maintain a minimum of four Reserve Officers and increase training for the program.*

> *Continue to cross-train an additional three officers on crime scene processing techniques.*

> *Continue to scan and index all pertinent reports prior to 1990 currently located in the basement and destroy hard copies.*

Beyond goal development, defining performance objectives and performance measures is the key to "performance management." When information was requested of MCPD regarding performance measures, none were provided. It should be noted that the MCPD is not atypical compared to many government entities in regard to its sophistication in measuring performance, linking production to not only outputs but outcomes, etc. The most advanced performance measurement systems are generally found in the private sector. Yet the value of performance measurement cannot be

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[10] As described subsequently, this does not contain all elements of a SMART objective.

underestimated, particular since performance measurement is a core business practice and fundamental to many successful companies. An often repeated phrase is, "You cannot manage what you can't measure." The belief in this sentiment is the cornerstone of the performance measurement philosophy.

Development of objectives should adhere to the SMART philosophy of performance measurement and performance goals and objectives development. SMART is an acronym for (S)pecific, (M)easureable, (A)chievable, Ielevant, and (T)ime-bound. Specifically:

SMART PHILOSOPHY OF PERFORMANCE MANAGEMENT	
Specific	The goal should be specific to and focused on what is to be accomplished (Who, What, Where and Why). Objectives must express the action and results required so that the reviewer of the objective can see clearly whether or not the objective has been achieved.
Measurable	The goal should be measurable. How will you demonstrate and evaluate the extent to which the goal has been met? When setting objectives, there must be some way of measuring and validating whether the objective has or has not been achieved and to what level of success or failure.
Achievable	Although objectives should be challenging and encourage continuous improvement, they must be reasonable, achievable and affordable.
Relevant	The objectives must be pertinent to the organization's core business practices and measure performance that reflects critical operations fundamental to the success of the work unit's mission.
Time bound	Objectives need to have clear time frames attached to them such that success or failure can be analyzed within an established period. There should be target dates, including interim dates for long term goals to allow the progress to the successful completion of the goal to be monitored (deadline, dates, frequency of review).

It is important to devise SMART performance measures. Many organizations, such as MCPD, devise systems whereby the information developed is a generic goal without linkage to the necessary steps (objectives) to accomplish that goal.

Additionally, the measurement of performance is many times rudimentary in the form of performance *metrics* or *indicators*. A metric is essentially a counting of an occurrence linked to some type of task a work unit performs. For example, the previously mentioned 25-hours of training desired for MCPD personnel; an unreported metric was the 2,696 field interviews conducted by staff in 2015. An indicator, often called a Key Performance Indicator (KPI), is a somewhat more sophisticated form of a metric that provides additional information that reflects the organization's goals, that is quantifiable (measurable), and that is a key to business success. It differs from a performance measure in that it only possesses three of the five SMART characteristics (Specific, Measurable, and Relevant). For example, the response time to a call for service in a certain area is a KPI. A performance measure is the *output* of a performance objective that leads to a desired *outcome*.

In sum, MCPD, using the following guidelines, should develop performance measures and key performance indicators to reflect the accomplishment of goals and enhance department-wide performance management.

(3)   Develop a Formal Strategic Plan and Annual Report.

The MCPD has not developed a formal police department strategic plan. Executive staff meet every year in annual planning sessions to devise the noted goals, but a comprehensive strategy is not documented in a plan that sets out the vision, mission and goals for the organization over a timescale of three to five years.

A strategic plan is developed from an analysis of the internal and external environment in which the organization operates. This can change over the mid-term, particularly in an organization focused on community-based policing. Further, strategic

planning is a continuous process of systematically evaluating the nature of the business

and defining long-term goals whereby quantifiable (SMART) objectives and methods to

reach these objectives can be developed in more detailed operations plans. Strategic

planning (ideally) is performed annually, and the Plan updated as necessary.   In sum,

the purpose of strategic planning is to:

•   Clearly define the purpose of the organization and to establish realistic goals and
        objectives consistent with that mission in a defined time frame within the
        organization's capacity for implementation.

•   Communicate those goals and objectives to the interested parties such as MCPD
        staff, city management and city council.

•   Develop a Plan ownership.

•   Ensure the most effective use is made of the organization's resources by
        focusing the resources on key priorities/goals.

•   Provide a base from which progress can be measured and establish a method
        for informed change when needed.

•   Obtain consensus on direction.

        As important to the Strategic Plan are companion products which generally an

annual operations plan. This operations plan would contain the noted MCPD goals and

the to-be developed objectives and performance measures discussed previously.

These plans are beyond the scope of this effort and will need to be completed by the

Committee.

        Finally, in order to ensure organizational accountability for performance, the

MCPD should develop an Annual Report showing accomplishments as well as

initiatives that did not succeed for various reasons. An illustrative Annual Report can be

found in the following link.[11]

Recommendations:

Develop an MCPD Strategic Plan providing a mission, vision and strategic goals direction for the police department over the next five year planning horizon. Update this document on an annual basis.

Develop an MCPD Annual Operations Plan that documents annual goals and performance objectives to be achieved that year.

The MCPD should devise a performance measurement system, in concert with their strategic planning process, using the principal concepts noted in this section. There are numerous professional journals, articles, training sessions, and books on performance measurement.

The Chief should hold management staff accountable for fully implementing a performance measurement system and staff should be held accountable for regular reporting of results.

The Chief should develop a system of reporting quarterly to the City Manager and the City Council the progress made by the MCPD toward the established strategic goals and devised performance measures against the stated objectives established by the MCPD.

3.   ANALYSIS OF THE CHIEF'S OFFICE

The following information provides our analysis of the Chief's Office.

(1)   Chief's Executive Office

The Chief's Office currently operates with an organizational structure that

includes a full-time Police Chief, an Assistant Chief, and two Majors. The Chief provides

organizational oversight and community / city-executive interface, while the Assistant

Chief regularly serves as the day-to-day manager for the Office and overall Department.

Additionally, these executives have other roles as further described in the Profile in the

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http://www.lynnwoodwa.gov/Assets/Departments/Police+Department/Reports/Annual+Reports/2015+Police+Annual+Report.pdf

appendix. With respect to organizational structure there are some criteria by which it

can be judged. The paragraphs, that follow, describe those criteria as well as what are

key characteristics of effective organizations.

- **Accountability and responsibility are clearly identified:** The organizational structure must be consistent with the concept that clear lines of authority and decision making are essential for any organization to achieve excellence. Areas of responsibility are clearly delineated and points of accountability are readily identifiable.

- **Span of control or communication is optimal:** Effective organizations are structured so that lines of communication are identifiable and where there are multiple reporting relationships, responsibility for communication and control are clearly identified and understood.

- **Structure is based on task requirements and work flow as opposed to specialized skills of individual members:** There is a tendency in some organizations to organize work patterns around the specific passions or skills of individual members. This results in high friction levels for most work processes and the relationships between group members and groups.

- **Similarly titled positions have similar responsibilities and levels of accountability:** The organization should be structured such that decision making authority and the ability of decisions to impact the organization in a strategic way are all found at similar levels of the hierarchy.

- **Support functions are logically grouped and do not create additional layers of oversight:** Organizational structures should group support functions together, separated from operations, only when the scale and scope of the operation requires it.

    Given this context, the presence of two executive administrators can pose a

number of issues for the Office, particularly given the total size of the agency.

- The span of control is narrow.

- Departments of smaller size typically forego a second-tier executive manager (e.g. Assistant Chief) instead relying on middle manager positions, such as Majors/Captains, to perform the duties and responsibilities often dedicated to an Assistant Chief position.

- With respect to communications, an additional organizational layer can further confound and complicate organizational communications.

In effect, the presence of both a Chief and Assistant Chief creates essentially three managerial organizational layers in a smaller organization and consequently has some organizational structure elements that can be challenging. Yet, given our analysis, the following contravening information is important for consideration:

• The Assistant Chief also functions in several (project) specialist roles, such as maintaining the department's policies and procedures.

• The Chief is heavily involved in the community, and regularly away from the department locale. Thus, an on-site executive in lieu of the Chief's presence is important.

• The current organizational structure has facilitated a leadership model that is highly regarded based on the employee survey results.

• The existing structure provides managerial promotional opportunity.

In sum, while there are some inherent weaknesses in the present organizational structure, there are some important existing strengths.

Recommendations:

Maintain the existing MCPD organizational structure in the Chief's Office to include Chief, Assistant Chief, and two (2) Major positions.

(2) Chief's Administrative Staff

There are two administrative staff reporting to the Assistant Chief in the Department – an Administrative Secretary and a Fiscal Secretary. Their roles are, as follows:

Position	Major Responsibilities
Administrative Secretary	• Processes Departmental payroll into Kronos, working with hard copy data provided by supervisors. Quality controls payroll data, as necessary, going back through supervisors. • Processes incentive and special pays for employees; maintains the seniority list; maintains the badge inventory. • Tracks employee leaves; tracks overtime pays; tracks workers compensation claims. • Sets-up new employees in the City's system – employee records, payroll benefits, etc. • Maintains the Department's HR records including official documents, training certifications and performance evaluations. • Processes applicant correspondence – conditional offers and rejections (the Human Resources Department processes employee applications). • Processes and coordinates training through CLEAT. • Processes bid packets for Departmental purchases. • Verifies check register. • Assists with Council agenda items on police matters. • Assists with the maintenance of CALEA (accreditation) files. • Supports command staff administratively – correspondence, filing, agreements, reception responsibilities.
Fiscal Secretary	• Processes purchase orders – obtains sign offs from staff on requisitions, approvals for purchase orders, forwards to City. • Maintains annual purchase orders (e.g., jail food, alarms, phones, copiers). • Processes invoices; forwards to the City for payment after verifying the satisfactory delivery of the good or service. Maintains the Department's P-Cards (N = 3). • Processes cash receipts for deposits by the City for animal welfare payments, donations to the Department, etc. • Processes contracts and professional services agreements. • Budget responsibilities include – compiling the Police Department's annual budget, alternatives' analysis, updated entries into the City's FMIS (SunGard / NaviLine), queries and periodic reporting. • Grants responsibilities include documentation for the internal staff managing the grant, including application and reporting. • Processes training reimbursements for staff. • Interfaces and coordinates with the City's Finance Department on financial management issues.

Together, while other staff have collateral administrative duties, these two staff are responsible for the vast majority of administrative support for the Midwest City Police Department. There are many advantages to the administrative support approaches utilized by the Department, including:

•   As noted above, most administrative responsibilities are centralized in the Chief's Office in these two positions.

•   The two administrative support positions are civilian, not sworn.

•   Financial controls are sound within the Department, duties are segregated, and there is close coordination with the City's Finance Department.

•   Similarly, the Department's interface with the City's Human Resources Department is close, well-coordinated with task responsibilities delineated.

In spite of these major strengths, there are several issues relating to internal administrative support, principally relating to the Administrative Secretary position.

These issues include the following:

•   The job description of the Administrative Secretary is different from the job description maintained by the City's. The Departmental human resources roles have grown over time and these are not adequately captured in the City's 'official' job description.

•   The Administrative Secretary is as much an internal human resources resource s she is support to command staff.

•   Many of the payroll processes utilized within the Department are duplicative and manual – both supervisors and the Administrative Secretary develop manual data input sheets for payroll. Supervisors do not have direct access into Kronos.

•   Many of the human resources processes are maintained in different excel spreadsheets and databases (e.g., payroll, payroll ledger, annual leaves, employee records, agreements and memoranda of understanding).

•   Personnel records are duplicated in the City and Police Department. It is unclear which set of records are the 'official' files and the extent to which important files are matched in both places or that official records are maintained appropriately.

As a result of these issues, the project team believes that several changes should be made in the short and long term to improve human resources functions in the Department. These changes include the following:

•   **Obtaining applications development assistance from the City's information systems staff to link and reduce the number of separate databases in use for human resources purposes.** The Department should seek the assistance

from information technology to reduce the number of manual and duplicative data entries for payroll and for leaves and to link the currently separate spreadsheets in use to track leaves. It is not known what the time and cost impact is of this, information technology staff should perform an initial assessment of this and report to the City on its impact. If retained in a Microsoft Office environment rather than a dedicated new database, these impacts should be small.

• **Human resources responsibilities will continue to grow in coming years; the Department should separate the positions of Administrative Secretary and Human Resources Technician.** Human resources and financial functions exist in the Midwest City Police Department within the context of consolidated municipal human resources and financial services. As a result, the needs within the Department will always be first line support for these processes (e.g., processing payroll and purchase orders and invoices, for example) at a department level. However, the Department is growing and administrative support tracking, regulations, reporting, etc., is growing in importance. Much of this growth will be accommodated centrally in the City. Within the planning period the need for a cross trained support position will be felt. This will have the effect of freeing the Administrative Secretary for additional support to command staff and the Department.

Recommendations:

Work with the City's information technology staff to reduce the number of manual and duplicative databases.

Within the planning period add a cross trained administrative services support position. Monitor the time of the Administrative Secretary when these duties begin to assume the majority of her time.

ATTACHMENT A – DESCRIPTIVE PROFILE OF THE MIDWEST CITY POLICE DEPARTMENT

Midwest City engaged the Matrix Consulting Group to conduct a Police Department Study for the Midwest City Police Department (MCPD). During this initial study phase, our project team has conducted research and spent time on-site to gather a variety of information to complete the engagement. The first interim deliverable is a descriptive profile. The report, which follows, provides a descriptive profile of MCPD for use within the Study. The purpose of the descriptive profile is to document the project team's understanding of the organizational structure of the MCPD including staffing levels, services provided, and key roles and responsibilities. Data contained in the profile were developed based on the work conducted by the project team as of the summer of 2016, including:

•   Interviews with management and other supervisory and line staff in the MCPD.

•   Collection of various data describing organization and staffing patterns, workloads and service levels, etc. Our data collection efforts continue.

•   Review of various documents and reports which the MCPD forwarded to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the Department. By example, duties and responsibilities and tasks performed are not at the job description level.   Rather, the profile reflects a summary of our understanding of the organization, which is foundational for issues identification and analysis as

part of the study. The structure of this descriptive profile is as follows:

•   Generalized Scope of Services for key MCPD functional areas.

•   Authorized Full-time Equivalent Positions (FTEs) dedicated to specific operational areas.

•   Summaries of programs, services and core tasks performed by staff within the MCPD work units.

•   Functional organizational charts showing staffing levels.

The profile is descriptive only – there are no findings, conclusions nor recommendations to be found in this interim report. This profile was reviewed for accuracy and completeness by MCPD management staff. Once finalized it served as a factual basis for the project team's understanding of the MCPD organization, staffing and operations.

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Chief's Office

Generalized Scope of Services: The Chief's Office provides the overall leadership, guidance, management and administration of the Department personnel and the services for which it provides. The Office regularly interfaces with the community, City executive leadership, City Council, and other public safety partners throughout the region. It is composed of the executive leadership and key administrative support services of the police department as shown below.

Authorized FTEs:

Unit	Chief	Asst. Chief	Civilian Staff / #	
Chief's Office	1	1		
Support			Admn. Secretary; Fiscal Secretary	2
Chaplin				1
Sub-Total:	**1**	**1**		**3**
TOTAL: 5				

Unit / Functional Area	Description of Services
Chief's Office	• Directly supervises the Assistant Chief and noted support positions. • Assistant Chief oversees day to day operations, administration and supervises other command staff. • Responsible for writing and implementation of Department policies and procedures. • Develops and maintains good working relationships with other managers in the City as well as local, regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Performs various special project and administrative functions in the management of the Department, as appropriate. • Generally on call 24 hours a day. • Works day shift hours Monday-Friday.
Fiscal	• Directly supports the Chief and Assistant Chief positions. • Provides budgetary and fiscal analysis services in support of the Department. • Interfaces periodically with City finance staff.
Administrative Support	• Directly supports the Chief and Assistant Chief positions. • Provides variety of administrative support services directly to the Chief's Office. • Interfaces with Department managers, supervisors, and staff on a regular basis to perform support responsibilities.

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Field Operations Division

Generalized Scope of Services: Performs core patrol functions for Midwest City, including response to community generated calls for service, self-initiated activity, administrative functions, and other field duties related to police services.

Authorized FTEs:

Unit	Major	Captain	Lieut.	Sergeant	Officer	Civilian Staff / #	
Patrol	1						
Patrol Shift I		1	3	16	2		
Patrol Shift II		1	3	11	8		
Patrol Shift II		1	3	6	12		
Community Action (Shift II)			1	3	0		
Sub-Total	**1**	**3**	**10**	**36**	**22**		
TOTAL: 72							

The staffing levels shown above include 6 vacancies in authorized (budgeted) positions. Staffing levels include the four Motor (traffic) assignments on Patrol Shift I (day shift) and K9 on Patrol Shift II.

Field Operations Division Organizational Chart[12]

Unit / Functional Area	Description of Services
Patrol	• Patrol is overseen by a major who has direct responsibility for three captains and a significant number of administrative responsibilities.
	• The division is split into three shifts, with each shift being headed by a captain and containing three platoons.
	• Staff respond to emergencies and other calls, completing reports as needed.
	• Before the start of a shift, lieutenants and captains meet with the commander(s) of the previous shift and go over developments, events, or safety concerns. This information is also transferred through shift notes, which are contained within a folder within the watch commander captain's office.
	• Lieutenants function as first-line field supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field.
	• Captains respond to major incidents as needed, providing overall supervision and coordinating additional resources.
	• Lieutenants have approve reports, approving time sheets and employee reviews.
	• Staff work voluntary and mandatory overtime as needed to meet minimums.
	• The second shift captain is also in charge of the reserve officer program, which currently maintains an active roster of nine.
	• Other proactive priorities include conducting traffic enforcement, business checks, and various enforcement activities.
	• Officers and sergeants bid for specific positions in the patrol schedule, and work staggered days – they do not report to one supervisor for each day worked.
	• Staff normally work eight 10-hour shifts, followed by six days off.
	• Four sergeant/officer (line-level) positions each day are slotted as motor officers. These positons count toward fulfilling minimum staffing requirements.
	• Motors officers are responsible primarily for traffic enforcement functions, but also respond to calls for service, both in a backup capacity as well as in a primary capacity as regular patrol officers become committed to handling other calls.
	• Shift minimums are not defined by policy, but are generally set at 7 for the day shift, 8 for swing shift, and 6 for night shift. Calling officers and sergeants in on overtime is left up to the on-duty captain for a particular shift.

Unit / Functional Area	Description of Services
Community Action	• The second shift also contains the Community Action Unit, which also includes the School Resource Officer (SRO) position. • The SRO position was partially funded by the school district that the officer serves, but this has been suspended this year. • At the start of the shift for community action officers, the unit coordinates calendars and activities with Neighborhood Services. • Community service officers are responsible for attending neighborhood events, providing crime free multi-housing training as requested, conducting CPTED-based environment security assessments, attending community fundraisers, and many other community outreach roles. • One community action officer maintains the department's social media presence on multiple platforms, although not in a PIO role. • The unit formerly had four community action officer positions budgeted. • The unit primarily works swing shift hours (1400-0000), although their actual hours worked vary extensively based upon community meeting schedules, as well as the timing of other events.

Patrol Work Schedule[13]

Shift	Start	End	# Sgt.	# Ofc.	Type
Day	0700	1700	2	16	8 on, 6 off (staggered)
Swing	0200	1200	8	11	8 on, 6 off (staggered)
Night	2200	0800	12	6	8 on, 6 off (staggered)

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[13] Day and Swing shift staffing profile varies between Sergeant and Officer as two (2) officers shift due to FTO training.

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Support Services Division - Investigations

Generalized Scope of Services: Performs a variety of support services functions for the police department that includes various investigative functions within two units to include Criminal and Special Investigations. The Division is overseen by a Major with various direct reports and staffing levels as follows.

Authorized FTEs:

Unit	Major	Captain	Lieut.	Sergeant	Officer	Civilian Staff / #	
Support Services	1						
Criminal Investigations		0.5	footnote[14]	8			
Special Investigations		0.5	1	5			
Lab and Property Room							
Animal Control Services							
Records and Crime An.							
Sub-Total:	**1**	**1**	**1**	**13**			
TOTAL: 16							

[14] A lieutenant position, numerically captured as the Jail Manager, provides part-time oversight over Criminal Investigations.

Support Services Division – Investigations Organizational Chart

```
                    ┌─────────────────┐
                    │      Major      │
                    └────────┬────────┘
                             │
          ┌──────────────────┴──────────────────┐
          │  Criminal and Special               │
          │  Investigations Captain             │
          └──────────────────┬──────────────────┘
                             │
                    ┌────────┴────────┐
                    │   Lieutenant    │
                    └────────┬────────┘
          ┌──────────────────┴──────────────────┐
          │                                     │
 ┌────────────────────┐            ┌────────────────────┐
 │ Special             │            │ Criminal           │
 │ Investigations      │            │ Investigations     │
 └────────┬───────────┘            └────────┬───────────┘
          │                                  │
     ┌────────────────┐              ┌────────────────┐
     │ Sergeants (5)  │              │ Sergeants (8)  │
     └────────────────┘              └────────────────┘
```

Unit / Functional Area	Description of Services

Criminal Investigations	• Criminal Investigations is overseen by the Captain and a Lieutenant who have direct responsibility over eight (8) detective staff. The Lieutenant is also responsible for the jail, warrants unit and the Crisis Negotiations Team (PT team)
	• The Captain reviews and screens cases from field services, after Records entry, and distributes cases to detectives. Sometimes the Lieutenant will perform this.
	• Detectives are responsible for follow-up investigations of case assignments.
	• Conduct follow-up investigations for all assigned person and property crimes to include: burglary, robbery, high-value fraud, homicides, major assaults, sec crimes, suspicious deaths, significant injury crimes, missing persons and officer involved shootings, child abuse, runaways, and domestic violence.
	• All detectives are generalists and can receive any case; however, (2) are informal sex-crime specialists and (1) is an financial crimes specialists in addition to:
	  – **Archer**-LEDT Instructor (driving), ME Liaison, Leads online, Polygraph, Tyler Admin, Pawns
	  – **Bray**-CIT, Pawns, DNA/CODIS, office supplies, Health and Safety Comm, Negotiations Team
	  – **Blanton**- Care Center Liaison, DHS Liaison, cellbright
	    Crusoe- Polygraph, cellbright, Ins Fraud Liaison
	  – **Huston**- Range master, Sex Offender registration, Negotiations Team, training coordinator, ammo and dept. weapon inventory/purchasing
	  – **Landers**- Defensive Tactics Instructor/coordinator, Use of Force review liaison/Taser instructor, Hostage Negotiator, officer involved shootings, arson
	  – **Miller**- Citizens Academy Co-Coordinator, Defensive Tactics Instructor, Hostage Negotiator, Taser instructor, Honor Guard, cellbright, DHS reviews
	  – **Ramsey**- arson and officer involved shootings
	• Interfaces and coordinates with patrol officers with their own investigations.
	• Performs daily reads of charge (blue) sheets and interfaces with the DA's office.
	• Performs all background investigations.
	• All detectives are subject to call-out on a rotating eight-week basis.
	• Staff work on a 4-day/10-hours 0700-1700 or 0800-1800 either MO-TH or TU-FR

Unit / Functional Area	Description of Services
Special Investigations	• Special Investigations is overseen by the Captain and a Lieutenant over five (5) investigative staff. • The unit has recently been re-designed as a Street Crimes Unit focusing on a variety of crimes instead of emphasizing narcotics enforcement. • The unit works on violent crime trends; gangs; intelligence (gang) gathering; narcotics; vice; stolen property; warrants; and other identified community problems requiring a rapid-response team. • Workload generated internally, through interface with detectives and patrol, We-Tip, jail interviews, and other sources. • Works undercover and periodically uniform assignments. • Generally works 1000-1800 Mon-Fri but flexes hours.

Illustrative Workload

Detective	Active Cases Assigned Currently	Backgrounds Assigned to Date (2016)
Criminal Investigations		
#1	4	3
#2	4	2
#3	6	3
#4	6	3
#5	11	5
#6	4	2
#7	5	3
#8	5	2
Special Investigations	n/a	n/a

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<table>
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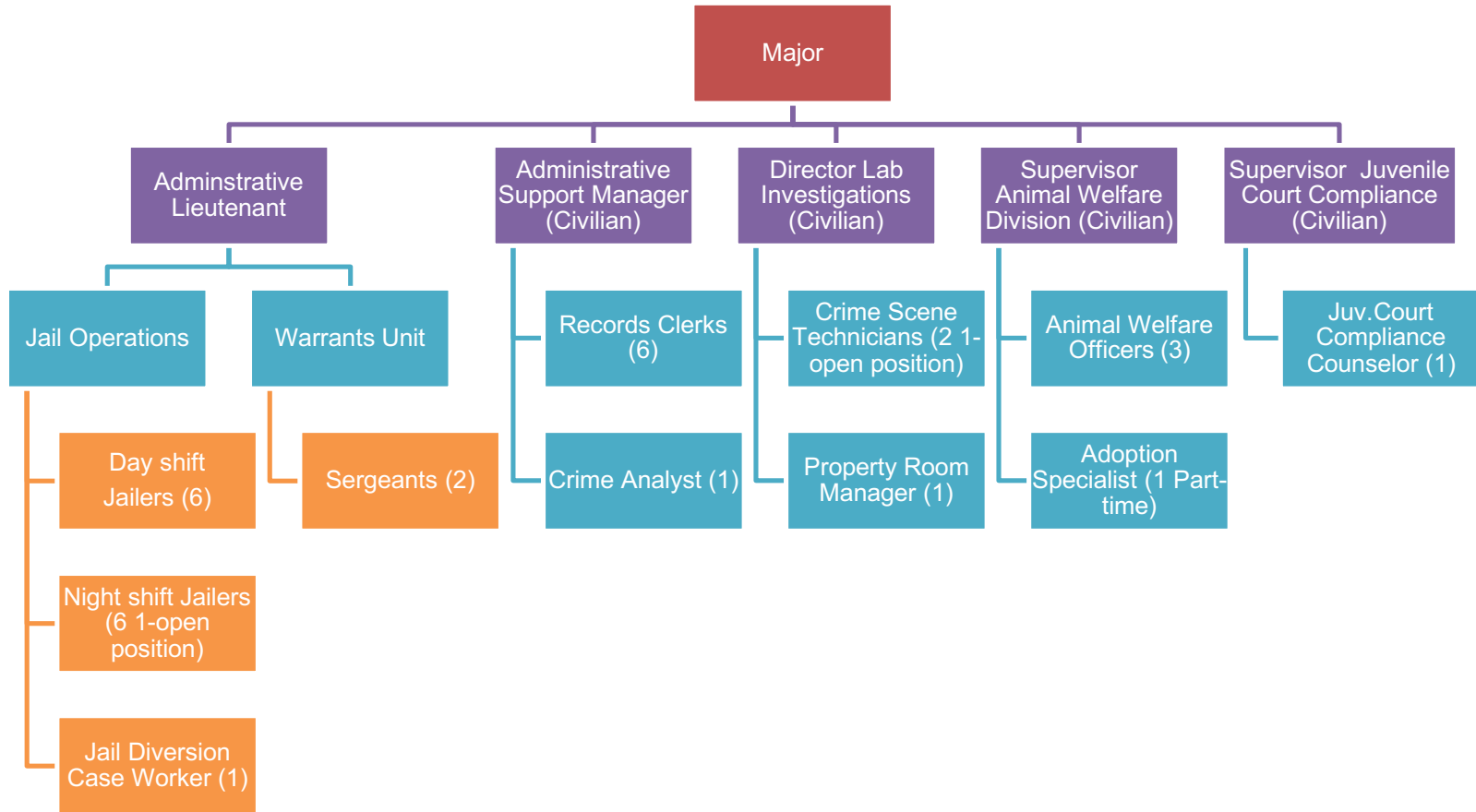</table>

Generalized Scope of Services: Performs a variety of important support services functions for the police department that includes various key duties and responsibilities such as Lab and Property Room; Animal Control Services; Records and Crime Analysis; and Jail and Warrant Officers. The Division is overseen by a Major with various direct reports and staffing levels as follows.

Authorized FTEs:

Unit	Major	Captain	Lieut.	Sergeant	Officer	Civilian Staff / #	
Support Services	**See Above**						
Jail Operations			1				
Day Shift						Non-sworn jailers	6
Night Shift						(1 vacant) Non-sworn jailers	5
Diversion Case Worker						Case Worker	1
Warrant Unit				2			
Records						Manager	1
Clerks						Clerks	6
Analyst						Analyst	1
Lab Investigations						Director	1
Crime Scene Technicians						(1 vacant)Technicians	1
Property-Evidence						Manager	1
Animal Welfare						Supervisor	1
Animal Welfare Officer						(1 vacant) AWO	3
Adoption Specialist						Adoption Specialist	.5
Court Compliance (Juv.)						Supervisor	1
Case Worker						Case Worker	1
Sub-Total:			**1**	**2**			**29.5**
TOTAL: 32.5							

The staffing levels shown above include 3 vacancies in budgeted (authorized) positions.

Support Services Organizational Chart

Unit / Functional Area	Description of Services
Jail Operations	• Jail operations are overseen by a Lieutenant who has direct responsibility for 11 Jailers and 1 jail diversion case worker. The Lieutenant is also responsible for the warrants unit and the Crisis Negotiations Team (part time team). • The jail division is split into two-12 hour shifts (7am to 7pm and 7pm to 7am). There is no supervisory position inside of the jail. The Lieutenant is the day shift supervisor and is on call for any jail related incident after hours. • Provide daily inmate supervision. • Facilitates jail visits. • Provides medication for inmate population as required following specific procedures. • Facilitates inmate booking. • Maintains inmate paperwork. • Issues inmate hygiene products and facilitates inmate showers and linen exchanges. • Maintains inmate behavioral records and coordinates inmate cell transfers to reduce violence and behavioral issues between inmates. • Coordinates in custody court appearances for inmates. • Coordinates inmate transfers with other jurisdictions and honors agency holds. • The jail diversion case worker administers diagnostic tools for inmates requesting mental health or drug abuse treatment. The case worker works dayshift hours. • The jail diversion case worker coordinates treatment for mental health and drug abuse as appropriate based on the outcome of the diagnostic tools. • The jail contracts with 7 other jurisdictions to hold their inmates. • Shift minimums are set at 2 for the day shift and 2 for night shift.

Unit / Functional Area	Description of Services
Warrants Unit	• The warrants unit consists of two sergeants who generally work day shift hours. • The warrants unit is responsible for locating all subjects who have an active municipal warrant from the City of Midwest City. • The warrants unit provides jail transport from other jurisdictions who are holding subjects with a warrant from Midwest City. This includes out of town facilities. • The warrants unit also collects debts owed to the city for unpaid fines and taxes. • The warrants unit also provides municipal court security on arraignment days (Monday and Thursday) and will take subjects into custody at the order of the judge. • The warrants unit is a uniformed position and can provide call response when needed and will also participate in community events as needed.
Animal Welfare Unit	• The Animal Welfare unit operates seven days a week (7am to 6pm) retrieving lost or loose animals. • The unit operates a 24 dog kennel facility with an additional area for cats. There is an additional fenced area behind the shelter where patrol officers can drop off an animal after hours. • The shelter will euthanize unclaimed animals, animals that are injured and animals that they are unable to adopt out. • The shelter operates its own incinerator to dispose of deceased animals. • Due to staffing levels and call demand the Animal Welfare unit does not actively look for strays and is only call response driven. • The Shelter is also contracted by six (6) other cities to provide housing for stray animals. The contract is a flat fee contract regardless of the length of stay or final disposition of the animal. • The unit has a part time animal rescue coordinator. The coordinator works with approximately 50 animal rescue agencies to try to adopt out animals before they are set to be euthanized.

Unit / Functional Area	Description of Services
Lab Investigation Unit (Including Property Room)	• The Lab Investigations Unit consists of a "working' Director, 1 crime scene investigator and 1 property room/ evidence manager. • The Lab Investigations Unit is responsible for providing crime scene investigations for all homicides, suicides, felony crimes and serious injury accidents. • The unit also performs lab testing for all marijuana cases to ensure positive identification of a controlled substance. • All other drug cases are sent to the state crime lab for processing. • The unit processes evidence submitted or collected by patrol officers and investigative units. Processing can include DNA collection, latent print collection and photography. • There are 6 uniformed officers crossed trained for minor crime scene investigations and to help as back up for larger scenes. The cross trained officers have rarely been utilized. • The property room houses all evidence and recovered property. • All property and evidence recovered since 2000 is listed on the property room management software. Older property is listed on paper files. The software has limited auditing capabilities. • The property room manager can also serve in a limited role as a backup crime scene investigator.

Unit / Functional Area	Description of Services
Juvenile Court Compliance Unit	• The Juvenile Court Compliance Unit consists of a supervisor and a case worker. The supervisor also maintains a case load. • The Court Compliance Unit works with juvenile offenders who have received a citation or were arrested for a misdemeanor offense in Midwest City. They will also work on status offense cases. They coordinate with the county when a juvenile is referred that already has a case worker at the county. • The unit operates on an inter-local agreement with Oklahoma County to provide juvenile case monitoring within the city boundaries. • The unit attends all court hearings involving juvenile offenders at municipal court. • The unit works with families, the city prosecutor and other agencies to coordinate probation plans. The unit writes probation plans for the court. • The unit also works on parental cases (fail to supervise). • The unit issues subpoenas, process warrants, conduct home visits, answers phone calls related to parental guidance and makes referrals to other agencies. • The unit monitors probation plans for all juvenile offenders.

Unit / Functional Area	Description of Services
Records and Crime Analyst	• The Records consists of a manager, 6 records clerks and a crime analyst. The Records Unit operates 24 hours a day, seven days a week, but is only open to the public Mon-Fri from 0700-1800 and Sat-Sun 0900-1200. • The Records Unit processes all police reports and serves as the initial point of contact for police department visitors. • The unit reviews all police reports for accuracy and handles all requests for copies of police reports. • The unit responds to all teletype inquiries and enters all teletype information for officers and investigators. • The unit processes all vehicle impounds, victim protection orders and completes data entry for citations. • The crime analyst completes all UCR encoding (This will change in January) and reviews all police reports for accuracy. The crime analyst also serves as a backup for the records unit. • The crime analyst tracks all SRO calls, Domestic Violence calls, prepares reports for the chief and prepares the annual report.

Unit / Functional Area	Description of Services
Training Coordinator	• The Training Unit consists of one-part time detective who also manages a small case load. (Will also be listed in the Investigations Unit). • The coordinator ensures that officers maintain enough training hours to maintain their police officer certification (currently 25 hours annually). • The coordinator organizes annual in-service. • The coordinator processes approved training applications. • The coordinator posts available training and coordinates training facilities (If off premises). • The coordinates maintains internal training records and inputs training into the state training database.

APPENDIX B – MIDWEST CITY POLICE DEPARTMENT EMPLOYEE SURVEY ANALYSIS

As part of the Matrix Consulting Group's study of the Midwest City Police Department, the project team distributed a survey to the employees of the Department to gauge their opinion on a number of topics impacting the Department. This report summarizes the results of the survey.

1.   INTRODUCTION

The survey was distributed in August via email to Department employees. Out of 121 invitations sent, a total of 95 responses were received, for a response rate of 78.5%. The survey was divided into two major sections:

•   The first section asked respondents to indicate their level of agreement with several statements about the Department's staffing and operational practices. It also included a multiple-choice question about their workload.

•   The second section asked respondents to express their opinions about the Department's strengths and weaknesses in their own words, and provided a space for any additional comments.

While responses to the survey were confidential, the project team asked respondents to provide some background information about their position, assignment, and years of service with the Department. The following tables show the responses received to these questions.

POSITION STATUS	
Status	**Responses**
Commissioned	75
Civilian	20
TOTAL	**95**

ASSIGNMENT	
Assignment	**Responses**
Field Operations	56
Criminal Investigation Support Services	25
Chief's Office / Other Support Division	13
TOTAL	**94**
RANK	
Current Rank	**Responses**
Sergeant or Officer	55
Lieutenant or Higher	20
TOTAL	**75**
YEARS OF SERVICE	
Years of Service	**Responses**
0-1	9
2-5	16
6-10	22
11-15	12
16-20	14
21-25	10
26+	11
TOTAL	**94**

The differences in responses from these various groups are explored, where they are notable, in the analysis sections below.

2.   MULTIPLE CHOICE STATEMENT RESPONSES

The first section of the survey asked respondents to indicate their level of agreement or disagreement with thirty-nine (39) statements about the Department's operational practices, staffing and organization, and service to the community. The response options were "strongly agree", "agree", "disagree", and "strongly disagree". Respondents could also choose "no opinion". The following subsections break down these statements by category and provide a table showing the number of responses received for each statement. A color-coded average score (on a scale of 1-4, with 1 equaling strong disagreement and 4 equaling strong agreement) has also been added

for each statement. A brief analysis of the responses follows the summary table in each subsection.

(1)   Respondents Viewed the Department's Service to the Community Positively.

The following table shows responses received to statements about the level of service that the Department provides to the community, the relationship between the Department and the community, and the Department's community policing efforts.

SERVICE TO COMMUNITY						
#	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Average 1-4
1	Overall, we provide a high level of service to the community.	49	36	5	0	2	3.49
2	Our approach to policing improves the quality of life in Midwest City.	42	42	5	0	3	3.42
3	We deal with law enforcement issues in the community effectively when they arise.	39	46	2	0	5	3.43
4	"Community policing" is a high priority for the department.	43	34	7	3	5	3.34
5	Our department has a positive relationship with the community.	38	48	4	0	2	3.38
21	Officer interaction with citizens at calls, traffic and pedestrian stops is professional.	37	45	0	0	7	3.45
22	Our dedicated youth services programs are appropriate for this community.	12	33	19	9	17	2.66

The responses to statements in this category show that the Department's employees generally view their service to the community as an exceptional strength. In addressing the level of service, professionalism with citizens, community policing, and the effectiveness of the Department's approach to policing, respondents provided overwhelmingly positive responses. Six of the nine highest-rated statements on the entire survey were included in this category.

•   All but one statement in this category received 75+ positive responses. With the exception of Statement #22 on youth services, no statement in this category received more than 10 disagreeing responses.

• Statement #22 on youth services received 45 agreeing responses and 28 disagreeing, as well as 17 "no opinion" responses. The average level of agreement (on the 1-4 scale) for this statement was 2.53 and 2.61 for field operations and investigative staff, respectively, but those in the Chief's office or other support roles averaged much higher, at 3.18.

(2)   Respondents Viewed Staffing, Particularly in Patrol, as Insufficient.

The table below shows responses received to statements about staffing levels throughout the Department, including patrol, crime lab, the jail, and record keeping.

	STAFFING RESPONSES						
#	**Statement**	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**No Opinion**	**Average 1-4**
7	Patrol staff resources are adequate to meet the law enforcement needs of the community.	8	15	36	24	8	2.08
14	We have the staff we need to perform effectively in the field.	2	11	41	27	8	1.85
15	We have the staff we need to perform safely in the field.	2	15	45	19	7	2.00
17	The lab is adequately staffed to collect evidence.	7	33	23	4	21	2.64
18	The lab is adequately staffed to process evidence.	6	32	25	4	22	2.60
19	The Jail is adequately staffed.	5	34	24	6	21	2.55
20	We have adequate Records staff to support department operations.	12	59	8	2	9	3.00

Responses to these statements were divided. In response to statements about Patrol staffing, employees mostly disagreed, whereas they offered mixed responses (and greater numbers of "no opinion" response) when asked about the crime lab and jail staffing levels, and mostly agreeing responses when asked about staffing in the Records office. This suggests that there is a prevailing sense that the Department is understaffed, and that the sentiment is particularly acute for the Patrol division.

• Statement #7, about the adequacy of patrol staff resources, received 60 disagreeing responses – 24 of which were "strongly disagree" – compared to just 23 agreeing responses. The negative responses were particularly pointed among commissioned employees, who averaged an agreement level of 1.99, compared to the 2.73 of civilian staff.

- Statement #14, that the Department has the staff they need to perform effectively in the field, received a lower agreement rating than any other statement on the survey. Commissioned employees disagreed particularly strongly, averaging an agreement level of 1.76, compared to the 2.45 of civilian staff.

- Statement #15, that the Department has the staff they need to perform safely in the field, received strong levels of disagreement. Again, commissioned staff tended to disagree more, with an average rating of 1.93 compared to the average of 2.42 from civilian respondents.

- Statement #17, that the lab is adequately staffed to collect evidence, received 40 agreeing responses and 27 disagreeing responses. Staff with more years of service had more positive opinions on this statement – the newest staff (0-1 years) averaged a rating of 2.0, and each increasingly experienced segment of respondents gave more positive responses, maxing out at 3.0 for the longest-serving range (26+ years).

- Statement #18, that the lab is adequately staffed to process evidence, received 38 agreeing responses and 29 disagreeing responses. Staff in the Chief's Office and other support functions tended to agree more (3.33 average) than those in field or investigative roles (2.51 and 2.41, respectively).

- Statement #19, that the jail is adequately staffed, received 39 agreeing responses and 30 disagreeing responses. Other than statements about patrol staffing, which received outright disagreement, this slightly positive response average was the lowest of the survey.

- Statement #20, that the Department has adequate records staff, received strong agreement, with 71 positive responses and only 10 negative ones. Line staff were more positive about this statement (3.14 average) than those ranking at lieutenant and higher (2.65 average).

(3) Employees Gave Mixed Responses About the Allocation of Patrol Resources – They Felt That Proactive Time Is Lacking, But Priority Response Times Are Still Appropriate.

The following table shows Department employees' responses to statements about the way patrol resources are allocated, including response times to calls, the availability of backup units, the adequacy of available proactive time, and the effectiveness of the patrol District structure.

	PATROL RESOURCE ALLOCATION						
#	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Average 1-4
8	Our patrol District structure helps facilitate effective resource deployment.	7	50	16	6	12	2.73
9	Back-up units are available for high priority calls.	8	45	23	7	8	2.65
10	The amount of proactive time available to patrol allows us to address problems in the community.	5	14	35	26	10	1.98
11	Our response times to lower and medium priority calls is appropriate.	9	51	18	4	8	2.79
12	Our response times to high priority calls is appropriate.	23	56	4	1	7	3.20

Responses to these statements varied widely. Statement #12 received 79 agreeing responses to 5 disagreeing ones, while Statement #10 was rated lower than all but one other statement on the entire survey. Still, responses trended mostly toward agreement – four of five statements in this category received more agreement than disagreement, and two of those received at least twice as much agreement as disagreement.

- Statement #8, on whether the patrol district structure helps facilitate effective resource deployment, received 57 agreeing responses and 24 disagreeing responses. Commissioned staff were somewhat less positive, averaging 2.69 on the 1-4 scale of agreement, compared to the 3.13 average of civilian staff.

- Statement #9, regarding whether backup units are available for priority calls, received 53 agreeing responses and 30 disagreeing ones. Field staff did not agree as strongly with this statement, averaging a score of 2.49 agreement. Investigative staff and those in the Chief's Office and other support roles averaged 2.82 and 3.08, respectively.

- Statement #10, about the amount of proactive time, was one of the lowest-rated statements on the survey, with 61 disagreeing responses – 26 of which were "strongly disagree" – and only 19 agreeing ones. Commissioned staff were particularly negative on this statement, with an average agreement level of 1.9, compared to the 2.56 of civilian staff.

- Statement #11, on whether response times to low and medium priority calls are appropriate, received 60 agreeing responses and 22 disagreeing ones. This level of agreement held across multiple groups of respondents.

(4) **Employees Have Mixed Opinions About the Effectiveness of Operations in the Various Divisions.**

The following table contains the responses of Department staff to statements about the adequacy of various divisions within the MWCPD.

ADEQUACY OF DIVISIONAL OPERATIONS						
#	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Average 1-4
13	Our traffic enforcement is adequate.	9	44	22	8	8	2.65
16	Animal control services provided by our department are adequate.	6	41	16	9	18	2.61
23	Crime analysis information is regularly used to support our enforcement efforts.	11	35	23	6	14	2.68
27	We have the necessary resources in the Detective Bureau to deal with solvable crimes.	7	37	17	3	26	2.75
28	Investigative coordination between Detectives and Patrol is adequate.	6	42	20	5	17	2.67
29	The depth and quality of our investigative efforts is adequate.	13	49	8	3	17	2.99

While responses to statements in this category tended toward agreement – every statement received more positive responses than negative ones and more "agree" responses than "disagree" and "strongly disagree" combined – the responses were not overwhelmingly on the side of agreement. Note that respondents with 11-15 years of experience tended to provide lower ratings on some of these statements.

- Statement #13, about whether traffic enforcement is adequate, received more agreement (53 responses) than disagreement (30 responses). Respondents with 11-15 years in the Department gave an average response of 2.09 on the 1-4 agreement scale, while all other age segments averaged 2.74, suggesting that something is causing this particular segment of respondents to view traffic enforcement differently.

- Statement #6, on whether animal control services provided by the Department are adequate, received 47 agreeing responses and 25 disagreeing responses. It also received 16 "no opinion" responses. Respondents with 11-15 years in the Department gave an average response of 2.58. All other age segments averaged 3.17, and no other segment averaged lower than 2.95.

- Statement #23, regarding whether crime analysis information is regularly used to support our enforcement efforts, was met with 46 agreeing responses and 29 disagreeing ones. Respondents with 11-15 years in the Department gave an average response of 2.08, while all other age segments averaged 2.78. Every other segment averaged at least 2.44.

- Statement #27, that the Detective Bureau has the necessary resources to deal with solvable crimes, received more than twice as many agreeing responses (44) as disagreeing responses (20), and 26 "no opinion" responses. Commissioned staff were less enthusiastic than civilian staff, offering an average response of 2.70. Civilians averaged 3.50.

- Statement #28, about whether investigative coordination between Detectives and Patrol is adequate, was met with 48 agreeing responses and 25 disagreeing responses. Also, 17 respondents chose "no opinion". Opinions remained approximately the same across each group of respondents.

(5)   The Department's Staff Generally Are Very Positive About of the 8-on, 6-off Shift Schedule.

The table below shows the responses received to statements about the

Department's shift schedule.

	SHIFT SCHEDULE						
#	**Statement**	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**No Opinion**	**Average 1-4**
24	The 8-days on and 6-days off shift structure helps facilitate effective deployment.	31	33	7	0	19	3.34
25	The 8-days on and 6-days off shift structure is fatiguing.	4	11	33	23	19	1.94
26	The 8-days on and 6-days off provides appropriate work / life balance.	38	34	1	0	16	3.51

Responses to these statements were very positive – staff overwhelmingly believe

that the current shift structure helps facilitate effective deployment, provides appropriate

work/life balance, and is not overly fatiguing. However, Statement #25 had a low

agreement level, which may appear to be a negative response, but it represents

disagreement with the statement that the shift structure is fatiguing – in fact, the

Department's staff approve of the 8 and 6 shift arrangement. Civilian staff tended to

agree with this statement, averaging 2.75 on the 1-4 agreement scale. Field operations

staff were least likely to feel fatigued by the 8 and 6 schedule, agreeing at a rate of only

1.79 out of 4.

(6)   Department Staff Generally Feel That the Department Is Well-Managed.

The following table shows responses to statements about the management of the

Department, including communication, clarity of policies and procedures, employee

expectations, and accountability throughout the organization.

DEPARTMENT MANAGEMENT							
#	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Average 1-4
6	I am kept informed of important Departmental information.	22	51	10	3	6	3.07
30	Policies and procedures are clearly defined and provide appropriate direction and guidance.	25	56	5	0	4	3.23
31	Our department does a good job of planning and scheduling work.	9	63	11	2	5	2.93
34	The department's expectations for my work performance are clear to me.	26	59	4	1	0	3.22
35	Employees at all levels of the organization are held accountable for their actions.	24	38	12	7	7	2.98

The responses to statements in this section show that respondents generally

have a positive opinion of the operational management of the Department. They feel

that communication, policies, and expectations are clear, and that the Department

schedules its work well and holds employees accountable. Every statement in this

category received more than three times as much agreement as disagreement.

Participation was high, as none of these statements had more than a handful of "no

opinion" responses. Respondents with 11-15 years of experience tended to provide

lower levels of agreement on these statements.

• Statement #6, on whether staff are kept informed of important Department information, received more than five times as many agreeing responses (73) as

disagreeing ones (13). Respondents with 11-15 years in the Department gave an average response of 2.55, while all other age segments averaged 3.35. Every other segment averaged at least 2.95.

- Statement #31, about whether the Department plans and schedules its work well, received more than five times as many agreeing responses (72) as disagreeing ones (13). Respondents with 11-15 years in the Department gave an average response of 2.50. All other age segments averaged 2.96, and every other segment averaged at least 2.78.

- Statement #35, that all employees are held accountable, received less agreement among field staff (2.73 average on the 1-4 scale) than those in investigative roles (3.16 average). The Chief's office and other support roles exceeded both, agreeing at an average rate of 3.54.

(7)   Department Staff Feel That the Department Is a Good Place to Work, But Could Offer More Advancement Opportunities.

The table below contains the responses of Department staff to statements about the culture of the Department, including relationships with managers, training and promotion opportunities, innovation, and career fit.

| DEPARTMENT CULTURE						
#	Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Average 1-4
32	Our department is innovative.	16	47	11	4	12	2.96
33	I receive the appropriate training to do my job well.	22	51	8	1	7	3.15
36	The department has a positive organizational culture.	22	56	6	0	6	3.19
37	The working relationships between MCPD line staff and management are generally positive.	25	49	11	1	4	3.14
38	There are sufficient promotional opportunities in this department.	8	42	22	6	11	2.67
39	I plan to make a career here at this department.	60	25	1	0	3	3.69

The responses above are generally positive about the Department as a workplace. In fact, every statement in this category received at least twice as much agreement as disagreement. The employees of the MWCPD feel cared for, well-trained, and able to make a career with the Department.

- Statement #32, that the Department is innovative, received 63 agreeing responses and 15 disagreeing ones. Respondents with 11-15 years in the Department gave an average response of 2.22. All other age segments averaged 2.96, and every other segment averaged at least 2.78.

- Statement #38, regarding the availability of promotion opportunities, received 50 agreeing responses, and 28 disagreeing responses. There was no notable difference among various respondent groups' opinions on this statement.

(8)   Workload

The final statement in this section asked about employees' perceptions of their workload. The following table and chart show employee' responses to this multiple-choice question.

WORKLOAD	
Response	**Count**
I could handle more work without being overloaded.	6
I have the right balance of time available and amount of work.	23
I am often overloaded, but most of the time I can keep up.	55
I am always overloaded. I can never catch up.	7
TOTAL	**91**
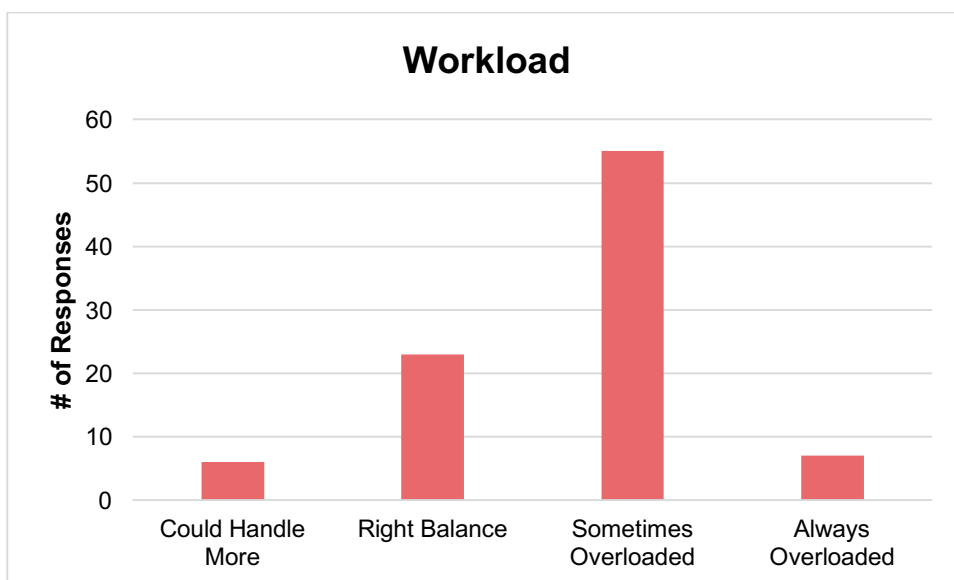
Workload

As the table and chart display, the majority of employees feel that their workload is heavy, but that they are generally able to keep up. This sentiment was consistent

across multiple groups of respondents, regardless of rank, assignment, etc. The general sense of heavy workload makes sense in light of responses to previous statements about staffing and available time, which suggested that employees feel Department staffing is inadequate.

3.   OPEN RESPONSE QUESTIONS

The survey's second section asked respondents to answer questions about the Midwest City Police Department in their own words. A summary of their responses can be seen below.

(1)   Respondents Believe the Department's Personnel and Community Focus Are Its Greatest Strengths.

The first open-ended question asked respondents what they feel the greatest strengths of the Department are. A total of 68 responses were received, although some of them included multiple responses. The following table outline the most common themes:

DEPARTMENT STRENGTHS	
Response	**Count**
Camaraderie and Teamwork Among Department "Family"	16
Community Relations and Customer Service	12
Positive Attitude and Effort of Staff	10
Department Leadership and Management	10
Quality and Professionalism of Staff	9
Abundance of Training and Promotion Opportunities	5
Ability to Maximize Scarce Resources	5
Innovation and Flexibility of Department	4
Equipment and Technology	4
Other	5

The most common strength listed by respondents was a sense of camaraderie and teamwork among staff. Multiple responses made a reference to the Department feeling like a family. In a similar vein, positive staff attitudes and exceptional effort were

also listed as strengths. Other common responses included the leadership of the Department, community relations and customer service, and capable, professional staff. These responses are mostly qualitative, focusing on personnel as the Department's strongest asset. This aligns with the high number of positive responses to statements about service to the community and organizational culture.

In addition to these responses, many employees also listed the Department's availability of training and professional development opportunities, innovation and flexibility, equipment and technology, and ability to maximize scarce resource as strengths multiple times.

Other responses included the Department's compensation structure, clear expectations and consistent accountability for officers, and good field communication between divisions.

(2) Staff Overwhelmingly Believe Staffing Increases Are the Most Important Opportunity for Improvement.

The second open-ended question asked respondents to list what they felt are the greatest opportunities for improvement in the Department. A total of 68 responses were received, although some of them included multiple responses or expressed the respondent's wish to not answer. The following table shows the themes.

DEPARTMENT IMPROVEMENT OPPORTUNITIES	
Response	**Count**
Staffing Increases	32
Innovative, Proactive Policing	6
Technology and Equipment Upgrades	6
Staff Familiarity With All Divisions	5
Increased Community Policing Focus	5
Expanded Training and Promotion Opportunities	4
Improved Internal Communication	4
Other	11

The greatest concern *by far* for Department employees was the number of staff. Comments on this topic cited reductions in staffing, hesitation to hire new staff quickly, insufficient manpower on patrol shifts, and an inability to spend sufficient time on investigations and community policing when talking about the need for additional manpower. This sentiment is consistent with the fact that the four statements focusing most directly on staffing levels and available proactive time earlier in the survey (#7, #10, #14, and #15) averaged an agreement level of just 1.98. (No other statement averaged below 2.5. The next lowest was #19 [also regarding staffing, at the jail specifically], at 2.55)

Staff also brought up the need for an increased focus on proactive and community-focused policing, and innovation and flexibility within the Department as necessary emphases. Technology and equipment upgrades, expanded training and professional development, and clearer internal communication were also mentioned as improvement opportunities.

Other responses included streamlining payroll and reporting processes, improving employee morale, examining compensation, expanding the Department's budget, focusing on improving the quality of hires, maintaining persistence with new programs and initiatives, ceasing to use tickets as a source of revenue, and the relationship between the Department and municipal government.

ATTACHMENT C – POLICE DEPARTMENT COMPARATIVE SURVEY ANALYSIS

As part of the Matrix Consulting Group's study of the Police Department in Midwest City, the project team conducted a survey of comparable agencies in other cities in order to determine how the Department in Midwest City compares to its peers in terms of reporting structure, staffing, budget, and operational practices. The survey was conducted in August and September of 2016 by reaching out to staff members of 5 regional cities: Moore, OK; Stillwater, OK; Enid, OK; Lawton, OK; and North Little Rock, AR. As of the date of this draft, three cities (Moore, Lawton, and North Little Rock) responded to the project team's request for information in whole or in part.

The following sections summarize the responses received from these cities and provide comparative analysis of the results.

1.   CITY AND POLICE DEPARTMENT STAFFING COMPARISON

The first section of the comparative survey examines peer organizations' estimated populations, and the number of sworn versus non-sworn staff. The following table presents the responses received.

Staff Allocation					
City	Population	Total PD Staff	Sworn Staff	Non-Sworn Staff	PD Sworn Staffing Per 1,000 Population
Lawton	96,655	242	176	66	1.8
Moore	60,451	106	89	17	1.5
North Little Rock	66,504	216	186	30	2.8
Midwest City	**57,249**	**122**	**94**	**33**	**1.6**

- As the table shows, population for the cities vary from 57,249 (Midwest City) to a high of 96,655 (Lawton).

- The number of total police department staff varies in part due to the large variation in the number of support functions that may report to the police department (jail, dispatch, animal services, etc.). The total number of staff ranged from 106 to 242, with Midwest City being on the lower end of that with 122. Lawton had the highest total number of staff. These variations will be explored later in this survey.

- Sworn staff numbers ranged from 89 to 186, with Midwest City being near the bottom. North Little Rock had the highest number of sworn staff, closely followed by Lawton.

- Non-sworn staff response ranged from a low of 17 in Moore to a high of 66 in Lawton. This number varies based on support services that each respondent may or may not provide.

- The ratio of sworn law enforcement officers per 1,000 residents was calculated to provide standard metric for comparison. The range of sworn staff per 1,000 residents ranged from 1.5 in Moore to 2.8 in North Little Rock. North Little Rock was an outlier, as the other three agencies were in the 1.5 to 1.8 range, with Midwest City at 1.6 sworn staff per 1,000 residents.

Overall, Midwest City has the smallest population of the peer jurisdictions, it is proportionally sized for the number

of law enforcement officers per population, with the exception of North Little Rock which is larger. The number of non-

sworn staff fluctuates for all responding agencies, but is reflective of the non-law enforcement operations that fall under

the Police Department.

2. NON LAW ENFORCEMENT OPERATIONS COMPARISONS

In order to fully understand the discrepancies in the non-sworn staffing numbers between the responding agencies,

it is important to analyze the law enforcement and the non-law enforcement operations that are under the supervision of

the police department. The following tables presents the responses received for non-law enforcement operations.

	Non-Law Enforcement Operations			
City	**Emergency Communications**	**Jail/ Detention**	**Animal Welfare**	**Crime Lab**
Lawton	Yes	Yes		Yes
Moore	Yes			Yes
N. Little Rock, AR			Yes	
Midwest City		**Yes**	**Yes**	**Yes**

As the table shows, the response varied on the type and number of non-law enforcement function within the police

department.

- Only Lawton and Moore have an Emergency Communication or Dispatch function within their police department, while Midwest City's dispatching duties are performed by the Midwest City Emergency Operations Center.

- Lawton and Midwest City provide jail or detention services in their respective police department. Midwest City's jail functions as a regional booking and holding facility.

- North Little Rock and Midwest City provide animal welfare functions within their police department.

• All agencies, with the exception of North Little Rock provide forensics in-house to a greater or lesser degree. It should be noted that all agencies, indicated that they also relied on other local or state agencies to handle specialized forensic analysis. When indicated, crime lab functions varied between departments.

Midwest City, like all of it peers, provides functions that are outside "traditional" law enforcement field services. The number and type of non-law enforcement function vary between responding agencies, but Midwest City does provide three of the four functions (jail, animal welfare, and crime lab). Other responding agencies only provided one or two functions, with the exception of Lawton, which provides three functions.

3.   FIELD SERVICES OPERATIONAL COMPARISON

Peer departments were asked to provide information in regard to field services functions. The following table presents the responses received for field services.

Field Services									
City	Author-ized Field Service Officers	Dedicated Community Policing Units?	Patrol Services Organization	Use of Civilians for Lower Priority Activity?	Crime Analysis Unit	Patrol Shift Schedule	Calls For Service (2015)	Personnel Assigned to Traffic	Specialized Officer Deployment
Lawton	154	No	12 zones, based at HQ	No	Yes (1 analyst)	10-Hour Shift, 4 on 3 off	Not provided	Not provided	Lakes and Gang Unit
Moore	54	3 Officers assigned to community policing activities	6 patrol districts	No	Captain handles crime analysis as needed	9-Hour Shift, 5 days off per 2-week pay period.	48,446	4	Detective assigned to Secret Service, K9 Unit, Crime Scene Detectives

				Field Services					
City	Author-ized Field Service Officers	Dedicated Community Policing Units?	Patrol Services Organization	Use of Civilians for Lower Priority Activity?	Crime Analysis Unit	Patrol Shift Schedule	Calls For Service (2015)	Personnel Assigned to Traffic	Specialized Officer Deployment
North Little Rock	121	All officers participate in community policing	4 patrol precincts, supplemented by special enforcement teams	No	No	Primarily 8-Hour shift, some 10-hour overlap shifts	Not provided	All	Special Enforcement (5 officers), K-9 Unit (3 officers), SRO (6 officers)
Midwest City	**72**	**Community Action Team**	**3 Districts**	**No**	**No**	**10-Hour Shift, 8 days on, 6 days off**	**65,503**	**4**	Community Action Team (3 officers), K9 Officer, Warrant Officer (2 officers), School Resource Officers

- Authorized field service officers varied greatly. Moore had the lowest number of officers with 54 and Lawton had the highest with 154 officers. Midwest City was the second lowest with a total of 72 officers dedicated to field services.

- Moore was the only department that has a dedicated community policing team. Lawton and North Little Rock indicated that all officers are trained in community policing philosophies. Midwest City indicated a Community Action team.

- Lawton was the only department that indicated they had dedicated staff for crime analysis purposes. Moore indicated that a captain performs crime analysis, on an as needed basis.

- Shift schedules ranged from 8, 9, and 10-hour shifts with consecutive days on/off varying. Midwest City has the longest consecutive days worked at 8. Lawton was the only other department that indicated that all officers worked a 10-hour shift.

- Calls for service data was limited with only two respondents. Midwest City had approximately 35% higher calls for service volume then Moore, though comparisons should be taken with care since we have not determined the validity of other cities' workload statistics.

- All departments indicated specialized officer deployment. Specialized assignments included gang units, secret service special task force, crime scene analysis, K9, school resource officers for the three responding agencies. Midwest City is similar to its peer in regard to K9 officer, and school resource officer program.

In sum, the operational philosophies of responding police departments vary greatly with respect to organizing and operating field services. Midwest City is similar to peer departments in regard to community policing activities, patrol district deployment, dedicated traffic enforcement officers, and deploying specialized officers. Midwest City is alone among its peers in regard to the number of consecutive days officers work. The number of consecutive days worked is considerably longer than other departments.

4.   INVESTIGATIONS COMPARISON

Peer police departments were asked about their investigations operations. The following table presents the responses received.

Investigations and Internal Affairs					
City	Number of Detectives/ Investigators	Specialty Detectives?	Specialty Detectives by Type and # Assigned	Regional Investigative Task Force?	Is Internal Affairs Separate from Investigations?
Lawton	17 + 3 Supervisors	Yes	Property Crimes (7) Person Crimes (7) Computer Crimes (2) Crime Scene Investigators (1)	Not provided	Yes
Moore	15	Yes	Juvenile Crimes (2) White Collar (2) Property Crimes (3) Domestic/ Assaults (2) Narcotics (2) Task Force (4)	Yes	Yes
North Little Rock	33	Yes	Juvenile/ Financial Crimes (8), Person Crimes (8) Property Crimes (7) Narcotics/ Other (10)	DEA, ATF, U.S. Marshalls	Yes
Midwest City	**13 + 2 supervisors**	**Yes**	**Sex Crimes (2) Financial Crimes (2) Special Investigations (5) General Investigator (4)**	**No**	**No**

- The number of investigators in each department varied. Midwest City had the fewest investigators with 15 and North Little Rock had the highest with 33. Moore and Lawton were most similar to Midwest City.

- All of the peer police departments reported they had specialty investigators. Midwest City was the only department to indicate that investigators are not assigned to a specific investigation type, except for special investigations.

- Midwest City is the only department that does not participate in regional investigative task force, though of Lawton did not provide this information.

- Midwest City is the only department to not have a separate Internal Affairs unit.

Overall, Midwest City is dissimilar in its approach to investigations. Midwest City is unlike its peers since it does not assign investigators to specific units or specialties, except for the special investigation unit. All other respondents assigned investigators to specific investigation areas (e.g. person, property, narcotics, etc.).

Midwest City was the only police department of its peers that does not provide investigators to regional task force or has a dedicated Internal Affairs department.

5. TRAINING COMPARISON

This sections compares the training requirements for each police department. The following table presents the information received from each department.

Training						
City	Field Training Length	Community Policing Practices Incorporated into Academy, FTO Training	Community Policing Requirements for In Service Training?	Annual In-service Training (Officers)	Annual Supervisor/ Management Training	Civilian Training?
Lawton	16 weeks	Yes	No	96 hours	96 hours	Yes
Moore	14 weeks	Yes	No	30 hours	24 hours	Yes
North Little Rock	20 weeks	Yes	No	30 hours	16 hours	Yes
Midwest City	**15 weeks**	**Yes**	**No**	**25 hours**	**25 hours**	**Yes**

- Field training length for new officers varies from 14 weeks in Moore to a high of 20 weeks in North Little Rock. Midwest City provides 16 weeks of field training.

- All responding agencies incorporate community policing practices into academy and field training curriculum.

- No agencies required community policing as part of annual in-service training.

- In-service training hours for officers vary greatly. Midwest City required the lowest number of hours with 25 hours and Lawton had the highest with 96 hours annually. Moore and North Little Rock were similar to Midwest City, by requiring a minimum of 30 hours on an annual basis.

- Supervisory in-service training requirements were similar for all agencies, except Lawton. Lawton required 96 hours of in-service supervisory training annually, while the other police departments required between 16 and 25 hours annually.

- All departments provide training to civilian employees.

Overall, peer training programs varied in terms of amount and focus. Midwest City provides the fewest in-service training hours for line officers comparted to its peers. Midwest City is similar to Moore and North Little Rock in regard to supervisory in-service training hours. The responses received (except Lawton) were similar which is to be expected since many agencies do not provide more than the state minimum for training.