

Staffing and Organizational Analysis: Marion Police Department

**Presentation to the
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Nicholas Corsaro, Ph.D.

Halil Akbas, Ph.D.

University of Cincinnati

Overview of this Presentation

- Background of the project and prior experience in this area
- Main findings of staffing analysis
- Alternative approaches to staffing
- Recommendations and discussion

Background of the project

UC Institute of Crime Science

- A little bit about myself, Nicholas Corsaro, and the Institute of Crime Science
- Staffing analyses are a subgroup of a broader focus on police departments
- ICS works with police agencies across the country to focus on effectiveness, efficiency, and equity

Staffing Approach

- Pros/Cons of police officers per citizen ratio
International City/County Management Association (ICMA) proposes the ‘rule of 60’
 - At least 60% of the total number of sworn officers should be devoted to patrol
 - Average workload for patrol should not exceed 60%
 - The total service time should not exceed the power of 60 (i.e., citizen generated calls for service should not exceed 60% of a patrol division’s time). COPS argues 65% of citizen generated CFS is within acceptable boundaries

Colerain Staffing Analyses Findings

Colerain Police Department

- Colerain Police Department currently employs 30 sworn patrol officers (out of 54 sworn officers ($30/54= 55\%$))
- CPD comparison with all other Midwestern U.S. police departments (sworn officer per 1,000 residents)

Population Category	Average
0-49,999	2.10
50,000-99,000 (U.S.)	1.78
50,000-99,000 (U.S.)	1.47
Colerain PD	0.92

Citizen Calls For Service

- On average, Colerain PD responds from roughly 48,000 to 51,000 Citizen Generated CFS each year

Year	Citizen CFS Number
2014	50,955
2015	47,926
2016	47,850

2016 Calls for Service Nature

CFS Category	Percent
Traffic Related	11.3%
Medical Response	8.5%
Alarm	8.3%
Public Service	8.1%
Investigation	8.1%
Suspicious Situation	7.5%
Theft	6.1%
Vehicle Check	5.5%
Domestic Dispute	4.8%
Accident	4.5%

Nature of Call Density

- Call density occurs during peak hours of the day (in Colerain between 6am and 8am; 12pm-2pm; and 5pm-8pm)
- Beyond density the types of calls that take place during these periods take particularly long for patrol officers to clear (traffic accidents, thefts, medical responses)
- 15 patrol officers on days/15 assigned to nights is the bare minimum possible under current workload analysis

Is Staffing Sufficient?

- No allocation for shift relief time, vacation time, training time, and compensation time (i.e., time already earned); when CPD officers take allocated days off, the agency will be forced for mandatory overtime or to provide comp days
- Given 12 hour shifts – this is particularly challenging
- The shift relief allocation suggests CPD should have 35 patrol officers (and at least 1-2 more Sergeants)

Contact Information

Nicholas A. Corsaro,
Ph.D.

University of Cincinnati

nicholas.corsaro@uc.edu

(513) 556-1967