



Memorandum *Chief of Police*

TO: Mayor Prussing and Council
FROM: Chief Patrick Connolly
RE: Additional Police Personnel
DATE: December 5, 2016

Background

At the November 28, 2016, Committee of the Whole, the Mayor initiated a discussion about increasing the police department personnel by adding five new officers. At the conclusion of the presentation, council members asked several questions. Two of the most common themes that developed were:

1. Where will the additional resources be allocated?
2. How does the Urbana Police Department compare with other similarly situated police agencies with regards to staffing?

This memorandum will provide an overview of the current allocation of police personnel, the areas of need requiring additional resources, and a comparison of the Urbana Police Department with other police agencies.

Current Police Officer Allocation

At the present time, the Urbana Police Department is authorized to have 55 sworn officers who are trained, out on their own, and able to provide police services to the community. As of the date of this memorandum, we have 49 officers who fulfill that requirement. While there are 54 currently employed, three officers are on injury leave (one long-term duty injury [over one year]), one is on long-term military leave (18 month deployment), and one is in basic training at the Police Training Institute. The 55 sworn officers are generally assigned via the organizational chart immediately below:

Administration Flowchart



Relatively recently, and in an effort to try and stay ahead of vacancies, the police department received permission for two over-hire positions. One of those positions, the 56th slot, was a budgeted position that was funded to provide an officer in training. The second position, the 57th slot, was a non-budgeted position that was approved to provide a second body in training. The 57th position was not funded; the funding for that 57th position was to come from monies left over when staffing periodically dipped below 56.

The next chart shows a specific breakdown of staffing, with a number associated with the category listed, if the targeted number of officers (57) has been achieved. *(The red italicized text and numbers below are current staffing numbers for each category.)*

Category	Number of officers	Running total
Management	1 chief + 1 deputy chief + 4 LTs (2 patrol, 1 CID, 1 Services) = 6	6
Investigations	1 sergeant + 6 detectives = 7	13
Patrol	10 sergeants + 28 officers (14 officers per team [6-2-6]) = 38 <i>8 sergeants + 26 officers (13 officers per team[6-2-5]) = 34</i>	51 <i>(47)</i>
Street Crimes	2 detectives = 2	53 <i>(49)</i>
***CURRENT NUMBER OF IN-SERVICE OFFICERS =		49
Out of Service	Injury/military leave/pregnancy/PTI-FTO/etc. (estimated) = 4 <i>3 injured + 1 military leave + 1 PTI = 5</i>	57 <i>(54)</i>

NOTE: Officers of all levels are also sent to on-going specialty trainings, schools, and certifications. Those absences are absorbed by the numbers above. And, with increasing mandates from the State, these types of staffing issues are only increasing. Furthermore, training, beyond those mandated classes, is important to maintain an educated and professional police force.

The Changing Face of Policing

Resource allocation can be an incredibly fluid process. Although a foundational structure is developed for every organization, policing requires the need for the ability to realign resources based on criminal activity.

The traditional method of police officers only responding to 9-1-1 calls has diminished. Today's officers are asked to do much more, developing a skill set beyond simple calls for service. Urbana police officers and detectives have developed expertise in criminal investigations, as well as:

- crime scene processing (a function that historically was addressed through the Illinois State Police but because of a decrease in services their own personnel have drastically decreased that support role)
- addressing complex juvenile related investigations (both as suspects and victims)
- crisis intervention/behavioral health events
- elder abuse/identity theft
- community liaison efforts by patrol officers

In addition to general trends within the law enforcement profession, in 2016 the Urbana police have faced an unprecedented number of murders. Each of those events strains every facet of the department, from patrol officers initially responding to the calls for service to crime scene unit personnel analyzing the scenes to detectives following up on leads. These major events do have a lingering effect on personnel. The mere fact that the Urbana police have provided these services with limited resources, the on-call response and constant

overtime is physically and emotionally exhausting. The new complement of officers will address some of that stress.

Considerations for Allocation:

There is a clear need for more patrol officers who can develop specialized skills in more areas. In addition and because of the complexity of today's criminal investigations, the need for an additional detective is also present. (Forensic analysis of computer components alone requires a full time investigator; yet, we currently require that specialized detective to maintain a full caseload of unrelated criminal investigations in addition to forensically dissecting computer components.) Here are just a few of the other identified specialty requirements that the new positions would address:

- Crisis Intervention Team Officers – With new officers assigned to the patrol division, we would increase the number of those certified as Crisis Intervention Team officers from 29 to 35. Because a CIT officer, by the very nature of the interaction, may require more time to engage with the victim, others officers are needed on shift to continue to respond to calls for service.
- Criminal Investigations Division – Currently, the department has four general adult detectives, one juvenile detective, and one school resource detective. There is a need to increase that division to address the complex cases they are encountering. This will also give the computer crimes specialist more time to commit to those duties.
- Crime Scene Processing – Because the Illinois State Police have limited their response for crime scenes, a select group of officers have been specially trained in photography and crime scene processing. We plan to increase the membership of that current group from its current level of six. This specialty is a time consuming process, methodical by its very nature, and yet a critical component in identifying violent offenders.
- Community Interaction – The community policing component is, in my opinion, the most important contribution the department can provide. Increasing the number of neighborhood watch groups require the beat officer (the person most familiar with the trends and needs of that specific sub-community) to attend the meetings. That partnership is imperative to gain cooperation and trust among the police and the citizens. As beat officers commit to allocated time preparing for and addressing those meetings and the requests of their groups, the other needs of the city need to be handled by other officers.
- Problem Oriented Policing – When the police interact with the community effectively, officers learn of problems or trends that need to be addressed. Depending on the issue, it may require efforts that will take a patrol officer away from handling calls for service. These 'problem oriented policing' efforts help to reduce the fear of crime and trauma associated with violent crime.

For instance, as shootings occur in a certain area, resources may be moved from one unit to another, even on a temporary basis. (See attached map for an illustration of 2016 shooting incidents in Urbana.) In November, with the spike in shooting activity, a patrol officer with specialized knowledge of the area was removed from his midnight shift to augment the multi-agency Street Crimes Task Force. In order to backfill his absence, a second officer was moved from his afternoon shift to cover

the void in the midnight shift. With more resources, the moving of officers, which clearly impacts their personal lives, can be more limited, while the department still addresses community concerns.

More generally, resource allocation is contingent upon the identified trends in calls for service. Since the majority of those needs are identified in the early afternoon hours and into the evening, we anticipate increasing our afternoon shift patrol component. This addition to existing personnel will provide more police services during the highest times. Again, these extra bodies will allow for specializing in the points noted above. In other words, while some officers are working on a special assignment (neighborhood watch meeting, crime scene processing, etc.), the remaining officers will be able to ‘pick up the slack’ and continue handling calls for service.

Comparisons with Similarly Situated Police Agencies

Below is a chart showing various other Illinois cities, some larger and some smaller than Urbana, and the number of officers they employed in 2015 as well as their 2015 city population. Using those numbers a ratio was calculated. Then, that ratio was used to show the number of officers Urbana would need to employ to measure up to the original city’s ratio. The average ratio for all of these cities is 1.851 officers per 1,000 in population. The national ratio for cities with populations of 50,000 to 100,000 as obtained from this website (<http://www.governing.com/gov-data/safety-justice/police-officers-per-capita-rates-employment-for-city-departments.html>) shows a 1.590 ratio. If Urbana were to employ officers using the national ratio we would need 67 officers. Using the average ratio from the list of Illinois cities we would need to employ 78 officers.

Police Department	Population	Number of Officers	Officer Per Capita Ratio	Urbana Staffing under Other Agencies's Ratio
Bloomington PD	79,233	116	1.464	61.737
Champaign PD	85,362	124	1.453	61.256
Danville PD	32,056	63	1.965	82.875
Decatur PD	73,499	163	2.218	93.519
Dekalb PD	44,046	64	1.453	61.273
East Moline PD	21,143	40	1.892	79.779
East Peoria PD	23,359	48	2.055	86.652
Evanston PD	75,930	160	2.107	88.859
Kankakee PD	26,695	68	2.547	107.417
Macomb PD	18,859	26	1.379	58.136
Moline PD	42,482	80	1.883	79.411
Normal PD	55,096	81	1.470	61.995
Peoria PD	116,066	224	1.930	81.383
Rantoul PD	13,138	32	2.436	102.710
Springfield PD	116,875	241	2.062	86.954
Urbana PD	42,169	55	1.304	

Average Ratio	1.851
National Ratio	1.590

Highest Ratio	
Kankakee PD	2.547
Lowest Ratio	
Urbana PD	1.304

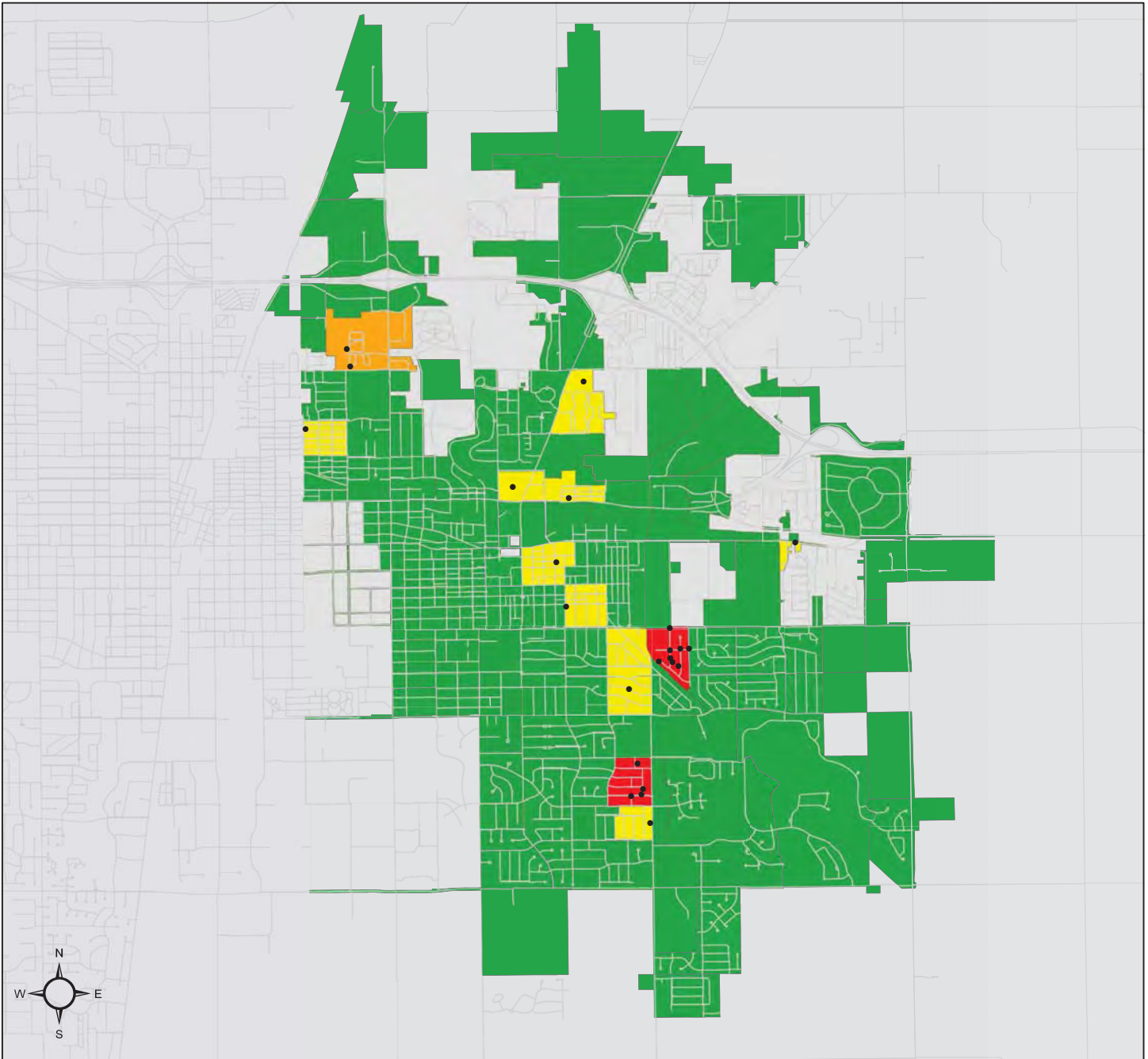
Formula

$$\frac{\text{Number of Officers}}{\text{Population}} \times 1,000 = \text{Officer Per Capita Ratio}$$

Urbana's geographic situation can make it difficult to compare it to other similarly sized cities that are standalone cities. Because Urbana is part of a much larger metropolitan area, it faces crimes that are much more prominent in larger cities, most importantly violent crime. As a result we included larger cities as well as similarly sized cities that are standalone and also part of a larger metropolitan area. In order to get the best picture available, some cities of smaller size were also looked at. I believe this provides the best overall picture for comparison with other agencies. As you can see, across the board we are below each of these cities in ratio of police officers per capita.

Conversely, because Urbana is a part of a larger metropolitan area, we are able to rely on other agencies for support. However, the other agencies support is just that, support. It does not expand much beyond the initial assistance with the call for service. Other agencies do not interview people, process crime scenes, take reports or assist with the follow up that is required in many situations. So while their assistance is invaluable, it cannot be counted on to supplement our officers in the daily tasks that have become more and more burdensome.

Shots Fired within Urbana Police Department Jurisdiction January 1, 2016 - November 29, 2016

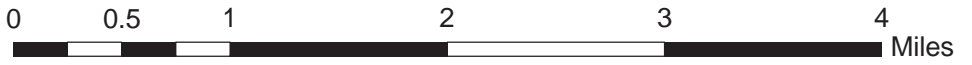


Legend

- Shots Fired
- Streets

Police Response Zones

Number	Color
0	Green
1	Yellow
2	Orange
3 - 8	Red



From January 1, 2016 - November 29, 2016, there have been 26 substantiated reports of shots fired within Urbana Police Department jurisdiction.

15 shootings have resulted in property damage.

12 of these shootings have resulted in injuries, and 4 individuals have died as a result of the shootings.

