

Wilmette Police Department

Staffing Analysis

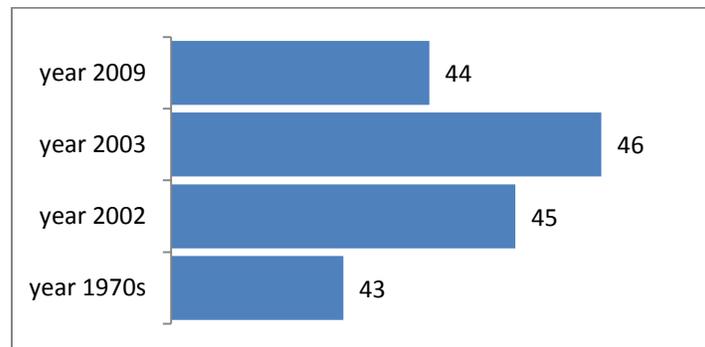
May 2016

Introduction

The Wilmette Police Department is a full service law enforcement agency established by ordinance in 1886. In 1986 it became one of the first law enforcement agencies in the country to obtain Law Enforcement Accreditation from the Commission of Law Enforcement Accreditation (CALEA) out of Gainsville, Virginia. It has subsequently been reaccredited by the Commission by consistently adhering to standards of professionalism outlined by the commission and allowing CALEA Assessors to conduct a complete audit of the agency's policies and practices on a triannual bases. We are one of just 2% of law enforcement agencies in the United States that has sought and maintained an Accreditation Status and one of select few that has maintained Accreditation from its inception in the 1980's. As part of the Accreditation process the agency is required to conduct work load assessment to ensure that it is appropriately utilizing it's resources. Part of the data produced in this report is data staff utilizes to conduct such assessments.

Authorized Staffing Level

The Wilmette Police Department had an authorized staffing of 43 police officers from the 1970's until 2002. The authorized staffing level was increased to 45 Officers in 2002 and 46 Officers in 2003. In 2009 the authorized staffing level was decreased to 44 Officers.



Justification for the increase in 2002 and 2003 was based on two primary factors: First, a staffing study at that time indicated that Wilmette had the lowest staffing of the near north suburban municipalities. Of note, even with the increased staffing, Wilmette remained the lowest staffed police agency in the study. Secondly, mandatory training and benefit time increases since 1970 removed officers from committed patrol time - specifically state and CALEA mandated training and the advent of comp time in lieu of paid compensation.

The increase in staffing in 2002 was utilized to provide an officer for school based education initiatives (DARE program), to staff a full time community relations officer, assign an officer to

accreditation and provide back-fill for uniformed patrol due to shortages caused by training, medical or military leave, and retirements.

In 2009 there was a reduction in staffing to the current authorized level of 44 officers. This was accomplished by eliminating the community relations position and the civilianization of the accreditation position. Backfill for patrol vacancies since 2009 has been derived from detectives, the school resource officer, and upper management.

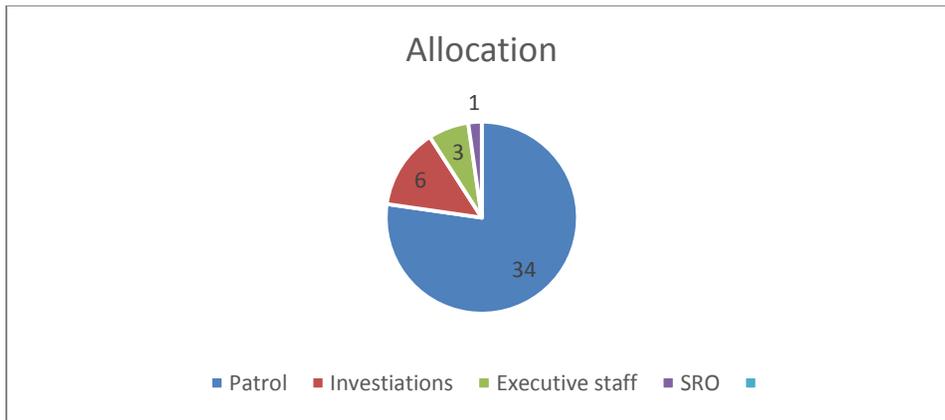
Current Staffing and Allocation

Uniformed patrol is the largest function of any law enforcement agency. Wilmette commits 34 sworn positions, or 79% of its allocated staffing level to this function. Of that number, six sworn positions serve as first line supervisors: police sergeants. Two of the thirty-four serve as tactical officers, referred to by our agency as Mission Team Officers. The Mission Team is deployed whenever appropriate staffing levels are present. They are unique in that they do not have a particular shift assignment but rather are assigned to days and hours when crime patterns are occurring in the village. They primarily work in plain clothes and unmarked vehicles. They are responsible for conducting narcotic investigations and stake outs for reoccurring crime patterns. They are typically assigned to neighborhoods that are experiencing burglary patterns. In times of staffing shortages, they can go several months without being deployed to serve out their function.

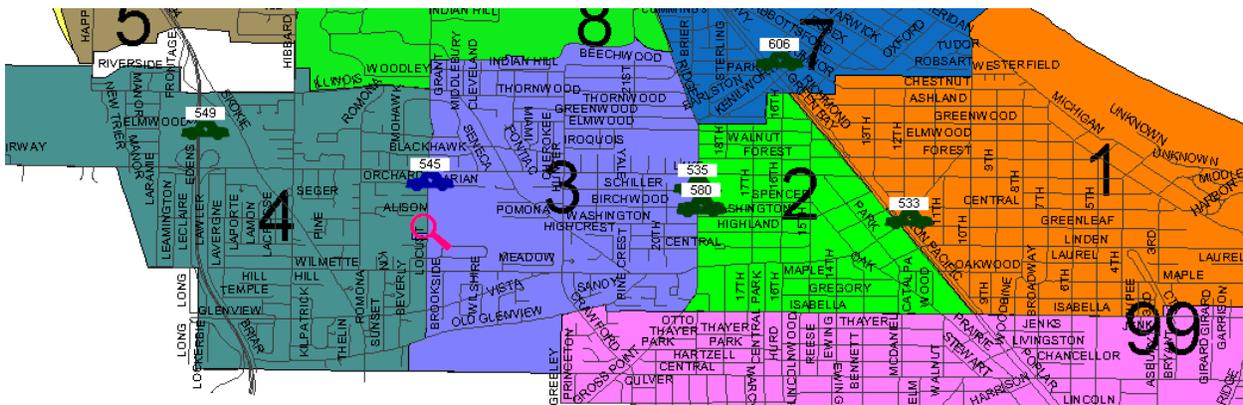
The criminal investigative unit is independent of uniformed patrol. Four patrol officers are assigned to criminal investigations. The detectives are responsible for grouping crime patterns, tracking property, reviewing evidence submitted to the crime lab, and identifying suspects from surveillances, street stops, parolee lists, witnesses, pawn records and confidential informants. They follow-up on all criminal incidents reported to the department. The effectiveness of this unit has a direct causal impact on the presence of crime in the community. By way of example, in the first three months of 2015, Wilmette experienced an increase in residential burglaries primarily on the west side of the village. The detectives developed and charged a total of nine individuals in connection with these burglaries thereby ending the pattern. A prior staffing survey indicates that our comparable communities commit 9.3% of their sworn officers to the criminal investigations function. Wilmette is just below average at 9%. Due to our proximity to the city, travel patterns from the “el”, the Green Bay Road corridor, and the expressway, a reduction in criminal investigations staffing would be detrimental. Two supervisors are assigned to this unit, one sergeant and one Commander. The Commander is also in charge of special events, training, and compliance with data reporting for the State of Illinois.

School Resource Officer

One sworn officer is assigned as the School Resource Officer. The SRO acts as a liaison to each of the public and private schools in the Village which includes two high schools, two parochial grammar schools, a private primary school and seven public schools. The SRO conducts staff training and grade specific education classes on safety and personal responsibility. The SRO is the investigating officer for juvenile related issues for school aged children in the community and coordinates the police department's role in DCFS investigations. In the summer months, the officer is assigned to fill vacancies in patrol.



Deployment



Wilmette operates a four beat system as shown from the screen shot above. The word beat is terminology that indicates an officer’s primary area of responsibility. The current beat system derives from a management study of the police department that the Village commissioned in the mid 1960’s with some variation. The purpose was to provide a minimum of two police cars on each side of the Village with Ridge Road as the baseline. The beat system reduces response times for calls for service. This is particularly important for life endangering emergencies and in-progress crimes. It was also designed to handle two moderate to serious calls for service simultaneously.

Even routine calls for service may require more than one officer/car. As an example, an accident with lane blockage or injury requires more than one officer to adequately mitigate. Other calls for service require more than one officer to ensure the safety of the employees. An example of some of those calls would be domestic disturbances, mental health situations, suspicious persons, alarm calls and arrest situations. Providing adequate levels of staffing to cover the call volume and to provide for a reasonable level of officer safety are the two main priorities.

This staffing model is referred to as a coverage model of which a municipality determines the appropriate number of police units to provide the desired amount of coverage for the town. This coverage model allows us to maintain a minimum of four patrol cars and a supervisor on patrol at any given time.

Analysis of actual staffing levels is periodically conducted. The chart below was tabulated last year. It shows the average daily staffing totals per officer and per shift.

Shift Period	Dates	DAYS	NIGHTS
1	Jan 6-Feb 2	4.473	4.232
2	Feb 3 - March 2	4.758	4.633
3	March 3 – March 30	4.5	4.255
4	March 31 - April 27	4.898	4.366
5	April 28 - May 25	4.725	4.392
6	May 26 - June 22	4.16	4.178
7	June 23 - July 20	4.364	4.062
8	July 21 - August 17	4.223	4.25
9	August 18 - September 14	4.298	3.982
10	September 15 - October 12	4.356	4.098
11	October 13 - November 9	4.544	4.375
12	November 10 – December 7	3.892	3.75
13	December 8 – January 4, 2015	4.258	3.892
Average		4.419	4.185

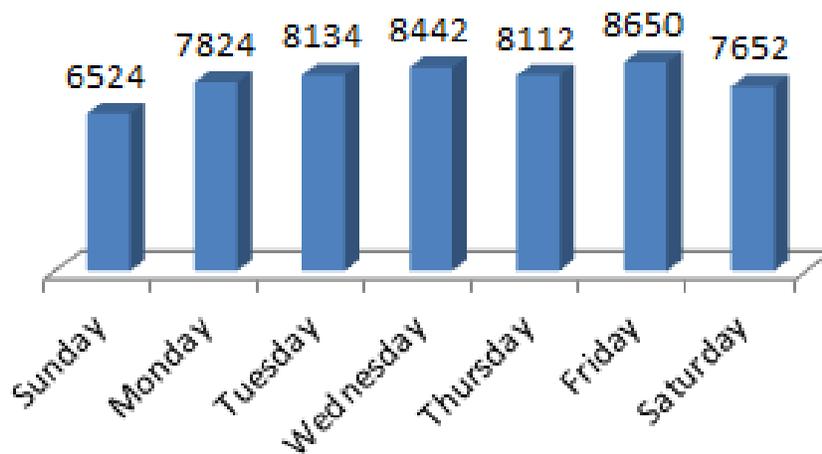
Backfill & Vacancies

Vacancies from patrol occur from planned and unplanned events. Planned events are typically training, maternity or paternity leave, medical leave, light duty assignments due to injury, military and retirements where the agency chooses to run short in order to hire a more competitive candidate from a fresh testing cycle. Unplanned events are caused by sudden illness, emergency days, and funeral leave. Backfill from planned events typically comes from the SRO and detective assignments. Wilmette is unusual in that planned patrol vacancies are also filled by senior administrative staff- the Chief and Deputy Chiefs. You will not find this dynamic in any one of our comparable agencies.

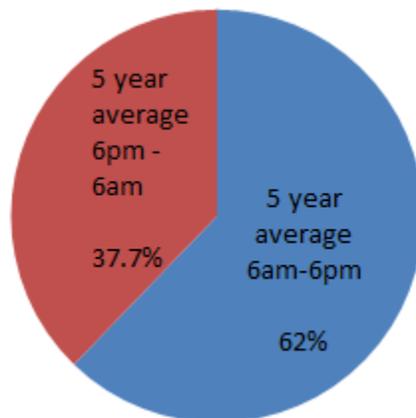
Wilmette will occasionally utilize mutual aid to respond to calls when no Wilmette Officers are available. Mutual aid is occasionally requested to supplement a response to in-progress emergencies when too few Wilmette Officers are available. The Kenilworth Police Department is our most requested mutual aid response partner. In 2015, Kenilworth responded to 86 incidents in the Village by request of mutual aid.

Calls for Service by Day of the Week

2015 CFS

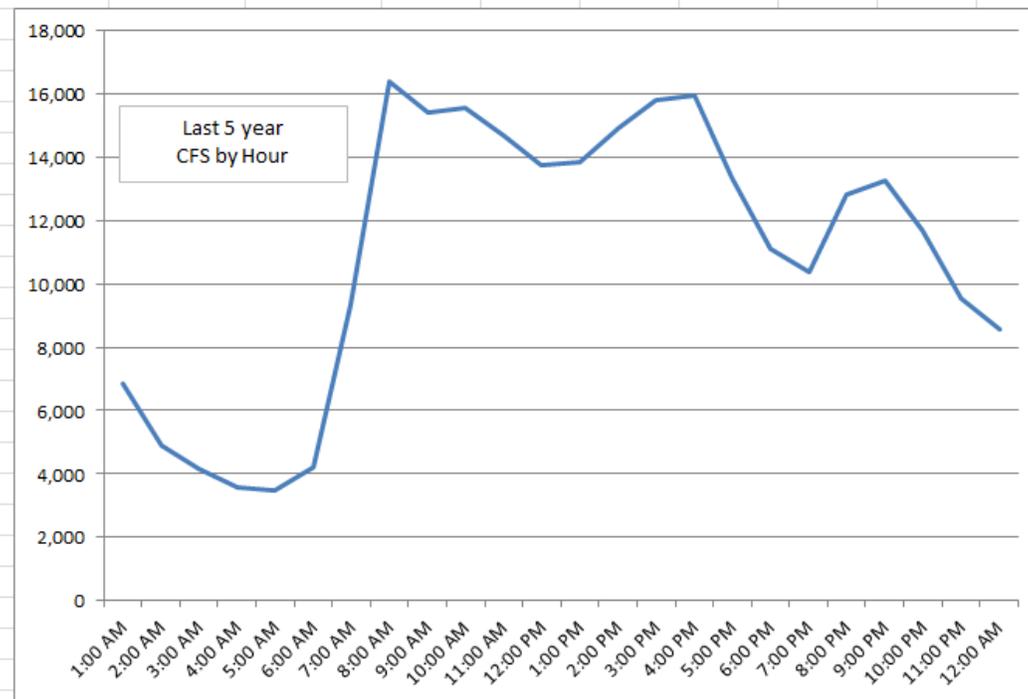
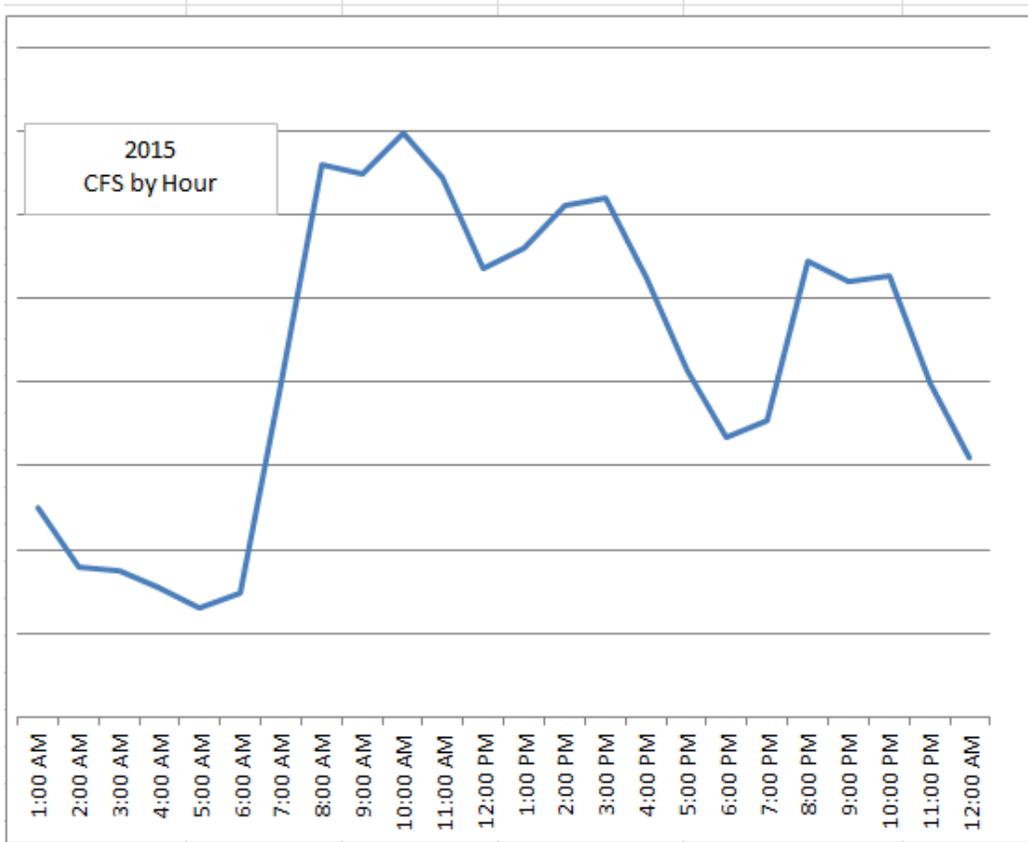


Calls by day of the week over a five year period shows a relatively even distribution with the exception of Sunday which is twenty percent lower than the average.



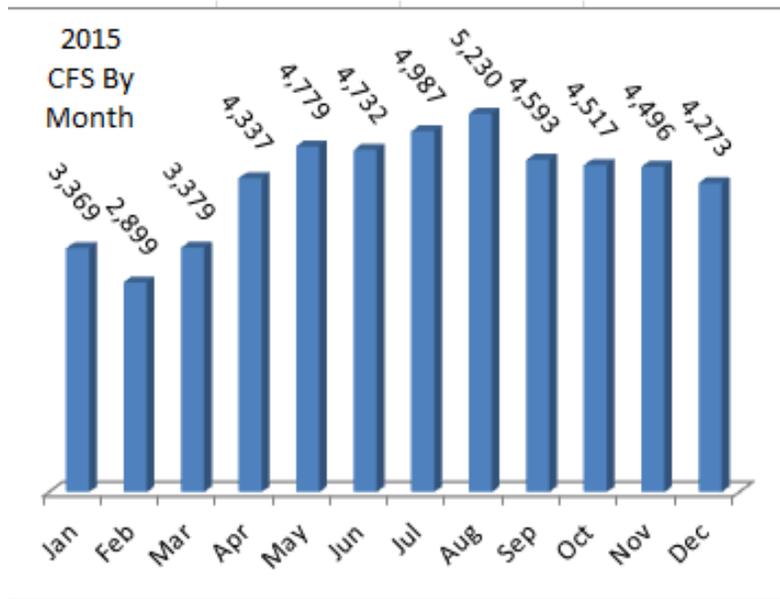
62% of calls for service come into the agency between the hours of 6am and 6pm. This time frame corresponds to when the highest amount of internal back fill is available from the investigation unit, SRO and executive staff. Thus- when we have the highest demand for service we also have the highest capacity to respond.

Calls for Service By Hour

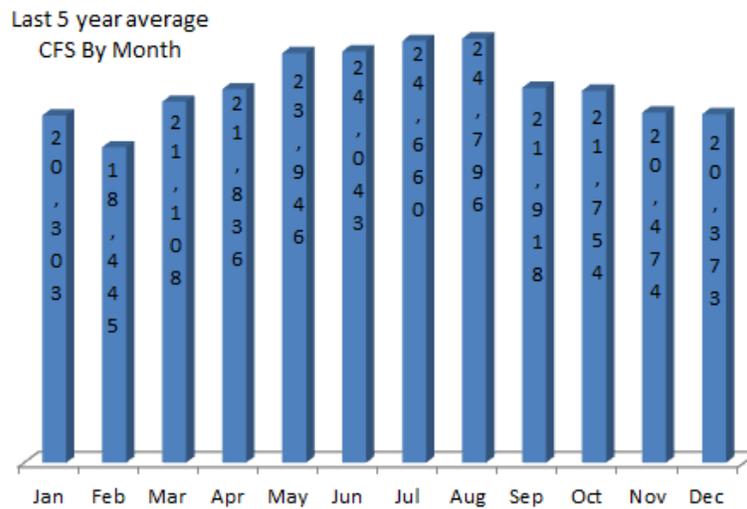


Calls for service to the police department are highest between 8am and 9am and 3pm to 5pm. They are the lowest between 4am and 5am.

Calls for Service by Month of the Year

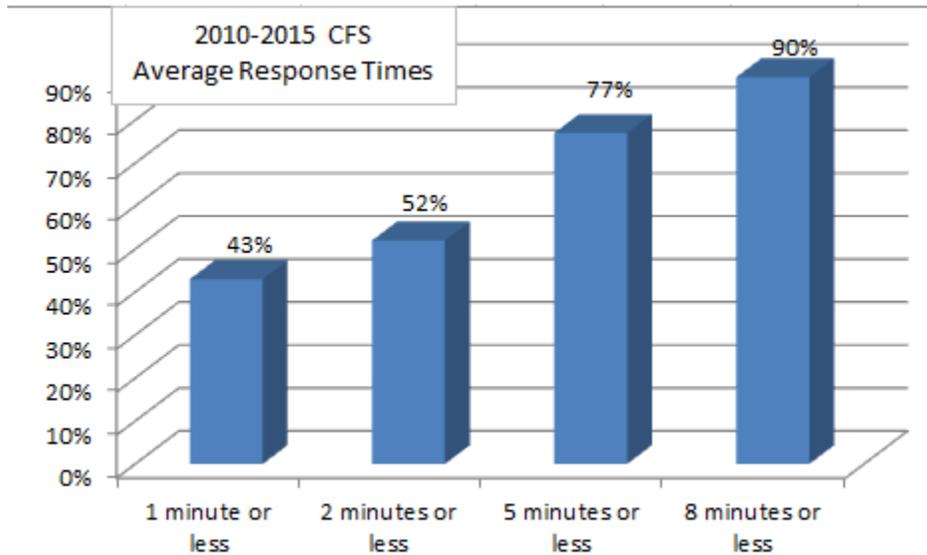


The calls for service are higher in the summer months and lower in the winter.



This is relatively consistent over time. Weather causes fluctuations from year to year particularly in the cold weather months. More snow equals more responses to traffic accidents. Winters with colder temperatures generally produce less criminal incidents.

Calls for Service



A five year study from 2010 to 2015 indicates 77% of our response times are 5 minutes or less.

Coverage Model at Work

Units										
Time	Unit #	Officer	Call Type	Status	Incident #	Location	Beat	Secondary L...	Quick Call	CFS #
14:46:32	593	RIGAS, BAS...		Available			WILM		■	
14:46:49	592	SIEGEL, MA...		Available			WILM		■	
15:26:57	545	PARISI, JUL...	SRO	Arrived	2016-00004...	201 SHERID...	1	201 SHERID...	■	809
16:06:25	553	STENGER,...	Suspicious L...	Arrived	2016-00004...	3217 LAKE...	4	3217 LAKE...	■	812
16:07:18	530	SANTANA,...	Suspicious L...	Arrived	2016-00004...	3217 LAKE...	4	GIGIS CUP...	■	812
16:08:13	524	ROBINSON,...		Available			S-SGT		■	
16:10:10	552	JURMU, AN...	Suspicious L...	Arrived	2016-00004...	3217 LAKE...	4	3217 LAKE...	■	812
16:10:14	537	HUCK, DAN...	Alarm - Build...	Arrived	2016-00004...	349 LINDEN...	1	349 LINDEN...	■	814
16:11:29	562	KIDDLE, KE...	Alarm - Build...	Arrived	2016-00004...	349 LINDEN...	1	349 LINDEN...	■	814
16:11:39	556	SPARKS, D...	911 Investig...	Arrived	2016-00004...	1055 PAWN...	3	1055 PAWN...	■	813
16:13:42	546	MERCADO, ...		Available			RW		■	

In terms of a practical application, I have screen shot the active call assignment for the afternoon on Thursday May 12th a traditionally high call volume time. The light blue officers are on assignments. Two of the officers handling service calls are members of the Mission Team. One officer is the School Resource Officer and the top two slots are dispatchers. Of the remaining units, one officer is unassigned. He was previously assigned to a 9-1-1 investigation but was cancelled by the first officer on the scene. The purpose of this illustration is to demonstrate how back-fill positions work to supplement patrol.

Benchmarking

Occasionally we are asked to benchmark the police department's staffing level for comparison to communities that have similar service levels. This generally works best when comparing communities with similar demographics, criminal incidents, and similar expectations of the level of service provided. The downside to this type of comparison is that it assumes that the communities in your survey are also appropriately staffed.

For the purpose of this report I have chosen to look at two benchmarks, officer's per population and officers per Part I offenses as reported through the FBI Uniform Crime Reporting (UCR) database.

Officers by Population Highest to Lowest of 16 North Shore Communities

Municipality	Population	Sworn Officers	Per Population
Kenilworth	2,399	10	4.2
Northfield	5,469	20	3.6
Glencoe	9,028	32	3.5
Lincolnwood	11,871	33	2.8
Winnetka	12,416	27	2.2
Deerfield	18,225	39	2.1
Evanston	75,905	165	2.1
AVERAGE			2
Lake Forest	19,375	40	2
Morton Grove	22,507	45	2
Niles	28,848	56	1.9
Northbrook	34,037	66	1.9
Highland Park	31,457	59	1.9
Wheeling	36,121	68	1.8
Skokie	66,659	112	1.7
Glenview	46,329	77	1.7
Wilmette	27,087	44	1.6

In the officer per population model, Wilmette has the lowest staffing ratio when compared to population. A staff study recently commissioned by the Village of Skokie recommended an increase of authorized staffing to 122 or ten more than indicated in this survey.

Officers per Part I Offense

MUNICIPALITY	POPULATION	SWORN OFFICERS	PER POPULATION	2014 Part 1 CRIMES	Part 1 Crimes PER OFFICER	2014 BURGLARY
Deerfield	18,225	39	2.1	32	1	4
Glencoe	9,028	32	3.5	97	3	22
Lake Forest	19,375	40	2	147	3.6	19
Winnetka	12,416	27	2.2	103	3.8	16
Kenilworth	2,399	10	4.2	45	4.5	9
Northfield	5,469	20	3.6	92	4.6	18
Glenview	46,329	77	1.7	407	5	105
Northbrook	34,037	66	1.9	364	5.5	43
Highland Park	31,457	59	1.9	355	6	46
Morton Grove	22,507	45	2	328	7	81
Wheeling	36,121	68	1.8	533	7.8	99
Wilmette	27,087	44	1.6	362	8	57
Evanston	75,905	165	2.1	2056	12	334
Lincolnwood	11,871	33	2.8	444	13	57
Niles	28,848	56	1.9	728	13	86
Skokie	66,659	112	1.7	1509	13	256

The FBI collects Uniform Crime Reporting Data (UCR) on Part I (most serious) Offenses in order to measure the level and scope of crime occurring throughout the United States. The programs founders chose these offenses because they are serious crimes, they occur with regularity in all areas of the country, and they are likely to be reported to the Police. They are: Homicide, rape; robbery; aggravated assault; theft; stolen autos; and arson. Part II offenses are less serious crimes but the FBI no longer requires them to be uniformly reported. Therefore, if an agency is utilizing UCR data for benchmarking, Part I Offenses are the only real consistent measure.

The chart shows that Wilmette is 12th out of 16 for UCR versus Officer comparison data. Deerfield is the most favorable standing in that it has the lowest Part I Crime per officer. Skokie has the least favorable standing with 13 serious crimes per officer. It is important to note that Lincolnwood, Niles, and Skokie have large shopping malls which tend to skew their UCR numbers higher.

Conclusion

The Wilmette Police Department utilizes a coverage staffing model for the Village of four officers and one supervisor. That model allows the Police Department to deploy two patrol cars on each side of the Village and a supervisor at all times of the day and night. It produces reasonable response times for calls from service and allows the agency to handle two moderate to severe events simultaneously. Patrol staffing is supplemented by specialty assignments and senior management. We have traditionally and throughout our history operated at a low staffing level when compared to other police agencies in the northern suburbs. The Wilmette Police

Department prides itself at maintaining a high level of service, a proactive posture towards crime, high ratings on citizen satisfaction surveys while maintaining accreditation status through the Commission on Law Enforcement Accreditation.

The current authorized staffing level allows us to adequately complete our mission while being fiscally responsive to the citizen of Wilmette, the source of our authority.

Brian M King

Brian King
Chief of Police