

# Police Operations and Data Analysis

Upper Arlington Police Division  
City of Upper Arlington, Ohio

By: Center for Public Safety Management

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# Methodology

- Data Analysis
- Interviews
- Focus Groups
- Document Review
- Operational and Administrative Observations
- Provides standardized approach to understanding each agency

# General Observations

- UAPD is vibrant, professional policing organization
- Employees and command staff are dedicated and professionals who enjoy working as a team to provide policing services to UA community
- Morale is good, employees have an immense sense of pride in their jobs
- Good labor management relations
- Chief is experienced leader who is well respected in the division
- Division is well supported by City management, elected officials and community
- Division is well equipped

# Report and Findings

- Overall report is over 150 pages
- 67 recommendations (not all covered in presentation)
- Range from simple operational or procedural to long term human resource and capital investments
- Some recommendations are general and call for research and deliberation
- Some recommendations may work in one community or one department, but not in a different community or department
- Recommendations are based on data, legal considerations, best practices and experience

# Recommendations

- Recommendations are categorized in priorities:
  - High: Immediate or as soon as practical (3-6 months)
  - Medium: 6-9 months
  - Low: 1 year or more
- In total, there are 67 recommendations
  - 32 High priority recommendations
  - 24 Medium priority recommendations
  - 11 Low priority recommendations

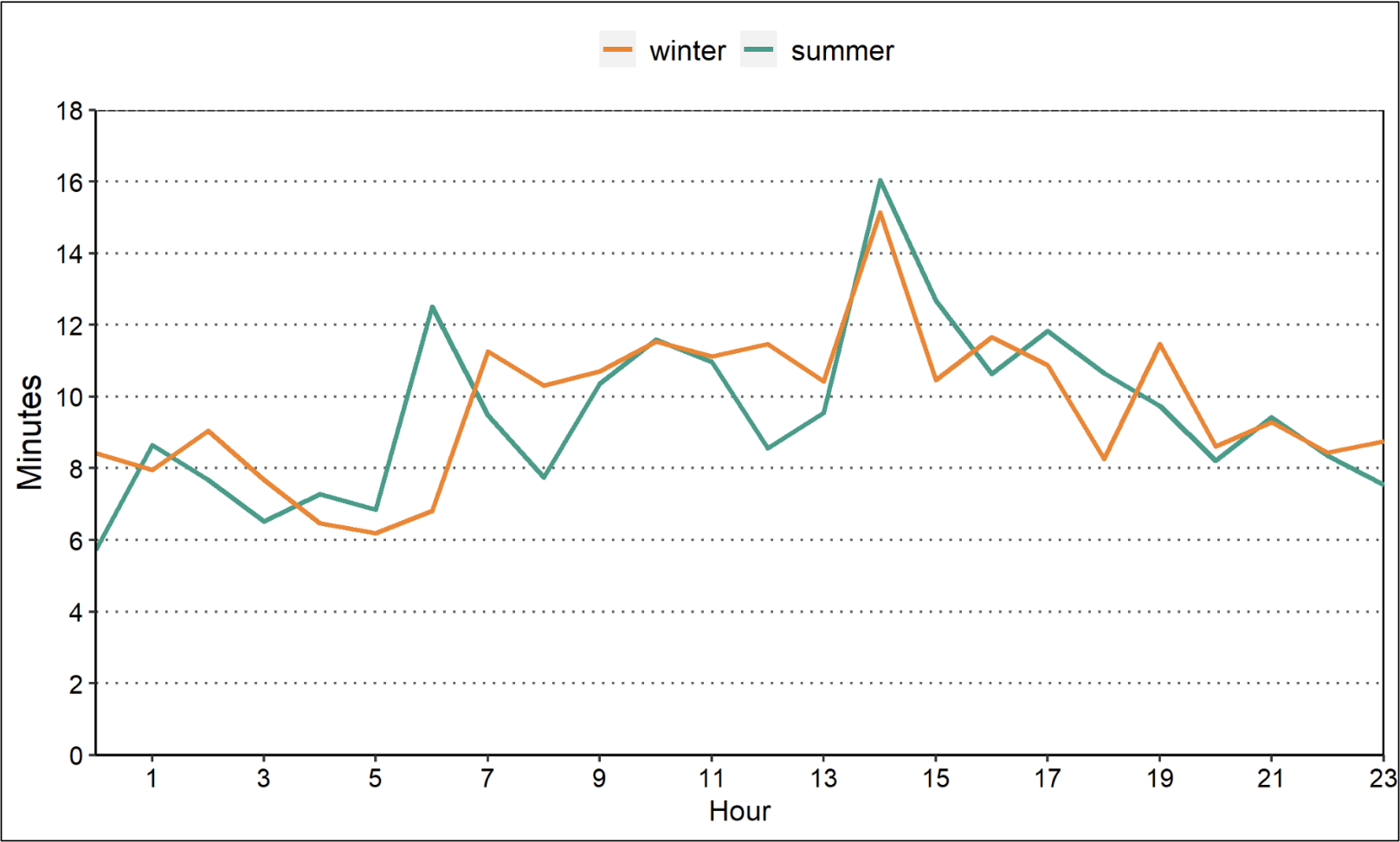
# Benchmarks: Crime Rate

**TABLE 3-1: Reported Crime Rates in 2019 and 2020, by Jurisdiction**

Municipality	State	2019				2020			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Bexley	OH	13,956	86	2,150	2,236	13,805	116	2,543	2,658
Dublin	OH	49,626	52	864	916	49,954	44	745	789
Delaware	OH	40,616	148	1,174	1,322	42,064	136	872	1,008
Gahanna	OH	35,847	123	2,006	2,128	35,738	168	1,721	1,889
Grove City	OH	42,423	97	2,812	2,909	42,551	188	2,477	2,665
Pickerington	OH	21,590	134	1,028	1,163	22,631	97	870	968
Westerville	OH	40,903	181	1,875	2,056	41,652	94	1,645	1,738
Whitehall	OH	19,121	596	5,763	6,360	19,014	826	4,428	5,254
<b>Upper Arlington</b>	<b>OH</b>	<b>35,754</b>	<b>34</b>	<b>1,024</b>	<b>1,058</b>	<b>35,557</b>	<b>31</b>	<b>945</b>	<b>976</b>
<b>Ohio</b>		<b>11,689,100</b>	<b>293</b>	<b>2,056</b>	<b>2,349</b>	<b>11,799,448</b>	<b>309</b>	<b>1,850</b>	<b>2,159</b>
<b>National</b>		<b>328,239,523</b>	<b>379</b>	<b>2,010</b>	<b>2,489</b>	<b>331,449,281</b>	<b>399</b>	<b>1,958</b>	<b>2,357</b>

**Note:** Indexed per 100,000 population. Source: FBI Uniform Crime Report.

# Response Times





# Response Times

- Average response times varied significantly by the hour of the day
- High-priority calls had an average response time of 5.5 minutes, lower than the overall average of 10.2 minutes for all calls.
- In summer, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 16.0 minutes.
- In summer, the shortest response times were between midnight and 1:00 a.m., with an average of 5.7 minutes.
- In winter, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 15.1 minutes.
- In winter, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 6.2 minutes.

# Patrol Staffing

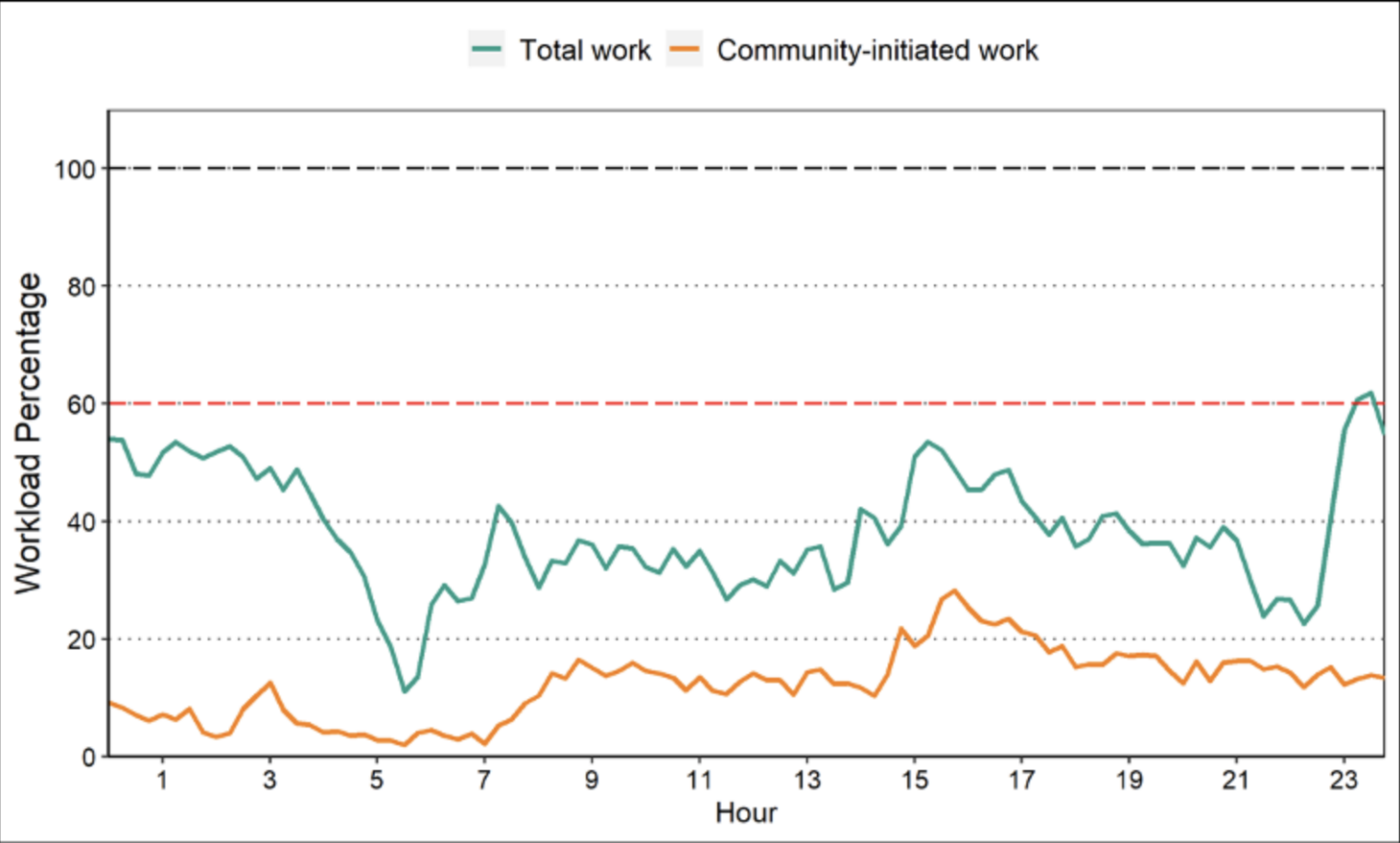
- What activities do/should the officers perform?
- How many officers are necessary?
- How should they be deployed (or how shouldn't they be)?

# Patrol Staffing

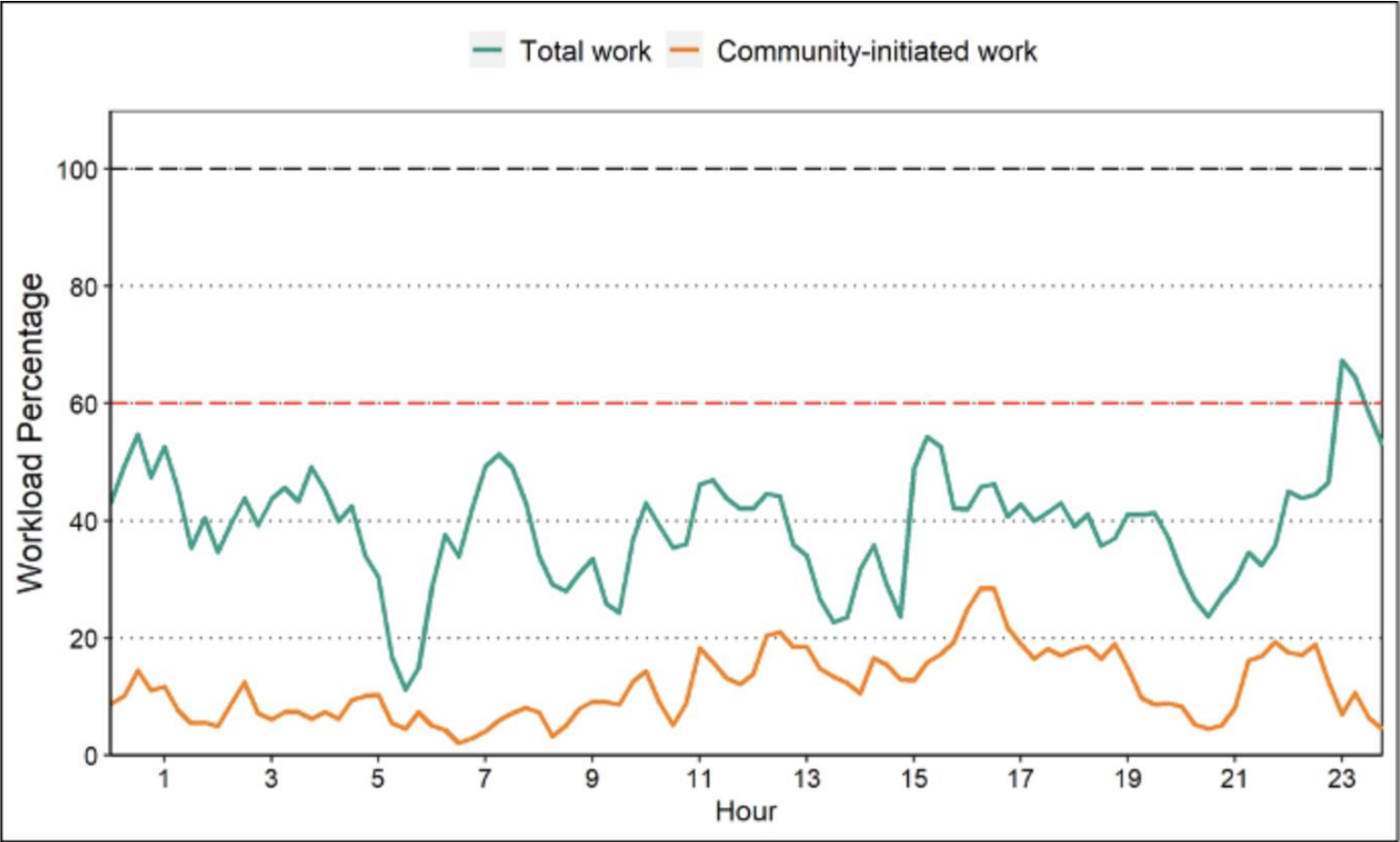
## Allocation – “The Rule of 60”

1. Ratio of Patrol : Total should be about 60%
2. Saturation Index should be lower than 60%

# Workload Percentage by Hour Weekdays Summer 2021



# Workload Percentage by Hour Weekdays Summer 2021



# Events Per Day By Category

Category	No. of Events	Events per Day
Accident	492	1.3
Alarm	1,179	3.2
Animal	194	0.5
Assist citizen	200	0.5
Assist other agency	426	1.2
Crime-person	173	0.5
Crime-property	784	2.1
Directed patrol	5,838	16.0
Disturbance	676	1.9
Investigation	319	0.9
Juvenile	93	0.3
Mental health	129	0.4
Miscellaneous	2,436	6.7
Out of service-administrative	5,394	14.8
Out of service-personal	1,878	5.1
Suspicious incident	919	2.5
Traffic enforcement	7,394	20.3
Warrant/prisoner	219	0.6
<b>Total</b>	<b>28,743</b>	<b>78.7</b>

# Calls for Service and Average Time Spent

Category	Community-initiated			Police-Initiated		
	Calls	Units per Call	Minutes per Call	Calls	Units per Call	Minutes per Call
Accident	444	1.8	76.8	33	1.1	40.1
Alarm	1,161	2.1	12.2	1	1.0	4.6
Animal call	173	1.3	20.0	10	1.2	10.6
Assist citizen	115	1.2	17.6	77	1.2	34.0
Assist other agency	378	2.0	27.0	39	1.2	17.3
Crime-person	157	2.6	79.7	10	1.3	83.7
Crime-property	604	1.6	74.5	141	1.2	44.4
Disturbance	612	2.1	32.7	36	1.3	21.8
Investigation	253	1.9	45.7	48	1.1	48.5
Juvenile	82	1.8	35.6	9	2.0	35.6
Mental health	126	2.9	70.4	2	2.0	70.3
Miscellaneous	623	1.5	28.5	1,542	1.1	37.3
Suspicious person/vehicle	568	2.0	19.4	315	1.6	12.8
Traffic enforcement	795	1.3	23.8	6,447	1.3	13.8
Warrant/prisoner	141	1.3	111.7	76	2.0	80.2
<b>Weighted Average/Total Calls</b>	<b>6,232</b>	<b>1.8</b>	<b>36.6</b>	<b>8,786</b>	<b>1.3</b>	<b>19.6</b>

# Patrol Schedule

- CPSM recommends changing the current patrol schedule for a variety of reasons (in part):
  - Maximize coverage
  - Align sergeants with officers assigned to provide consistent supervision
- CPSM Recommends the Division explore an alternative work schedule to the current 8-hour, 5-day per week schedule
- CPSM recommends consideration of a 12-hour or hybrid schedule used in other agencies



# Patrol Staffing

- Align sergeants and officers to consistent schedule where they work the same days and hours (dependent upon schedule change)
- Reorganize the administrative responsibilities and relieve patrol officers and supervisors of many administrative tasks (dependent upon adding civilian employees)
- Work toward having two lieutenants responsible for patrol (depending upon schedule change and reclassifications)
- Rework CAD codes to improve data collection on how officers spend their time

# Demand Mitigation

- CPSM recommends an annual review of calls for service to guide strategic discussions on which calls should be responded to by uniformed officers
- The City should undergo a review of the ordinance, permit, response and fee structure related to residential and business alarms
  - Consider contracting with a private company to educate residents and administer the permitting and false alarm fee program

# Communications

- Contract for 9-1-1 and Dispatch services with Northwest Regional Emergency Communications Center
  - Excellent center providing high quality service to UAPD
- Unintended consequences of contracting for services
  - Reallocation of administrative responsibilities that did not fall under the contract, but were being done by UAPD Communications Center, many of which have been absorbed by sworn officers

# Crime Analysis

- UAPD has a robust data collection system to collect traffic stop data
- Demographics in traffic stop data is consistent with population of the County
- Recommend monthly strategy sessions to focus traffic enforcement on problem areas
- Be more deliberate about analyzing crime data and proactively allocating resources to problems
- Currently done by sworn officer, recommend making it a civilian position

# Community Engagement

- UAPD has dedicated significant efforts toward community engagement
  - Safety Town
  - School Resource Officers
  - DARE program
  - DEI Officers
  - Citizens Academy
  - CARES Team

# Property and Evidence

- Staffing change from sworn officer to civilian in progress
- Recommend evidence management software
- COVID conditions caused limited purging of property
- Remodel in progress limited evaluation
- Recommend an outside independent audit and assessment of property and evidence function after remodel is complete

# Facility, Fleet, and Equipment

- Facility
  - In midst of modernization
  - Additional space being created should support space needs for the near term
- 19 marked cars for patrol fleet
  - Well maintained, regularly replaced
  - Sufficient for current staffing
- Equipment
  - Division equipment was modern, well maintained, and at or above industry standards

# Clearance Rates

Detectives	Average cases	Assigned	Clearances	Clearance Rate
2019 (4) Detectives	94.5	370	175	47.29
2020 (3) Detectives	115	324	98	30.24



# Investigations

- Fill the 4<sup>th</sup> detective position as soon as practical
- Increase the use of civilian personnel in investigations
- Develop on call system for detectives to respond to significant crime scenes and assist patrol officers
- Conduct an annual review of unsolved significant crimes

# Authorized Staffing Levels

<b>Ranks &amp; Positions</b>	<b>Chief</b>	<b>Lt.</b>	<b>SGT.</b>	<b>Officer</b>	<b>Task Force</b>	<b>Civilian</b>	<b>Total</b>
Patrol Bureau		1	6	28		1	<b>35/1</b>
Investigative Bureau (CIS)		1	1	4*	3**(1)	2	<b>9/2</b>
Special Services Bureau		1	1	6		2	<b>8/2</b>
Reserve Officers				5			<b>(5)</b>
Overall Budgeted Personnel	1	3	8	38	3 (1)	5	<b>52/5</b>

# Staffing Recommendations

- Changing to an alternative schedule will make sworn positions available for crime prevention, investigation, and/or community engagement
- Adding civilian positions will free up sworn positions for more traditional law enforcement responsibilities
  - Currently many administrative duties are being carried out by sworn officers as auxiliary and full-time positions
- After schedule change and addition of civilian staff, add 1-2 officers per year for 5 years for anticipated growth

# Overall Impressions

- UAPD is an excellent Department with a few areas to improve
- UAPD enjoys strong support from the Community, City Administration and City Elected Officials
- Historical staffing and budget reductions during difficult budget times has had a multiplying affect on current operational conditions
  - Reduction/elimination of lieutenant/captain positions
  - Contracting for dispatch services
  - Elimination of administrative staff
- UAPD would benefit significantly from
  - Additional civilian personnel
  - A new patrol deployment schedule

Questions???