

Montville Police Department
Staff Level Comparison Analysis

Chief Terry Grice
Montville Police Department

And

Dena Hanley
University of Akron

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Background

The Montville Police Department contacted the Ohio Consortium for Crime Sciences (OCCS) in the fall of 2013. OCCS connected Dr. Dena Hanley, University of Akron, with the Police Department. The Department requested assistance with an analysis of staffing levels and a cursory workload analysis of its patrol officers. While a comprehensive examination of workload was not possible (given financial and time constraints of the project), this report presents information collected by the Montville Police Department from other local, similar departments.

Data

Data were collected at the end of November and beginning of December of 2013. Montville Police Department sent a brief survey to other local, similar departments (defined by population of jurisdiction). Ten departments¹, in addition to Montville Township Police Department, responded to the survey. Departments were asked to report on activities that occurred between the time period from January 1, 2013 to October 31, 2013².

The survey asked for information regarding the following variables:

- Population
- Number of Full-Time Officers
- Number of Part-Time Officers
- Departmental Rank Structure
- Number of Dispatched Calls
- Number of Officer Generated Calls

¹ Including Bath Township, Brimfield Township, Brunswick Hills, Copley, Hinckley Township, Lawrence Township, Medina Township, Olmstead Falls, Sagamore Hills Township, and Springfield Police Departments.

² The exception to this time period is Brimfield Township. The data provided by this police department covers the time period from January 1, 2013 to November 20, 2013.

- Number of Officer-Generated Calls
- Number of Reports
- Number of Arrests
 - Felony
 - Misdemeanor
 - OVI
- Type of Community Programs

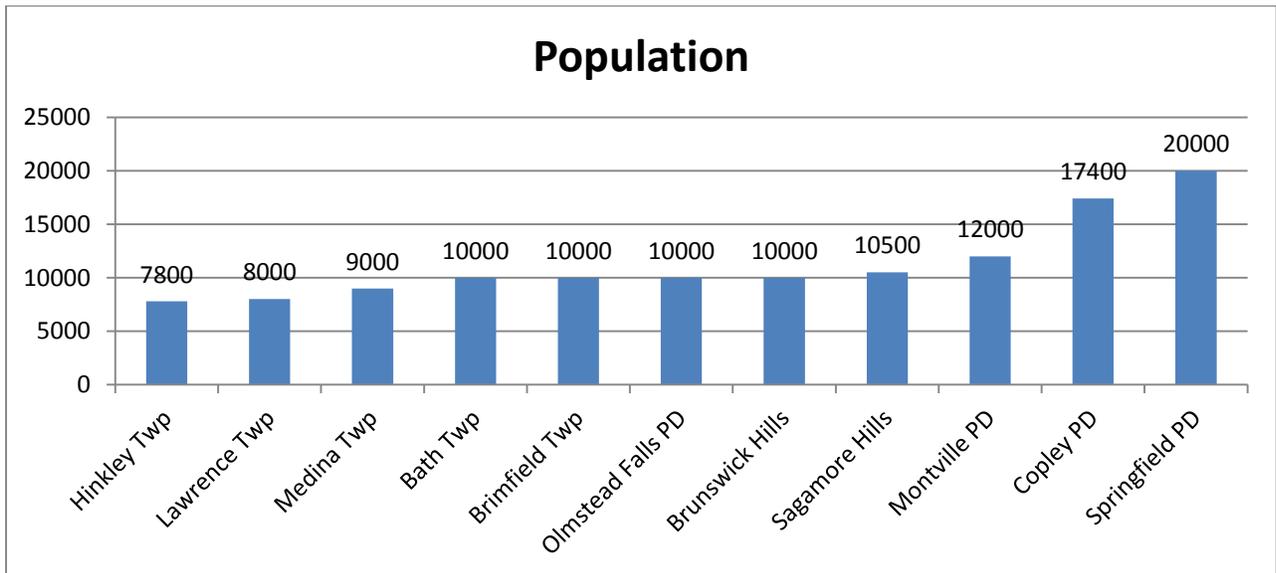
The following analysis presents the results of the comparison of these departments on these variables.

Results

Population

Population estimates for the responding police departments varied. Chart 1 presents these estimates.

Chart 1. Population



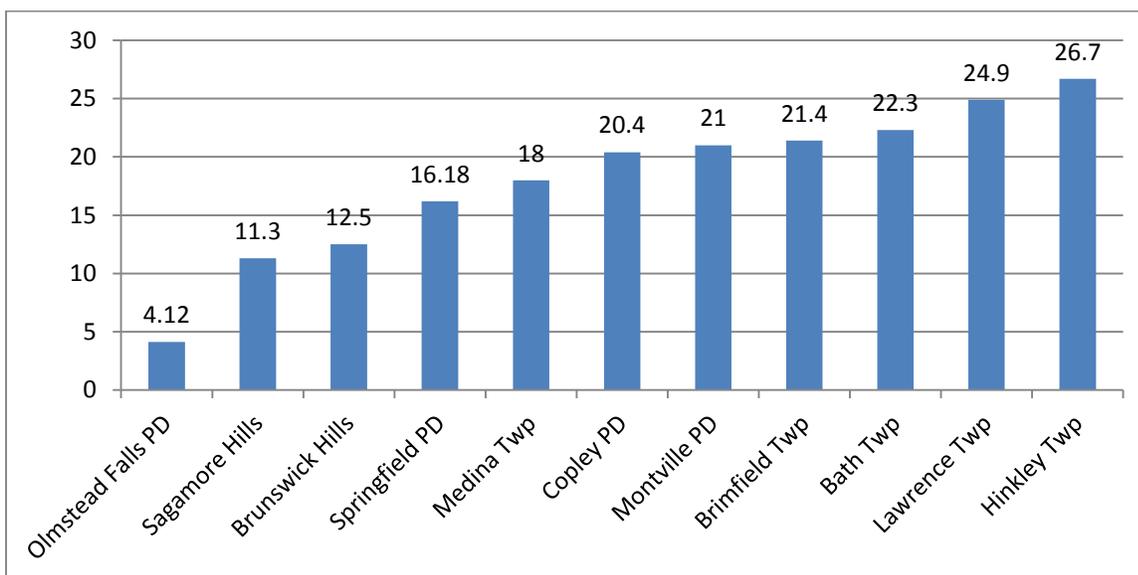
As Chart 1 illustrates, Montville Police Department serves a larger population than most of the other departments. Only Copley and Springfield Police Departments are larger (17,400 and 20,000 respectively). However, Chart 1 also presents the population similarities between Medina Township, Bath Township, Brimfield Township, Olmstead Falls, Brunswick Hills, Sagamore Hills and Montville Police Departments.

Miles Patrolled

Along with population, miles covered or patrolled is also a consideration when examining workload. The number of miles patrolled was ascertained by the number of land miles included within the jurisdiction's borders.

As Chart 2 demonstrates, Montville's jurisdiction is larger than many of the other jurisdictions, which means that there are more miles to patrol. Brimfield Township, Bath Township, Lawrence Township and Hinckley Township are larger.

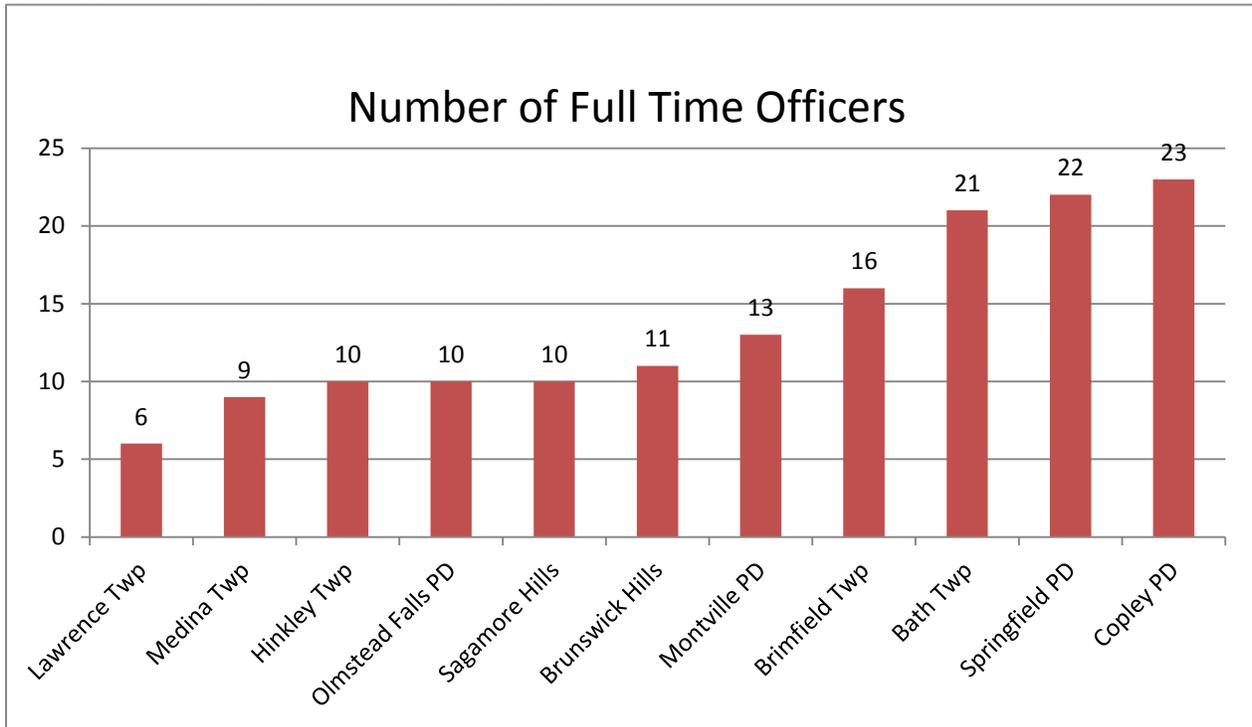
Chart 2. Miles Patrolled



Full-Time Officers

The number of full time officers varied significantly. Copley Police Department reported the highest number of full time officers (n=23), while Lawrence Township reported the fewest (n=6). Chart 3 shows the number of full time officers of each department.

Chart 3. Number of Full-Time Officers



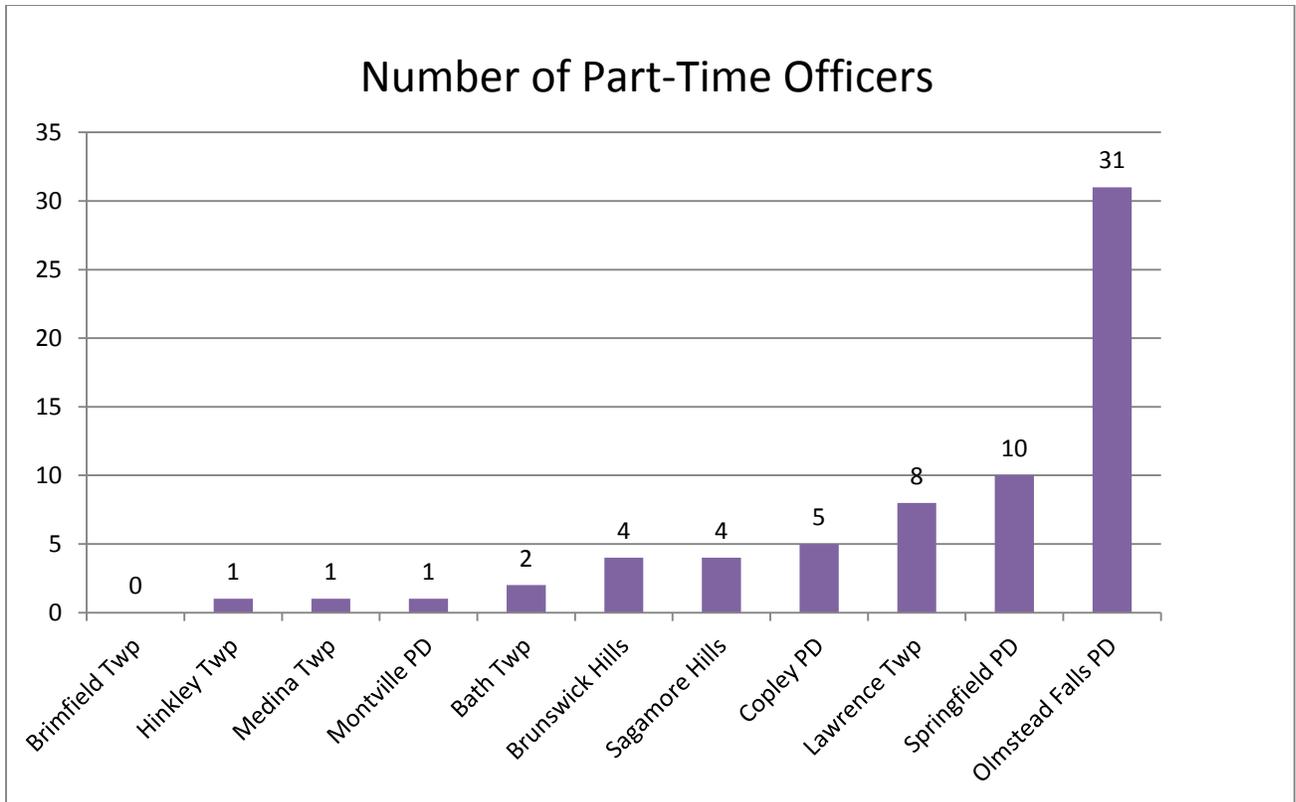
Bath Township, Brimfield Township, Copley and Springfield Police Department have more full time officers than Montville. However, when comparing the departments serving similar population sizes³ (see Chart 1), Montville has more officers than the other departments, excluding Brimfield Township.

³ Including Bath Township, Brimfield Township, Brunswick Hills, Olmstead Falls, Medina Township and Sagamore Hills Police Departments.

Part-Time Officers

There is significant variation in the number of part time officers. Part of this variation is due to differences in the types of officers included under “part-time”. For example, Brunswick Hills includes one auxiliary Sergeants, two auxiliary officers and one Chaplain in the part-time officer computation. Olmsted Falls also includes auxiliary officers in their part-time officer number, as well as seven reserve officers. All officers, regardless of status, were included in part-time officer totals. The number of part-time officers ranges from a low of zero in Brimfield Township to a high of 31 in Olmsted Falls.

Chart 4. Part-Time Officers



Population per Officer

To provide a more standardized comparison, the number of officers is examined within the context of the population serviced. Part-time officers were calculated as half-time in the personnel calculations. Therefore, two part-time officers were added together to represent a full-time position. Auxiliary officers, because of their inclusion in the department reports, were added into these calculations.

Once the number of full-time equivalent officers was calculated, this number was divided by the population. These calculations provide a standardized comparison of population per officer. This standardization allows for a standardized comparison of personnel estimates.

Table 1. Population per Officer

Department	Population per Officer
Bath Twp	454.5
Olmstead Falls PD	487.8
Brimfield Twp	625.0
Copley PD	682.4
Springfield PD	740.7
Lawrence Twp	761.9
Brunswick Hills	769.2
Hinckley Twp	780.0
Sagamore Hills	875.0
Montville PD	888.9
Medina Twp	947.4

While Montville is comparatively in the middle in the number of miles patrolled and the number of full-time officers, when examining all of the personnel effort, Montville has the second highest population to officer ratio at 888.9. This number suggests that the population size per officer is higher than similar police departments. However, it is not

simply the number of officers and population that indicates workload. Activities must also be examined.

Departmental Rank Structure

Departments all report having Chiefs in command of the department. While the majority of full-time officers are responsible for patrol, most departments also had administrative assistance in the form of Lieutenants and Sergeants. Table 2 provides a graphic description of the departmental rank structure for each department.

Table 2. Departmental Rank Structure

Department	Total Number of Officers	Chief	Captain	Lieutenant	Sergeants
Medina Twp	9.5	1			2
Lawrence Twp	10	1			1
Hinckley Twp	10.5	1			2
Sagamore Hills	12	1		1	2
Brunswick Hills	13	1		1	2
Montville PD	13.5	1			2
Brimfield Twp	16	1	1		1
Olmstead Falls PD	20.5	1		2	3
Bath Twp	22	1	1		4
Copley PD	25.5	1		1	3
Springfield PD	27	1	1		3

Comparatively, Montville has fewer officers, as well as fewer administrators than comparable departments. Since Captains, Lieutenants and Sergeants typically have administrative duties, they are considered administration for the purposes of this report. For example, Brimfield Township serves a similar geographical area and population, but

has 2.5 more full time officers than Montville. Bath Township, a comparable jurisdiction, has one Chief, one Captain, one Lieutenant who is also a detective, and four Sergeants. This is more administrators than Montville’s three.

Calls for Service

Calls for service are a difficult variable to compare jurisdictions. The variation in the number of calls for service for a given area, as well as what is considered a call for service, exacerbates the differences in calls for service and reports between jurisdictions. Some jurisdictions reported “calls for service” (e.g., Brimfield), while other jurisdictions only provided the number of reports for the time period in question (e.g., Copley). Table 3 presents the data as it was reported by the departments.

Table 3. Calls for Service

Department	Dispatched Calls
Brunswick Hills	500
Montville PD	2382
Lawrence Twp	3217
Hinckley Twp	3659
Olmstead Falls PD	4798
Bath Twp	6237
Medina Twp	6800
Sagamore Hills	8556
Brimfield Twp ⁴	12966
Springfield PD	15561

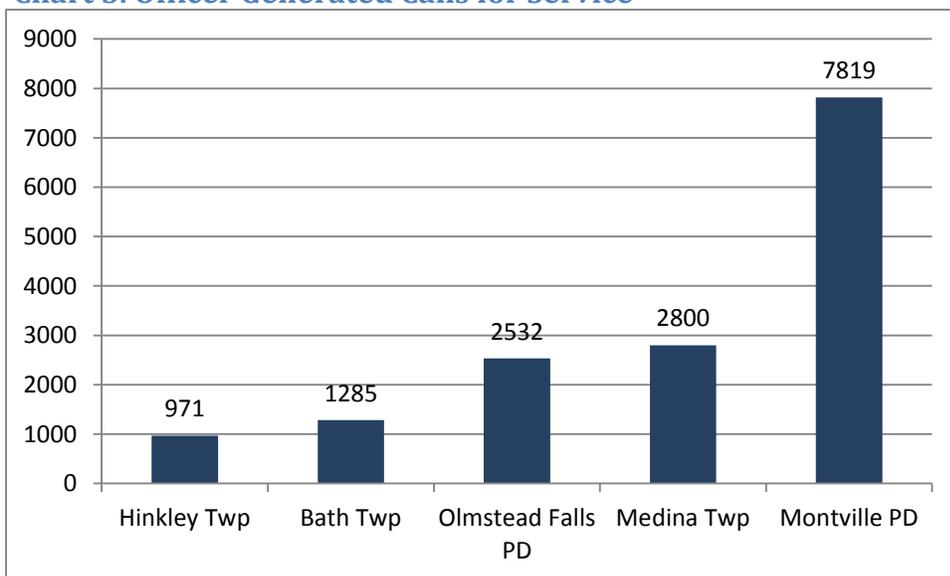
The number of calls for service varies greatly. However, Montville Police Department’s calls for service fall into the lower end of the variation, indicating that comparable departments answer a much larger number of calls for service (e.g., Springfield answers more than six times the calls for service as Montville).

⁴ Brimfield Township Police Department reported calls for service from January 1, 2013 to November 20, 2013.

Officer Generated Calls for Service

While several jurisdictions did not report officer generated calls, of the jurisdictions that did provide these totals, Montville Township police officers generate considerably more calls for service than other departments. Specifically, Montville police officers generated 508 percent and 179 percent more calls than either the comparable Bath Township and Medina Township, respectively.

Chart 5. Officer Generated Calls for Service



Reports

Generally, reports are considered an official recognition that a crime or incident has occurred. Brimfield and Lawrence Township police departments did not provide the number of reports for the given time period (see Calls for Service).

Table 4. Number of Reports

Jurisdiction	Number of Reports
Brunswick Hills	341
Hinckley Twp	349
Sagamore Hills	393
Olmstead Falls PD	502
Montville PD	754
Bath Twp	943
Copley PD	1150
Springfield PD	3650
Medina Twp	9600 ⁵

As can be seen in Table 4, the number of reports completed by Montville Police Department provides the median for this variable, suggesting that the same number of comparable departments have more and less numbers of reports.

Arrests

The number of arrests by jurisdiction is as widely varied as the calls for service. Again, Montville is almost in the middle in terms of arrests. While Olmstead Falls Police Department reports the highest number of arrests (1106) and has a similar population and number of full-time officers as Montville Police Department, Montville patrols more than four times the miles of Olmstead Falls. Additionally, Olmstead Falls has 21 part time officers to assist the 10 full time officers.

⁵ Medina Township records each entry into the car computer. It is not only the total number of reports.

Table 5. Arrests

Department	Arrests
Brunswick Hills PD	74
Sagamore Hills PD	76
Hinckley Township PD	102
Lawrence Township PD	180
Copley PD	262
Bath Township PD	290
Montville Township PD	392
Medina Township PD	482
Brimfield Township PD	621
Springfield PD	948
Olmstead Falls PD	1106

Community Programs

Departments provided information on any community programs directed by the police department itself. Three departments (Lawrence Township, Olmstead Falls and Brunswick Hills) report no community programs. Hinckley and Medina Townships report one program each (Neighborhood Watch and Community Partners Program, respectively). The remaining departments each report multiple community programs. Table 6 provides details on the types of programs offered by each department. The department is listed along with the number of different types of community programs offered.

Table 6. Community Programs

Department	Community Program(s)
Lawrence Township PD (0)	
Olmstead Falls PD (0)	
Brunswick Hills PD (0)	
Hinckley Township PD (1)	Neighborhood Watch
Medina Township PD (1)	Community Partners Program
Bath Township PD (6)	DARE School Resource Officer Community Clean-Up Day Hidden-in-Plain-Sight

	Wye Rd. Bridge Lighting Bath Steeplechase
Brimfield Township PD (12)	K-9 Program DARE Shop with a Cop Bicycle Helmet Program Senior Citizen Program Safety School Care Seat Safety Checks Thanksgiving Fill-A-Cruiser Christmas Fill-A-Cruiser 2 School Resource Officers School Antibullying Program School Security Program
Sagamore Hills PD (5)	Explorers Vacation House Checks Mediation program Juvenile Diversion Citizen Advisory Committee
Copley PD (12)	DARE (Grades 1, 3, 6, 8 and High School) Hidden-in-Plain-Sight Bike Rodeo Safetytown Halloween in the Park Share A Christmas Program Senior Citizen Police Academy Youth Diversion Program Explorer Program Crime Prevention-Neighborhood Watch Cert Program Senior Watch Program
Springfield PD (3)	Easter Egg Hunt Fishing Derby Fill-A-Cruiser
Montville PD (10)	Female Self Defense MCPAL Medina County Juvenile Traffic Program Take Control Vacation Watch Shop with a Cop Holiday Food Drive Background Checks for School Volunteers Prescription Drug Take Back DARE (5 th grade)

The data available only provides information on the number and type of programs administered by the departments, not the amount of time or effort spent on each of these programs.

Conclusions

The data presented here offer a wealth of information regarding Montville Police Department's comparative staff analysis. While there is substantial variation between departments regarding the data presented above, comparisons can be made.

Montville Police Department serves one of the largest jurisdictions, in terms of population and miles. The population of Montville is the third largest of the comparable jurisdictions. Additionally, only 5.7 miles separates Montville from the largest jurisdiction (Hinckley Township) in terms of area (21 and 26.7 miles, respectively). Taken together, these two variables suggest that Montville has more people and more miles to patrol than other jurisdictions.

Examining the size of the population and jurisdiction is especially salient within the context of the number of full time officers. Montville has 13 full time officers, resulting in a population to officer ratio of 888.9 residents per officer. Only Medina Township Police Department has a higher population to officer ratio (947.4). However, Medina Township is smaller than Montville, in population and area and also has fewer full time officers (9 compared to 13). Conversely, Sagamore Hills has a slightly lower population to officer ratio. Although the population of Sagamore Hills is comparable (10,500 compared with 12,000 in Montville Township), the area is almost half of Montville (11.3 miles compared with 21 miles in Montville).

Comparatively, Montville has a mid-range number of full-time officers, but has fewer administrators than other departments. Copley Police Department has the most number of full-time officers at 23 and also a high number of administrators (1 Lieutenant, 3 Sergeants, in addition to the Chief = 5 total). Similarly sized departments (based on the number of full time officers) also have more administrators than Montville. Brunswick Hills has four administrators, while Brimfield has the same number as Montville at three. However, both Brunswick Hills and Brimfield have higher ranking administrators than Montville. Montville has two Sergeants, whereas Brunswick Hills has a Lieutenant and Brimfield Police Department has a Captain.

The number of part time officers was more difficult to ascertain and therefore compare. Olmstead Falls has a total of 31 part-time officers (including auxiliary officers) and Springfield Police Department reports 10 part time officers. Montville Police Department has one part time officer, similar to four other jurisdictions that have 2 or less part time officers.

Montville Police Department responds to fewer calls for service. However, this could be a function of the emphasis of the department itself. Activities (including calls for service, reports, arrests, and community programs) absorb time and personnel resources. Montville Police Department prides itself on being a community oriented department. This is evidenced by the number of community programs offered by the department (10). Only Copley and Brimfield have more community programs (12 each).

Recommendations

Based on the above analysis, the following suggestions are recommended:

- Montville Police Department is understaffed. Both Brimfield and Copley Townships are comparable to Montville in terms of miles, population and community programs. However, both of these departments have more staff. Brimfield is staffed with 16 full time officers, whereas Copley has 23 full time officers. It is recommended that Montville Police Department hire at least 2 more full time officers to maintain its current activity level.
- The addition of two part time officers and/or auxiliary officers may also be beneficial to the Department. Adding two part time officers, in addition to the two full time officers, will bring Montville Police Department's staffing levels in line with other departments (e.g., Brimfield).
- Promote officers into higher ranks. Brimfield Police Department has a Captain, whereas both Brunswick Hills and Sagamore Hills have Lieutenants. It is recommended that Montville promote an officer to at least the rank of Lieutenant to ease the burden of administrative duties.