Waypoint
Safety Consulting

Perry Township Police Department

- 2023 Staffing Study -

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Executive Summary

Staffing studies for police agencies are unique when compared to other service industry studies. Calls for service can never be known in advance, only modeled through statistics. The business of being a police officer, such as completing documentation, processing evidence, and participating in state mandated training is a necessary and often time-consuming activity that cannot be overlooked. Finally, uncommitted patrol time is required if a community expects their police department to engage with their community in meaningful non-enforcement experiences and if they also expect the agency to proactively address crime trends and community issues.

As outlined in greater detail within this report, a law enforcement agency staffed appropriately will see their peace officers dividing their time into three focus areas. This includes one-third of their time committed to reactive and responsive work, one-third of their time performing all the tasks and activities associated with the "business of policing," and the remainder of their time in uncommitted patrol activity; where community engagement happens and focused efforts on addressing crime trends occurs.

Waypoint Safety Consulting (WSC) identified, through intensive data analysis, the current state and capacity of the Perry Township Police Department . WSC goes on further to extrapolate recommended staffing levels to optimize the long-term effectiveness of the department in its endeavor to serve its community.

The Perry Township Police Department should be commended for its progressive approach to policing and commitment to training officers. Waypoint Safety Consulting recommends that additional full-time officers be hired to achieve a balanced staffing model. Detailed hiring recommendations and explanations related to this conclusion, including the methodology and datasets used, are contained in the body of this report.

Overview

Waypoint Safety Consulting conducted a staffing review of the Perry Township Police Department to complete a uniformed patrol workload analysis, to evaluate the command structure, and to evaluate the use of full-time versus part-time staff. Information derived for this project was sourced from Computer Aided Dispatch (CAD) data and personnel reports. Qualitative interviews were conducted to understand the department operating environment and to ensure the data received was appropriate and applicable.

Background

Perry Township is constrained by the following approximate geographic boundaries

- North - Summit View Road
- South - West Lane Ave
- East - State Route 315
- West - Riverside Drive

The Perry Township Police Department jurisdiction has been geographically isolated in pockets through the annexation of properties by the City of Columbus. These pockets consist of approximately 2.5 square miles scattered throughout more than 20 square miles based on the boundaries listed above. This means that police response in the township often consists of non–value added travel time through nearby jurisdictions.

The Perry Township residential population is approximately 4,500 people. Germane to the staffing review is the context that Perry Township is situated in the northwest portion of Franklin County, surrounded mostly by the City of Columbus, which has a population of approximately 878,500. Overly simplistic staffing models that identify police to population ratios are not applicable due to this context.

The Perry Township Police Department consists of the following sworn staff:

- (1) Chief of Police
- (1) One full-time Patrol Lieutenant
- (1) One part-time Administrative Lieutenant
- (3) Three full-time Sergeants
- (8) Eight full-time patrol officers
- (8) Eight part-time patrol officers

Project Scope

- Completion of a workload analysis to determine patrol staffing environments while factoring in the unique context of providing a high level of police services in the Township

- Review of the existing command structure

- Review of the existing police positions (full-time versus part-time)

Deliverables

This report and a supporting presentation constitute the project deliverables. The recommendations and insights provided are the result of a thorough assessment of department data and qualitative discussions with Perry Township Police Department command staff.

Methodology

To determine police staffing levels that meet the needs of Perry Township from a workload analysis, accurate and representative data was selected to determine the total amount of time committed to calls for service for a given time period. A workload analysis was conducted to identify the amount of time committed to synchronous and asynchronous reactive police work (e.g., telephone calls, emails, or other requests in real-time or in advance that result in assigning tasks to officers).

Baseline staffing levels must include time beyond responding to calls for service (demand). At 100% utilization for calls for service, there is no time available for non-enforcement work or responsive policing (e.g., residence and business checks or responding to crime trends, etc.). To correct for this error, the total time spent on reactive work is tripled to achieve the correct ⅓ ratio of resource allocation between the three categories identified as a best practice. The new total time, or pool of required patrol hours, accounting for all three categories is used to determine appropriate staffing levels.

Recent employment data from the 2022 calendar year was then used to calculate the amount of hours worked by an average officer (i.e., one full-time equivalent or FTE). Dividing the pool of required patrol hours by one FTE identifies the total number of FTEs required for patrol staffing.

Workload Analysis

Perry Township Police Department implemented the use of a new computer-aided dispatch (CAD) software system on March 1st, 2022. The workload analysis was conducted by evaluating CAD data, starting with the implementation date through February 28th, 2023, to capture the most recent full calendar year. The data was exported in Microsoft Excel® format with each row of data representing a unique call for service.

The Franklin County Sheriff's Office provided CAD data from the dispatch system where all reactive calls for service for Perry Township Officers are documented (n=5,104). The CAD data included temporal information for traditional calls for service received by telephone, such as the time calls were dispatched and closed, along with the corresponding dates. The nature of each call (defined by a group of predefined codes) was also captured at the time each call was received.

The full list of predefined codes was reviewed with Chief Cesaro and Lieutenant Conkle to determine the number of calls that require more than one officer to respond based on safety considerations. A total of 71 of the 112 call types were defined as calls requiring two officers. Two officers are assigned to these calls due to the high-risk nature of the call (e.g., shootings, burglary in progress, etc.) or the potential impact to the community (e.g., auto accidents likely to cause substantial traffic impacts in busy intersections, etc.) and a total of 860 of the 5,404 total dispatched runs fell into the two-officer category (~17%).

A Pareto analysis of synchronous calls for service revealed that 12 call types made up 80% of the calls. These include:

1. Auto Accident Non Injury	8. Blocking Disabled Vehicle
2. Investigate Complaint	9. Traffic Jam or Road Blocked
3. Auto Accident Injury	10. Larceny
4. Alarm Drop	11. Disabled Vehicle
5. Assist Other Unit	12. Nature Unknown
6. Suspicious Person	
7. Suspicious Person and Car	

The total time spent on each call was calculated in minutes as the difference between the time dispatched and the time the call was cleared. Time requirements for each two-officer call was doubled to account for time from both officers. The total time required for reactive calls was 5,731.7 hours.

Perry Township Police Department conducted a total of 13,953 house and business checks (responsive patrol). This high level of proactive patrol is a community expectation. Areas patrolled frequently have additional calls for service demonstrating that this commitment to proactive policing should be preserved or

accounted for in the workload analysis outside of uncommitted patrol time. Failure to capture this as required time would mean that these residence and business checks may not be performed during times of peak activity. An example of this in the data includes calls assigned in Worthington Woods. Over the course of the year, officers checked this location 349 times and the following calls were still documented at the same location:

- Animal complaint - 1
- Auto accidents without injury - 14
- Domestic violence - 2
- Driving under the influence - 1
- non-injury hit skip accident - 1
- Juvenile complaints - 2
- Larceny - 2
- Auto accidents with injury - 8
- Nature unknown at time of dispatch - 4
- Stolen vehicle - 1
- Suicide attempts - 2
- Suspicious person calls - 6
- Suspicious person and vehicle calls - 5
- Threat or harassment complaints - 2
- Alarm drops - 8
- Traffic jam or road blocked - 5
- Blocking or disabled vehicle - 9
- Open doors - 2

Chief Cesaro provided an estimate of the time required to perform residence checks as 5 to 7 minutes and business checks as 5 to 10 minutes. For the purposes of the workload analysis, residence and business checks were estimated as taking 6 minutes and 7.5 minutes respectively based on the time range average. This means the 6,729 residence checks require 672.9 hours and the 7,224 business checks require 903 hours to complete. Adding this requirement to that of the reactive calls brings the total required for reactive and responsive calls to 7,307.6 hours total. Assuming that this should be ⅓ of the total number of patrol hours, the Perry Township Police Department needs 21,922.8 hours available for patrol.

Full-Time Equivalents and Patrol Hours

Leave time usage and mandatory time away from shift, due to required training, were calculated based on 2022 data. The 2022 data reflects patterns based on current officers working for the agency.

Full-time officers used an average of 378 hours of leave time and participated in an average of 92 hours of training during 2022. This means that each patrol officer, or one full-time equivalent (FTE), worked an average of 1,610 hours. Excluding mandatory training, officers worked an average of 34.5 hours per week and fall in line with average U.S. trends in terms of paid time off usage.

Chief Cesaro and Lieutenant Conkle did not contribute to patrol staffing due to the demands of their administrative assignments. Two of the part-time officers also worked assignments outside of patrol (e.g., investigations, interacting with court, etc.). The following staff members contributed part of their time to patrol:

- Full-time Officers - 8 officers - **Total of 8.0 FTEs**
- Full-time Sergeants - average of 60% of their time on patrol and each worked an average of 1,601 hours - Total of **1.8 FTEs**
- Administrative Lieutenant - works an average of 25 hours per week and contributes approximately 50% of time to patrol - **Total of .4 FTEs**
- Part-time officers - worked an average of 309 hours each - **Total of 1.0 FTEs**

This brings the total to 11.6 FTEs working patrol assignments with greater than 40% of their time committed to reactive and responsive work. To cover 24 hours per day, 365 days per year, requires 8,760 hrs of coverage evenly distributed around the clock. This means that Perry Township Police Department must have ~5.4 FTEs to have one officer on duty around the clock. The current staffing allows two officer coverage but relies heavily on part-time staff and supervisors to perform the work of the second officer.

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Best Practice Staffing Model

A time-tested staffing model, first suggested by the International Association of Chiefs of Police (IACP) more than thirty years ago, was used which evenly divides patrol officer time into each of three categories. However, the model is outdated since only telephone calls for service are traditionally counted as a "call for service" and police departments frequently receive information from other communication channels (e.g., email, anonymous reporting systems, complaints, or information through social media, etc.) that frequently request police service to aid community members. Perry Township Police Department responds, at least in part, to these asynchronous calls for service by performing directed patrol to proactively address areas of concern. Traditional calls for service along with directed patrol have been titled, "reactive calls" for the purpose of this study.

Perry Township Police Department has also traditionally performed large numbers of residence and house checks to monitor areas that historically experience higher

calls for service and at the request of community members. These calls have been titled, "responsive calls" for the purpose of this study.

Non-enforcement work captures time spent on necessary tasks outside of reactive and responsive work. This might include attending roll call at the beginning of the shift, participating in state-mandated on-shift training (necessary to maintain peace officer status), report writing, caring for equipment, or a variety of other tasks. Uncommitted patrol time is the time during an officer's shift where they are expected to address crime trends, focus on traffic complaints, participate in community engagement, or perform any other proactive task.

All call types were considered for this study and combined with existing proactive work to ensure that existing proactive work is guaranteed, given the expectation for higher service by township residents. Waypoint Safety Consulting is aware of and acknowledges more conservative staffing models that remove proactive work from traditional "call for service" calculations. A limitation of such models is the tendency to treat calls for service the same from jurisdiction-to-jurisdiction, ignoring the context of each agency's situation. We discourage the use of such models because context, paired with quantitative analysis, is critical for determining appropriate staffing levels.

Variables that affect the operating context of Perry Township include several key factors. This includes:

- The large geographic footprint bounding the township compared to the township area. The township is approximately 2.5 square miles scattered over more than 20 miles interconnected by roadways traveled by tens of thousands of vehicles each day. The average response time for Perry Township Police Department is 14 minutes and 25 seconds. This is primarily due to substantial traffic on these busy roadways. For example, Annual Average Daily Traffic Counts, or AADT, reflecting average vehicular daily traffic was captured for points on Sawmill Road in 2021 and are maintained online by the Mid Ohio Regional Planning Commission. The AADT for Sawmill Road just north of I-270 and just south of I-270 are 52,352 cars and 48,888 cars respectively. Right sizing the amount of uncommitted patrol time is critical since any assignment that would be placed in this category will likely need non-value added travel time to accomplish.
- More call types requiring two-officer response - this is related to the urban density in or near some parts of the township. According to the US Census Bureau 2020 Census, the area bounded on the east and west by Riverside Drive and Olentangy River Road and on the north and south by the Delaware County Line and Henderson Road, is home to more than 85,000 people. Calls such as non-injury crashes are often handled by one officer in traditional police agencies. However, the impact of a non-injury crash on a roadway experiencing tens of thousands of vehicles traveling each direction in a 24-hour period requires rapid resolution to the traffic obstruction to prevent traffic jams and secondary vehicle crashes.
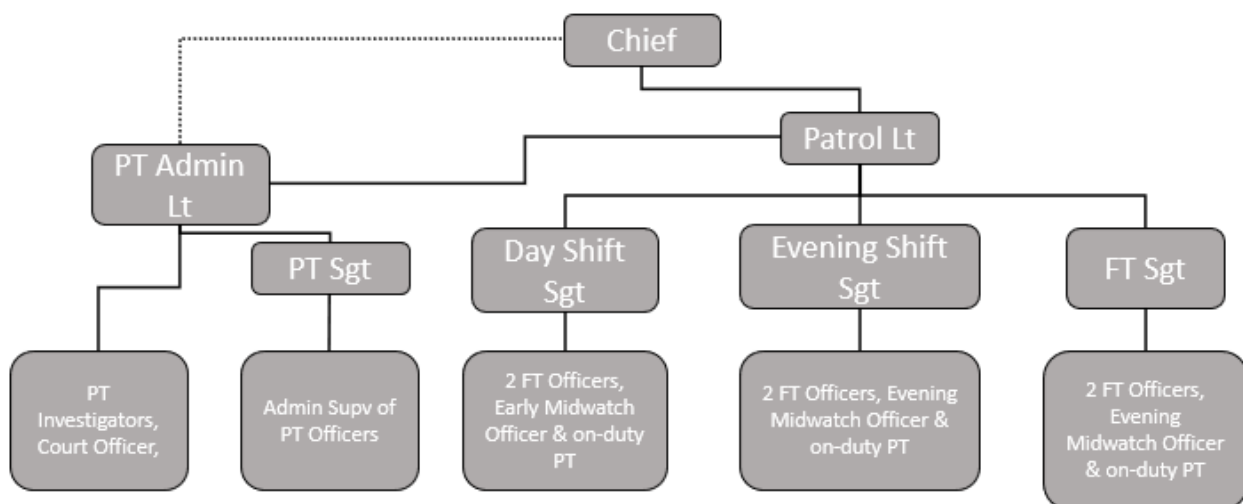
- Antiquated traditional models that consider calls for service as limited to synchronous calls being delivered real-time discount modern methods of communication.
- The small size of the agency relative to the area covered. Perry Township Police Department assigns officers to two beats or cruiser districts in an effort to have an officer closer to calls when they occur. The department currently has 8 full-time officers contributing 8 FTEs. However, it takes 10.9 FTEs to always have two officers on duty. The agency is accomplishing this primarily by borrowing time from supervisors and filling in with part-time officers.
- The impact of urban development related to the Intel project in New Albany, Ohio. The increase in population and traffic during the coming years will affect the entire region. Hiring police officers often requires obtaining public funding through levies and then a lengthy process to recruit, hire, and train officers before they can work solo patrol. Staying ahead of area growth will present a challenge for every central Ohio public safety agency and will likely result in competition between agencies for an already limited pool of applicants.

As previously mentioned, the total number of hours for reactive and responsive work is multiplied by three to determine the pool of required patrol hours. This means that a pool of 21,922.8 hours of patrol staffing would be required for reactive and responsive work to fill ⅓ of the allotted time. This would require a total of 13.6 FTE patrol officers.

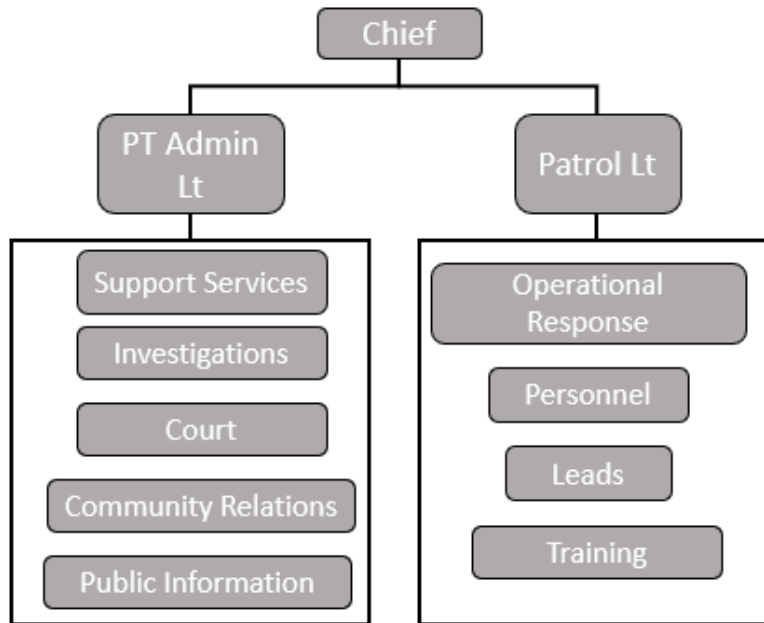# Command Staff Review

Organizational Chart

Organizational Chart by Function

Chief

PT Admin Lt

- Support Services
- Investigations
- Court
- Community Relations
- Public Information

Patrol Lt

- Operational Response
- Personnel
- Leads
- Training

Existing command staff members are well-trained and qualified for their supervisory positions. Span of control is appropriate for both personnel supervision and supervision by function.

Recommendations

Waypoint Safety Consulting strongly recommends the following:

- Hire 2 full-time officers - this will correct the amount of time committed on reactive and responsive work and have the added benefit of having 2 full-time officers (counting time borrowed from full-time Sergeants) on duty around the clock.

Part-Time Versus Full-Time Staffing in Patrol

Part-time police officers benefit the department primarily because of the flexibility they provide for filling available hours. However, most have full-time jobs that require their loyalty. This means that they may be reluctant to file charges or write citations that would result in court time requiring them to take time off their full-time jobs. Training them to function as a solo patrol officer is also problematic given that the average part-time patrol officer at Perry Township Police Department works ~309 hours per year. The current training program for a new full-time officer is a minimum

of 9 weeks so it would take the average part-time officer more than a year to reach the same level of training.

The current need for 2.0 FTEs cannot be filled with part-time staff given that 10 part-time officers would have to be hired to fill the vacancies. The hiring process is unlikely to yield enough qualified candidates for hiring this many officers and the burden on full-time staff to conduct the hiring process, complete background checks on applicants, and the cost of new equipment eliminate this choice from consideration.

Closing Statement

Waypoint Safety Consulting managing partners David Rose (project lead and author) and Sean Bolender thank the leaders of Perry Township for contracting our services. We believe our analysis and recommendation of two full-time positions will strategically align Perry Township's personnel requirements with community expectations and policing needs, based on a rigorous quantitative analysis of computer aided dispatch data.

We stand ready to answer any additional questions township leadership or community members may have.

Respectfully,

David Rose, Managing Partner
Sean Bolender, Managing Partner