

MPD Needs Improved Data Analysis, Targeted Deployment, and More Detectives

September 12, 2024

A report by PFM Group Consulting, LLC for the Office of the D.C. Auditor



Audit Team
PFM Group Consulting, LLC

September 12, 2024

The Hon. Muriel E. Bowser
Mayor of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Avenue N.W.
Washington, DC 20004

The Hon. Phil Mendelson, Chairman
Council of the District of Columbia
The John A. Wilson Building
1350 Pennsylvania Avenue N.W.
Washington DC 20004

Dear Mayor Bowser and Chairman Mendelson,

We are pleased to present this **Metropolitan Police Department (MPD) Needs Improved Data Analysis, Targeted Deployment, and More Detectives** conducted for the Office of the D.C. Auditor (ODCA) by Public Financial Management Group Consulting LLC (PFM). This discretionary audit was requested by D.C. Council Chairman Phil Mendelson and Councilmember Charles Allen when he served as chair of the Council Committee on the Judiciary and Public Safety.

Over 18 months, PFM collected the most reliable data available to form its conclusions. This involved benchmarking reported crime, levels and types of agency staffing, specialized functions, and unique responsibilities with six other police agencies. The PFM team also engaged with MPD and Department of Forensics Sciences (DFS) personnel, conducted numerous interviews, and led group discussions throughout MPD to ensure a comprehensive understanding of MPD operations. The PFM team included experts in police staffing and organization with substantial experience working with other departments to develop workforce strategies, improve operations and increase department efficiencies.

To review the findings, please consider the context of MPD's staffing as of October 1, 2023. At that time, MPD had 4,000 filled and vacant sworn positions. Of these:

- 47.3% (2,257) of the positions were allocated to Patrol Services (PS).
- 11.5% (547) of the positions were allocated to the Investigations Services Bureau (ISB).
- The remaining 41.2% (1,196) positions were allocated to other, primarily support, sections of the Department, including Professional Development (652), Homeland Security (244), Executive Office of the Chief (60), Technical and Analytical Services (19), Youth and Family Engagement (161), and Internal Affairs (60).

The study's primary focus was on patrol services and investigations, the backbone of MPD's operations and crucial to every community. Other sections of the Department were examined primarily for the impact of their work on PS and ISB. We found that MPD data were insufficient for a robust analysis of current and historical staffing levels by bureau, division, rank, and positions.

The Study concluded that the department's Patrol Services is adequately staffed at its current level of 1,340 officers. However, it also identified ways in which patrol personnel's current placement and shift assignments do not align with the study's workload-based staffing model. Additionally, the study found a shortage of 65 Investigators (primarily District Detectives) based on the workload of the Investigations Bureau.

Patrol Services and Investigation Services Bureau staffing and personnel placement recommendations used PFM's workload-based staffing model, which is based on analytical methods and peer-reviewed research developed for the U.S. Department of Justice.

Additional findings include:

- MPD urgently needs to gather more comprehensive data on how PS and ISB personnel spend their time. Better understanding time consumed by activities such as guarding arrestees and prisoners at hospitals, performing homeland security-related duties, and engaging in various proactive policing activities could significantly improve future staffing needs assessments.
- MPD's proportion of professional (non-sworn) personnel is less than that of the benchmarked agencies and comparably sized agencies tracked in the FBI data tables. Better success with civilianization could free sworn personnel to do more work that explicitly requires their skills.
- The Department's time and attendance system needs improved functionality to collect, monitor, and report comprehensive information to track and analyze overtime use. This information impacts the agency's ability to make timely and thoughtful staffing decisions.
- MPD's use of officers from patrol and non-patrol assignments to fulfill special details, such as large-scale events and the movement of dignitaries, impedes these personnel's ability to do their primary jobs and merits a data-based analysis of long-term Homeland Security Bureau staffing needs.

A key conclusion is that staffing decisions will inevitably change as work requirements tied to Department goals and community expectations evolve. This dynamic nature of staffing decisions underscores the need for adaptability and flexibility. In responding to the draft report MPD states that in the last five years use of overtime indicated the need for "500 or more officers to meet community needs" but included no data to support that assertion. This underscores the need for accurate and comprehensive data collection to inform future studies and to more critically assess staffing adequacy, policing effectiveness, and community satisfaction. As a result, workload-based data should be regularly reviewed and incorporated into short-, medium-, and long-term strategies and staffing plans.

We acknowledge the length and detail of the report based on the complexity of issues involved in staffing and time utilization within MPD. We appreciate MPD's ongoing willingness to provide available data, facilitate group discussions, and respond to questions, without which the study could not have been completed.

The ODCA recommendations that follow are based on the PFM study's most significant findings. In their response MPD concurs with a majority of the recommendations in whole or in part, and even where the Department disagrees, we are hopeful that the analysis contributes to MPD's enhanced efficiency and effectiveness.

Sincerely yours,



Kathleen Patterson
District of Columbia Auditor



Chris Magnus
Deputy Auditor for Public Safety

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RECOMMENDATIONS

RECOMMENDATIONS

Background

The details below about Washington D.C. and the D.C. Metropolitan Police Department (“MPD”) from the Staffing Study (“Study”) provide context for the ODCA discussion and recommendations that follow.

- From 2018 to 2022, Washington, D.C.'s population decreased by 4.4%, although its commuter-adjusted population was 47% above its resident population.
- Total calls for service declined 25.8% between 2019 and 2022 (likely COVID-related). Still, MPD remained responsible for mitigating risk and providing security at demonstrations and large-scale or high-profile events throughout the District.
- From FY 2019 through FY 2024, MPD's filled sworn positions, including sworn retirees, declined by 14% overall (*Note: this is all filled sworn positions, not just patrol services personnel*).
- As of June 2023, MPD had over 200 personnel in the titles of Senior Police Officers, Detectives, or Sergeants who retired and returned to the agency. *Retirees are hired using funded police officer positions* and assigned throughout the agency to perform assignments requiring police powers and administrative functions.
- Between October 2018 and October 2023, attrition caused a 14.6% decrease in filled positions within Patrol Services (PS).
- MPD's percentage of sworn and non-sworn (professional staff) assigned to the PS at the time of the Study was 2% greater than the median percentage of patrol staff in the benchmark agencies.

PATROL STAFFING

Concerns about crime, traffic safety, and police presence in the community are invariably linked to how PS is staffed. Within MPD, PS (Patrol Services) is responsible for patrol-related work. As with other local law enforcement agencies, most MPD personnel have positions associated with providing patrol services.

The Study compared the number of officers assigned to Patrol Service Areas (PSAs) by MPD (1,340) to the number of officers recommended by the Study's model to respond to calls for service and meet performance objectives (1,322). The 18-officer difference between these numbers represents a 1.3% difference as of July 2023, meaning **Patrol Service Area staffing is mainly consistent with the recommended number of patrol officers.**

This analysis concluded, however, that, as of July 2023, MPD's patrol officers' assignments by time of day (shift) and location (district) were inconsistent with the Study's workload-based staffing model when considering calls for service, officers' self-generated activity, and officer availability.

Consequently, the Study recommends **addressing where and when patrol officers are needed rather than increasing or decreasing them.** Study findings show a need for **more patrol officers in 3D and 7D, more patrol officers on the Day and Evening shifts, and fewer patrol officers on the Midnight shift.**

INVESTIGATIONS BUREAU STAFFING

As of November 22, 2023, the Investigative Services Bureau (ISB) had 340 sworn personnel, including Detectives/Officers, Sergeants, and Lieutenants. Based on evaluations of the ISB workload, **the Study determined that MPD is short 65 Investigators/Officers.** However, if MPD

changes policies or practices for specific units, it is understood that some of these positions could be filled, in part, by other job titles or professional staff.

The number of cases handled by most ISB units was assessed using CY 2022 data. Workload assessments of the Homicide Fresh Squads, Major Case Squads, Natural Death Squads, and Carjacking Taskforce used data from portions of 2023 since this was the most accurate information available.

The Study concluded that the Criminal Investigations Division's **District Detectives Unit has the greatest need for additional detectives within ISB**. District Detectives handle crimes against persons and property, including robbery, burglary, and domestic violence, and are assigned to each patrol district. Based on the volume and nature of cases, the 3rd, 6th and 7th Districts need the most additional District Detectives.

One of the workload inputs identified for most ISB units was “*Non-Investigative activities*.” The Study determined the District Detectives Unit spent 30% of its time on administrative duties and working on non-case activities. For many other units, these activities consume approximately 4-20 weekly hours per detective.

Data related to ISB workload inputs were primarily derived through interviews with MPD personnel and the files they provided. The Study notes, “*For some units, these inputs varied or were incomplete/unavailable*.” As a result, some inputs relied on the consultants’ assumptions co-developed with MPD personnel and then cross-referenced with similar analyses of comparable departments.

One of the Study’s key conclusions is that staffing decisions will inevitably change as work requirements tied to Department goals and community expectations evolve. This dynamic nature of staffing decisions underscores the need for adaptability and flexibility. Moreover, it emphasizes the necessity of accurate and comprehensive data collection to inform future studies and critically assess staffing adequacy, policing effectiveness, and community satisfaction. As a result, workload-based data should be regularly reviewed and incorporated into short-medium and long-term strategies and staffing plans.

WE RECOMMEND THAT MPD:

1. Develop a **workload-based staffing model** for the Department consistent with the methodology of the current short-medium-and long-term **workload requirements including:**
 - **The PS portion of the new model** that allocates officers and professional staff to districts and shifts that reflect area needs, including the types and volumes of community service calls, crimes, and proactive policing functions.
 - **The ISB portion of the new model** that distributes Detectives within ISB based on the workload inputs described in the Study and additional inputs based on department and community needs.
 - **All portions of the new model** ensure work-based inputs are based on complete and available data, less reliant on the assumptions of Bureau personnel, and Incorporate other recommendations that follow.

EVALUATE THE NEED FOR THE CURRENT NUMBER OF CHIEFS AND COMMANDERS

MPD has just under 5,000 full time equivalent employees and an annual budget of roughly \$580 million. The department currently has ten chiefs. In comparing the number of executive-level (Chiefs or Commissioners) among the benchmarked agencies in the Study, the average number of Chiefs/Commissioners was six.¹ The median was five.² MPD also has eighteen Commanders near the top of its organizational chart.

In reviewing MPD's span of control, the Study noted that "typically, ranks above lieutenant are less driven by workload and more predicated on departmental leadership, operational goals, and desired structure—in short, the number of such positions is more policy choice than workload-based decision."

While reducing the number of sworn executive-level positions will likely have a minimal impact on the number of patrol officers and detectives within MPD, it can potentially send the message that the department leadership is willing to consider staffing needs at every level, including the top, and make appropriate adjustments.

WE RECOMMEND THAT MPD:

2. Analyze the Department's executive-level staffing, taking into consideration Department and community needs, the size of the agency relative to its Executive Staff, potential ways to consolidate Executive Staff responsibilities, and ways to assign professional staff instead of sworn personnel to more senior-level positions.

PUTTING THE RIGHT WORK IN THE RIGHT HANDS

In making police staffing decisions, high-functioning police departments constantly update and improve their staffing models to focus on "putting the right work in the right hands." These agencies and their communities have found it helpful to address questions like, *Are there calls for service that can be handled without a traditional police response? What role can non-sworn (better referred to as professional staff) play in handling specific calls for service and other departmental work? And how can other departments within the government play a more significant role in providing certain services the police currently or mainly provide?*³

Many cities, including Oakland, CA; Reno, NV; Denver, CO; Austin; and others, are rethinking the police role and how other resources could better handle some of what currently involves a police

¹ www.baltimorepolice.org/sites/default/files/2023-03/Org%20Chart%20-%20March%202023%20-%20Web.pdf; <https://www.phillypolice.com/leadership/>; <https://www.atlantapd.org/home/showdocument?id=5037&t=637981381650423965>; <https://www.denvergov.org/files/assets/public/v/2/police-department/images/strategic-plan-2023-2027.pdf>; <https://www.nashville.gov/departments/police/chief-police>; <https://www.sanfranciscopolice.org/your-sfpd/leadership>; https://www.princegeorgecountyva.gov/public_safety/police_department/about_us/organization_chart.php

² Calculation made by ODCA

³ Sarah Holder and Kayla Harris, "Where Calling the Police Isn't the Only Model," Bloomberg City Lab/Justice, September 3, 2020, <https://www.bloomberg.com/news/articles/2020-09-03/alternative-policing-models-emerge-in-u-s-cities>

response.⁴ Los Angeles Police Commissioner Erroll Southers recently told the Los Angeles Times that a “slimmed-down LAPD means we’ve got to lean into these alternatives to police response . . . things that officers respond to that civilians could respond to, (and) that clinicians or social workers could respond to....”⁵

The Study found that during CY 2022, the ten categories of calls patrol officers responded to most frequently and spent the most time on included (#2) Disorder, (#3) Traffic-related, (#4) Follow-up/Service, (#5) Domestic Violence, and (#7) Mental health.

Cities have found multiple alternatives to police responses for many calls that fall into these categories.⁶ For some calls, the best response may involve personnel from other city departments or community organizations. In other cases, it may be a co-response involving the police and another service provider (as with some calls involving persons in a behavioral health crisis). Depending on the type and circumstances of the call, it may result in no police response.⁷

An analysis of police data from 68 agencies in a 2017 study concluded that in some cities, “If someone calls 9-1-1, they will get a police response, no matter how frivolous or unnecessary that request might be...The results of the analysis indicate that a higher rate of calls for service (CFS) is significantly related to staffing rate. Therefore, response to frivolous CFS will drive the need for more police personnel. An alternative and perhaps more logical approach might be to triage CFS more efficiently to conserve scarce police resources for emergencies. This would eliminate nonemergency CFS as well as lower the number of police staff needed to handle these calls.”⁸

Handling and classifying calls in any 911 communication center is inevitably imperfect. Still, call-processing protocols based on community and Department priorities can help call-takers triage calls for alternative responses that are less dependent on sworn officers.⁹

Sometimes, the best transfer of functions is from sworn to professional staff within a police department. The “right hands” may be professional staff personnel who are the best trained and

⁴ Jeremy Wilson and Alexander Weiss, “A Performance-Based Approach to Police Staffing and Allocation,” Washington, DC: Office of Community Oriented Policing Services, 2014

<https://portal.cops.usdoj.gov/resourcecenter/ric/Publications/cops-p247-pub.pdf>

Amos Irwin and Betsy Pearl, “The Community Responder Model—How Cities Can Send the Right Responder to Every 911 Call,” Center for American Progress, October 28, 2020,

<https://www.americanprogress.org/article/community-responder-model/>

⁵ Jany, Libor, “LAPD Recruiting Woes Laid Bare: Only 30 Officers per Class, Analysis Shows,” Los Angeles Times, April 20, 2024, <https://www.latimes.com/california/story/2024-04-20/lapd-graduating-only-30-officers-per-class-analysis-shows>

⁶ Schlepp, Travis, “LAPD Could Stop Sending Officers to These Police Calls,” KTLA5, March 2, 2023

<https://ktla.com/news/local-news/lapd-may-no-longer-send-armed-officers-to-these-police-calls/>

⁷ Policing Project, NYU School of Law, <https://www.safetyreimagined.org/our-work/areas-to-reimagine>

⁸ McCabe, James E., “Factors Related to Police Staffing,” International Journal of Humanities and Social Science Review, Vol. 3 No. 6; November 2017, www.ijhssrnet.com, p.11

⁹ “Expanding First Response—The Toolkit,” Justice Center, Council of State Governments, 2024

<https://csgjusticecenter.org/publications/expanding-first-response/the-toolkit/call-triage/#:~:text=The%20triage%20process%20can%20be,welfare%20checks%2C%20and%20housing%20crises.>

most experienced in many kinds of work. Their increased use can free up sworn personnel to do the parts of the job that require an officer's qualifications and training.¹⁰

Other "hands" that allow police to focus on the work only they can do involve transferring certain functions currently handled by sworn and professional staff within MPD to other governmental agencies or changing how those agencies do their work. When agencies like the District Department of Transportation (DDOT) and the Department of Corrections (DOC) are willing to do their jobs differently or share personnel resources it can significantly free up officers to return to their other patrol duties.

The Right Hands for Expanded Phone and Online Reports: *MPD Professional Staff*

From 2019 to 2022, MPD's community-generated call volume decreased by almost 18%. The Study notes that MPD's Telephone Reporting Unit (TRU) contributed to this reduction, with fewer patrol officers needed to respond to property damage and theft calls.

Many departments are continuing to expand their use of online and telephone reporting, using professional staff to take crime and other incident reports that do not need to be taken by patrol officers.¹¹ For example, Honolulu online reports can be taken for 15 crimes and other incidents;¹² Tucson allows it for 16.¹³ Currently, only five crimes can be reported to MPD online.

Other agencies have dedicated phone numbers the public can use to reach their telephone reporting units with the criteria for making reports by phone provided on their websites. This eliminates the need for people who want to make a police report to go through 911.¹⁴

Ultimately, telephone reporting can only meaningfully transfer work away from patrol officers if the public knows about it, it's easily accessible, and the response time is reasonable if a callback is necessary. This means agencies need sufficient professional staff to do this work.

WE RECOMMEND THAT MPD:

3. Increase the use of the Telephone Reporting Unit (TRU) and the Online Reporting Tool (ORT) by expanding the crimes and other matters that can be reported, expanding the use of non-sworn personnel to staff these alternative response programs, and developing a plan to inform the public of these resources and incentivize their use.

¹⁰ Rockefeller-Ramsey, Dierdre, "The New Era of Law Enforcement Civilianization, Police 1, October 2, 2023, <https://www.police1.com/police-recruiting/articles/the-new-era-of-law-enforcement-civilianization-jduO3jGF8MnIsa3Q/>

¹¹ Greenblatt, Alan, "Civilians and Automation Are Making Police Departments More Efficient," *Governing Magazine*, September 8, 2023, <https://www.governing.com/community/civilians-and-automation-are-making-police-departments-more-efficient>

¹² <https://www.honoluluupd.org/police-reports/>

¹³ <https://www.tucsonaz.gov/Departments/Police/File-Non-Emergency-Police-Report-Online>

¹⁴ <https://www.baltimorepolice.org/smart-policing>

The Right Hands for Guarding Arrestees at Medical Facilities: *Department of Corrections Officers*

MPD District commanders estimate that officers collectively spend from 45,000 to 49,000 hours annually guarding arrestees, more than they spent on domestic violence or traffic-related calls in 2022. MPD's policy is that the Department of Corrections is expected to assume guard duty when an arrestee is at the hospital for more than two hours. Despite this policy, police officials claim that DOC is frequently unable or unwilling to accept these transfers.

Pairs of patrol officers from each district staff hospital guard details; however, the hours spent on these details vary significantly among patrol districts. Officers working in 7D, one of the most violent crime districts, spend over 12,000 hours on hospital details compared to the 3,363 hours spent by officers working in 1D.

The officers working on these details are off the street and unavailable to handle patrol duties, including taking calls for service and community policing. The Study notes that the Atlanta Police Department (a benchmarked agency) has made efforts to engage private security officers and alleviate some of this burden on on-duty officers.

The Atlanta Police Department also tracks the total number of hours spent monitoring detainees at the hospital in a weekly lost hours report. MPD does not track hospital detail data uniformly through the CAD system, nor does the department maintain data on the number of hours each hospital detail entails, so centrally collected and reported MPD data about this activity was limited.

WE RECOMMEND THAT MPD:

4. Track the number of unique instances and hours for all personnel associated with each hospital guard detail in a manner sufficient for ongoing reporting (in aggregate) and analysis.
 - Evaluate options for the number and type of personnel that could be used for hospital guard duty and prepare a report with proposed new protocols for guarding and transferring arrestees in different medical environments and circumstances.
5. Update General Order (G.O.), PCA-502-07 "*Medical Treatment and Hospitalization of Prisoners*" to reflect MPD and DOC protocol changes."

The Right Hands for Expanded Traffic Safety Needs: *DDOT Traffic Control Officers*

As noted in the Study, MPD identified multiple benefits in using District Department of Transportation (DDOT) Traffic Control Officers (TCOs) to address various traffic safety needs over the past two years, including directing vehicular and pedestrian traffic in selected areas, enforcing traffic-related parking regulations, enforcing motor vehicle regulations, explaining traffic regulations, and citing illegally parked vehicles.

Despite this, MPD patrol officers continue to block traffic and manage road closures for smaller permitted events in the District. DDOT's resource limitations have prevented TCOs from assisting or taking primary responsibility for these and other traffic control

activities. This includes limited availability on day and evening shifts with virtually no availability at night. According to the Study, “There appear to be additional opportunities to further expand the role of TCOs; however, this would depend on sufficient additional resources being made available to expand TCO capacity within DDOT.”

Alternatives to patrol officers addressing traffic safety needs are being explored and implemented in other cities. These are possibilities for the District to consider as well.¹⁵

STAFFING-RELATED DATA COLLECTION

Police staffing decisions rely on data associated with many data types, including, but not limited to, calls for service, traffic enforcement activities, proactive fieldwork, criminal investigations, administrative functions, transports, other vital activities, and overtime use.¹⁶

In one of the most compelling reasons for accurate, comprehensive, and timely workload data, the Study notes that **“prospective changes to data availability and/or quality could increase or decrease the Department’s projected staffing needs.”** This highlights the importance of updating workload-based inputs so that all relevant data is collected. Future changes to inputs will inevitably affect the associated outputs of the staffing model.

WE RECOMMEND THAT MPD:

6. Develop a plan for collecting standardized personnel and time usage data necessary for a comprehensive assessment of the Department’s current workload-based components (e.g., HSB operations, hospital guard duties, and juvenile transports, report writing time, use of two-officer units, time spent per ISB case, number of ISB case-related interviews and time spent per interview).
7. Complete an assessment of problems with existing technology and identify challenges involving departments/agencies inside and outside the DC government that impact the Department’s ability to efficiently gather comprehensive data.
8. Make bureau staffing levels of sworn and professional personnel available monthly online.

RATIO OF PROFESSIONAL (CIVILIAN) TO SWORN STAFF

The FBI reports that MPD’s 2022 percentage of professional staff employees (15.6%) was less than that of five of the six departments in the benchmark group. The MPD professional-to-sworn staff ratio is lower than most other agencies benchmarked in the Study and comparably sized departments in the *FBI Crime Data Explorer Law Enforcement Employees Data Tables*. Additionally, the Study notes that MPD included cadets in its analysis of authorized professional staff positions from FY 2015 to FY 2024, which showed an increase of 138 positions. However, without including cadets, professional staff positions only increased by three during this period.

¹⁵ Jany, Libor, “How Can LA Stop Traffic Deaths? Let Civilians Enforce Traffic Violations, Study Says,” Los Angeles Times, May 9, 2023, <https://www.latimes.com/california/story/2023-05-09/long-delayed-plan-to-have-civilians-not-police-make-traffic-stops-set-for-release>

¹⁶ McCabe, James, “An Analysis of Police Department Staffing: How Many Officers Do You Really Need?” International City/County Management Association, December 13, 2013, https://icma.org/sites/default/files/305747_Analysis%20of%20Police%20Department%20Staffing%20_%20McCabe.pdf

54 professional staff (not counting retirees) work within PSB, which is only 2% of all PS personnel. Professional staff make up 7% of ISB personnel, not counting senior (rehired) detectives.

A 2023 personnel study for the Milwaukee Police Department found that about 9% of the city's police calls could be handled by unarmed civilian responders, potentially increasing from 26 to 31% the department's proactive time level, a reference to time typically spent on community policing, crime reduction, and crime prevention activities.¹⁷ The benchmark agencies examined during the study generally allocated more professional staff to investigative functions than MPD. These numbers are significant because a lack of professional staff can limit the Department's ability to operate effectively and deliver the highest-quality service.

Alex Heaton, a director of the Policing Project at New York University's law school, has questioned the need for patrol officers to respond to property damage accidents. "It's something where, in reality, the police are acting as agents of the insurance company..." He argues, "There's really not a value-add specifically by having an armed response come and fill out those forms."¹⁸ Other police agencies nationwide have expanded their use of professional staff to help innovate and improve efficiency, provide valuable management experience, and assume greater responsibilities to help sworn personnel with their jobs. In some departments, professional staff respond to certain property crimes and theft complaints, canvass neighborhoods, handle property damage accidents, perform welfare checks, and more.¹⁹

Professional staff can fill positions ranging from administrative to executive. In 2022, the Phoenix Police Department hired 25 Civilian Investigators to supplement and support their detectives by following up on leads and interviewing witnesses, among other things.²⁰ In Tucson, Arizona, a civilian serves as the Assistant Chief of the Administrative Services Bureau.²¹ This is a step MPD has taken in some areas. For example, a senior civilian employee currently serves as the Executive Director of MPD's Strategic Change Division.²² As with sworn personnel, competitive pay and benefits are necessary to attract and retain professional staff. However, a climate that fosters respect and inclusion at all levels of the agency is equally, if not more, important.²³

WE RECOMMEND THAT MPD:

9. Increase the proportion of professional staff (not including Cadets) from 14% to 20% ²⁴ giving particular attention to increasing professional staff use in PS and ISB.

¹⁷ Matrix Consulting Group, "Final Report on Police Department Capacity and Deployment Options—Milwaukee, Wisconsin," January 6, 2023, (p.63), <https://urbanmilwaukee.com/wp-content/uploads/2023/02/Milwaukee-PD-Draft-Report-1-6-23.pdf>

¹⁸ [33] Ibid

¹⁹ [30] Ibid

²⁰ Salma Reyes and Nathan Collins, "To Shore Up Dwindling Ranks, Police Departments Hire More Civilian Investigators," Cronkite News, September 28, 2022, <https://cronkitenews.azpbs.org/2022/09/28/police-departments-civilian-investigators-phoenix-mesa-baltimore-shortages/>

²¹ <https://www.tucsonaz.gov/Departments/Police/About-TPD/Assistant-Chief-Michael-Silva>

²² <https://mpdc.dc.gov/biography/kelly-omeara>

²³ Police Executive Research Forum, "A Cultural Assessment of the MPD Workplace—Final Report," March 2023, [https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/PERF MPD Cultural Assessment_032923.pdf](https://mpdc.dc.gov/sites/default/files/dc/sites/mpdc/publication/attachments/PERF%20MPD%20Cultural%20Assessment_032923.pdf), p.84

²⁴ Ibid p.142

10. Provide regular comprehensive updates on progress in meeting the three recommendations associated with MPD professional staff from the *Cultural Assessment of the MPD Workplace* report conducted by the Police Executive Research Forum (PERF), released in March 2023:²⁵
 - Identify as many sworn positions as reasonably possible that could be filled by qualified, trained professional employees, and work as quickly as possible to create and fill the positions.
 - Consider ways to equalize the titles of sworn and professional staff.
 - Identify ways professional staff do not receive the same treatment or benefits as sworn personnel and attempt to bridge the divide.

OVERTIME DATA COLLECTION

Critical staffing and other resource allocation decisions necessitate full knowledge of overtime use within the Department. This includes awareness of where overtime or compensatory time was worked, what it was for, why it was necessary, and who worked it. The Study found that in 2022, the 50 MPD employees who worked the most overtime and comp time, on average, worked six times the average overtime and comp time hours of all employees who worked at least one overtime and/or comp time hour. In addition, during that same year, detectives worked more than twice the overtime as other ranked personnel. These are both significant findings that merit further inquiry. Anticipating, justifying, and reducing overtime use can only be done if department leaders can access the details of how and why it was incurred. For example, more than half of all overtime and comp time worked in 2022 by employees in the Investigative Services Bureau (59.7%) and the Executive Office of the Chief of Police (61.2 %) was used for regular duties performed outside of scheduled hours. This could reflect a misalignment across workload, staffing levels, and regular schedules.

Department executives, managers, and supervisors must have easy and regular access to overtime data to use it to make fact-based staffing decisions, including hiring and relocating personnel. This data should be regularly reviewed to enhance transparency and use for management and organizational efficiency. Timely, ongoing access to this information reduces costs and improves organizational effectiveness.²⁶

WE RECOMMEND THAT MPD:

11. Modify the existing time and attendance system (TMA/TACIS) to ensure it has the functionality and configuration to collect, monitor, and report machine-readable overtime and comp time data on a biweekly basis, including member details, overtime type, need or purpose, funding source, location, date and duration, and authorizing supervisor.
12. Reduce the current number of unique authorization codes (5,886) within the overtime database, consolidating or eliminating codes whenever possible, and create a data dictionary for each code within the shortened list.

THE IMPACT OF SHORT-TERM HOMELAND SECURITY BUREAU DETAILS

The study highlights how MPD personnel are often needed to provide security at large-scale events, protests, dignitary movements, and other DC-specific activities. According to MPD, the workload

²⁵ Ibid, pp. 84, 86, 142

²⁶ David H. Bayley and Robert E. Worden, *Police Overtime: An Examination of Key Issues*, National Institute of Justice Research Brief, May 1998, pp.2-4

associated with these needs requires the Department “to pull officers from patrol and non-patrol bureaus to fulfill special details, taking officers out of their regular duty assignments without replacement.” Commanders in five of the seven districts said overtime associated with assisting HSB “impeded officers’ readiness to perform primary patrol duties.”

MPD Command staff reported that officers are *consistently pulled from the Investigative Services and Internal Affairs Bureaus (generally, at least every week) for these details*. The Recruiting Division was cited as “not the only unit that must pause its work for HSB special detail duties.” The Study, however, repeatedly cited the lack of data on HSB details throughout **the Department** as a concern. Although deploying detectives may sometimes be unavoidable, knowing how often it occurs is critical given the potential impact on the number and quality of cases handled, clearance rates, and overall public confidence in the police.

MPD is not the only large agency facing challenges associated with staffing for protests and other events that draw large crowds. The Study notes that “all of the benchmark departments faced challenges related to staffing high-demand functions...and public safety risk mitigation during large events or protests.” Equally important, “all departments adjusted staffing strategies based on variations in workload, jurisdiction, and the level of responsibility for similar functions.” Flexibility in the use of overtime and collaboration with other public safety agencies is critical.

However, HSB staffing demands may exceed what overtime and interagency collaboration can meet. The Study points out that “irregularities and inconsistent data collection and reporting affect the Department’s ability to track the impact of these details on regular and overtime hours.”

WE RECOMMEND THAT MPD:

13. Collect data that allows a thorough, ongoing assessment of how often and how long members from each bureau are assigned to Homeland Security Bureau (HSB) Special Operations and other HSB short-term details.
14. Develop a data-based assessment of long-term HSB staffing needs that minimizes dependence on personnel from other bureaus and resulting impact on the work of other bureaus.

CLASSIFICATION OF CADETS

MPD is one of many police agencies that recruits and hires cadets. MPD’s full-time cadets are young people between 17 and 21 interested in becoming police officers. In addition to working on various age- and experience-appropriate assignments, they attend college. The department covers their tuition costs for the credits they need to become police officers and provides them with a modest salary. Ultimately, to become sworn members of MPD, cadets, like other recruits, must complete the police academy.

The U.S. Bureau of Labor Statistics describes cadets as individuals who “do clerical work and attend classes until they reach the minimum age requirement and can apply for a position with the regular force.”²⁷ The Ventura, California Police Department describes its Cadet position as a

²⁷ <https://www.bls.gov/ooh/protective-service/police-and-detectives.htm#tab-4>

"temporary support" entry-level training position, limited to working no more than 20 hours per week.²⁸ This description is like those found online and used by other police agencies.

Today MPD includes members of its Cadet Corps in its professional staff counts. Classifying the young people who fill these positions as professional staff can be misleading as they are not sworn members and to be classified as "professionals" they require more experience, education, and other specific qualifications.²⁹

WE RECOMMEND THAT MPD:

15. Classify and count Cadets separately in all data, not as sworn or professional Department staff members.

COLLECTING AND HANDLING EVIDENCE

A Stat Pearls May 8, 2023, article, *Evidence Collection*, described the critical importance of crime scene management and evidence handling:

*"The collection, preservation, and forensic analysis of the evidence with most crimes are often critical in determining a person's guilt or a person's innocence. The forensic exam is beneficial to law enforcement and the medical setting to provide a comprehensive medical forensic examination with the collection of evidence knowing the patient's body is the crime scene. Evidence must be identified, collected, packaged, secured, and maintained correctly, then released to Law Enforcement following a strict chain of custody rules so that it can be analyzed appropriately and used later in legal proceedings."*³⁰

This essential work impacts MPD criminal investigations, U.S. Attorney and DC Attorney General prosecutorial charging decisions, and eventual case outcomes. The Study includes an extensive discussion of Crime Scene management and evidence collection functions.

The Study's information points to an evidence-collection process plagued by "confusion and poor coordination among MPD personnel and DFS personnel," personnel from both agencies using General Orders that conflict with each other, disagreements regarding the handling of stolen vehicles, and inconsistent response to crime scenes by the Department of Forensic Sciences Crime Scene Science Division (CSSD).

DFS failed to meet its Key Performance Indicators (KPIs) associated with timely arrival at crime scenes and days taken for report completion between FY2020 and 2023 and completed 16.67% of its strategic initiatives for 2023.³¹ In addition, DFS described its primary focus on promoting employee retention and improving morale as "*creating detailed policies and procedures so*

²⁸<https://www.governmentjobs.com/careers/cityofventura/classspecs/1307170?keywords=police%20cadet&pagetype=classSpecifications>

²⁹ <https://police.fullerton.edu/ourteam/> (Professional Staff composition typical among police agencies)

³⁰ D.A. Kleypas and A. Badiye, *Evidence Collection*. [Updated 2023 May 8]. StatPearls [Internet]. Treasure Island (FL): StatPearls Publishing; 2024 Jan-National Institute of Health Library of Medicine

³¹ Department of Forensic Sciences FY2023 Performance Annual Report, Jan. 16, 2024, pp.8-10

employees are aware of expectations and the consequences when those objectives are not met.”³² These issues highlight the urgent need to address the current arrangement for crime scene processing and evidence handling involving MPD and DFS personnel.

The possibility of MPD reassuming primary responsibility for collecting crime scene evidence is one option within the context of the District’s decision more than a decade ago to build a forensics capacity and organization independent of law enforcement. Senior MPD detectives have extensive experience with evidence collection. The Study also notes that “all six benchmark jurisdictions had responsibility for forensics.” “MPD was the only department that did not take on lead responsibility for forensics.” Regardless of the decision on agency responsibility, potential next steps involve direct coordination between MPD and DFS and a District review of staff needed for the Crime Scene Services function.

WE RECOMMEND THAT MPD:

16. Provide a recommendation to District policymakers for the best possible organization and use of District resources to ensure optimal crime scene management and evidence collection outcomes. Include safeguards and protocols developed jointly with DFS to ensure evidence integrity and avoid potential bias in evidence collection and handling.

APPLICANT INVESTIGATIONS

“There is no more important function in the peace officer hiring process than the background investigation. We have all seen how poor hiring decisions not only drain a law enforcement agency’s time and resources, but even more importantly, can have direct and serious consequences for the individual, fellow officers/deputies, the agency, the community, and society at large.” --*Matthew O’Deane, Ph.D., Senior Law Enforcement Consultant for California Peace Officer Standards and Training (POST)*³³

While the importance of thorough background investigations of police officers and professional staff candidates is clear, these investigations can be personnel-intensive and time-consuming.³⁴ In today’s highly competitive police recruiting environment, however, comprehensive background investigations must be completed in a timely manner to prevent applicants from being lost to other agencies.³⁵ This highlights the need for adequate staff who perform as efficiently as possible.

During 2021, 484 MPD background investigations were completed, with a median time of 228.5 days—five times higher than the Department’s current target of 42 days for entry-level recruits and 30 days for professional staff. As noted in the Study, a hiring freeze during the COVID-19 pandemic

³² Department of Forensic Sciences Responses to FY2022 Performance Oversight Questions, Jan. 25, 2023, pg.20

³³ O’Deane, Matthew, Ph.D., Assessing the Police – Part 5 – Background Investigations and Compliance Audits, LinkedIn, November 20, 2020

³⁴ Timothy Fuss, Lynn Snowden, Importance of Background Investigations, Law and Order, Volume 52, Issue 3, March 2004, pp.58,60,62,63

³⁵ Police Executive Research Forum, Responding to the Staffing Crisis: Innovations in Recruitment and Retention, August 2023, pp.37-38

likely led to fewer applicants, contributing to the slower turn-around time. However, even though the median turnaround time fell to 70 days in 2022 and 57 days in 2023, more than half of the applicant investigations were not completed within the Division's target timeframe.

Sworn personnel from this Division have been frequently pulled away from background investigations to work on Homeland Security details causing delays in background checks. In addition, it has been a department practice that sworn staff conduct background investigations of professional position candidates while non-sworn staff conduct background checks on police officer candidates, a division of duties that can slow the hiring of needed personnel.

WE RECOMMEND THAT MPD:

17. Develop and implement a plan to reduce the time taken to conduct background checks.



pfm



EJM Advisory Firm, LLC



Office of the District of Columbia Auditor

Study of Police Staffing and Time Utilization in the
Metropolitan Police Department

June 2024

PFM Group Consulting LLC
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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

REPORT OVERVIEW

In mid-2022, the Office of the District of Columbia Auditor (ODCA) issued a competitive procurement to engage a contractor to perform a “Study of Police Staffing & Time Utilization in the Metropolitan Police Department.”¹ At the conclusion of the competitive procurement, ODCA selected Alexander Weiss Consulting LLC to perform the requested scope of work.

The Alexander Weiss Consulting team – including PFM Group Consulting LLC (PFM) and V2A Consulting (V2A) – began work in late 2022.

In February 2023, Dr. Alexander Weiss unexpectedly passed away. After consultation and discussion between ODCA and the remaining project team, in June 2023, ODCA and PFM entered into an agreement to complete the scope of work. PFM retained project partner V2A Consulting and expanded the team to include EJM Advisory Firm LLC (collectively referred to as “PFM” or “the project team” throughout this report). The project team mourns the loss of Dr. Weiss as a friend, colleague, and mentor. His passion for the policing profession touched all of those with whom he worked.

SCOPE OF WORK

The ODCA requested scope of services called for completion of seven distinct tasks to inform MPD’s staffing needs.²

1. “Conduct a benchmarking analysis of MPD sworn staffing levels to include the current ratio of officers per crime and officers per capita in comparison with comparable departments nationally...
2. Review departmental staffing assignments overall on issues including but not limited to the proportion of sworn officers assigned to patrol in comparison with the proportion assigned to investigations, the number and staffing of specialized units, unique responsibilities in the national capital, the supervisor-supervisee relations, and similar workforce decisions compared with what are considered best practices in law enforcement personnel...
3. Review and document the District record over the last 10 years in civilianizing positions within MPD, i.e., functions that had previously been undertaken by sworn officers but had been transitioned to civilian MPD employees...
4. Review and document the District record over the last 10 years in transitioning what had been functions undertaken by MPD civilian staff and sworn officers to other agencies outside the police agency, including but not necessarily limited to traffic control officers...and crime scene investigators...
5. Produce a comprehensive time study by analyzing the proportion of patrol officer time devoted to responding to calls for service working with data to be provided by the Office of Unified Communications...

¹ Office of the District of Columbia Auditor, RFP No: ODCA-RFP-2022-01, Issued May 12, 2022.

² Ibid.



6. Produce draft and final reports providing the results of the above analyses with a recommended range for police staffing levels based on the results of the study including factors such as response time...
7. Prepare and provide briefings for Councilmembers, other D.C. officials, and the press and community as needed and as directed by the D.C. Auditor.”³

In November 2023, ODCA and PFM jointly agreed to expand the scope of services to include more nuanced analyses of workload drivers based upon conversations with MPD personnel. The expanded scope included a focus on the Homeland Security Bureau’s response to large-scale or high-profile events; the Department’s hospital details; and the Department’s workload associated with the New Beginnings Juvenile Facility in Anne Arundel County, Maryland. The expanded scope also included expanded benchmarking to cover more detail than the original scope of services; and a coordination, management, and efficiency assessment of the forensic crime scene services. The results of the expanded scope of services are included in this report.

REPORT ORGANIZATION

This report summarizes the analyses, findings, and baseline staffing figures – separated in the following sections of the document.⁴

- **Overview of MPD and benchmarking analysis:** Contextual review of sworn and professional staffing levels in MPD and peer departments by function, ratio to resident population, and ratio to reported crime rates.
- **Departmental analysis:** Review of current Department staffing levels by bureau, division, rank, and position. Summary of findings related to key lines of inquiry including unique responsibilities and workload drivers for the Department and analysis of employee overtime data.
- **Civilianization review:** 10-year review of the use of professional employees in the department, including findings related to number of professional employees, approach to civilianization, and effectiveness.
- **Task transition review:** Review of Washington D.C.’s transition of traffic control duties and crime scene investigation duties to the District Department of Transportation and Department of Forensic Sciences, respectively. Overview of relevant policy and legal requirements impacting current crime scene investigation operations and allocation of duties.
- **Workload-based patrol and investigative staffing analyses:** Workload-based patrol staffing analysis including detailed analysis of calls for service by type, source, and officer time. Summary of findings regarding key lines of inquiry related to officer time spent on specified details and out-of-District calls for service. Detailed touch-time analysis of investigations workload and staffing.

³ Ibid.

⁴ See Appendix A1 for complete scopes of work as delineated in contract.



- **Baseline staffing figures:** The report concludes with projected baseline staffing levels based on the findings detailed herein.

RESEARCH METHODS⁵

Detailed methodologies for analyses are generally discussed in the relevant sections of this report. However, PFM's overall approach to the requested scope of services is consistent with its practiced project approach, including overarching methods of data collection and research. For this engagement, that included:

- **Data collection and document review:** The project team submitted a preliminary data request to MPD on June 26, 2023. Throughout the project PFM worked with MPD to refine specific requests with the dual goals of answering core questions laid out in the scope of work and aligning requests with available data. Across all data and research, regular communication with MPD was key to ensure that relevant information could be provided, and that information provided was interpreted accurately.

MPD did not have robust or reliable data for all requested items. The unavailable information ranged from significant to minor. In instances where data were unavailable or unreliable, as appropriate and feasible, PFM worked with MPD to identify appropriate assumptions or, where such assumptions were deemed impractical, insufficient, or unfeasible, PFM was unable to fully complete the analyses – these instances are noted throughout this report as applicable.

- **Site visits and interviews:** The PFM team conducted an in-person site visit and met with 48 members of MPD's leadership and supervisory teams in 13 interviews and roundtable discussions. Each patrol district and bureau was represented. The D.C. Police Union (Fraternal Order of Police/Metropolitan Police Department), represents "all police privates, including investigators and desk sergeants, detectives, and police sergeants employed in the uniformed and plainclothes forces of the Metropolitan Police Department, unless assigned to the Internal Affairs Division, excluding management executives, confidential employees, supervisors, and employees engaged in personnel work in other than a purely clerical capacity."⁶ PFM requested to speak with D.C. Police Union members. The union declined and instead provided centralized written feedback to a series of questions.

Following the site visit, PFM conducted additional virtual interviews and follow-up conversations throughout the remainder of 2023. The PFM team also conducted virtual interviews with members of other relevant District agencies, including the Office of the Chief Financial Officer, the Department of Forensic Services, and the Office of Unified Communication.

⁵ Quantitative and qualitative data and inputs used to complete the requested scope of services were based on the review and analysis of information and data obtained from MPD through documents and interviews, which are taken to be reliable and beyond the PFM team's control to authenticate every datapoint or statement for accuracy. Consequently, statements and assumptions contained in this report involve a certain degree of uncertainty and/or assumptions.

⁶ *Collective agreement between District of Columbia Government Metropolitan Police Department and District of Columbia Police Union (Fraternal Order of Police)*, October 1, 2020 to September 30, 2023.
https://go.mpdconline.com/GO/CollectiveBargainingAgreement_100120_093023.pdf.



- **Benchmarking:** Benchmarking is a valuable tool to provide context and explore alternative approaches to common challenges in other departments. PFM uses benchmarking to understand the broader context of current law enforcement best practices and to develop meaningful recommendations that are tailored to the Department's needs.

In consultation with MPD officials and ODCA, PFM selected the following six comparator departments:

- Atlanta Police Department, Georgia
- Baltimore Police Department, Maryland
- Metropolitan Nashville Police Department (Nashville-Davidson County), Tennessee
- Philadelphia Police Department, Pennsylvania
- Prince George's County Police Department, Maryland
- San Francisco Police Department, California

To provide additional context to publicly available data for these agencies, the PFM team conducted interviews with benchmark departments in late 2023 and early 2024.

- **Best practices research:** The project team has led staffing studies, organizational and operational efficiency studies, and supported departments and oversight agencies in jurisdictions of all sizes to identify and deliver best practices research to inform staffing, policy, and operational decisions. In addition to its own expertise, the PFM team's best practices workload-based staffing approach was based on research and analytical methods for law enforcement staffing analysis developed for the U.S. Department of Justice pioneered by Dr. Alexander Weiss and Dr. Jeremy Wilson, peer reviewed research by Dr. Cynthia Lum, et al., which examined calls for service time and time on calls for nine large police departments in the U.S., relevant national law enforcement standards and best practices research related to law enforcement staffing and operations.
- **Data limitations:** Throughout this document, data limitations are noted related to availability, completeness, and practical use. Where data were limited, as appropriate and applicable, the PFM team used qualitative data and inputs to supplement quantitative data.⁷

Throughout this report, quantitative and qualitative data and inputs were used to complete the requested scope of services. The information and data obtained from MPD through documents

⁷ The final report, findings, and recommendations are the work of the PFM team and benefited from the engagement of MPD and ODCA personnel. The PFM team provided a working draft of key data analyses, approaches, and organizational descriptions to MPD in February 2024. MPD provided feedback and comments in February 2024 and late March 2024. The PFM team appreciated MPD's responsiveness and review. The PFM team reviewed MPD's feedback and comments and, as appropriate, incorporated applicable updates. A similar process occurred with ODCA.



and interviews were taken to be reliable – with noted limitations and caveats throughout the report. Consequently, every statement from MPD personnel and data input used for an assumption contained in this report cannot be individually guaranteed to be accurate and thus findings involve a degree of uncertainty and/or necessary assumptions.

REPORT CONTEXT

Policing agencies require a clear and concrete plan for the deployment of sworn and professional personnel as part of delivering efficient, effective law enforcement services – particularly with changes to historical patterns of service demand, recruitment and retention, and community goals. These realities present policing agencies, city leaders, and stakeholders with a need to periodically examine the alignment of police department workload and staffing.

In any such effort, it is critical that a policing agency's context be analyzed. A department's context – its unique features, department history, current tasks assigned by elected and appointed leaders, community feedback, challenges, and opportunities – form a basis for a review of the policing agency.

ODCA's requested scope of services included several such elements to contextualize MPD's workload and operational environment. To that end, this study sets out to do three things:

1. Provide a summary of the Metropolitan Police Department, including: Department leadership, legal authority and responsibilities, patrol districts, characteristics, and crime trends across the entirety of the District and for each of its seven patrol districts.⁸
2. Describe quantitative and qualitative findings regarding how D.C., and MPD's responsibilities are unique compared to other large police departments.
3. Provide findings from benchmark analysis of MPD compared to six other large police departments to give context for how comparator departments approached staffing.

It is critical to note that this report and its results are not intended to provide a formulaic single "right" answer for MPD – there is no such thing. Rather, the report findings and workload-based outputs should be used to help inform judgments and decision-making by elected and appointed leaders, stakeholders, and the public.

The following pages of this section summarize aspects of that context and form the foundation for the remaining sections which, collectively, complete the requested scope of services.

KEY FINDINGS

Overview of MPD and Benchmarking Analysis

This report, as requested in ODCA's scope of services, includes several elements to contextualize MPD's workload and context through a summary of the Department's organization, crime trends across the entirety of the District and for each of its seven patrol

⁸ ODCA, MPD, and PFM agreed to use CY 2022 as the baseline year of data for this engagement. The PFM-led engagement began in summer 2023, before full-year 2023 data were available. Where feasible, the project team endeavored to provide CY 2023 context; however, given timing requirements, CY 2023 data were generally not used in the development of this report.



districts, benchmarking that provides qualitative findings regarding MPD's unique responsibilities, and findings and context from benchmark analyses.

Department Overview

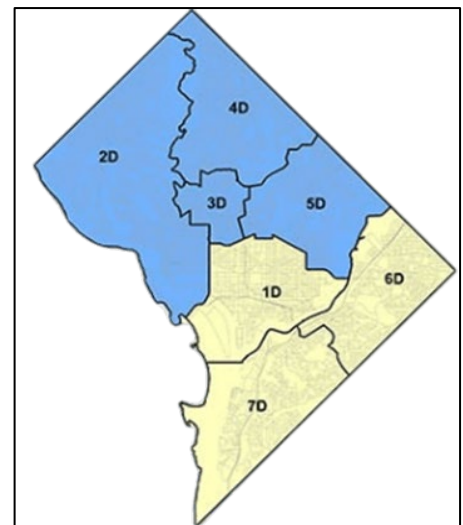
As of 2022, reporting by the Federal Bureau of Investigation's (FBI) Annual Crime in the United States Report series indicated MPD was the 10th largest local police department in the United States (among cities and counties), and seventh-largest among cities.⁹ As of the start of District FY 2024 (October 1, 2023), the Department had 4,017 staff members (filled positions) among 4,770 total (filled and vacant) positions. Total (filled and vacant) positions were distributed as: 4,000 sworn positions and 770 professional positions.¹⁰

MPD's legal authority and responsibilities are established by the U.S. Congress, the Council of the District of Columbia, and the Mayor's policies, priorities, and administrative leadership – as detailed in the U.S. Code, D.C. Code, and municipal regulations and Mayor's orders published by the Office of the Secretary of the District of Columbia.

Patrol Districts

MPD has jurisdiction over the entire District of Columbia, which encompasses approximately 68 square miles¹¹ and a resident population of 671,803.¹² The District's 2022 commuter-adjusted population was estimated at 990,955, a 47.5 percent increase over the resident population.¹³

To serve the community, MPD divides the District into seven patrol districts as shown to the right. Each patrol district is grouped into either Patrol Services North (PSN) or Patrol Services South (PSS). PSN includes the Second, Third, Fourth, and Fifth Districts (shown in blue). PSS includes the First, Sixth, and Seventh Districts (shown in yellow). Every district has three sectors that are made up of groups of Police Service Areas (PSAs). In total, there are 57 MPD PSAs, the general equivalent of "patrol beats" or "posts" in other departments, any of which



⁹ FBI (2022). *Law Enforcement Employees: Tables 78 and 80*. Crime in the United States Annual Reports. See Appendix B1 for complete list of top 10 city and county law enforcement agencies by total number of reported employees.

¹⁰ Throughout this report the PFM team uses the term "professional staff" in reference to all non-sworn MPD employees, who may be described in other source materials or datasets as "civilian" staff. MPD (2023, December 4). *Schedule A Staffing Roster as of 10.1.2023*. Provided in response to information request.

¹¹ MPD (2019). *Police Service Areas*. Open Data DC. <https://opendata.dc.gov/datasets/police-service-areas/about>.

¹² American Community Survey (ACS) (2022). *1-Year Estimates*. United States Census Bureau.

¹³ See Benchmark Comparison of publicly available data later in this report for additional demographic and population statistics. The U.S. Census Bureau defines commuter-adjusted population as "the number of people who are assumed to be present in an area during normal business hours, including workers." Estimates for calculating commuter-adjusted population are found on data.census.gov using components from the following American Community Survey tables – B01003 (Total Population), B08604 (Total Workers for Workplace Geography), B08301 (Means of Transportation to Work, "Total" line). Commuter-adjusted population is calculated by adding the total resident population of an area to the total number of workers working in the area, then subtracting the total number of workers living in the area.



define a specific geography for which a patrol officer is responsible during their shift.

Overview of Crime in the District

Understanding changes in crime – whether volume, types of crime, or distribution across police districts or geographies – are essential to understanding a police department’s workload, its ability to meet public safety goals, and context for its staffing needs and deployment decisions. PFM analyzed a six-year historical trend of crimes reported by MPD from 2018 through 2023.

The most complete, available dataset for this analysis came from detailed index crime data published online by the District via the D.C. Crime Cards database. This included preliminary crime data reported for index crimes according to Washington, D.C. criminal code offense definitions which are not directly comparable to offense data reported by MPD to the Federal Bureau of Investigation (FBI) using the federal definitions. Therefore, analysis findings using D.C. Crime Cards data may differ compared to data MPD submitted to, and published by, the FBI.¹⁴

- From 2018 to 2023, total crime reported in the District slightly increased at a compound annual growth rate (CAGR) of 0.2 percent.
- From 2018 through 2022, most offense types either declined or increased by relatively small amounts year-over-year *in comparison to the much larger spike in violent and property crimes reported in 2023.*
- Apart from CY 2022, violent offenses as a percentage of total index crimes reported generally increased every year, whereas property crimes trended downward.
- *From CY 2022 to CY 2023, the nearly 40 percent year-over-year increase in reported violent offenses was driven by a significant increase in reported robberies and murders – robberies alone accounted for nearly 93 percent of the total year-over-year increase in violent offenses.*
- *From CY 2022 to CY 2023, motor vehicle thefts increased by nearly 83 percent – and comprised nearly 55 percent of the total reported increase in property offenses.*

¹⁴ The FBI collects and publishes crime data the number of offenses for certain crimes, commonly referred to as index crimes: murder and non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny (theft), and motor vehicle theft. Nationally, the FBI establishes how crime data is to be reported so that crime types and counts are submitted in the most uniform manner feasible and may deviate from local data and reporting given definition and reporting differences. Data reported from D.C. Crime Cards is preliminary data reported according to the Washington, D.C. criminal code; it is not directly comparable to offense data reported by MPD to the FBI via the Uniform Crime Reporting (UCR) program or National Incident Based Reporting System (NIBRS). Further, MPD stopped reporting to the FBI’s UCR program and began reporting instead to the FBI’s NIBRS program as of August 1, 2021, in accordance with national changes in data collection. The FBI continues to provide index crime offenses reported and cleared for historical comparison through its Crime Data Explorer website. A table comparing index crimes reported by MPD as published by D.C. Crime Cards and the FBI Crime Data Explorer for CY 2018 – 2022 is included in Appendix B2. Metropolitan Police Department (2018 – 2023). *DC Index Crime Incidents*. Government of the District of Columbia. <https://crimecards.dc.gov/>; Federal Bureau of Investigation Crime Data Explorer (2018 – 2022) <https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/downloads>; MPD (2023, October 19). *Email*. Provided in response to information request.



Unique Responsibilities

As part of the scope of services, PFM reviewed MPD's unique responsibilities – several stemming from its role serving the nation's capital.¹⁵

High Profile Individuals and Events

MPD is responsible for mitigating risk and providing security at demonstrations and large-scale or high-profile events throughout the District (for those areas which it has primary law enforcement authority) and works with other agencies – largely federal agencies – when events occur on or in parts of the District for which other agencies have primary responsibility.

Lead and supporting responsibilities for such functions are primarily carried out under the command of MPD's Homeland Security Bureau (HSB) – functions that necessitate greater levels of work and, thus, staff and unique roles compared to other jurisdictions:

- **Special details:** Bureau leaders cited First Amendment demonstrations and specific large-scale events, such as the 2022 trucker rallies, as workload drivers. MPD also provides security details for high profile individuals, as needed.¹⁶ MPD estimated at least one escort is required per day, on average, which is not captured in its call for service (CFS) data discussed later in this report.¹⁷
- **National Mall:** As the primary law enforcement agency for the District, MPD is responsible for responding to calls for service surrounding the National Mall and on Pennsylvania Avenue.¹⁸ MPD also responds to specific requests for assistance from the U.S. Secret Service and other federal agencies in these – and other – areas of the District.
- **Operational Command Center:** Large-scale events draw resources from MPD's HSB, Patrol (Civil Disturbance Unit – or CDU – activation), and Technical and Analytical Services Bureau (TASB), which provides technology support for situational awareness during large events and mass gatherings.¹⁹

The full impact of HSB special details on staffing throughout the Department cannot be reliably quantified with available MPD data. The absence of sufficient data limited the observations and workload-based calculations.²⁰ MPD reported HSB's workload frequently exceeded the capacity of bureau officers, requiring the Department to pull officers from patrol and non-patrol bureaus to fulfill special details, taking officers out of their regular duty assignments without replacement.

¹⁵ In this context, PFM, in consultation with ODCA and MPD, defined unique responsibilities as: "activities performed, or the way in which duties must be carried out, that are substantially different from city police departments in states throughout the country."

¹⁶ Homeland Security Bureau Command Staff (2023, July 24). *Interview by PFM Team*. Washington, D.C.

¹⁷ Homeland Security Bureau Command Staff (2023, October 11). *Interview by PFM Team*. Virtual.

¹⁸ The United States Park Police is the primary law enforcement entity with responsibility on the National Mall.

¹⁹ Technical and Analytical Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁰ Additional discussion regarding HSB special details is included in Part Four of this report.



- Functionally, the result is that patrol officers who are specially trained to serve in an “as needed” basis as part of a police district’s Civil Disturbance Unit are the first cohort from an assigned shift to be pulled from patrol duties to fulfill HSB special detail requests.²¹
- Command staff reported officers are consistently pulled from the Investigative Services Bureau (ISB) and Internal Affairs Bureau (IAB) for HSB details – stating only the Homicide Division in ISB is excluded from these requirements.²² For example, during the 2022 trucker convoy rallies,²³ HSB pulled an estimated 120 officers and sergeants per day from the Criminal Investigations Bureau (CIB) alone.²⁴ Such occurrences may delay the general investigative work of ISB and IAB personnel.
- In the Professional Development Bureau’s (PDB) Recruiting Division and police academy, when officers are pulled for special detail, they must pause their normal operations.²⁵ PDB is an example of a section of MPD, but not the only one, that must pause its work for HSB special detail duties.

Coordination and Support of Other Agencies

- The District has numerous distinct law enforcement agencies, including many with limited or overlapping jurisdiction.²⁶ MPD collaborates and coordinates with all such agencies to varying degrees across a broad spectrum of functions; however, the Department does not track and report sufficient data to readily quantify the amount of time MPD personnel spend supporting other jurisdictions directly or indirectly.

Changes to Criminal Code

- In many U.S. cities, the majority of crimes are set in respective state criminal codes. In Washington, D.C., the Council of the District of Columbia enacts the criminal code.²⁷ The U.S. Congress, in turn, has oversight over the District Code. This unique layer of oversight, and different structure than the typical state-based criminal code system that forms the basis for most other police department activity across the nation, may yield varying instances of change to criminal law and procedures that MPD officers and detectives must follow and enforce; however, the resultant impact could not be readily quantified with available data to compare the impact to other jurisdictions.²⁸

Prosecution

- In the District, the Office of the Attorney General for the District of Columbia (OAG) prosecutes misdemeanor, juvenile, and traffic cases. The U.S. Attorney for the District of

²¹ Patrol Supervisors (2023, July 24). *Interview by PFM Team*. Washington, D.C.

²² Investigative Services Bureau Command Staff, Internal Affairs Bureau Command Staff (2023, July 25). *Interviews by PFM Team*. Washington, D.C.

²³ <https://www.washingtonpost.com/dc-md-va/2022/03/31/dc-trucker-convoy-leaves-protest/>

Silverman, E. (2022). *Truck convoy leaves D.C. area after weeks of traffic-snarling protests*. The Washington Post.

²⁴ Investigative Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁵ Professional Development Bureau Command Staff (2023, July 24). *Interview by PFM Team*. Washington, D.C.

²⁶ See Appendix B4 for list.

²⁷ Title 22 of the Code of the District of Columbia addresses criminal offenses and penalties.

²⁸ For example, in 2023, Congress enacted Public Law 118-1 to nullify revisions to the Criminal Code of the District of Columbia that had been enacted by Council in 2022.



Columbia (USAO) has first right of refusal to prosecute all other cases. The majority of cases presented by MPD are prosecuted by USAO.

MPD personnel reported a perception among ISB commanders and supervisors that the procedures and requirements for prosecution in the District are more rigorous than those encountered by peers, specifically citing the USAO requirement that Brady Rule and Jencks Act documentation be included in warrant requests as an example. This claim was not within the scope of this study and cannot be qualified or quantified through this report.

Responsibilities typically assigned to state agencies or boards:

- Generally, state governments establish boards or commissions responsible for establishing minimum training requirements and standards for law enforcement employees.

MPD reported that, while not operational, the District's police officer standards and training board (POST) has the authority to set minimum training requirements and standards for law enforcement employees.²⁹ In the absence of POST's operations, MPD is responsible for developing and managing its own standards and training requirements.

Benchmark Comparison

As requested in the ODCA scope of services, benchmarking was used for contextual purposes to help inform questions for consideration during and beyond this engagement. Benchmarking was not (and is not) intended to provide dispositive conclusions about other jurisdictions or MPD.³⁰

Population

- From 2018 to 2022, Washington, D.C. experienced a 4.4 percent decline in population (702,455 in 2018 to 671,803 in 2022).
- Among the benchmark jurisdictions, the District's percentage of population loss was less than the decreases observed in San Francisco and Baltimore.

²⁹ D.C. Code Section 5-107.03.

³⁰ The FBI cautions against simply ranking of jurisdictions by UCR crime data, stating: "[d]ata users should not rank locales because there are many factors that cause the nature and type of crime to vary from place to place. UCR statistics include only jurisdictional population figures along with reported crime, clearance, or arrest data. Rankings ignore the uniqueness of each locale..." and "[s]ince crime is a sociological phenomenon influenced by a variety of factors, the FBI discourages ranking locations or making comparisons as a way of measuring law-enforcement affecting this." For additional information, please see: See *Uniform Crime Reporting Statistics: Their Proper Use* for additional information, available at: <https://ucr.fbi.gov/ucr-statistics-their-proper-use>; and *Crime Data Explorer: Avoid Rankings and Comparisons*, available at: <https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/explorer/crime/crime-trend>.



Resident population and commuter-adjusted population^{31,32}

- In 2022, Washington, D.C.'s commuter-adjusted population was estimated to be nearly one million people (990,955), an increase of 47 percent above its total resident population.
- Only Atlanta had a commuter-adjusted population percent change that was larger than Washington, D.C. (and narrowly so).

Staffing³³

- In 2022, MPD's FBI data reported 3,425 sworn employees and 634 civilian employees (4,059 total employees).³⁴ In terms of absolute employee size, MPD ranked second among the seven benchmarks in total full-time law enforcement employees, trailing only Philadelphia
- The FBI reported MPD's 2022 percentage of employees who were professional staff (15.6 percent) was less than five of the six departments in the benchmark group.
- During this period, MPD experienced a 10.2 percent decrease in staffing (from 4,520 in 2018 to 4,059 in 2022, a net change of -461 employees). In comparison to the benchmarks, this change represented the second largest percentage decline.

2022 Crime and Staffing Ratios³⁵

During the engagement, the most recent complete year of data available for benchmarking was 2022. The 2022 data did not reflect the important increases in crime that MPD reported for

³¹ Patrol population in this report is assumed to be the total population for cities (Atlanta, Baltimore, Philadelphia, San Francisco), the unincorporated population of counties (Prince George's County) and, for Nashville-Davidson, the City of Nashville and unincorporated Davidson County.

³² Commuter adjusted population is calculated by adding the total resident population to the total number of workers working in an area, then subtracting the total number of workers living in the area. United States Census Bureau (n.d.). *Calculating Commuter-Adjusted Population Estimates*. United States Census Bureau. <https://www.census.gov/topics/employment/commuting/guidance/calculations.html>.

³³ PFM reviewed law enforcement staffing using publicly available annual data collected and published by the FBI. During the engagement, the most recent complete year available was 2022. These data provided a starting point, to which agency data and interviews added key context and insights that are discussed on the following pages. The Law Enforcement Employees dataset is published annually to the FBI's Crime Data Explorer. Each year, law enforcement agencies across the U.S. report their existing staffing levels (as of October 31) to the UCR Program. The data presented in the dataset contains information about the total number of sworn officers and civilians employed in each agency and the rate of law enforcement employees per a location's population. The UCR Program defines law enforcement officers as individuals who ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically for sworn law enforcement representatives. Civilian employees include full-time agency personnel such as clerks, radio dispatchers, meter attendants, stenographers, jailers, correctional officers, and mechanics. Given the timing of data reports and collection methods, many local law enforcement staffing level reports may differ from FBI data (e.g., staffing reported to the FBI and using its report criteria and local law enforcement reports capturing a different point in time and using local reporting methodology could result in different reported staffing figures).

³⁴ Note, this figure is similar to, though not exactly the same as, the MPD reported data for 2022 given different points in time. Additionally, throughout the report, PFM uses the term "professional staff" to describe what are sometimes called non-sworn or civilian staff. The FBI uses the term "civilian" in its reporting. For the purposes of this report, those terms should be read as interchangeable. PFM reports FBI data in the manner it is published – including the term "civilian."

³⁵ PFM compared the number of offenses reported by each jurisdiction to the FBI's summary reporting system (SRS, used for Uniform Crime Reporting) and National Incident Based Reporting System (NIBRS) for years 2021 and 2022.



2023. Subsequent analyses beyond the horizon of this engagement should periodically assess the most current data available to elected and appointed leaders to assist in their assessment of the alignment of policy goals, operations, and resource allocation.

More broadly, as elected and appointed leaders, stakeholders, and the public review the 2022 data, 2023 data, and any year-to-date 2024 data, these datasets should be viewed as a snapshot and inform a multi-year view of crime, calls for service, self-initiated activity, and other workload drivers for a police department. In short, trends can and do change – sometimes in meaningful ways in short amounts of time – and that can affect workload. The challenge for elected and appointed leaders, stakeholders, and the public is to understand what trends are sustaining and what trends are temporary and make long-term decisions regarding sustaining trends and adjust short-term tactics and strategies for temporary trends.

PFM analyzed the number of NIBRS offenses reported by law enforcement for crimes against persons, crimes against property, and crimes against society; the number of sworn employees; the resident population, and the commuter-adjusted population for D.C. and each benchmark jurisdiction in 2022.³⁶ As requested in the scope for this engagement, PFM calculated the relationship between these data including the rates of crime per resident, crime per employee, and employees per resident.

- MPD had the highest number of sworn employees per 100,000 residents (510). However, due to the District's large commuter-based population, MPD ranked third (slightly trailing Baltimore and Philadelphia) when examining sworn employees per 100,000 members of the commuter-adjusted population.
- The District's rates per 100,000 residents of crimes against persons, property, and society were all higher than the median rates of the benchmarks, with crimes against

These data follow standardized definitions and meet FBI reporting standards. The most complete, recent dataset for all jurisdictions was 2022 NIBRS data. The timeline for this engagement was such that full year 2023 data was not available during the analysis period. As a result, the project team, in consultation with ODCA and MPD, used 2022 data. The 2022 data do not reflect the observed increases in crime that MPD reported for 2023. Subsequent analyses beyond the horizon of this engagement should include the most current data available to elected and appointed leaders to assist in their assessment of the alignment of policy goals, operations, and resource allocation. Please see Appendix B2 for complete tables.

PFM presents crime data for benchmark jurisdictions in this report for illustrative purposes to be considered in the full context of the unique characteristics of each locality and potential data collection or reporting differences of each reporting jurisdiction. The data are provided for contextual purposes to help inform questions, not to provide dispositive conclusions for MPD. To this end, the FBI cautions against using crime data for direct comparisons, stating, "[s]ince crime is a sociological phenomenon influenced by a variety of factors, the FBI discourages ranking the agencies and using the data as a measurement of law enforcement effectiveness." FBI (2021). *A Word About UCR Data*. Uniform Crime Reporting Program.

2022 UCR Offenses Known to Law Enforcement data for the District of Columbia and all six benchmark jurisdictions became available on the FBI's Crime Data Explorer during the drafting of this report and thus could be included in analyses. However, the data is presented in Appendix B3 for updated context. Additionally, for 2022, San Francisco NIBRS offense totals were not published to FBI's Crime Data Explorer during the period of analysis.

³⁶ Of note, this analysis compares the total number of sworn employees reported for each department, not the number of sworn employees assigned to primary patrol and investigation duties. Therefore, if, in 2022, MPD had a comparatively larger percentage of sworn employees assigned to other specialized functions, that would be reflected in this ratio. Further analysis of the number of staff assigned to specific functions in each benchmark department would be necessary to contextualize the ratio of crime and sworn personnel.



persons and crimes against property rates ranking second among the benchmark cohort, narrowly trailing the leading jurisdiction in each category.

Overall, the District's rate of total reported NIBRS offenses per 100,000 residents was 10,285 offenses per 100,000 residents, 15 percent higher than the median of benchmark jurisdictions (8,964 crimes per 100,000 residents).

- MPD was in the middle of the jurisdictions on rate crimes against persons per sworn employee, had the lowest rate of crimes against property per sworn employee, and the second lowest rate of crimes against society per sworn employee.³⁷

Survey and Interview Findings

In the second phase of benchmarking, PFM conducted a survey and interviews with the benchmark jurisdictions to develop a more complete picture of the departments' approaches to staffing, "special functions" and responsibilities for which each department allocates staffing resources, and the challenges and contextual considerations related to each.³⁸ When compared to the median of each benchmark department included in this review (Atlanta, Baltimore, Nashville-Davidson, and Philadelphia), MPD allocated a higher percentage of its personnel to patrol, and assigned a lower percentage of its personnel to investigations. Specifically:

- MPD assigned a higher percentage of its total sworn staff to functions such as 'patrol' (47.3 percent), 'special operations' (4.0 percent) and 'other' (19.7 percent).
- MPD's sworn and professional staff assigned to patrol (as a percentage of total department staff) surpassed the median percentage of benchmark patrol staff by two percentage points.
- Generally, the benchmark departments included in this review allocated a larger percentage of professional staff to investigative functions than MPD. Across the benchmarks, the median percentage of total sworn and professional staff assigned to investigations exceeded that of MPD by 4.6 percentage points.

MPD's percent of total staff assigned to functions including 'internal affairs,' 'special operations,' and 'other' each fell less than one percentage point different than the median percentage of the benchmarks.

³⁷ Rankings of the ratios for crimes against persons, property, and society per sworn employee did not include the San Francisco Police Department. 2022 NIBRS offense data was not available for the department via the FBI's Crime Data Explorer.

³⁸ "Special functions" is the term used to describe the responsibilities for which PFM surveyed benchmark police agencies to determine whether given functions resided within or outside of each police department's authority. These functions included: airport security/patrol, forensics, towing and impound, traffic control, security details, public safety risk mitigation (due to large or high-profile events), hospital security (related to presence of arrestee, inmate, or other detainee), detainee transport (other than from crime scene to detention center at time of arrest), and contracted patrol services.



Organizational and Staffing Analysis

Current and Historical Staffing³⁹

MPD data were not sufficient for robust analyses of current and historical staffing levels by bureau, division, rank, and positions for sworn and professional staff.

PFM sought to review these data points as of the start of each fiscal year (October 1). To do so, it requested historical staffing information from MPD. MPD indicated Schedule A data was the best available data source for analysis of positions by rank and assignment over time. However, MPD indicated that the use of Schedule A data requires meaningful caveats:

- Schedule A data shows positions by assignment and does not reflect current work location to the extent employees are detailed to other assignments. MPD was able to provide a current snapshot of positions by work location but was not able to produce such a report for historical periods.
- Vacant positions shown may include unfunded positions.
- The location of vacancies in terms of rank and assignment may be inaccurate and not reflect vacancies created by retirements.

The District and MPD performed a cleanup of Schedule A data which is reflected in FY 2024 data, but historically MPD and the District have not regularly cleaned the data, leading to high vacant position totals in Schedule A and total positions that significantly exceed budgeted figures. For this reason, historical analyses of vacancies were not possible using Schedule A data.

MPD reported it does not use Schedule A data for sworn vacancies because the figures likely include positions that are not funded. However, in the absence of available vacant position data, these figures are shown in this report with the significant caveat that they include some level of unfunded positions.⁴⁰ The Department and OCFO should continue to update and clean position data to ensure future detailed analyses of filled/vacant positions are transparent and easily understood for MPD leadership and elected and appointed District leaders.

Current Staffing

MPD is organized into eight sections under the Executive Office of the Chief of Police. As of October 1, 2023, MPD had 4,770 filled and vacant positions. Of these, there were 4,000 sworn positions (83.9 percent) and 770 professional positions (16.1 percent).

³⁹ PFM reviewed MPD's current and historical staffing levels by bureau, division, rank, and positions for sworn and professional staff as of the start of each fiscal year. Current staffing reflects position levels as of October 1, 2023, the start of the District's FY 2024.

⁴⁰ PFM used Schedule A reports provided by MPD as of the first day of each fiscal year showing all filled and vacant positions as of that date to calculate authorized positions for the Department. In some cases, the authorized position total in the Schedule A reports differed from the total authorized position count shown in annual budgets due to the timing of when positions were added and deleted from the PeopleSoft system. Please see Appendix C1 for a breakdown of these differences for each year.



- The largest section, by number of employees, was Patrol Services.⁴¹ Patrol contained 48.5 percent of total positions in the department, and 47.3 percent of the Department's total sworn positions.⁴²
- The Professional Development Bureau had the second largest share of all employees (sworn + professional) at 18.7 percent of all Department staff.⁴³

**Filled and Vacant Positions by Bureau, Division, Position Status
as of October 1, 2023**

Bureau/Division	Sworn Filled	Sworn Vacant	Professional Filled	Professional Vacant
Patrol Services	2,148	109	54	4
Professional Development	201	451	211	32
Investigative Services	497	50	34	0
Homeland Security	225	19	73	12
Executive Office of the Chief	51	9	115	26
Technical and Analytical Services	15	4	153	13
Youth and Family Engagement	148	13	12	0
Internal Affairs	52	8	28	6
Total Staff	3,337	663	680	90
Pct of Total Staff	69.9%	13.9%	14.3%	1.9%

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Positions labeled as bureau administration and other in the table above represent positions that were not assigned to a specific division in the Schedule A Filled and Vacant Positions data. "Sworn" includes MPD's standard sworn positions (i.e., Chief, Executive Assistant Chief, Assistant Chief, Commander, Inspector, Captain, Lieutenant, Sergeant, Detective, Officer) and sworn retiree positions (i.e., Senior Sergeant, Senior Detective, Senior Officer).

As of October 1, 2023, there were ten sworn ranks in MPD, including the chief of police and executive assistant chief of police, shown in the table that follows.

⁴¹ In the tables that follow, Patrol Services North and Patrol Services South are presented as a section ("Patrol Services") at the bureau level. Patrol Districts are broken out in the same manner that divisions are broken out for other bureaus in the Department.

⁴² The 2,257 sworn positions included MPD's standard sworn positions (i.e., Chief, Executive Assistant Chief, Assistant Chief, Commander, Inspector, Captain, Lieutenant, Sergeant, Detective, Officer) and sworn retiree positions (i.e., Senior Sergeant, Senior Detective, Senior Officer).

⁴³ PDB included **"officer recruit" position, which** are new hires listed with the position title of officer in the data. Employees in this title were included in sworn officer counts. The MPD Cadet Corps provides opportunities for young adults to gain exposure to MPD as civilian employees while simultaneously earning college credits. Members of the Cadet Corps (**cadets**) were included in professional staff counts.



**Sworn Positions (Filled and Vacant) by Rank
as of October 1, 2023⁴⁴**

Rank	Filled	Vacant	Total	Pct of Total Sworn
Sworn				
Chief of Police	1	0	1	0.0%
Executive Assistant Chief of Police	1	0	1	0.0%
Assistant Chief	8	5	13	0.3%
Commander	18	7	25	0.6%
Inspector	7	0	7	0.2%
Captain	41	18	59	1.5%
Lieutenant	130	33	163	4.1%
Sergeant	401	92	493	12.3%
Detective	385	77	462	11.6%
Officer	2,345	431	2,776	69.4%
Total Sworn Positions	3,337	663	4,000	100.0%

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

The D.C. Police Union's (Fraternal Order of Police/Metropolitan Police Department) collective bargaining agreement with MPD defines union members according to rank and assignment as follows:

"[A]ll police privates, including investigators and desk sergeants, detectives, and police sergeants employed in the uniformed and plainclothes forces of the Metropolitan Police Department, unless assigned to the Internal Affairs Division, excluding management executives, confidential employees, supervisors, and employees engaged in personnel work in other than a purely clerical capacity."⁴⁵

⁴⁴ MPD indicated Schedule A data was the best available data source for analysis of positions by rank and assignment over time. However, Schedule A data is presented with several caveats: (1) Schedule A data shows positions by assignment and does not reflect current work location to the extent employees are detailed to other assignments. MPD was able to provide a current snapshot of positions by work location but was not able to produce such a report for historical periods; (2) vacant positions shown may include unfunded positions; and (3) the location of vacancies in terms of rank and assignment may be inaccurate and not reflect vacancies created by retirements. The District and MPD performed a cleanup of this data which is reflected in FY 2024 data, but historically MPD and the District have not regularly cleaned the data, leading to high vacant position totals in Schedule A and total positions that significantly exceed budgeted figures. For this reason, historical analyses of vacancies were not possible using Schedule A data.

The Department and OCFO should continue to update and clean position data to ensure future detailed analyses of filled/vacant positions are transparent and easily understood for MPD leadership and elected and appointed District leaders.

⁴⁵ *Collective agreement between District of Columbia Government Metropolitan Police Department and District of Columbia Police Union (Fraternal Order of Police)*, October 1, 2020 to September 30, 2023. https://go.mpdonline.com/GO/CollectiveBargainingAgreement_100120_093023.pdf. PFM requested to speak with DC Police Union members. The union declined and instead provided centralized written feedback to a series of questions (see Appendix C2 for questions and responses).



*Span of Control*⁴⁶

According to recent research, there is general consensus (but not absolute guidance) that span of management (or control) for a police department (sergeants-to-officers) at large is broadly one supervisor leading eight-to-twelve subordinates; however, this can (and should) vary significantly by functional area within a department.⁴⁷

Combined with recent research and reports by U.S. Department of Justice (U.S. DOJ) and Police Executive Research Forum (PERF), published findings point to the necessity for executive leaders to carefully consider a span of control, given the operational function, acknowledging that there is no one size fits all in these staffing decisions.⁴⁸

- In a 2019 publication, U.S. DOJ reported span of control for first line supervisors in law enforcement agencies may be 15 to 20 in large agencies, and five-to-seven in small agencies.⁴⁹
- These ranges were consistent with the range of average ratios of officers to sergeants reported by law enforcement agencies in a 2019 survey and reported by PERF.⁵⁰

PFM reviewed MPD's *current* span of control, or the ratio of direct reports per supervisor, and calculated the current span of control for all MPD sworn line staff per sergeant and sergeants per lieutenant for each bureau and division, finding:⁵¹

- MPD's first-line supervisor spans of control for Patrol Services and the Investigative Services Bureau broadly aligned with the ranges published by PERF and the U.S. DOJ (between six to eight officers per sergeant in patrol and five-to-six detectives or sworn line staff per sergeant in investigations).⁵²

⁴⁶ The optimal span of control for a police department depends on several factors, including the similarity (or dissimilarity) and complexity of functions and the amount of direction and control needed to operate effectively and provide close and effective supervision – characteristics that can vary by bureau/division within a department and from department to department across the nation.

⁴⁷ Swanson, C, et al. (2021). *Police Administration: Structures, processes, and behavior*. 10th edition. Pearson.

⁴⁸ Ibid, page 161. "Subsequent research on the maximum number of persons, someone can supervise show that the figure of six is arbitrary, and the actual number depends on such factors as the qualification and experience of those supervised, and their supervisor, the nature of the work, and its level of difficulty."

⁴⁹ U.S. Department of Justice. (2019). *Law Enforcement Best Practices: Lessons Learned from the Field*. Washington, D.C.: Office of Community Oriented Policing Services. Page 47. The Department of Justice does not formally define small and large law enforcement agencies in this publication. However, in another publication DOJ describes small law enforcement agencies as agencies with 50 or fewer employees that serve a population of 50,000 or fewer residents. U.S. Department of Justice. (2007). *Law Enforcement Tech Guide for Small and Rural Police Agencies*. Washington, D.C.: Office of Community Oriented Policing Services. Page 4. U.S. Department of Justice (2024). *Considerations for Specialized Units: A Guide for State and Local Law Enforcement Agencies to Ensure Appropriateness, Effectiveness, and Accountability*. Washington, D.C. Office of Community Oriented Policing Services and National Policing Institute.

⁵⁰ Wexler, Chuck. (2018). *Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership Development*. Critical Issues in Policing Services. <https://www.policeforum.org/assets/FirstLineSupervision.pdf>.

⁵¹ Staffing of titles ranking higher than lieutenant were not included in these estimates because, typically, ranks above lieutenant are less driven by workload and more predicated on departmental leadership, operational goals, and desired structure – in short, the number of such positions are more policy choices than workload-based decisions.

⁵² It is important to note that the national recommended range is general guidance and actual needs can (and should) vary by department operational and organization requirements.



- Lieutenant spans of control in patrol and investigations were slightly lower than the published range of four or five sergeants per lieutenant.

Sworn Span of Control as of October 1, 2023, by Bureau and Division⁵³

Bureau/Division	All First Line Staff per Sergeant	Sergeants per Lieutenant
Patrol Services	7.3	3.2
Professional Development	8.0	3.2
Investigative Services	6.2	3.8
Homeland Security	4.2	2.4
Executive Office of the Chief	7.8	0.6
Technical and Analytical Services	2.0	1.0
Youth and Family Engagement	6.4	2.9
Internal Affairs ⁵⁴	0.7	3.9
Overall Span of Control (MPD)	6.6	3.0

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: "All First Line Staff" includes sworn officers, detectives, and investigators in the Investigative Services Bureau. Sworn senior/retiree positions (i.e., senior sergeant, senior detective, and senior officer) are also included in the calculations above.

Historical Staffing

PFM analyzed MPD's historical filled staffing levels at MPD using annual Schedule A personnel rosters provided by the Department. The Schedule A staffing data included information on both filled and vacant positions as of the start of each fiscal year (October 1) for FY 2019 through FY 2023, as well as the current fiscal year (FY 2024).⁵⁵ Primary findings of the review and analysis included:

- From FY 2019 through FY 2024, MPD's total filled personnel decreased by 550 positions (-2.5 percent CAGR, -12.0 percent overall) – from 4,567 in FY 2019 to 4,017 in FY 2024.
- MPD's filled sworn positions, including sworn retirees, declined by a -3.0 percent CAGR (-14.0 percent overall), and professional staff declined by 6 positions, a -0.2 percent CAGR (-0.9 percent overall).⁵⁶

⁵³ A detailed table of the staffing totals by rank (i.e., sworn line staff, sergeants, and lieutenants) used to calculate the ratios is included in Appendix C4.

⁵⁴ MPD noted that Internal Affairs is largely staffed with sergeants and detectives (as agents) which affects the span of control figures for internal comparability.

⁵⁵ Schedule A data was used for analysis of MPD's historical filled staffing figures (FY 2019 – FY 2023) and current fiscal year (FY 2024). Historical analysis of filled and vacant positions by type – sworn (including sworn retiree positions) and professional positions for the same period is included in the Civilianization Review section of this report. For all personnel data, MPD reported that data from FY 2019 to present is reliable; however, data prior to FY 2019 was reported to be unreliable, though no other data existed. To that end, PFM shows only data from FY 2019 to present. Data for FY 2015 through FY 2018 are provided in Appendix C5 for reference. During the period reviewed, MPD underwent departmental reorganizations, shifting the location of certain bureaus and divisions. MPD provided input to assist PFM in assigning positions within the Schedule A data to the location where each position and its function would be found in the Department's *current* organizational structure.

⁵⁶ Historical civilian personnel data are discussed in more detail in a subsequent section of this report (please see PFM's 10-year review of civilianization within the full body of this report).



- MPD's largest one-year decline in total filled positions during the review period occurred between FY 2021 and FY 2022. This change was driven primarily by a total decline of 208 filled positions at the rank of officer.⁵⁷
 - Between October 1, 2020, and August 31, 2021, MPD suspended all hiring except for 22 cadet rollover positions.
 - In FY 2022, MPD experienced a 14.7 percent Department-wide decrease in filled professional staff positions compared to FY 2021. This decrease stemmed partially from position cuts made due to COVID-19-related budget pressures and the District of Columbia's hiring freeze during that time.⁵⁸
- The bureaus with the largest percentage decreases in filled positions from October 1, 2018, to October 1, 2023, were Patrol Services (14.6 percent decrease), and Technical and Analytical Services Bureau and Youth and Family Engagement Bureau (more than 20 percent decreases in filled staffing levels in each bureau).
- Recently, the EOCOP absorbed several functions that used to be part of other bureaus within MPD. Throughout the full review period, the EOCOP was the only bureau that showed a net increase in filled staffing levels (30.7 percent).

**Filled Positions by Rank and Position Type as of October 1 (Start of Each Fiscal Year),
FY 2019 - FY 2024**

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 19-24 CAGR
Sworn	3,881	3,839	3,826	3,622	3,491	3,337	-3.0%
Chief of Police	1	1	1	1	1	1	0.0%
Executive Assistant Chief	0	0	0	1	1	1	N/A
Assistant Chief	5	5	5	7	8	8	9.9%
Commander	15	14	15	14	15	18	3.7%
Inspector	6	5	3	5	8	7	3.1%
Captain	35	38	35	44	45	41	3.2%
Lieutenant	128	125	124	124	142	130	0.3%
Sergeant	444	447	442	420	391	401	-2.0%
Detective	355	351	328	341	404	385	1.6%
Officer	2,892	2,853	2,873	2,665	2,476	2,345	-4.1%
Professional	686	719	702	599	633	680	-0.2%
Total Filled	4,567	4,558	4,528	4,221	4,124	4,017	-2.5%
Ofc. and Det. per Sgt.	7.3	7.2	7.2	7.2	7.4	6.8	-1.4%
Sgt. per Lt.	3.5	3.6	3.6	3.4	2.8	3.1	-2.3%

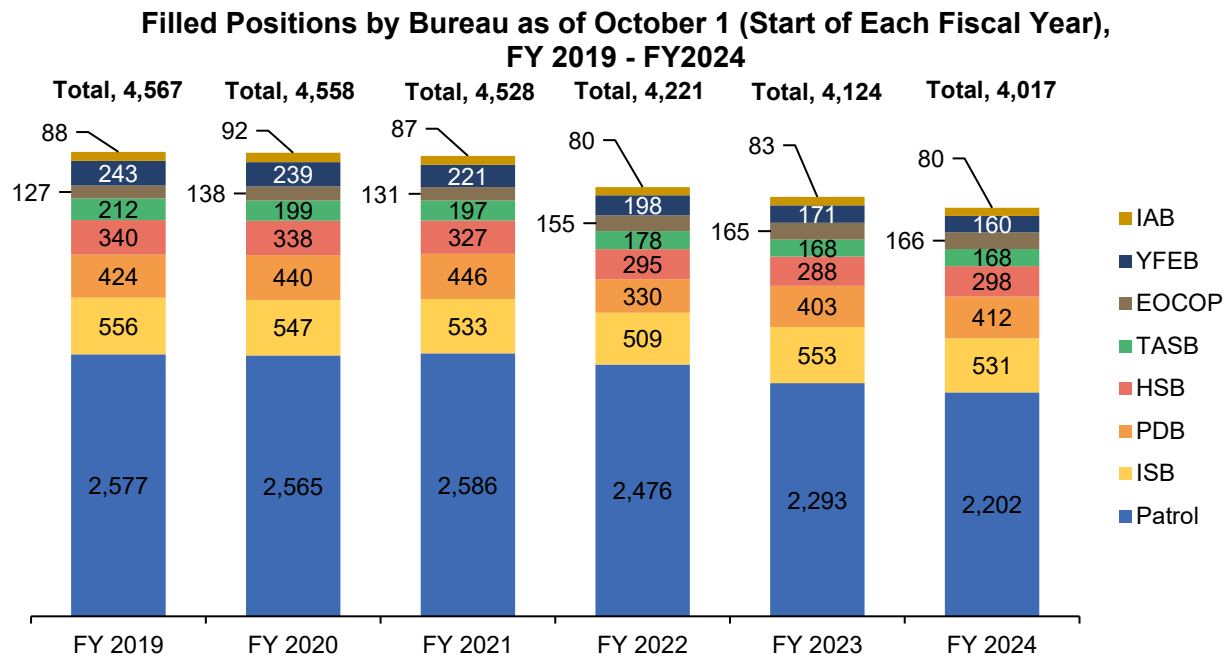
Source: MPD, Schedule A Filled Positions, October 1, FY 2019 – FY 2024.

Note: Data shown above is as of October 1 of each year, the start of each District fiscal year. Senior sworn positions included in sworn totals above.

⁵⁷ "Officer" may include any of the following positions: officer, senior police officer, crime scene search officer, master patrol officer, ERT officer, executive protection officer, helicopter officer, scuba diver, dog handler, bomb technician/dog handler, EOD dog handler, bomb squad tech, and air support mechanic.

⁵⁸ The hiring freeze was implemented in April of 2020 via a mayoral executive order and remained effective through the end of FY 2020. Office of the Mayor. (2020). *Mayor's Order 2020-057: Fiscal Year 2020 Restrictions on Certain Non-Personnel Services Expenditures, Restrictions on Certain Personnel Actions, and Freeze on Travel and Training*. Government of the District of Columbia.

https://mayor.dc.gov/sites/default/files/dc/sites/mayoromb/release_content/attachments/Mayors-Order-2020-057.pdf.



Source: MPD, Schedule A Filled Positions, October 1, FY 2019 – FY 2024.

Note: Data shown above is as of October 1 of each year, the start of each District fiscal year.

Overtime Analysis

Overtime Use by Bureau, Division, and Rank

As part of the scope of services, PFM analyzed MPD's overtime use by bureau, division, rank.⁵⁹ Primary findings included:

- Overtime and comp time were used most often by employees assigned to Patrol Services (586,041, or 50.4 percent of MPD total overtime and comp time), ISB (292,824, or 25.2 percent of total MPD overtime and comp time), and HSB (153,607, or 13.2 percent of total MPD overtime and comp time).
- Officers, detectives, and sergeants accrued the most overtime and comp time hours; together they worked 92.8 percent of all overtime and comp time hours in the Department in 2022.
- Detectives worked more than double the average overtime and comp time hours per employee (618.0 hours per detective, compared to an average of 298.4 hours across all employees in the dataset) and nearly 10 times more hours per employee than professional staff (64.4 hours per employee).

⁵⁹ The bureau and division recorded in MPD's available overtime data was the employee's *assigned work location* as of the pay period during which overtime or comp time was worked. MPD noted that this work location may not always correspond to the part (or function) of the Department for which an individual worked the overtime.



Overtime and Comp Hours Worked by Bureau, Division, and Rank, CY 2022⁶⁰

Bureau	Dist. Cmdr	Insp.	Cpt.	Lt.	Sgt.	Det.	Ofc.	Sworn Rank Unk.	Prof.	Total
Patrol	0	605	3,401	16,531	74,932	903	482,039	6,294	1,337	586,041
ISB	318	0	2,435	9,961	31,418	175,893	70,809	0	1,991	292,824
HSB	353	950	2,647	9,349	27,884	5,090	100,637	2	6,696	153,607
YFEB	0	0	163	1,342	7,546	15,256	41,293	0	536	66,135
PDB	0	0	206	676	7,615	6	16,757	4,098	2,172	31,528
IAB	0	0	765	1,681	3,995	1,610	4,412	0	154	12,615
EOCOP	0	41	198	393	1,215	242	6,864	0	1,543	10,495
TASB	0	0	47	279	832	0	1,804	0	6,637	9,598
Total	671	1,596	9,859	40,210	155,436	199,000	724,615	10,393	21,064	1,162,843

Source: MPD, TMA Overtime Records, 2022.

Note: Bureau, and district or division show the assigned work location of the employee during the pay period in which overtime or compensatory time hours were worked. Hours may have been worked in another section of the Department, but MPD data do not capture this information.

Overtime Use by Authorization Reason

PFM analyzed overtime and comp time use by the reason for which the time was authorized, finding:

- The largest sub-category of overtime use was for federally reimbursable teletype staffing requests.⁶¹ In 2022, there were 530,250 hours of overtime worked by MPD employees in this category, or 45.6 percent of all overtime and comp time worked by MPD employees during the year.
- All reimbursable details (including the preceding HSB SOD teletype requests) comprised 58.8 percent of all overtime and comp time worked by all MPD employees in the year.⁶²
- The majority of all comp time was attributed to overtime in the performance of regular duties that could not be completed during an employee's normally scheduled work hours.

PFM analyzed overtime use in the same categories defined above (reimbursable detail, continuation of regular duties, other, unknown) at the bureau level. The proportion of overtime and/or comp time used in each of these categories varied substantially between bureaus.

- A majority of overtime and comp time hours worked by employees assigned to each of Patrol, HSB, IAB, PDB, and YFEB were attributed to reimbursable details.

⁶⁰ Overtime is only available for Captains and below (and civilian equivalents). MPD noted that residual hours shown in the District Commander and Inspector titles may be due to individuals accruing overtime earning at a lower rank prior to promotion and being shown in the system with current rank (instead of former rank).

⁶¹ This category included, but was not limited to, teletype requests issued by the Homeland Security Bureau Special Operations Division. Further analysis of specific events contributing to this overtime is included in the full body of this report. In 2022, Africa Leaders Summit, Trucker Convoy, and abortion rights-related demonstrations were some of several events contributing to overtime in this category.

⁶² Training authorization codes included the following descriptions: CDU training, ERT Active Shooter Countermeasures, Grenadier Training, Special Threat Action Team training.



- Certain types of overtime affected bureaus in different ways. For instance, commanders from PDB, Patrol, IAB) observed that personnel in their bureaus were frequently called away from primary duties to staff HSB Special Operations Division details.⁶³

PFM analyzed the top 20 overtime and/or comp time authorization codes for 2022 (a full analysis of these codes is provided in the main body of this report). Primary findings included:

- Together, the 20 most used authorization codes accounted for nearly two-thirds of all overtime and comp time hours worked.
- Eight of the top 20 authorization codes were for federally reimbursable details, of which one was for a standing SOD response.
- Four of the top five authorization codes were for federally reimbursed details described by MPD as “Trucker Convoy First Amendment Demonstration,” “U.S.–Africa Leaders Summit,” and “Dobbs v. Jackson Women’s Health Organization First Amendment Demonstrations” (listed across two separate codes).
- Four continuation of regular duties (“continuation of tour”) codes were in the top 20 authorization codes (the top two were for continuation of tour in CID).
- Special violence reduction initiatives authorization codes comprised four of the top 20 authorization codes.

Overtime Use by Top 50 Employees

As part of the scope of service, PFM analyzed overtime use by the employees who worked the most total hours of overtime and comp time, finding:

- On average, these employees worked 1,804.1 hours of overtime and comp time (combined) in addition to regular hours worked and leave taken – more than six times the average overtime and comp time hours worked in that year for all employees who worked at least one overtime and/or comp time hour.
- The total number of overtime and comp time hours worked by the top 50 employees was most concentrated among employees assigned to Patrol, HSB, and ISB.

Staffing, Structure, and Workload Alignment by Bureau

For each bureau in the Department, the PFM team reviewed primary bureau responsibilities, organizational structure, reporting lines and supervision, staffing, and scheduling.

PFM also requested data and information about workload for each bureau. The PFM team conducted detailed, quantitative, workload-based staffing assessments for Patrol and Investigations; these analyses and findings are separately presented in subsequent sections of this report. For remaining bureaus, as applicable (and if within the requested scope of services and if supporting data were available), the PFM team conducted a high-level analysis of workload and staffing alignment.

⁶³ PDB, Patrol, and IAB Command Staff Interviews (2023, July 24-25). *Interview by PFM Team*. Washington, D.C. As noted, SOD details account for some but not all of the federally reimbursable details category. Conversely, some SOD details may appear in the non-reimbursable detail category or uncategorized overtime categories.



These analyses and findings are detailed in the full body of this report.

Civilianization Review

As part of the assigned scope of services, ODCA tasked PFM with reviewing and documenting the District's record over the last ten years in civilianizing positions within the MPD, i.e., functions that had previously been undertaken by sworn officers but had been transitioned to MPD professional staff. Such transitions have been more common across the nation as police departments face challenges to hire and retain sworn personnel that have led law enforcement agencies to explore and expand⁶⁴ the use of professional staff for functions that do not require a sworn employee.⁶⁵

Methods, Benefits, and Challenges of Civilianization (or Professionalization)

Generally, there are several methods to expand the number of professional staff positions in a police department:⁶⁶

- **Method 1:** Creating professional staff positions to perform more functions and build capacity without having to rely on new sworn recruitment.
- **Method 2:** Creating professional staff positions (generally administrative in nature) to replace current or historical sworn positions *only* when sworn staff in such positions separate from service or otherwise vacate positions due to promotion or transfer.
- **Method 3:** Creating professional staff positions with the express goal of transferring sworn personnel back to functions that can *only* be performed by sworn personnel.

Law enforcement agencies may encounter challenges to professionalization, but can also realize several benefits when successful:⁶⁷

MPD Use of Retiree Personnel (Senior Police Officers, Senior Sergeants, Senior Detectives)

- Given that police departments across the nation are facing challenges for hiring and retaining new officers, it has become more common for them to leverage retired officers to perform administrative tasks.⁶⁸ Generally, doing so permits retired sworn officers to access their retirement benefits (pension, health insurance, etc.) while earning a salary from a professional staff position.
- For such instances in D.C., sworn retirees of the Police and Fire Pension system who take a professional staff job classification would have their salary offset by the amount of pensionable earnings they receive.

⁶⁴ Brooks, Conner, 2024. *Primary State Law Enforcement Agencies, Personnel, 2020*. Washington, DC: Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice, Page 1.

⁶⁵ King, William R., and Jeremy M. Wilson. 2014. *Integrating Civilian Staff into Police Agencies*. Washington, DC: Office of Community Oriented Policing Services. Pages 3-8.

⁶⁶ Ibid.

⁶⁷ Ibid. These conclusions are not binary, and it is incumbent on the agency to take an active approach in ensuring the civilian personnel are assimilated into the police culture and that sworn members are given the opportunity to directly observe how professional staff members can add value and optimize sworn workload for functions only they can deliver.

⁶⁸ Harrison, Bob. "Reactivating Retirees for Police Service in Times of Crisis." *The RAND Blog*. April 21, 2020.



- However, there are specific policies that exempt retired police officers from this offset provision *if* they return into the job classification of Senior Police Officer.⁶⁹ The exemption is exclusive to the Senior Officer job family (which also includes Senior Detectives and Senior Sergeants).⁷⁰
- As of June 2023, MPD had over 200 personnel in titles of Senior Police Officers, Detectives, or Sergeants who retired and returned to sworn positions in the agency to provide administrative support throughout the agency.
- In many other agencies, such retirees who return perform administrative tasks are considered civilians, but in MPD, these retirees can retain police powers pursuant to policy and local law.⁷¹

Current MPD Use of Professional Staff by Job Category and Function

The following table outlines functional areas of MPD, the current functions performed by professional staff and retirees:

Functional Area	Tasks Performed by Professional Staff and Retirees
Administrative	Court liaisons, disciplinary review, IT functions, fleet management, HR, medical services, record checks, risk management, staff assistants
Analytics	JSTACC division, research, and crime analytics
Community Outreach	Public information, media affairs, photography, videography, school safety (retirees), community liaisons
Executive Office	Strategic change, policy writers, management of administrative functions, legal affairs, FOIA, health & wellness, DEIA, EEO
Evidence & Property	Property & evidence management, motor vehicle operators
Investigative	Accident investigations, EEO investigations, victim specialists, cell block processing (youth & family services division)
Patrol Districts	District level outreach, training coordination, fleet services, staff assistance, customer service.
Recruitment	Background investigators, recruiters
Special Operations	Boat maintenance, helicopters pilots and mechanics, K9 kennel master
Training	Instructors, curriculum developers, academy management, program coordinators

⁶⁹ “General Order 101.12, *Senior Police Officer*,” District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdconline.com/GO/GO_101_12.pdf.

⁷⁰ “MPD Executive Order, *Senior Law Enforcement Officer Emergency Act of 2016*, EO 16-013,” District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdconline.com/GO/EO_16_013.pdf.

⁷¹ Based on guidance provided by MPD leadership, retirees are hired using funded police officer positions and assigned throughout the agency to perform both administrative functions and assignments that may require police powers. For this analysis, MPD’s Senior Police Officer, Senior Detective, and Senior Sergeant positions are, at times, combined with active sworn members and recruits to comprise a subtotal of sworn and soon-to-be sworn personnel. This is done to illustrate MPD’s capacity for all members with sworn police powers. At other times, retirees are shown separately. This is done to highlight the MPD’s ability to retain retiree members through the Senior Officer program and to provide a point of comparison to MPD’s use of non-sworn personnel.



Distribution of Professional Staff by Functional Area

The following table provides the quantity of **authorized positions** for sworn, cadets, retirees, and professional staff positions at the start of each fiscal year during the review period.⁷²

Category	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sworn	3,937	3,936	3,962	3,796	3,784	3,752	3,746	3,764	3,757	3,801
Retirees	52	56	60	191	199	226	238	245	256	199
Professional	630	678	747	732	745	746	740	755	754	633
Cadets	15	19	10	14	18	18	37	97	72	150
Total	4,634	4,689	4,779	4,733	4,746	4,742	4,761	4,861	4,839	4,783
Sworn + Retirees Pct	86.1%	85.1%	84.2%	84.2%	83.9%	83.9%	83.7%	82.5%	82.9%	83.6%
Professional + Cadet Pct	13.9%	14.9%	15.8%	15.8%	16.1%	16.1%	16.3%	17.5%	17.1%	16.4%

Highlights of the review included:

- ◆ From FY 2015 to FY 2023, the number of authorized professional staff positions increased by 200 positions (a 39.2 percent increase) and the number of cadet positions increased by 57 (a 380 percent increase). However, upon review of FY 2024 personnel rosters and vacancies from Schedule A data, hundreds of historical vacancies in professional staff classifications that were present in FY 2023 were no longer present in the data set for FY 2024.
 - A review of vacant professional staff positions in FY 2023 (222 FTEs) found that many of these positions were eliminated in the formation of the FY 2024 budget. Further, over the years, Schedule A data appeared to “carry forward” vacancies each year of the review period that the department either chose not to fill or was unable to fill.
 - The elimination of vacant professional staff positions in the FY 2024 Schedule A dataset appears to be the result of a one-time “clean up” action taken by the Office of the Chief Financial Officer to reconcile active, filled positions (which were not historically included in the budgeted FTE counts) with historic vacant positions (which were included in such counts).
- ◆ Given the significant vacant position cleanup, the change in authorized professional staff positions (without cadets) over the period from FY 2015 to FY 2024 is a better measure to consider for this analysis. Doing so showed only a slight increase of 3 positions over the period (0.5 percent increase). If cadets are included in this calculation, the total change was an additional 138 authorized positions, or an increase of 21.4 percent.

⁷² Data derived from “Schedule A” data received by MPD at the start of each fiscal year (October 1) for FY15 – FY23. Data for FY24 sworn, cadets, and retirees are taken from the MPD website description the FY24 budget request: <https://mpdc.dc.gov/node/1653071>. Data on FY24 civilians is derived from filled and vacant civilian classifications found in “Schedule A” data received by MPD at the start of FY24.



- Over this timeline, the share of authorized professional staff and cadet FTEs increased by 2.5 percentage points.
- When considering **active members** (as of the start of each fiscal year) who were sworn, cadets, retirees, and professional staff, MPD increased its percentage of employees who were civilians – though the change was driven by both an increase in civilian employees and a decrease in sworn employees.⁷³
 - The increase in filled civilian positions was driven in nearly equal parts by professional staff. Professional staff increased by 109 positions and cadets increased by 104 positions over this period.

Category	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sworn	3,970	3,844	3,723	3,649	3,644	3,603	3,556	3,391	3,272	3,138
Retirees	39	37	58	208	237	236	270	231	219	199
Professional	451	496	548	586	614	624	603	528	537	560
Cadets	16	14	30	48	74	95	99	71	96	120
Total	4,476	4,391	4,359	4,491	4,569	4,558	4,528	4,221	4,124	4,017
Sworn + Retirees Pct	89.6%	88.4%	86.7%	85.9%	84.9%	84.2%	84.5%	85.8%	84.7%	83.1%
Professional + Cadet Pct	10.4%	11.6%	13.3%	14.1%	15.1%	15.8%	15.5%	14.2%	15.3%	16.9%

Additional findings related to **active** member data included:

- From FY 2015 to FY 2024, the number of sworn members (plus retirees) on payroll declined by 16.8 percent, and the number of professional staff (plus cadets) increased by 45.6 percent.
 - The number of retirees increased by more than 400 percent. The increase in the use of retirees appeared to coincide with the establishment of the Senior Law Enforcement Officer Emergency Act of 2016, which was enacted as FY 2016 was ending (September 16, 2016).⁷⁴
- In more recent years, the number of professional staff (plus cadets) decreased by 2.4 percent from FY 2020 to FY 2021, and again by an additional 14.7 percent from FY 2021 to FY 2022 which coincided with 2.5 percent and 5.3 percent budget reductions from FY 2020 to FY 2021 and from FY 2021 to FY 2022, respectively.⁷⁵
- The number of sworn members (plus retirees) also declined during the same period (0.3 percent from FY 2020 to FY 2021 and 5.3 percent from FY 2021 to FY 2022).

⁷³ Data derived from “Schedule A” personnel data at the start of each fiscal year (October 1) for FY 2015 – FY 2024, provided by MPD in response to PFM Team information request, fulfilled December 4, 2023.

⁷⁴ “MPD Executive Order, *Senior Law Enforcement Officer Emergency Act of 2016*, EO 16-013,” District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdconline.com/GO/EO_16_013.pdf

⁷⁵ “Annual Operating Budget and Capital Plans (FY 2021 & FY 2022),” District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/node/289642>.



MPD Data in context

- The Federal Bureau of Investigation (FBI) collects various data points from law enforcement agencies throughout the country each year, including the composition and number of sworn and professional staff personnel.
- The FBI's 2022 data for law enforcement agencies that served populations greater than 250,000 had an average professional staff composition of 23.1 percent. Similarly, the average professional staff composition for agencies that served between 500,000 – 1,000,000 residents was 22.6 percent.⁷⁶
- In comparison, MPD's proportion of professional staff (without cadets) was 14.4 percent at the start of FY2024. If cadets were included alongside professional staff, the amount was 21.9 percent.⁷⁷
- While benchmarking to FBI data is not dispositive or conclusive, professionalization opportunities may warrant additional analyses. Any such review must be done in concert with multiple parties and contemplate the unique circumstances of the District, the District and Department policy goals, the terms of the collective bargaining agreement, ongoing recruitment and retention factors, and fiscal impact analyses, among a host of other considerations. Further review of this nature is beyond the scope of this report.

Task Transition Review

PFM's scope of work included reviewing and documenting the District's record over the last ten years where it transitioned functions from MPD civilian staff and/or sworn officers to other agencies outside MPD. The scope of the review included traffic related functions (transitioned to the District Department of Transportation) and crime scene services division (transitioned to the Department of Forensic Sciences).

Overview of Traffic-Related Functions

- MPD reported that officers routinely respond to traffic accidents and manage traffic flow and road closures for dignitary movements and large events that frequently result in pulling sworn personnel away from their normal duty assignments.
- Separate from MPD's traffic functions, professional Traffic Control Officers (TCOs) are managed by the District Department of Transportation (DDOT), with responsibility for performing various tasks, including, but not limited to directing traffic, parking enforcement; certain parking citations; investigating requests for parking enforcement from the Mayor's City-wide call Center, etc.⁷⁸

⁷⁶ FBI Crime Data Explorer, Law Enforcement Employees Data, 2022, "Table 74 "Full Time Law Enforcement Employees." Retrieved December 5, 2023. Note civilian (professional) employees are defined to include full-time agency personnel such as clerks, radio dispatchers, meter attendants, stenographers, jailers, correctional officers, and mechanics. Cadets may be included in these figures if full-time employees.

⁷⁷ While MPD retirees are sworn members per policy, this point of comparison is provided to illustrate a how peer agencies rehire retired officers, but more often consider them to be non-sworn/civilians.

⁷⁸ "DDOT Job Descriptions (Page 6 – Traffic Control Officers)," District of Columbia Department of Human Resources, accessed December 11, 2023
https://dchr.dc.gov/sites/default/files/dc/sites/dchr/page_content/attachments/DCHV%20DC%20Agency%20DDOT%20Job%20Description%20%282%29.pdf.



- DDOT data provided information on the number of TCO deployments
 - In FY 2017, the recorded total was 159. By FY 2021, that total was 2,669, indicating that TCOs appear to have been utilized for this function more frequently in recent years.
 - These were services largely completed by police officers in the past.
- MPD personnel reported TCO positions at DDOT were helpful and the working relationship with DDOT was considered productive.
- MPD noted it explored leveraging TCOs to assist in blocking traffic or managing road closures for smaller permitted events in the District, but resource limitations at DDOT inhibited the ability to expand this partnership.
- Overall, the MPD members reported the view that TCOs provide value for traffic safety measures but were not one-for-one replacement for what officers provided in terms of public safety.
- There appear to be additional opportunities to further expand the role of TCOs; however, this would depend on sufficient additional resources being made available to expand TCO capacity within DDOT.
 - Additionally, such expansion of duties would need to be coordinated with MPD to ensure that public safety criteria is clearly defined for circumstances when TCOs can be used in lieu of police officers.

Over time, MPD has shifted (and or sought to shift) responsibility of managing certain traffic related tasks to DDOT and additional opportunities have been sought by outside parties:

- Since FY 2018, MPD began requesting to shift duties related to assessing traffic camera violations from the Automated Traffic Enforcement (ATE) initiative to DDOT. MPD also began implementation of technology to complete enforcement efforts without the use of officers.⁷⁹
- In FY 2020, a budgetary request sought to shift the ATE initiative from MPD to DDOT.⁸⁰ This request was not enacted through the budget process but was later completed via an administrative action.⁸¹
- The 2021 Police Reform Commission report recommended the shifting of duties from MPD to DDOT for all enforcement of traffic violations that do not imminently threaten public safety.⁸²

⁷⁹ "FY 2018 Proposed Budget and Financial Plan, page C-11," District of Columbia, Office of the Chief Financial Officer, accessed December 16, 2023, <https://cfo.dc.gov/node/1580256>.

⁸⁰ "FY 2020 Proposed Budget and Financial Plan, Table FA0-5," District of Columbia, Office of the Chief Financial Officer, accessed December 16, 2023, <https://cfo.dc.gov/node/289642>.

⁸¹ Lazo, Luz. "Bowser does an end run around D.C. Council, transfers traffic camera program to DDOT" *Washington Post*, October 1, 2019.

⁸² District of Columbia Police Reform Commission. 2021. *Decentering Police to Improve Public Safety: A Report of the DC Police Reform Commission*, District of Columbia Police Reform Commission. Page 21.



- In FY 2022, a budget amendment again sought to formally transfer the ATE initiative from MPD to DDOT – and included the proposed addition of 30 TCO positions to increase capacity at DDOT.⁸³ Council approved this enhancement.
- MPD currently employs civilian investigators who complete some work in responding to minor crashes. MPD reported considering analyzing the pros and cons of hiring a contractor to support traffic accident management for minor incidents with the goal of freeing up patrol officers for other duties that require a sworn patrol officer to perform.

Summary of Identified Benefits of Having Transferred Traffic Related Functions to DDOT

- DDOT professional personnel free up sworn MPD officers from performing duties that are non-emergency in nature and do not require a sworn officer.
- This approach reduces the frequency of police interactions with the public which could lead to negative outcomes (e.g., citizen complaints, uses of force, etc.)
- The approach reduces operational costs of performing certain duties given that the typical TCO hourly rate of pay is less than a police officer's typical rate of pay.

Summary of Identified Drawbacks of Having Transferred Traffic Related Functions to DDOT

- TCO coverage is primarily available on day and evening shifts with limited-to-no coverage during overnight hours, resulting in MPD covering these duties at night.⁸⁴
- MPD reported that, while it receives TCO support for traffic management and road closures, DDOT staffing shortages can result in MPD having to make up the difference using sworn officers on overtime. Frequently, MPD is given limited notice when these needs are identified.⁸⁵
- Given a 2023 shooting event outside a Nationals baseball game, MPD reported that concerns about public safety resulted in additional MPD personnel being deployed for sporting events, in addition to TCOs, thereby creating some levels of redundancy.⁸⁶
- For movements of dignitaries (specifically Presidential motorcades), MPD personnel noted that DDOT cannot provide the appropriate public safety response in the event of a directed attack or deliberate obstruction of the roadway.⁸⁷
- There has been some concern that residents and visitors fail to adhere to DDOT direction because they are not law enforcement officers.⁸⁸

Overview of Crime Scene Evidence Collection Functions

The Department of Forensic Sciences (DFS) was established through legislation passed in 2011. As part of the new department's creation, MPD's Crime Scene Services Division (CSSD)

⁸³ "FY 2022 Proposed Budget and Financial Plan, Table FA0-5 & Table KA0-5," District of Columbia Office of the Chief Financial Officer, accessed December 14, 2023, <https://cfo.dc.gov/node/289642>.

⁸⁴ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

⁸⁵ Ibid.

⁸⁶ MPD Executive Team Roundtable, Interview by PFM Team. July 25, 2023.

⁸⁷ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

⁸⁸ Lazo, Luz. "Bowser does an end run around D.C. Council, transfers traffic camera program to DDOT" *Washington Post*, October 1, 2019.



was transferred to DFS. Since DFS' creation, CSSD has remained under DFS' operational command and control. In 2021, DFS lost its accreditation for several laboratory functions based on a review by the American National Standards Institute (ANSI) National Accreditation Board, which reported it found credible evidence that the lab concealed information and engaged in fraudulent behavior surrounding an audit of lab activity.⁸⁹ However, DFS personnel noted that the loss of accreditation did not significantly impact DFS' ability to collect, manage, and store evidence from crime scenes. The Mayor's FY 2024 budget request proposed the transfer of CSSD functions back to MPD. The proposal was not passed as part of the final budget.⁹⁰

Review of Evidence Collection and Crime Lab Functions in Other Major Cities

Nationally, crime scene evidence collection functions performed outside a police department are less common for large cities. Based on a review of publicly available information from the 30 most populous cities in the United States, five out of 30 cities (17%) had evidence collection duties that reside with an entity outside the police department. 13 out of 30 cities (43%) had a crime lab separate from their police department.⁹¹

DFS and MPD Crime Scene Evidence Collection Policies

PFM conducted a review of past and present MPD policy on evidence collection to inform its review of the scope of responsibilities both DFS and MPD. PFM also conducted interviews with DFS executive leaders, managers, and front line staff to learn about the level of daily coordination between MPD and DFS. Primary findings related to policy and areas of responsibility for evidence collection efforts in the District, included:

- At the time of the review, MPD members were tasked with collecting and processing evidence when fingerprints, cartridge casings, buccal swabs, or photographs were the only form of forensic documentation required.⁹²
 - Such evidence was then submitted to DFS for cataloguing and storage and tested by DFS or outside labs as required.
- MPD personnel were required to utilize DFS personnel for evidence collection whenever such evidence required any forensic tests (except fingerprints, cartridge casings, photographs, or buccal swabs).⁹³
- In addition, MPD personnel were required to utilize DFS personnel for collecting evidence under 14 distinct categories outlined in General Order 304.8, Attachment A.
 - General Order 304.8 was effective as of August 28, 2023; however, it is not the current order used by DFS to provide guidance to the personnel in CSSD.

⁸⁹ Alexander, Keith. "National forensics board suspends DC crime lab's accreditation, halting analysis of evidence, City says." *Washington Post*, April 3, 2021.

⁹⁰ "FY 2024 Proposed Budget and Financial Plan, Table FA0-5 & Table KA0-5," District of Columbia, Office of the Chief Financial Officer, accessed December 14, 2023, <https://cfo.dc.gov/page/annual-operating-budget-and-capital-plan>.

⁹¹ Source data for each city identified located in Appendix D1.

⁹² "General Order 304.8 *Crime Scene Response and Evidence Collection*, Attachment A, Effective August 28, 2023," District of Columbia, Metropolitan Police Department, accessed December 14, 2023, https://go.mpdonline.com/GO/GO_304_08.pdf.

⁹³ Ibid. Please see Appendix D2 for a listing of functions DFS must perform.



- At the time of the review, according to DFS General Counsel personnel, an older version of the General Order, made effective February 27, 2018, is the version used by DFS to provide guidance to CSSD.
 - DFS personnel reported that the Department uses the prior version of the order because MPD modified the policy in 2023 without consulting with DFS management.⁹⁴
- The primary difference between both policies is related to an MPD requirement that DFS complete evidence collection work on any recovered stolen autos (both local and interstate) that were used in carjackings.⁹⁵
- While the 2018 version of the General Order required DFS to collect evidence from “all carjackings,” the new language would include DFS responsibility for *any recovered stolen vehicle suspected to be involved or used in a carjacking activity*.
- Given the reported rise in the number of stolen autos and carjackings in 2023, DFS suggested this would result in a significant shift of workload from MPD to DFS.⁹⁶
- In interviews with PFM, DFS personnel consistently raised the topic of carjackings as a point of disagreement with MPD.
- Given the level of specificity and varying circumstances in the list of exceptions to this general rule, there was (and remains) confusion and poor coordination among MPD personnel and DFS personnel about which entity is responsible for collecting certain types of evidence.
- DFS personnel acknowledged that the current capacity of CSSD⁹⁷ limited the Department’s ability to respond to all crime types and that only the most significant incidents⁹⁸ received a DFS response.

Assessment of Crime Scene Services External Coordination, Management, and Efficiency

A review of DFS performance and efficiency observed:

- In the data provided for FY 2018 – FY 2023, DFS did not achieve its KPI goal of arriving at 90 percent of crime scenes within 30 minutes.
 - While significant year-over-year progress for this measure was made in FY 2019 and FY 2020, the KPI began declining in FY 2021 and further declined in FY 2022 and FY 2023.
- DFS achieved its KPI goal of completing reports within 14 days in FY 2020 and nearly achieved that goal in FY 2019. However, year-over-year, the KPI began declining in FY

⁹⁴ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

⁹⁵ “General Order 304.8 *Crime Scene Response and Evidence Collection*, Attachment A, Effective August 28, 2023,” District of Columbia, Metropolitan Police Department, accessed December 14, 2023, https://go.mpdconline.com/GO/GO_304_08.pdf.

⁹⁶ DFS Manager and Supervisor Roundtable, Interview by PFM Team. Virtual, December 18, 2023.

⁹⁷ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

⁹⁸ Significant incidents are outlined in MPD General Order 304.8, found in Appendix D2, except for the noted disagreement of responses related to stolen vehicles suspected of being used in carjackings.



2021, further declined in FY 2022, and again in FY 2023. Increases in crime scenes processed and evidence items collected contributed to this decline in FY 2023.

- In FY 2022, there was a considerable decline in the number of evidence items received, scenes processed, and service requests; however, in FY 2023, there was a sharp increase in each of the same indicators.
- Since the loss of DFS lab accreditation, MPD and policymakers have examined and discussed whether evidence collection functions should remain with DFS or be transferred back to MPD.⁹⁹
 - While a full analysis of these policy benefits and drawbacks of the location of CSSD is beyond the scope of services for this review, it warrants further consideration of elected and appointed officials within the District, MPD, and DFS.

Considerations and Context for Policy Decisions on CSSD Location

Potential Benefits of Placing Crime Scene Services Division within DFS

- Can establish an impartial and independent process for evaluating crime scenes and collecting evidence to address concerns about the potential for police department bias.
- Some residents may hold bias against police and may be more willing to share information, provide evidence, or otherwise cooperate with DFS personnel given they are independent from MPD.
- Could allow sworn detectives to focus on other required investigative and enforcement functions such as witness or victim interviews, rather than spending labor hours on evidence collection (collecting, documenting, reporting, etc.).
- May provide a more specialized level of expertise. DFS personnel reported having a higher level of expertise and specific training in preserving the scientific integrity of evidence gathering and ensuring only probative evidence is collected for analysis.¹⁰⁰

Potential Drawbacks of Placing Crime Scene Services Division within DFS

- May continue coordination challenges and loss of MPD command and control led to disputes between MPD detectives and CSSD personnel about whether evidence identified by detectives does or does not have probative value that requires DFS testing.
- Disputes over evidence or lack of available DFS personnel could result in MPD collecting evidence from crime scenes outside of policy which may result in evidence being rejected for use in court proceedings.¹⁰¹
- Confusion over policies outlining division of labor for whether MPD or DFS is the responsible party for collecting evidence could continue to result in CSSD personnel

⁹⁹ Brice-Saddler, Michael and Lauren Lumpkin. "Budget tensions emerge as D.C. Council prepares for vote," *Washington Post*, May 7, 2023.

¹⁰⁰ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

¹⁰¹ MPD Criminal Investigations Roundtable, Interview by PFM Team. July 25, 2023.



being requested by MPD detectives to manage evidence collection for scenes they are not required to attend.¹⁰²

Potential Benefits of Placing Crime Scene Services within MPD

- MPD would become the responsible party for collecting all evidence for submission to DFS, which could eliminate confusion about division of labor for evidence collection based on crime types or circumstances.
- Having a unified command and control over evidence collection decisions could reduce the occurrence of disputes between MPD detectives and CSSD personnel about the probative value of evidence that requires DFS testing.
- Updates to policy could allow MPD personnel who respond to scenes to begin evidence canvassing while waiting for CSSD personnel to arrive and not impact admissibility of evidence collected by MPD personnel (because all personnel would be MPD).
- MPD Senior Police Officers could be leveraged as additional capacity to perform evidence collection functions in addition to the civilian personnel hired for the CSSD function.

Potential Drawbacks of Placing Crime Scene Services within MPD

- If staffing shortages impact the civilian CSSD function, then sworn detectives may be leveraged to complete evidence collection tasks, shifting at least a portion of their time away from required investigative and enforcement functions.
- MPD would likely need to ensure CSSD personnel receive continuous training to maintain its expertise, but such investments may be crowded out by other department-wide priorities.
- There is potential that public and private stakeholders remain concerned about potential police officer bias in directing the evidence collection processes.¹⁰³
- Some residents could be hesitant or unwilling to share information, provide evidence, or cooperate with MPD personnel and may otherwise cooperate with DFS personnel independent from MPD.

Potential Next Steps to Determine Resource Allocation for Crime Scene Services:

- While beyond the scope of this study, the District should review the overall staffing totals for the Crime Scene Services function to define the desired, prioritized outcomes (and KPIs) for the service.
- Once identified, those outcomes should drive an analysis of the required personnel, operational and organizational resources. These analyses are likely necessary regardless of whether the functions remain at DFS or are transferred back to MPD.

¹⁰² DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

¹⁰³ Brice-Saddler, Michael and Lauren Lumpkin. "Budget tensions emerge as D.C. Council prepares for vote," *Washington Post*, May 7, 2023.



- Parallel to the preceding staffing and outcome review, MPD and DFS could convene on General Order 304.8 to determine if policy updates made in 2023 are having unintended consequences and determine if additional policy revisions need to be considered to address division of labor between the two agencies.
- In the future, when DFS lab services again attain full accreditation, MPD and DFS should reconvene to determine if MPD evidence collection duties for buccal swaps, shell cases, and fingerprints could be shifted to DFS.¹⁰⁴
 - This will likely require that MPD coordinate directly with DFS (and if necessary, convene with the city leadership) for current – and future – policy revisions that impact DFS or other outside agencies.

Review of Additional MPD Functions That Could Potentially be Performed by Other Entities

In addition to two functions specified within the current scope of services, PFM identified two additional functions currently performed by MPD personnel that may warrant additional analyses.

- **Guarding Arrestees at Hospitals.** The District's Department of Corrections (DOC) is responsible for those individuals transferred to its custody from the MPD (typically after an arrest); however, MPD personnel and data provided by MPD suggested that DOC faced (and continues to face) persistent staffing shortages and was often unable or unwilling to provide support at hospitals to establish custody of arrestees and relieve MPD personnel.¹⁰⁵
 - MPD requires two patrol officers to continuously guard arrestees admitted to the hospital until the individual can be transferred to DOC custody or transported to DOC Central Detention.
 - The same two-officer requirement also applies to a person admitted to the hospital who may be experiencing a behavioral health crisis and is discovered to have an outstanding warrant, regardless of the nature of the offense tied to the warrant.¹⁰⁶
 - The result of a policy change to only require one officer could free up thousands of hours of annual patrol time across all police districts; however, any such policy decision should be made with consideration for appropriate safety and protocols for officers, hospital staff, and arrestees.¹⁰⁷

¹⁰⁴ During the final drafting of this report, the forensic crime lab regained accreditation.

<https://www.nbcwashington.com/news/local/dc-forensic-crime-labs-regain-accreditation-after-nearly-3-years/3501258/>.

¹⁰⁵ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

¹⁰⁶ Ibid. PFM requested additional data from MPD on hospital details to determine the volume of workload tied to this function. An analysis of the patrol officer workload is contained in Part V of this report, including an analysis of unit-level CAD data related to hospital guard detail.

¹⁰⁷ Ibid. MPD did provide paper records (form PD 313) for each instance of arrestee illness reports recording in 2022 for each police district. A cursory review of the 2022 data (as an example) found there were over 700 form PD 313s provided from the First District (1D) alone in the year. Assuming each instance of transport to the hospital only required one officer instead of two, that would represent over 700 instances where the second officer could have



◆ **Responding to Calls for Service at the New Beginning Youth Development Center.**

The New Beginnings Youth Development Center (NBYDC) is a secure and structured residential facility used for the long-term detention of male youth adjudicated of crimes committed in D.C. and adjudication requiring secure detention.¹⁰⁸

- The NBYDC property is owned by the District of Columbia, which results in MPD being responsible for any calls for service or reported crimes that may occur at NBYDC. NBYDC is approximately 19 miles (driving distance) from MPD's 5th District Police Station.¹⁰⁹
- MPD officers from the 5th District are assigned to respond to such calls for service and the average driving time from the 5th District police station to NBYDC can be 25-45 minutes, depending on traffic conditions.
- A main concern expressed by MPD personnel about NBYDC coverage was that the property is outside of the radio range of the District. Personnel reported that this effectively cuts off access to any support units that MPD officers would normally be able to request through dispatchers and requires any units responding to NBYDC to be taken out of service.
- As a result, MPD personnel suggested District dispatchers send multiple MPD personnel to a NBYDC call for service, so that if backup support is required to manage the issue, there are no delays in providing resources.¹¹⁰

been freed up and returned to patrol duties, in just a single patrol district. While there is no data on the number of hours each hospital detail entails, based on interviews with MPD members some hospital details can run continuously for an entire patrol shift of 10 hours.

¹⁰⁸ "New Beginnings Youth Development Center information page," District of Columbia, Department of Youth Rehabilitation Services, accessed December 14, 2023, <https://dyrs.dc.gov/service/new-beginnings-youth-development-center>.

¹⁰⁹ "Google Maps directions from MPD 5th District Station to New Beginnings Youth Development Center," Google Maps, accessed December 14, 2023, <https://maps.app.goo.gl/o1jf17krG7doxRY36>.

¹¹⁰ MPD Patrol Services Roundtable, Interview by PFM Team. July 25, 2023.



PFM requested additional data from MPD on the number of instances related to such calls for service to determine the volume of workload tied to this function.

- A review of the overall patrol workload of 5th District is contained in Part V, but it appears, based on MPD feedback, that specific data on NBYDC calls for service was not routinely tracked.
- As a result, further analysis of this issue was limited but may warrant additional analyses beyond this report; however, MPD Commanders and leadership suggested the extent of the workload on 5th District personnel may have been overstated by others in the Department.

Workload-Based Patrol Staffing Analysis

Calls for Service, CY 2019 through CY 2022

As part of the scope of services, PFM analyzed MPD calls for service data from CY 2019 through CY 2022. Key findings included:

- Total calls for service declined 25.8 percent between CY 2019 and CY 2022, including a 21.9 percent decline in community-generated calls for service.
 - “Domestic violence” was the only community-generated call category that showed an increase in calls during this period (a 9.6 percent increase).
 - Most of the decline in call volume was driven by a decrease in calls related to property damage, traffic accidents with property damage, parking complaints, and hit and run incidents, many of which may have been handled by the Office of Unified Communications’ Telephone Reporting Unit, through online reporting, or otherwise diverted.
 - Notably, comparisons between pre-pandemic (CY2019) and early post-pandemic (CY2022) call volumes show meaningful declines.

MPD Community-Generated Calls for Service, by Category, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019 - 2022
Medical	19,805	9,302	5,449	5,240	-73.5%
Vice	9,140	7,100	5,734	4,747	-48.1%
Property	64,903	35,298	32,926	35,471	-45.3%
Traffic-related	74,407	48,142	51,107	49,409	-33.6%
Admin	18,972	15,859	14,192	13,697	-27.8%
Alarms	51,119	39,571	36,602	38,870	-24.0%
Missing Persons	6,080	4,252	3,915	4,955	-18.5%
Mental	22,081	19,344	18,187	18,917	-14.3%
Interpersonal-other	11,267	8,802	8,944	9,894	-12.2%
Disorder	104,103	110,600	98,052	91,483	-12.1%
Suspensions	13,196	12,915	12,193	12,010	-9.0%
Violence	36,945	34,781	33,991	34,135	-7.6%
Domestic-related	7,844	6,923	7,071	7,353	-6.3%
Follow-up/Service	44,713	39,560	41,728	44,453	-0.6%
Domestic Violence	24,436	25,980	26,392	26,781	9.6%
Total	509,011	418,429	396,483	397,415	-21.9%

Source: MPD CAD data



- From CY 2019 to CY 2022, self-dispatched calls for service declined 41.4 percent.
 - The decline in self-dispatched call volume was driven by 55.4 percent fewer “traffic-related” calls, with traffic stops declining 60.8 percent from CY 2019 to CY 2022. Calls in the “suspicious” category also declined over this period with 63.0 percent fewer “stop/frisk” calls in CY 2022 compared to CY 2019.

MPD Self-Dispatched Call Volume by Category, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019-2022
Vice	667	383	283	246	-63.1%
Suspicious	9,278	5,293	3,191	3,648	-60.7%
Interpersonal-other	987	537	413	402	-59.3%
Medical	5,537	4,755	3,063	2,327	-58.0%
Traffic-related	45,019	25,894	21,533	20,093	-55.4%
Property	8,690	6,235	5,488	5,548	-36.2%
Admin	33,368	25,947	24,273	23,217	-30.4%
Mental	1,412	1,244	1,118	1,018	-27.9%
Disorder	8,105	7,266	6,321	5,984	-26.2%
Violence	3,451	2,811	2,805	2,688	-22.1%
Alarms	1,226	1,027	980	975	-20.5%
Missing Persons	390	264	275	319	-18.2%
Domestic Violence	1467	1346	1260	1254	-14.5%
Follow-up/Service	7661	6570	6665	6765	-11.7%
Domestic-related	315	249	335	297	-5.7%
Total	127,573	89,821	78,003	74,781	-41.4%

Source: MPD CAD Data.

Patrol Officer Workload – Community-Generated Call Volume

PFM reviewed calls for service to which primary patrol officers responded in CY 2022 in detail, by category and district. Key findings included:

- In CY 2022, primary patrol officer units responded to 345,533 community-generated calls for service – 86.9 percent of the total community-generated calls for service MPD units responded to that year.
- Patrol district-specific call volume ranged from a high of 56,219 calls in the Sixth District (6D) to a low of 44,631 in the Third District (3D).¹¹¹
- “Violence,” “domestic violence,” and “domestic-related,” calls were higher in 6D and 7D than other patrol districts. These districts combined for 52.9 percent of “domestic violence” calls, 46.1 percent of “domestic-related” calls, and 40.6 percent of “violence” calls.

¹¹¹ MPD abbreviations for patrol districts are used throughout this report. Abbreviations follow a standard presentation of “[district number][D].” For example, the Sixth District is abbreviated as “6D,” the Third District is abbreviated as “3D,” etc.



MPD Community-Generated Call Volume with Primary Patrol Unit Response by Category and Patrol District, CY 2022

	1D	2D	3D	4D	5D	6D	7D	Total
Disorder	10,682	13,023	11,334	10,178	12,847	11,302	10,272	79,638
Traffic-related	6,454	7,104	5,818	5,589	6,136	5,927	4,161	41,189
Follow-up/Service	5,013	4,861	4,184	4,784	5,602	6,694	6,210	37,348
Alarms	4,278	8,519	4,669	5,084	5,540	4,350	3,163	35,603
Property	3,868	4,990	4,655	4,415	5,052	4,586	3,493	31,059
Violence	3,669	2,886	3,693	3,435	4,462	5,918	6,477	30,540
Domestic Violence	2,114	1,147	1,968	3,014	3,742	6,360	7,094	25,439
Mental	2,585	2,796	2,445	1,957	2,491	2,443	2,286	17,003
Suspensions	1,434	1,604	1,557	1,533	1,595	1,724	1,009	10,456
Admin	1,683	1,021	1,046	1,365	1,061	1,493	1,191	8,860
Interpersonal-other	1,241	1,447	1,182	1,060	1,331	1,375	1,174	8,810
Domestic-related	632	508	636	901	992	1,574	1,555	6,798
Missing Persons	562	379	372	560	685	956	918	4,432
Medical	525	533	530	583	741	795	720	4,427
Vice	372	224	542	611	824	722	636	3,931
Total	45,112	51,042	44,631	45,069	53,101	56,219	50,359	345,533
Pct of Total	13.1%	14.8%	12.9%	13.0%	15.4%	16.3%	14.6%	

Source: MPD CAD Data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Patrol Officer Workload – Time on Community-Generated Calls for Service

- In CY 2022, primary patrol officer units spent a total of 401,631 hours responding to community-generated calls for service. Calls in the “violence,” “disorder,” “traffic-related,” and “domestic-violence” categories accounted for 52.3 percent of this time.
 - Calls involving violence, including those in the “violence” and “domestic violence” categories, were more than one-quarter of this time with 15.5 percent in the “violence” category and 10.6 percent in the “domestic violence” category.
- Similar to call volume, primary patrol unit time on “domestic violence,” “domestic-related,” and “violence,” call categories was greater in 6D and 7D.
 - These two districts accounted for more than half (50.7 percent) of total primary patrol unit time on “domestic violence” calls, 43.6 percent of time on “domestic-related” calls and 38.6 percent of time on “violence” calls.



MPD Officer Unit Time (in Hours) by Call Category and Patrol District, CY 2022 Community-Generated Calls with Primary Patrol Unit Response

	1D	2D	3D	4D	5D	6D	7D	Total
Violence	6,944	6,479	7,079	8,154	9,652	11,984	12,106	62,398
Disorder	7,358	11,171	8,003	7,884	9,977	8,749	7,718	60,860
Traffic-related	6,275	7,261	5,305	6,116	6,824	7,191	5,377	44,349
Follow-up/Service	5,119	5,994	4,807	5,914	7,096	8,006	6,798	43,734
Domestic Violence	3,382	2,448	3,286	5,564	6,293	10,655	10,856	42,484
Property	4,511	6,329	5,428	5,537	6,214	5,456	3,869	37,344
Mental	3,053	4,136	3,290	3,716	3,618	4,019	3,358	25,190
Alarms	2,364	5,809	2,821	3,473	3,798	2,802	1,974	23,041
Admin	2,379	1,629	1,555	2,395	1,461	2,160	1,721	13,300
Medical	856	1,213	990	1,442	1,826	1,935	1,628	9,890
Interpersonal-other	1,153	1,691	1,117	1,150	1,483	1,516	1,295	9,405
Missing Persons	1,112	901	687	1,302	1,408	1,966	1,886	9,262
Suspensions	1,082	1,522	1,297	1,231	1,457	1,579	895	9,063
Domestic-related	791	785	851	1,380	1,280	2,040	1,895	9,022
Vice	185	185	289	348	514	412	360	2,293
Total	46,562	57,554	46,803	55,606	62,902	70,468	61,737	401,632
Pct of Total	11.6%	14.3%	11.7%	13.8%	15.7%	17.5%	15.4%	

Source: MPD CAD data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Patrol Officer Availability – Shift Relief Factor

PFM reviewed data provided by MPD regarding leave usage and other time away to produce an estimate of an average patrol officer's available hours per year and subsequently a shift relief factor for patrol officers.¹¹²

- In CY 2022, on average, patrol officers used 373.4 hours of leave – equivalent to 37.3 10-hour patrol shifts.
- In addition to leave, officers have other responsibilities and circumstances that prevent them from being available to cover a patrol post.¹¹³ For MPD officers, these include training, light duty or non-contact assignments, and court time. Total required training annually consumes between 76 and 96 hours per officer. Officers averaged eight hours of light duty or non-contact assignments, and 1.4 hours of court time during regular hours (non-overtime) in CY 2022.

¹¹² Wilson, Jeremy M., and Alexander Weiss. 2014. A Performance-Based Approach to Police Staffing and Allocation. Washington, DC: Office of Community Oriented Policing Services. Page 32. "The shift-relief factor shows the relationship between the maximum number of days that an officer can work and actually works. Knowing the relief factor is necessary to estimating the number of officers that should be assigned to a shift in order to ensure that the appropriate number is working each day."

¹¹³ "Post" is used to describe a standard assigned patrol beat on a given shift and informs the number of officers that are intended to be working at any given time. Due to regular leave and days off, multiple officers are needed to consistently staff one post.



- The combination of average leave and other time away from primary patrol functions reduced available hours to 1,606.8 per officer. This is equivalent to an officer being available for about 77.0 percent of their scheduled shifts.
- The shift relief factor is an estimate of the number of employees needed to cover one post. Each MPD patrol post is covered 10.5 hours per day, 365 days per year, requiring a total of 3,833 hours per year. Given available hours of 1,606.8 per officer, MPD's patrol shift relief factor was estimated to be 2.39.

Patrol Officer Workload – Time on Non-Primary Patrol Tasks

As part of the scope of services, PFM reviewed available data on time spent by patrol officers on the following activities:

- Assisting with HSB details, including providing security support for presidential and other dignitary escorts, first amendment demonstrations, and other special events. Key findings of the review of time on this activity include:
 - *MPD does not consistently or reliably track employee time spent working on HSB details during regular hours. As a result, MPD was not able to quantify this time for use in this review. This is an important piece of data that warrants collection moving forward as HSB details were routinely cited as a major contributor to patrol officer workload. Evaluations of patrol officer workload and a determination of staffing based on workload will be significantly limited until this time can be reliably quantified.*
 - Time on these tasks on an overtime basis is tracked in detail using authorization codes, as discussed in the overtime analysis included in this report.
 - Using limited data available regarding time patrol officers worked HSB details during regular hours in CY 2022, PFM produced an estimate of 198,449 hours spent working HSB details. Most of these hours fell within daywork and evening shifts (44.8 percent and 38.4 percent, respectively) with only 16.8 percent during midnight shift.
 - A survey of district commanders indicated officers in six of seven districts regularly assisted with HSB teletype requests during normal working hours, and officers in all districts regularly assisted with HSB teletype requests outside normal working hours.
 - Five of seven districts indicated overtime requests related to assisting HSB impeded primary patrol officers' availability or readiness to perform primary patrol responsibilities, with three indicating this was a frequent occurrence while two reported this occurs regularly.
- Hospital Guard Detail – police officer supervision of arrestees transported to a hospital for medical treatment. Key findings of the review of time on this activity included:
 - Given limited centrally-collected and reported MPD data pertaining to this activity, a survey of district commanders indicated all districts were impacted by hospital guard details.



- Unit-level CAD data indicated that patrol officer units were marked out of service for hospital details for 49,014 hours in CY 2022 – the equivalent of 23.5 full-time officers.¹¹⁴
 - Nearly one-quarter of this time was in 7D, which MPD leadership suggested was the result of the high level of violent crime in the district and resulting long-term hospital details.
- Calls for service at the Department of Youth Rehabilitation Services' (DYRS) New Beginnings Facility in Laurel, MD. Key findings of the review of time on this activity include:
 - 5D was the only district impacted by these calls for service
 - No calls included in the dataset reviewed were located at the New Beginnings facility, but discussion with MPD leadership and the results of a survey of district commanders indicated these calls occur one to two times per week, on average, with each call lasting two to four hours and involving between two and four officers. Based on these estimates, officers in 5D spent less than 1,000 hours responding to these calls.

Patrol Workload-Based Staffing Model

As part of the scope of services, PFM produced a staffing model estimating the number of patrol officers required to respond to community-generated calls for service, while allowing time for officers to meet performance objectives related to proactive policing and community-engagement.¹¹⁵ *The model also accounted for the estimated amount of time officers spend working HSB details and hospital guard details.* Key findings related to the output of the model included:

- The model suggested a total of 1,322 officers be assigned to patrol – not meaningfully different than the 1,340 officers assigned to PSAs as of July 2023.
- Rather than a change in total positions, the output of the model pointed toward a reallocation of staffing among districts and shifts.
 - More officers were suggested in 3D (17 officers) and 7D (12 officers).
 - More officers were suggested on the daywork shift (52 additional officers), evening shift (seven additional officers).
 - Fewer officers were suggested on the midnight shift (77 fewer officers)
 - Only 25.5 percent of total estimated officer time on community-generated calls for service fell during the midnight shift.

¹¹⁴ Calculated based on 2,085.7 scheduled working hours per year per MPD patrol officer

¹¹⁵ The model assumes officers spend 40 percent of their time responding to calls for service, 40 percent of their time on proactive functions, and 20 percent of their time on administrative tasks and breaks. This distribution was agreed upon in cooperation with MPD leadership. As with any broad goals for staff time distribution, achieving the distributions will require the close and effective supervision of personnel for maximum results.



- On average, per PSA, midnight shifts had nearly 1,000 fewer community-generated calls than evening shifts based on 2022 call volume (1,782 compared to 2,707, respectively).

Workload-Based Staffing Model Output Officers Compared to Assigned Officers as of July 2023, by Shift and District

	1D	2D	3D	4D	5D	6D	7D	Total
Model Output								
Daywork	63	68	60	64	73	74	77	479
Evening	67	64	63	69	70	91	80	504
Midnight	43	46	42	47	46	58	57	339
Total Model Output	173	178	165	180	189	223	214	1,322
Assigned as of July 2023								
Daywork	60	59	43	61	72	75	57	427
Evening	56	64	59	76	72	85	85	497
Midnight	61	62	46	56	63	68	60	416
Total Assigned as of July 2023	177	185	148	193	207	228	202	1,340
Difference								
Daywork	3	9	17	3	1	(1)	20	52
Evening	11	0	4	(7)	(2)	6	(5)	7
Midnight	(18)	(16)	(4)	(9)	(17)	(10)	(3)	(77)
Total Difference	(4)	(7)	17	(13)	(18)	(5)	12	(18)

Workload-Based Investigative Staffing Assessment

Workload-Based Investigative Staffing Assessment Methodology

As part of ODCA's requested scope of services, PFM performed a workload-based staffing assessment of MPD's investigative functions. PFM's methodology for workload-based assessments relied on a bottom-up calculation of workload, which included the frequency of a given activity – in this case total cases investigated (or assigned for investigation by a specialized unit) and the time it took to investigate each case.

In contrast to patrol, where workload is calculated using CAD data on calls for service with specific time stamps, investigative units rarely keep a time log of time spent by detectives on each investigation. Therefore, the following methodology required the development of multiple assumptions to estimate time on cases, because such times were formally documented by MPD (this is generally consistent with investigative functions in most police departments). The steps to develop these assumptions were:

- **Break down the investigative process into stages** – Separate the process into discrete stages – Initial Investigation, Follow-up Investigation, Issue of Charges and Prosecution, and Court Time. This breakdown is helpful to estimate the percentage of cases that reach deeper stages of an investigation and require more time and effort. In other words, some cases might be closed after an initial investigation, which includes an arrival on scene where a suspect is already in custody. Other cases will require more



time because they require a “follow-up investigation” which might include further analysis of evidence and search warrants. Other cases, where the detective has gathered enough evidence to request an arrest warrant and/or submit the case to prosecution will require more time from detectives.

- **Identify activities per case and by type of investigation or crime type** – Capturing the variation in the type and frequency of activities per type of investigation. For example, some crime types, like felony assaults, require activities that other crime types, like Homicide, do not; for instance, visits to a hospital, or interviewing next of kin. Some sexual assault cases might require a forensic interview, which is only done in a particular type of investigation. It is important to capture differences in activities per case type to properly allocate time to those activities.
- **Determine touch time and number of detectives involved per activity per case¹¹⁶** – Each activity will require an estimation of time, and a decision on how many detectives is assigned to each activity. For example, a visit to a hospital will require that the primary detective be accompanied by a secondary detective, but analysis of video evidence may only be performed by the primary detective.
- **Determine number of cases that reach each stage of an investigation** – Using the stages described above, data is collected to help define the number of cases that reach each of these stages based on the Case Management System, or any other available source.¹¹⁶

Calculation Methodology and Inputs

- The preceding steps informed the approach to calculate an average touch time per case.
 - Average touch time per case was defined as the average time it takes to investigate one type of case, accounting for the complexity and length of an investigation and all the activities executed throughout the process.
 - To reach the total workload of a unit, this average touch time was then multiplied by the total number of cases assigned to a unit or squad, which represented the total case workload for a year. Additionally, workload not related to investigations was added to account for a unit's total workload.
 - This total workload (case workload + non-case workload) was then divided by the time detectives are available to perform their duties, which results in a Calculated FTEs, or the number of personnel needed to fulfill the assigned duties of a unit or squad. This calculation is represented in the following table.

¹¹⁶ Touch time is defined as the sum of the time a detective spends on a particular case. For example, a detective can be assigned to Case A, which takes two months to investigate from beginning to end (from the moment the crime was reported, to the day the investigation is closed); however, the detective spends 24 hours during the first three days, and then spends two hours per week during the next eight weeks following the report. The total *touch time* in Case A is 40 hours. Case B starts after Case A, but because more leads and evidence are available, the detective spends five hours per day during eight consecutive days in investigation until closing the investigation on the eighth day. For both Case A and Case B, the total *touch time* spent is the same (40 hours), but the time from open to close was quite different.



Investigations Workload-Based Staffing Model Calculation Steps

Calculation Step	Description
Average Touch Time (Hrs.)	Weighted average or time per activity per percentage of cases that require such activities
X 12-Month Caseload	Number of cases assigned per unit or squad in a 12-month period
= Case Related Workload (Hrs.)	Total hours required to investigate all cases assigned to unit
+ Non-Case Related Workload (Hrs.)	Time spent by detectives not related to investigative activities
= Total Workload	All workload required to fulfill the mission of a unit or squad
÷ Available time	Time a detective is available to perform his or her duties (considers benefit time off, days off, time on leave, training time and any other time not available to contribute to the unit's mission).
Calculated FTEs	Number of detectives Full-Time equivalent needed to manage workload within a unit or squad in a 12-month period.

For the study of MPD, quantitative and qualitative inputs were used to calculate workload-based staffing needs (FTEs) per investigative unit (a list follows this paragraph). All information was gathered from files provided by MPD and interviews with MPD personnel. For some units, these inputs varied or were incomplete/unavailable. As a result, some inputs relied on assumptions co-developed with MPD personnel, in which case, they were detailed in the relevant investigative unit's section. All resulting model inputs and assumptions were discussed and validated with MPD personnel and cross referenced with similar analyses of other comparable departments previously studied by the PFM team or other publicly available studies. Below is a summary of sources of information used for this study.

1. **Case Types and Volume** – the number of cases assigned to a unit was calculated for most units using MPD CY 2022 (12-month period) case data extracted from the Case Management System (CMS). In some particular units, where PFM observed a considerable increase in case volume trends, exceptions were made to include the closest available data to the time of the delivery of the study. These are made explicit in their respective sections of this document.
2. **Case funnel** – the percentage of cases that reach each stage of an investigation was obtained through a series of interviews with unit personnel and through responses to a form sent to unit leadership. This information is not commonly tracked by investigative units, as most units and CMS systems will capture case dispositions or status. (e.g., "Pending Further Information," "Cleared Exceptionally," "Cleared by Arrest").
3. **Frequency of investigative activities, touch time per activity, and number of detectives per activity** – capturing activities performed, activities per case, and the length of each activity per case type.
4. **Complexity of cases** – complexity of cases is a qualitative attribute that is defined by multiple factors which include some objective factors (i.e., type of offense investigated, among others). Case complexity was estimated using survey data and interview results



of detectives and unit commanders which define the number of activities, frequency of activities and number of detectives dedicated to each activity based on a level of complexity. For example, in Sexual Assaults, cases where there is a known offender will require more time interviewing this suspect but will require less time trying to identify him in sex offender registries. In Missing Person cases, the most complex cases require all unit detectives and officers on duty to report to the scene of a kidnapping, whereas less complex cases will only require a primary investigator to respond.

5. **Non-Case Related Workload** – data related to Detective time spent on non-investigative work.
6. **Available time**³ – to inform detectives' available time, annual vacation, sick, personal, other types of leave, and training were removed from available time.¹¹⁷
7. **FTE Calculation**¹¹⁸ – the number of Full-Time Equivalents (FTEs) to meet the baseline workload is calculated for each unit was determined using the following formula:

$$(Total\ Touch\ Time \times Total\ Cases + Non-Case\ Related\ or\ Administrative\ Time) / Total\ Available\ Time = Required\ FTEs)$$

8. **FTE Gap (Surplus)** - represents the difference between actual FTEs and the required number of FTEs based on the calculated workload and case volume.

*Workload-based Investigative Staffing Assessment*¹¹⁹

This section of the report includes reviews of MPD's investigative units tasked with reactive work performed by detectives.¹²⁰ Proactive investigative functions are discussed in section two of this report.¹²¹

¹¹⁷ See Appendix F5: *Available Time Calculation* for further information on the estimated 1,661.19 hours of available time to work for detectives.

¹¹⁸ For the purposes of this analysis, one FTE is equivalent to a single investigator or detective and decimal points are included to account for partial FTEs. Departmental discretion should be used in deciding whether to "round up," "round down," or address fractional workload through a part-time resource, sharing of personnel, or overtime hours. The calculation for "required FTEs" only accounted for frontline Investigators or Detectives. Supervision of these specialized units and any administrative or civilian support is presented in subsequent sections of this report.

¹¹⁹ Note, throughout the following workload analyses, certain sums may not total due to rounding.

¹²⁰ The workload-based staffing model does not account for sudden influxes in case volume or personnel scheduling constraints. Quantitative and qualitative inputs capture a particular moment in time, thus, changes to any input can alter the assumptions and results. Also, this model does not account for potential improvements in operational performance. For example, implementation of a policy that requires detectives to perform additional work to submit a case, or any technological advances that reduce (or increase) workload will impact FTE calculations.

¹²¹ MPD, like most police agencies, engages in both reactive and proactive investigations. This analysis focuses on reactive work, which is driven by events rather than department policy. Proactive investigative work is critical and discussed in section two of this report. Proactive investigative work and staffing should be driven primarily by department policy, goals, and strategies.



As of November 22, 2023, the Bureau had 340 employees in the titles of detective/officer, sergeant, and lieutenant.

Sworn Staff by Unit (as of November 22, 2023)

Division	Unit / Detail	Lieutenants	Sergeants	Detectives / Officers	Total
Criminal Investigations	Homicide	3	8	59	70
	Sexual Assaults	1	2	22	25
	Financial Crimes	0	1	4	5
	Carjacking	1	1	12	14
	District Detectives	7	17	143	167
Special Operations	TSSSES – Major Crash	1	1	5	7
Youth and Family Services	Child Physical and Sexual Abuse	1	4	24	29
	ICAC/ Human Trafficking	0	0	5	5
	Missing Persons	1	1	16	18

Source: PFM interviews with unit personnel.¹²² See Appendix A3 for further information on interviews held.

PFM reviewed and analyzed the workload and FTE needs for each investigative unit from the above table. Each unit overview includes: a brief description of the unit, its functions and (filled) staffing configuration, key assumptions used in projecting its workload-based staffing, and an explanation of the unit-specific analysis and results.

¹²² PFM relied on interviews with MPD personnel for total staffing in each unit given that Schedule A data was not sufficiently granular to perform needed analyses.



Staffing Model Results

The following “Summary of Calculated Staffing Levels for Investigative Units” table provides a comprehensive summary of the current and calculated staffing levels of detectives for each of the analyzed units.⁸

Summary of Calculated Staffing Levels for Investigative Units

Division	Unit	Total Cases	Filled Positions (Nov 2023)	Calculated FTEs	FTE Gap
Criminal Investigations	Homicide	1,777	50	49.9	0.1
	Sexual Assaults	1,215	18	21.6	(3.6)
	Financial Crimes	1,003	4	9.0	(5.0)
	Carjacking	1,296	12	22.7	(10.7)
	District Detectives	35,155	143	176.0	(33.0)
Special Operations	TSSES - Major Crash	136	5	8.3	(3.3)
Youth and Family Services	Child Physical and Sexual Abuse	3,721	18	22.5	(4.5)
	ICAC/ Human Trafficking	705	4	7.7	(3.7)
	Missing Persons	1,930	16	17.2	(1.2)
Total		46,938	270	334.9	(64.9)

Note: Actual FTEs considered only employees with the title of ‘Detective’ within all units except for the Financial Crimes Unit and Missing Persons Branch which both included Officers as well, because officers currently manage some of the investigative workload of these units. The Sexual Assault Unit analysis intentionally omitted four detectives who worked cold cases, which are assigned proactively based on unit availability and strategic priority. The Child Physical and Sexual Abuse Branch omitted five detectives that are not assigned PSAB cases. In some instances, officers (as opposed to detectives) in the reviewed units handled investigative case responsibilities; however, for the purposes of this analysis, they were not included in the staffing figures unless otherwise noted because officers cannot fulfill all the responsibilities that are required during an investigation.

Based on the preceding analyses and workload measures, there is a need for 64.9 additional FTEs for the units reviewed.

- For Criminal Investigations, there is a need for 52.2 additional FTEs based on an annual caseload of 40,446 across its units.
- For Special Operations, there is a need for 3.3 additional FTEs based on an annual caseload of 136 for Major Crash.
- For Youth and Family Services, there is a need for 9.4 FTEs based on an annual caseload of 6,356 across its units.



It is important to note that these figures can and should change as crime, caseload volume, and departmental prerogatives change. A continual reassessment of touch time, workload, and personnel will allow the Department, elected and appointed leaders, and stakeholders to assess the current versus desired/needed number of detectives.

The “Summary of Calculated Staffing Levels for District Detectives” table that follows provides a summary of the actual and calculated staffing levels of detectives by District, as well as the number of cases investigated for the purpose of this study. It is important to note that the calculated FTEs in these districts depends heavily on managing demand, or the effective triaging and prioritization of cases, strategic decisions on what level of service MPD desires to provide at the district level, and what volume of cases are assigned to a detective versus a patrol officer.

Summary of Calculated Staffing Levels for District Detectives

District	Total Cases	Actual FTEs (Nov 2023)	Calculated FTEs	FTE Gap
District 1	4,490	17	22	(5)
District 2	4,949	16	21	(5)
District 3	5,065	16	24	(8)
District 4	3,993	20	19	1
District 5	5,034	22	25	(3)
District 6	6,324	27	34	(7)
District 7	5,300	25	32	(7)
Total	35,155	143	176	(33)

Baseline Staffing Figures and Context

As part of ODCA’s requested scope of services, PFM developed workload-based staffing estimates for *reactive* units within patrol and investigations. Workload-based proactive and administrative segments of MPD were not part of the requested scope of services.¹²³

- Among **investigative units**, reactive units included the Criminal Investigations Division’s Homicide unit, District Detectives, Sexual Assaults unit, Financial Crimes unit, Carjacking unit, the Special Operations Division’s Major Crash unit, and the Youth and Family Services Division’s Child Physical and Sexual Abuse unit, Internet Crimes Against Children unit, and Missing Persons unit. Current staffing of these reactive units

¹²³ A workload analysis of MPD’s proactive functions was not included in the requested scope of services. Proactive functions have an important role to play in police department operations and public safety when executed well. “[P]roactive policing...” is used “...to refer to all policing strategies that have as one of their goals the prevention or reduction of crime and disorder and that are not reactive in terms of focusing primarily on uncovering ongoing crime or on investigating or responding to crimes once they have occurred.” Sourced from: National Academies of Sciences, Engineering, and Medicine 2018. *Proactive Policing: Effects on Crime and Communities*. Washington, DC: The National Academies Press. Additionally, “[t]here is now substantial evidence that proactive policing can have meaningful effects on crime, especially when it is focused at crime hot spots—small areas, such as street segments that produce a substantial part of the crime problem.” Sourced from: *Reforming the police through procedural justice training: A multicity randomized trial at crime hot spots* David Weisburd, Cody W. Telep, Heather Vovak, and Brandon Turchan March 28, 2022, <https://doi.org/10.1073/pnas.2118780119>; see also: https://www.policinginstitute.org/wpcontent/uploads/2015/07/PF_FiveThings_HotSpotsPolicing_Handout_Rev6.23.15.pdf; Weisburd, D., Wilson, D. B., Petersen, K., & Telep, C. W., 2023; and Does police patrol in large areas prevent crime? Revisiting the Kansas City Preventive Patrol Experiment. *Criminology & Public Policy*, 22, 543–560. <https://doi.org/10.1111/1745-9133.12623>.



accounted for nearly three-quarters of total MPD detective positions as of the start of FY 2024.¹²⁴

- Within **patrol services**, staffing estimates were produced for positions performing primary patrol responsibilities (defined as officers assigned to Patrol Service Areas).¹²⁵ As of the start of FY 2024, these officers accounted for about half of total MPD officer positions.¹²⁶

The calculation of frontline staff (officers and detectives) in these units was rooted in the amount of workload identified in the assessments of reactive investigative and primary patrol units.

- To calculate associated supervisory positions and spans of control for sergeants and lieutenants, target span of control ratios were applied.¹²⁷ Staffing of titles ranking higher than lieutenant were not included in these estimates because, typically, ranks above lieutenant are less driven by workload and more predicated on departmental leadership, operational goals, and desired structure – in short, those positions are more policy choices than workload-based decisions.
- As with any baseline workload-based analysis, the inputs in the current model reflect the volume and quality of available data during the reviewed period.
 - Prospective changes to data availability and/or quality could increase or decrease the Department's projected staffing needs.
 - Workload data can (and will) change and critical data that is currently unavailable should be collected, analyzed, and reported to better inform future workload-based staffing projections.¹²⁸
 - As a result, it is important that the District and Department use the figures from these analyses as a guide to help elected and appointed leaders make informed choices and ask detailed questions to form organizational, operational, public safety, and fiscal policy decisions – the results from these analyses are not intended to be dispositive.
- Going forward, the District and the Department should regularly update workload-based inputs to assess the impact of newly collected (currently unavailable) data, improve the quality of available data, quantify the impact of changes to currently available workload

¹²⁴ Based on staffing estimates for filled and vacant positions as of September 2023, according to Schedule A staffing data provided by MPD.

¹²⁵ Staffing estimates by district and PSA is discussed and presented in Section Five of this report.

¹²⁶ Based on estimates of officers assigned to PSAs produced using patrol schedules as of July 2023, as a share of total filled and vacant officer positions as of the start of FY 2024, according to Schedule A staffing data provided by MPD.

¹²⁷ For reactive investigative units: target ratios of detectives to sergeant were: 5:1 for Criminal Investigations and Youth and Family Services Division and 6:1 for Special Operations Division. Target ratios for sergeants to lieutenant were 3:1 for all reactive investigative units. For patrol: target ratio of officers to sergeant was 8:1 and sergeants to lieutenant was 4:1. For further discussion of target span of control ratios, please see Part II of this report.

¹²⁸ Examples of workload-based data that were unavailable or unreliable as part of this study are detailed in the preceding sections of this report and include, but are not limited to: HSB details, guarding inmates at hospitals, the number of patrol units that have more than one officer, and time of task data for investigations, among others.



inputs to model outputs, and update assumptions based on new or changing District and Departmental operational and policy goals.

- Future changes to inputs will likely affect the associated outputs of the staffing model and, most importantly, should be tied to the desired outcomes of the District and the Department.

Baseline Staffing Recommended by Workload-Based Staffing Assessments of Reactive Investigative Units and Primary Patrol

	Officer/ Detective	Sergeant	Lieutenant	Total
Reactive Investigative Units				
Investigative Services Bureau				
Criminal Investigations Division	280	56	19	355
Homeland Security Bureau				
Special Operations Division	9	2	1	12
Youth and Family Engagement Bureau				
Youth and Family Services Division	48	10	4	62
Reactive Investigative Units Total	337	68	24	429
Primary Patrol				
Daywork	479	63	18	560
Evening	504	65	19	588
Midnight	339	46	14	399
Primary Patrol Positions Total	1,322	174	51	1,547

Note: in the "Officer/Detective" column, number shown is detectives for investigative units and officers for primary patrol. For investigative units, in the "Officer/Detective" column, the figures assumed FTEs calculated by the workload model to be detective positions, and therefore round up to the nearest whole number. If MPD changes policies or practices for certain units, it is understood that some of these positions could be filled, in part, by other job titles or professional staff; however, that is not assumed for this baseline calculation. For specific FTE calculations, please see Part VI of this report.

It is critical to note that this report and its results are not intended to provide a formulaic single "right" answer for MPD – there is no such thing. Rather, the report findings and workload-based outputs should be used to help inform judgments and decision-making by elected and appointed leaders, stakeholders, and the public.



INTRODUCTION



INTRODUCTION

PROJECT BACKGROUND AND TEAM

Across the nation, changes to historical patterns of service demand and changes to recruitment and retention present policing agencies, city administrations, and stakeholders with a need to periodically examine the alignment of police department workload and staffing.

In any such effort, it is critical that a policing agency's context be analyzed. A department's context – its unique features, department history, current tasks assigned by elected and appointed leaders, community feedback, challenges, and opportunities – form a basis for a review of any policing agency. Policing agencies require a clear and concrete plan for the deployment of sworn and professional personnel as part of delivering efficient, effective law enforcement services.

In mid-2022, the Office of the District of Columbia Auditor (ODCA) issued a competitive procurement to engage a contractor to perform a "Study of Police Staffing & Time Utilization in the Metropolitan Police Department."¹²⁹ At the conclusion of the competitive procurement, ODCA selected Alexander Weiss Consulting LLC to perform the requested scope of work.

The Alexander Weiss Consulting team – including PFM Group Consulting LLC and V2A Consulting – began work in late 2022.

In February 2023, Dr. Alexander Weiss unexpectedly passed away. After consultation and discussion between ODCA and the remaining project team, in June 2023, ODCA and PFM Group Consulting entered into an agreement to complete the scope of work. PFM Group Consulting retained project partner V2A Consulting and expanded the team to include EJM Advisory Firm LLC (collectively referred to as "PFM," "the PFM team," or "the project team" throughout this report). The project team mourns the loss of Dr. Weiss as a friend, colleague, and mentor. His passion for the policing profession touched all of those with whom he worked.

SCOPE OF WORK

The ODCA requested scope of services called for completion of seven distinct tasks to inform MPD's staffing needs.¹³⁰

1. "Conduct a benchmarking analysis of MPD sworn staffing levels to include the current ratio of officers per crime and officers per capita in comparison with comparable departments nationally...
2. Review departmental staffing assignments overall on issues including but not limited to the proportion of sworn officers assigned to patrol in comparison with the proportion assigned to investigations, the number and staffing of specialized units, unique responsibilities in the national capital, the supervisor-supervisee relations, and similar workforce decisions compared with what are considered best practices in law enforcement personnel...

¹²⁹ Office of the District of Columbia Auditor, RFP No: ODCA-RFP-2022-01, Issued May 12, 2022.

¹³⁰ Ibid.



3. Review and document the District record over the last 10 years in civilianizing positions within MPD, i.e., functions that had previously been undertaken by sworn officers but had been transitioned to civilian MPD employees...
4. Review and document the District record over the last 10 years in transitioning what had been functions undertaken by MPD civilian staff and sworn officers to other agencies outside the police agency, including but not necessarily limited to traffic control officers...and crime scene investigators...
5. Produce a comprehensive time study by analyzing the proportion of patrol officer time devoted to responding to calls for service working with data to be provided by the Office of Unified Communications...
6. Produce draft and final reports providing the results of the above analyses with a recommended range for police staffing levels based on the results of the study including factors such as response time...
7. Prepare and provide briefings for Councilmembers, other D.C. officials, and the press and community as needed and as directed by the D.C. Auditor.”¹³¹

In November 2023, ODCA and PFM jointly agreed to expand the scope of services to include more nuanced analyses of workload drivers based upon conversations with MPD personnel. The expanded scope included a focus on the Homeland Security Bureau’s response to large-scale or high-profile events; the Department’s hospital details; and the Department’s workload associated with the New Beginnings Juvenile Facility in Anne Arundel County, Maryland. The expanded scope also included expanded benchmarking detail to cover more detail than the original scope of services and a coordination, management, and efficiency assessment of the forensic crime scene services. The expanded scope of services is included in this report.

It is critical to note that this report and its results are not intended to provide a formulaic single “right” answer for MPD – there is no such thing. Rather, the report findings and workload-based outputs should be used to help inform judgments and decision-making by elected and appointed leaders, stakeholders, and the public.

REPORT ORGANIZATION

This report summarizes the analysis, findings, and baseline staffing figures – separated in the following sections of the document.¹³²

- **Benchmarking analysis:** Contextual review of sworn and professional staffing levels in peer departments by function, ratio to resident population, and ratio to reported crime rates.
- **Departmental staffing analysis:** Review of Department staffing levels by bureau, division, rank, and position. Summary of findings related to key lines of inquiry including unique responsibilities and workload drivers for the Department and analysis of employee overtime data.

¹³¹ Ibid.

¹³² See Appendix A1 for complete scopes of work as delineated in contract.



- **Civilianization review:** 10-year review of the use of professional employees in the department, including findings related to number of professional employees, approach to civilianization, and effectiveness.
- **Task transition review:** Review of Washington D.C.'s transition of traffic control duties and crime scene investigation duties to the District Department of Transportation and Department of Forensic Sciences, respectively. Overview of relevant policy and legal requirements impacting current crime scene investigation operations and allocation of duties.
- **Workload-based patrol and investigative staffing analyses:** Workload-based patrol staffing analysis including detailed analysis of calls for service by type, source, and officer time. Summary of findings regarding key lines of inquiry related to officer time spent on specified details and out-of-District calls for service. Detailed touch-time analysis of investigations workload and staffing.
- **Baseline staffing figures:** The report concludes with projected baseline staffing projections based on the findings detailed in this report.

RESEARCH METHODS¹³³

Detailed methodologies for analyses are generally discussed in the relevant sections of this report. However, PFM's general approach to the requested scope of services is consistent with its practiced project approach, including overarching methods of data collection and research. For this engagement, that included:

- **Data collection and document review:** The PFM team submitted a preliminary data request to MPD on June 26, 2023. The initial data request identified data and documents in five categories:
 - Computer-Aided Dispatch/Record Management System
 - Criminal Investigations
 - Personnel
 - Operational
 - Additional Documents

Throughout the project PFM worked with MPD to refine specific requests with the dual goals of answering core questions laid out in the scope of work and aligning requests with available data.

Across all data and research, regular communication was key to ensure that relevant information could be provided, and that information provided was interpreted accurately. To facilitate this process, beginning September 27, 2023, PFM submitted weekly request

¹³³ Quantitative and qualitative data and inputs used to complete the requested scope of services were based on the review and analysis of information and data obtained from MPD through documents and interviews, which are taken to be reliable and beyond the PFM team's control to authenticate every datapoint or statement for accuracy. Consequently, statements and assumptions contained in this report involve a certain degree of uncertainty and/or assumptions.



updates to MPD that tracked all requests made to date, new follow-up questions or data-related inquiries as needed, and the then-current status of each request. The complete record is included in Appendix A2.

As is typical in similar engagements, MPD did not have robust or reliable data for all requested items. The unavailable information ranged from significant (for instance, limited and unreliable Homeland Security Bureau time on task data for special events and details; limited data on hospital details; unavailable data for how many MPD patrol units are staffed with two officers; etc.) to minor (unavailable data tracking time patrol officers spend writing reports). In instances where data were unavailable or unreliable, as appropriate and feasible, PFM worked with MPD to identify appropriate assumptions or, where such assumptions were deemed impractical, insufficient, or unfeasible, PFM was unable to fully complete the analyses – these instances are noted throughout this report as applicable.

The final report, findings, and recommendations are the work of the PFM team and benefited from the engagement of MPD and ODCA personnel. The PFM team provided a working draft of key data analyses, approaches, and organizational descriptions to MPD in February 2024. MPD provided feedback and comments in February 2024 and late March 2024. The PFM team appreciated MPD's responsiveness and review. The PFM team reviewed MPD's feedback and comments and, as appropriate, incorporated applicable updates. A similar process occurred with ODCA.

- **Site visits and interviews:** The PFM team conducted an in-person site visit on July 24 and 25, 2023. During the site visit, the team met with 48 members of MPD's leadership and supervisory teams in 13 interviews and roundtable discussions. Each patrol district and bureau was represented. PFM requested to speak with D.C. Police Union members. The union declined and instead provided centralized written feedback to a series of questions.

Following the site visit, PFM conducted multiple virtual additional interviews and follow-up conversations throughout the remainder of 2023. In addition to MPD representatives, the PFM team conducted virtual interviews with members of relevant District agencies between August and December 2023. These included the Office of the Chief Financial Officer, Office of Uniform Communications, and Department of Forensic Sciences. Finally, in December 2023 and January 2024, PFM conducted virtual interviews with benchmark police departments. A full list of interviews is included in Appendix A3 of this report.

- **Benchmarking:** Benchmarking is a valuable tool to provide context and explore alternative approaches to common challenges in other departments. PFM uses benchmarking to understand the broader context of current law enforcement best practices and to develop meaningful recommendations that are tailored to the Department's needs.

PFM identified a preliminary list of 28 city and county law enforcement agencies based on similar population and number of employees, then analyzed their staffing configuration, regional diversity, jurisdiction, and primary operations, as well as socioeconomic and demographic characteristics of the communities they serve. PFM also considered the unique responsibilities of MPD in the District, such as the frequency



of large, high-profile events. In consultation with MPD officials and ODCA, PFM selected the following six comparator departments:

- Atlanta Police Department, Georgia
- Baltimore Police Department, Maryland
- Metropolitan Nashville Police Department (Nashville-Davidson County), Tennessee
- Philadelphia Police Department, Pennsylvania
- Prince George's County Police Department, Maryland
- San Francisco Police Department, California

- **Best practices research:** The PFM team has extensive experience in the best practice and staffing research on policing. Specifically, the PFM team has led staffing studies, organizational and operational efficiency studies, and supported departments and oversight agencies in jurisdictions on all sizes to identify and deliver best practices research for inform staffing, policy, and operational decisions.

In addition to its own expertise, the PFM team's best practices workload-based staffing approach was based on:

- Research and analytical methods for law enforcement staffing analysis developed for the U.S. Department of Justice pioneered by Dr. Alexander Weiss and Dr. Jeremy Wilson.
- Calls for service research was also informed by the 2022 peer reviewed research by Dr. Cynthia Lum, et al., which examined calls for service time and time on calls for nine large police departments in the U.S.
- Relevant national law enforcement standards and conducted best practices research related to law enforcement staffing and operations. Primary sources of best practices research and standards included but were not limited to:
 - International Association of Chiefs of Police (IACP)
 - U.S. Department of Justice's Community Oriented Policing Services (COPS)
 - National Policing Institute (formerly The Police Foundation)
 - Police Executive Research Forum (PERF)
 - National Academy of Sciences
 - National Institute of Justice (NIJ)
 - U.S. Department of Homeland Security National Incident Management System (NIMS)
- **Data limitations.** Throughout this document, data limitations are noted related to availability, completeness, and practical use. Where data were limited, as



appropriate and applicable, the PFM team used qualitative data and inputs to supplement quantitative data.

Throughout this report, quantitative and qualitative data and inputs used to complete the requested scope of services. The information and data obtained from MPD through documents and interviews were taken to be reliable – with noted limitations and caveats throughout the report. Consequently, every statement from MPD personnel and data input used for an assumption contained in this report cannot be individually guaranteed to be accurate and thus findings involve a degree of uncertainty and/or necessary assumptions.



PART I – OVERVIEW: THE METROPOLITAN POLICE DEPARTMENT IN CONTEXT



PART I – OVERVIEW: THE METROPOLITAN POLICE DEPARTMENT IN CONTEXT

ODCA's requested scope of services included several elements to contextualize MPD's workload and context. To that end, this study sets out to do three things:

1. Provide a summary of the Metropolitan Police Department, including: Department leadership, legal authority and responsibilities, patrol districts, characteristics, and crime trends across the entirety of the District and for each of its seven patrol districts.¹³⁴
2. Describe quantitative and qualitative findings regarding how D.C. and MPD's responsibilities are unique compared to other large police departments.
3. Present findings of benchmark analysis of MPD and D.C. compared to six other large police departments to provide context and examples related to certain unique responsibilities and how comparator departments approach staffing for similar functions.

The following section summarizes aspects of that context and form the foundation for the remaining sections which, collectively, complete the requested scope of services.

DEPARTMENT OVERVIEW

At the time of this review, Metropolitan Police Department (MPD) of Washington D.C. was led by Chief Pamela Smith. Chief Smith was named acting chief on July 17, 2023, and sworn in as the permanent chief on November 7, 2023. She succeeded interim Chief Ashan Benedict (May 2023 – July 2023), as well as previous Chief Robert J. Contee III (January 2021 – May 2023) and Chief Peter Newsham (September 2016 – December 2020).

MPD was founded in 1861. As of 2022, reporting by the FBI's Annual Crime in the United States Report series indicated the Metropolitan Police Department (MPD) of Washington D.C. was the 10th largest local police department in the United States (among cities and counties), and 7th largest among cities alone.¹³⁵ As of the start of FY 2024 (October 1, 2023), the Department had 4,017 staff members (filled positions) among 4,770 total filled and vacant positions, of which 4,000 were sworn personnel and 770 were professional employees.¹³⁶

MPD's legal authority and responsibilities are established by the U.S. Congress, the Council of the District of Columbia, and the Mayor's policies, priorities, and administrative leadership, and the policies and priorities of the Department's Chief – as detailed in the U.S. Code, D.C. Code, and municipal regulations and orders published by the Office of the Secretary of the District of Columbia.

Throughout most of the District's history under federal jurisdiction, Congress entrusted the daily administration of District affairs to a board comprised of three appointed commissioners, who

¹³⁴ ODCA, MPD, and PFM agreed to use CY 2022 as the baseline year of data for this engagement. The PFM-led engagement began in summer 2023, before full-year 2023 data were available. Where feasible, the project team endeavored to provide CY 2023 context; however, given timing requirements, CY 2023 data were generally not used in the development of this report.

¹³⁵ FBI(2022). *Law Enforcement Employees: Tables 78 and 80*. Crime in the United States Annual Reports. See Appendix B1 for complete list of top 10 city and county law enforcement agencies by total number of reported employees.

¹³⁶ Throughout this report the PFM team uses the term "professional staff" in reference to all non-sworn MPD employees, who may be described in other source materials or datasets as "civilian" staff. MPD (2023, December 4). *Schedule A Staffing Roster as of 10.1.2023*. Provided in response to information request.



issued regulations as “Commissioner’s Orders.” The authority to amend these orders and introduce new regulations has traditionally been shared between the Mayor and District Council. However, many old Commissioner’s Orders form the foundation of regulations now found in the District of Columbia Municipal Regulations (DCMR), which still encompass many city ordinances and minor laws. The MPD’s enforcement of matters such as traffic violations, alcohol consumption, and noise ordinances is largely grounded in the DCMR.¹³⁷

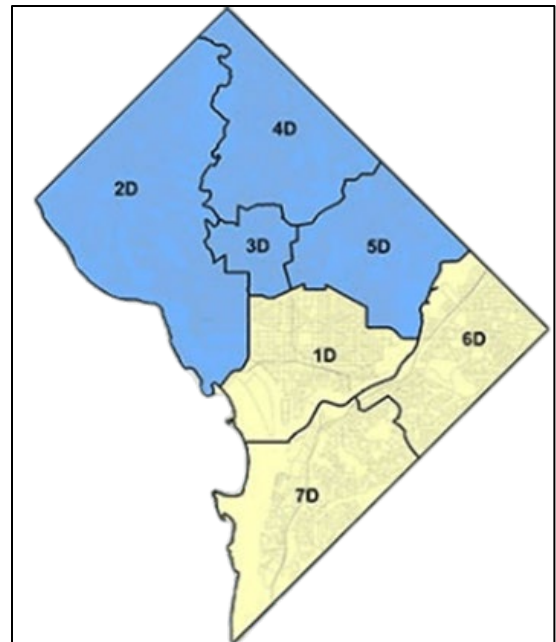
Most D.C. criminal offenses, such as charges of assault, disorderly conduct, theft, burglary, and driving while intoxicated, among others are outlined in the D.C. Code, representing another key source of MPD’s law enforcement duties and responsibilities.¹³⁸ The D.C. Code was first enacted by the United States Congress in 1857;¹³⁹ however, the D.C. Council was reestablished by the District of Columbia Home Rule Act of 1973, which delegated expanded powers of self-governance from Congress to the local Mayor, Council and residents of D.C. Although Congress can exercise control and oversight of the District’s budget and laws passed by the Council (and has done so), the D.C. government possess more power to advance amendments to its code since the adoption of home rule authority.¹⁴⁰

Patrol Districts

MPD has jurisdiction over the entire District of Columbia, which encompasses approximately 68 square miles¹⁴¹ and a resident population of 671,803.¹⁴² The District’s commuter-adjusted population for 2022 was estimated at 990,955, a 47.5 percent increase over the resident population.¹⁴³

To serve the community, MPD divides the District into seven patrol districts as shown to the right.

Each patrol district is grouped into either Patrol Services North (PSN) or Patrol Services South (PSS). PSN includes the Second, Third, Fourth, and Fifth Districts (shown in blue). PSS includes the



¹³⁷ Metropolitan Police Academy, Curriculum Block 4.2: Overview of the DC Legal System

¹³⁸ Metropolitan Police Academy, Curriculum Block 4.2: Overview of the DC Legal System.

¹³⁹ Ould, R., Cross, W. B. B. (1857). *The Revised Code of the District of Columbia. An Act for Revising, Simplifying, Digesting, and Codifying the Laws of the District of Columbia.* Page 33. https://www.google.com/books/edition/The_Revised_Code_of_the_District_of_Colu/XTwbAAAAAYAAJ?hl=en&gbpv=1.

¹⁴⁰ Council of the District of Columbia (n.d.). *D.C. Home Rule.* Council of the District of Columbia. Retrieved January 5, 2024, from <https://dccouncil.gov/dc-home-rule/>.

¹⁴¹ MPD (2019). *Police Service Areas.* Open Data DC. <https://opendata.dc.gov/datasets/police-service-areas/about>.

¹⁴² American Community Survey (ACS) (2022). *1-Year Estimates.* United States Census Bureau.

¹⁴³ See Benchmark Comparison of publicly available data later in this report for additional demographic and population statistics. The U.S. Census Bureau defines commuter-adjusted population as “the number of people who are assumed to be present in an area during normal business hours, including workers.” Estimates for calculating commuter-adjusted population are found on data.census.gov using components from the following American Community Survey tables – B01003 (Total Population), B08604 (Total Workers for Workplace Geography), B08301 (Means of Transportation to Work, “Total” line). Commuter-adjusted population is calculated by adding the total resident population of an area to the total number of workers working in the area, then subtracting the total number of workers living in the area.



First, Sixth, and Seventh Districts (shown in yellow). Every district has three sectors that are made up of groups of Police Service Areas (PSAs). In total, there are 57 MPD PSAs, the general equivalent of “patrol beats” or “posts” in other departments, any of which define a specific geography for which a patrol officer is responsible during his/her shift.

PFM used publicly available geospatial data to calculate the approximate square mileage and population of each patrol district.¹⁴⁴ The size of MPD’s patrol districts ranged from a low of 3.4 square miles in the Third District to a high of 18.9 square miles in the Second District. The average size of all patrol districts was 9.8 square miles.¹⁴⁵ The average population size of each district was 98,506 residents, with the Second District containing the largest population (150,574) and the Seventh District containing the smallest (70,382).

District	Area (Sq Mi)	Population, 2020	Population per Sq Mi
First District	8.4	91,305	10,882
Second District	18.9	150,574	7,972
Third District	3.4	109,631	32,591
Fourth District	9.9	112,701	11,361
Fifth District	8.2	74,817	9,123
Sixth District	8.5	80,135	9,471
Seventh District	11.2	70,382	6,260
Total	68.5	689,545	10,071
District Average	9.8	98,506	12,523

Source: MPD, *Police Service Areas*, <https://opendata.dc.gov/datasets/police-service-areas/about>; U.S. Census Bureau, *Annual Estimates of the Resident Population for Incorporated Places in District of Columbia: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11)*.

The patrol districts are characterized as follows:¹⁴⁶

- **1D:** Located in south central D.C., the First District is primarily recognized as the District of Columbia’s business and political hub. Operationally, the district is divided into western and eastern sections. The western section includes major buildings such as the CapitalOne Arena, where MPD officers frequently support public safety for large events. The eastern section is served by the 1D-1 substation and includes many historic homes and buildings, including the U.S. Supreme Court, Capitol Hill, and the Library of Congress.
- **2D:** The Second District encompasses the upper northwest sector of D.C., which includes numerous well-known neighborhoods and D.C. landmarks. The Second District’s personnel reported handling high levels of calls for service related to traffic and nightlife activity in public spaces.

¹⁴⁴ MPD (2019). *Police Service Areas*, Open Data DC. <https://opendata.dc.gov/datasets/police-service-areas/about>. U.S. Census Bureau, *Annual Estimates of the Resident Population for Incorporated Places in District of Columbia: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11)*.

¹⁴⁵ PFM also calculated the median area in square miles, 2020 population, and population per square mile for each of MPD’s patrol districts. Based on the figures in the above table, median area (square miles) was 8.5, median population (2020) was 91,305, and median population per square mile was 9,471.

¹⁴⁶ MPD (n.d.). *About the Police Districts, Sectors, and PSAs*. MPD Police Districts and Police Service Areas. <https://mpdc.dc.gov/patrolservices>; Patrol 1D, 2D, 3D, 4D, 5D, 7D Commanders and Patrol 1D, 2D, 5D, 6D, 7D Supervisors Interviews (2023, July 2024). *Interviews by PFM Team*. Washington, D.C.



- **3D:** The Third District lies in the heart of D.C. The Third District is known for being largely residential and highly diverse ethnically. Its businesses and nightlife attract many visitors from outside of the District. Third District personnel reported nightlife and visitors were key drivers of calls for service in the area.
- **4D:** Located in the northernmost section of D.C., the Fourth District contains a blend of commercial and residential properties. The community consists predominately of lower-density housing and some public housing. District personnel did not report any key drivers of calls for service in the area. However, command staff noted that calls related to quality of life, noise/animal complaints, vending without a license, false alarms, and mental health crises were particularly time-consuming for 4D officers and citywide.
- **5D:** The Fifth District spans across much of northeastern D.C. It is home to a mix of neighborhoods – Brookland, Ivy City, Trinidad, and Woodridge, as well as landmarks such as the National Arboretum. Fourth and Fifth District command staff reported to facing an increase in non-emergency calls for service – affecting the availability of sworn resources for emergent events.
- **6D:** The Sixth District spans across northeastern and southeastern D.C., mostly to the east of the Anacostia River. It contains a mixture of single-family homes, row houses, and many public housing units. Notable landmarks within the district include the Kenilworth Aquatic Gardens and Fort Dupont Park, a 376-acre federally maintained park that is patrolled jointly by MPD and the United States Park Police. Both the Sixth and Seventh Districts are known for having many public gatherings (i.e., basketball games, candlelight vigils, etc.) that draw large crowds and that MPD patrols daily.
- **7D:** The Seventh District is in the southeastern most portion of D.C., covering neighborhoods such as Anacostia, Barry Farm, Naylor Gardens, and Washington Highlands. The Seventh District has an engaged community that is recognized for working closely with MPD to reduce shootings and violent crime, which are reportedly higher in this district than in other areas of D.C.

OVERVIEW OF CRIME IN THE DISTRICT

Changes in crime rate – whether volume, type of crime, or distribution across police districts – are essential to understanding the Department’s workload, its ability to meet public safety goals, and context for its staffing needs and deployment decisions. PFM analyzed a six-year historical trend of crimes reported by the MPD from 2018 through 2023.

The most complete, available dataset for this analysis came from detailed index crime data published online by the District via the D.C. Crime Cards database. This data included preliminary crime data reported for index crimes according to Washington, D.C. criminal code offense definitions and therefore may differ from final reported offense figures MPD submitted to, and published by, the Federal Bureau of Investigation (FBI).¹⁴⁷

¹⁴⁷ Nationally, the FBI establishes how crime data is to be reported so that crime types and counts are submitted in the most uniform manner feasible and may deviate from local data and reporting given definition and reporting differences. Data reported from D.C. Crime Cards is preliminary data reported according to the Washington, D.C. criminal code; it is not directly comparable to offense data reported by MPD to the FBI via the Uniform Crime



The following table summarizes D.C. reported offenses for January 2018 through December 2023 as published by MPD in the D.C. Crime Cards database – with findings including:

- From 2018 to 2023, total crime reported in the District slightly increased at a compound annual growth rate (CAGR) of 0.2 percent.¹⁴⁸
- From 2018 through 2022, most offense types either declined or increased by relatively small amounts year-over-year *in comparison to the much larger spike in violent and property crimes reported in 2023*.
- Apart from CY 2022, violent offenses as a percentage of total index crimes reported generally increased every year, whereas property crimes trended downward.
- ***From CY 2022 to CY 2023, the nearly 40 percent year-over-year increase in reported violent offenses was driven by a significant increase in reported robberies and murders – robberies alone accounted for nearly 93 percent of the total year-over-year increase in violent offenses.***
- ***From CY 2022 to CY 2023, motor vehicle thefts increased by nearly 83 percent – comprising nearly 55 percent of the total reported increase in property offenses.***

MPD Total Index Crime Offenses Reported, 2018-2023¹⁴⁹

	2018	2019	2020	2021	2022	2023	CAGR 2018-2023
Violent Offenses	4,127	4,164	3,996	4,090	3,803	5,306	5.2%
Homicide	160	165	197	223	202	272	11.2%
Sex Abuse	276	199	176	180	160	183	-7.9%
Robbery	2,027	2,231	1,995	2,030	2,063	3,456	11.3%
Assault w/ Dangerous Weapon	1,664	1,569	1,628	1,657	1,378	1,395	-3.5%
Property Offenses	29,627	29,729	23,884	24,152	23,255	28,870	-0.5%
Arson	5	8	13	4	4	11	17.1%
Burglary	1,416	1,271	1,440	1,172	1,045	1,086	-5.2%
Larceny-theft ¹⁵⁰	25,811	26,270	19,173	19,503	18,487	20,987	-4.1%
Motor Vehicle Theft	2,395	2,180	3,258	3,473	3,719	6,786	23.2%
Total Offenses	33,754	33,893	27,880	28,242	27,058	34,176	0.2%

Source: Washington D.C. CrimeCards.DC.gov

Reporting (UCR) program or National Incident Based Reporting System (NIBRS). Further, MPD stopped reporting to the FBI's UCR program and began reporting instead to the FBI's NIBRS program as of August 1, 2021, in accordance with national changes in data collection. The FBI continues to provide index crime offenses reported and cleared for historical comparison through its Crime Data Explorer website. A table comparing index crimes reported by MPD as published by D.C. Crime Cards and the FBI Crime Data Explorer for CY 2018 – 2022 is included in Appendix B2. Metropolitan Police Department (2018 – 2023). *DC Index Crime Incidents*. Government of the District of Columbia. <https://crimecards.dc.gov/>; Federal Bureau of Investigation Crime Data Explorer (2018 – 2022) <https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/downloads>; MPD (2023, October 19). *Email*. Provided in response to information request.

¹⁴⁸ Compound annual growth rate (CAGR) is the average annualized growth rate between two periods.

¹⁴⁹ PFM retrieved offense data from the D.C. Crime Cards database for calendar year 2023 on January 5, 2024.

Given that D.C. Crime Cards data is considered preliminary according to the D.C. criminal code, data in this table are subject to change, but represent total offenses as of January 5, 2024.

¹⁵⁰ "Theft from auto" and "Theft other" offenses are included under Larceny-theft.



During the period, reported violent crimes comprised approximately 3.8 percent of total offenses, and reported property crimes were 86.2 percent of total offenses. Robberies increased at a CAGR of 11.3 percent and homicides grew by 11.2 percent, the largest increases among reported violent crime types.¹⁵¹ Motor vehicle thefts increased more than any other type of offense (23.2 percent CAGR). Excluding arson, all other offense types declined from 2018 through 2023.

The District saw its largest one-year increase in total index crimes reported (26.3 percent) from 2022 to 2023, when violent crimes increased by 39.5 percent and property crimes grew by 24.1 percent. These increases were largely driven by significant spikes in the number of homicides (34.7 percent), robberies (67.5 percent), and motor vehicle thefts (82.5 percent) relative to totals reported for each offense in the prior year. The most substantial decrease in total reported index crimes (-17.7 percent) occurred between 2019 and 2020. This was primarily the result of a decrease in the number of reported larceny-theft offenses, which includes theft from vehicle and theft-other as defined by the D.C. Criminal Code.

PFM also analyzed index crimes reported by police district in CY 2022:

- 6D and 7D reported the largest number of violent crime offenses.
- 6D, with the most reported violent crimes (793), had more than double the reported violent crimes of 4D (387) and more than three times the reported violent crimes of 2D (240).
- Homicide offenses and assaults with a dangerous weapon were notably higher in 6D (43 homicides, 336 assaults) and 7D (71 homicides, 364 assaults) than the other districts, which averaged 18 homicides and 135 assaults with a dangerous weapon in 2022.
- 6D and 7D had the lowest number of reported property crimes, while 2D, 3D, and 5D each had more than 4,000 property crimes.

¹⁵¹ Figures reported under the category of rape or sexual assault include First Degree Sex Abuse, Second Degree Sex Abuse, Attempted First Degree Sex Abuse and Assault with Intent to Commit First Degree Sex Abuse against adults.



MPD Reported Violent and Property Crime Offenses by District, 2022¹⁵²

	1D	2D	3D	4D	5D	6D	7D	Citywide Total
Violent Offenses	458	240	563	387	643	793	716	3,803
Homicide	10	7	20	17	34	43	71	202
Sex Abuse	13	25	20	18	33	28	23	160
Robbery	324	131	407	231	324	386	258	2,063
Assault w/ Dangerous Weapon	111	77	116	121	252	336	364	1,378
Pct of Total Violent	12.0%	6.3%	14.8%	10.2%	16.9%	20.9%	18.8%	--
Property Offenses	3,474	4,035	4,807	3,073	4,003	2,561	1,280	23,255
Arson	1	0	0	0	2	0	1	4
Burglary	110	165	190	114	226	135	104	1,045
Larceny-theft	2,822	3,567	4,039	2,527	2,992	1,718	802	18,487
Motor Vehicle Theft	541	303	578	432	783	708	373	3,719
Pct of Total Property	14.9%	17.4%	20.7%	13.2%	17.2%	11.0%	5.5%	--
Total Offenses	3,932	4,275	5,370	3,460	4,646	3,354	1,996	27,058

Source: Washington D.C., CrimeCards.DC.gov

UNIQUE RESPONSIBILITIES

As part of the scope of services, PFM reviewed MPD staffing from several different lenses, including the unique responsibilities of the Department due to its position serving the nation's capital. In this context, PFM, in consultation with ODCA and MPD, defined unique responsibilities as: "activities performed, or the way in which duties must be carried out, that are substantially different from city police departments in states throughout the country."

MPD personnel and data suggested several distinct ways in which MPD's responsibilities are more resource-intensive or distinctly different than other local police departments. Two common threads across the findings were: 1) the people, events, and facilities that are physically in the District are different than in most other jurisdictions, and 2) Washington D.C. is neither a state nor in a state. Discussion of these topics follows.

High Profile Individuals and Events

MPD is responsible for mitigating risk and providing security at demonstrations and large-scale or high-profile events throughout the District. These responsibilities are primarily carried out under the command of MPD's Homeland Security Bureau (HSB) – functions that necessitate greater levels of work and, thus, staff and unique roles compared to other jurisdictions:

- **Special details:** Bureau leaders cited First Amendment demonstrations and specific events, such as the 2022 trucker rallies, as primary workload drivers. MPD also provides security details for high profile individuals, such as dignitaries and members of

¹⁵² These stats reflect crime reports entered into the MPD RMS as of 1/1/2022. Numbers are based on DC Code offense definitions and do NOT reflect Part I crime totals as reported to UCR or NIBRS. Reports are subject to change due to amendments in classification, unfounded cases, or changes in offense definitions. Citywide totals include cases with "unmatched address;" therefore, the sum of all seven districts may be slightly lower than the citywide totals for some offense categories.



Congress.¹⁵³ MPD estimated at least one escort is required per day, on average, which is not captured in its call for service (CFS) data discussed later in this report.¹⁵⁴

- **National Mall:** As the primary law enforcement agency for the District, MPD is responsible for responding to calls for service surrounding the National Mall and on Pennsylvania Avenue.¹⁵⁵ MPD also responds to specific requests for assistance from the U.S. Secret Service and other federal agencies in these – and other – areas of the District.
- **Operational Command Center:** Large-scale events draw resources from MPD's HSB, Patrol (CDU activation), and Technical and Analytical Services Bureau (TASB), which provides technology support for situational awareness during large events and mass gatherings.¹⁵⁶

The full impact of HSB special details on staffing throughout the Department cannot be reliably quantified with available MPD data.¹⁵⁷ In lieu of data, MPD personnel provided operational impacts and norms associated with special details. However, MPD reported HSB's workload frequently exceeded the capacity of bureau officers, requiring the Department to pull officers from patrol and non-patrol bureaus to fulfill special details, taking officers out of their regular duty assignments without replacement. The Department stated this results in additional overtime expenditures and members serving double shifts (holdovers) across the Department, and some functions not being backfilled.¹⁵⁸

- Functionally, the result is that patrol officers who are specially trained to serve in an "as needed" basis as part of a police district's Civil Disturbance Unit are the first cohort from an assigned shift to be pulled from patrol duties to fulfill HSB special detail requests.¹⁵⁹
- Command staff reported officers are consistently pulled from the Investigative Services Bureau (ISB) and Internal Affairs Bureau (IAB) (generally, at least every week) for HSB details – stating only the Homicide Division in ISB is excluded from these requirements.¹⁶⁰ For example, during the 2022 trucker convoy rallies,¹⁶¹ HSB pulled an estimated 120 officers and sergeants per day from the Criminal Investigations Bureau (CIB) alone.¹⁶²
- In the Professional Development Bureau's (PDB) Recruiting Division and police academy, when officers are pulled for special detail, they must pause their normal

¹⁵³ Homeland Security Bureau Command Staff (2023, July 24). *Interview by PFM Team*. Washington, D.C.

¹⁵⁴ Homeland Security Bureau Command Staff (2023, October 11). *Interview by PFM Team*. Virtual.

¹⁵⁵ The United States Park Police is the primary law enforcement entity with responsibility on the National Mall.

¹⁵⁶ Technical and Analytical Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.

¹⁵⁷ Additional discussion regarding HSB special details is included in Part Four of this report.

¹⁵⁸ Homeland Security Bureau Command Staff. Interview by PFM Team. District of Columbia, 24 July 2023.

¹⁵⁹ Patrol Supervisors (2023, July 24). *Interview by PFM Team*. Washington, D.C.

¹⁶⁰ Investigative Services Bureau Command Staff, Internal Affairs Bureau Command Staff (2023, July 25). *Interviews by PFM Team*. Washington, D.C.

¹⁶¹ <https://www.washingtonpost.com/dc-md-va/2022/03/31/dc-trucker-convoy-leaves-protest/>.

Silverman, E. (2022). *Truck convoy leaves D.C. area after weeks of traffic-snarling protests*. The Washington Post.

¹⁶² Investigative Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.



operations.¹⁶³ PDB is an example of a unit, but not the only unit, that must pause its work for HSB special detail duties.¹⁶⁴

Coordination and Support of Other Agencies

The District has numerous distinct law enforcement agencies, including many District and Federal agencies with limited or overlapping jurisdiction.¹⁶⁵ MPD collaborates and coordinates with all such agencies to varying degrees across a broad spectrum of functions; however, sufficient data do not exist to readily quantify the amount of time MPD personnel spend supporting other jurisdictions directly or indirectly.

MPD leadership affirmed the value of these partnerships, which allows MPD to give and receive support from external agencies; however, some patrol commanders stated that MPD often becomes the backstop for other agencies. As a result, MPD is expected to fill in or supplement outside agencies if they lack staff capacity, jurisdiction, or if the incident falls during evening or weekend operating hours.¹⁶⁶

With respect to investigations, federal entities such as the Drug Enforcement Agency (DEA) and the Bureau of Alcohol Tobacco Firearms and Explosives (ATF) provide meaningful support in certain aspects of investigations, such as crime scene laboratory processing.¹⁶⁷ However, commanders noted that MPD, given D.C. is not a state nor within a state or county, lacks support systems, and the ability to leverage partnerships on the local or state levels (such as a county sheriff or state police) to supplement capacity for investigations within its jurisdiction.

MPD is often called upon to support first responders and community supervision officers (parole and probation) with security and responds to all requests for assistance from these agencies for these activities. Although there is no formal Department policy describing the requirement to respond to requests for assistance, MPD views doing so as part of its responsibility as the primary law enforcement agency for the area.¹⁶⁸ Typical requests from the District Fire and EMS Department (FEMS) and the Court Services and Offender Supervision Agency (CSOSA, D.C.'s probation, parole, and supervised release agency) include:

- Two-car security escort from the scene of a shooting to the hospital
- Block streets and coordinate displacement when there is a structure fire
- Station officer(s) at the scene of a fire until the fire response team leaves
- Conduct welfare checks
- Accompany CSOSA officers during supervisee home visits

There is a perception that MPD is expected to take primary responsibility for all incidents in which the Department aids. Patrol supervisors note that once MPD arrives at the scene of an incident, the other responding agencies will often leave the scene, which shifts primary

¹⁶³ Professional Development Bureau Command Staff (2023, July 24). *Interview by PFM Team*. Washington, D.C.

¹⁶⁴ Professional Development Bureau Command Staff (2023, July 24). *Interview by PFM Team*. Washington, D.C.

¹⁶⁵ See Appendix B4 for list.

¹⁶⁶ Patrol Services Command Staff (2023, July 24). *Interviews by PFM Team*. Washington, D.C.

¹⁶⁷ Investigative Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.

¹⁶⁸ PSS Commanders 1D and 7D Interview (2023, July 24). *Interviews by PFM Team*. Washington, D.C.



responsibility for the incident to MPD until it is fully resolved. Based on discussion with Patrol Commanders, MPD may send a supervisor to assess the scene first before agreeing to take primary responsibility and bringing in additional MPD officers.

Changes to Criminal Code

In many U.S. cities, the majority of crimes are set in respective state criminal codes. Laws enacted by the city or county typically address local issues and procedures and are less likely to delve into serious criminal matters. However, in Washington, D.C., rather than a state, the Council of the District of Columbia enact the criminal code.¹⁶⁹ The U.S. Congress, in turn, has oversight over the District Code. This unique layer of oversight, and different structure than the typical state-based criminal code system that forms the basis for most other police department activity across the nation, may yield varying instances of change to criminal law and procedures that MPD officers and detectives must follow and enforce; however, the resultant impact could not be readily quantified with available data to compare the impact to other jurisdictions.¹⁷⁰

Prosecution

In the District, the Office of the Attorney General for the District of Columbia (OAG) prosecute juvenile and traffic cases. The U.S. Attorney for the District of Columbia (USAO) has first right of refusal to prosecute all other cases. The majority of cases presented by MPD are prosecuted by USAO.

MPD personnel reported a perception among ISB commanders and supervisors that the procedures and requirements for prosecution in the District are more rigorous than those encountered by peers, specifically mentioning:¹⁷¹

- **Warrant length and detail expectations:** MPD reported that the USAO requires Brady Rule (requiring disclosure of all evidence that may be exculpatory in nature) and Jencks Act (documents that the prosecution may rely upon at trial – such as police notes, statements, memoranda, reports, etc.) documentation to be included in warrant requests. MPD personnel reported that these requirements, and large volumes of photographs and still-frames from video footage, can make a typical homicide warrant more than 40 pages in length. MPD personnel reported observing homicide warrants from other jurisdictions – which they may see when collaborating on a case or assisting in detaining a fugitive – may be as short as two pages.

MPD commanders stated a belief that the rigorous expectations of the USAO were, in part, due to the prosecutors' experience with court decisions in the District. Specifically, MPD personnel reported that, in recent years, USAO indicated to MPD that the Office will not proceed with a case if they do not believe it can be won (proving guilt beyond reasonable doubt), which MPD personnel suggested goes beyond the standards for

¹⁶⁹ Title 22 of the Code of the District of Columbia addresses criminal offenses and penalties.

¹⁷⁰ For example, in 2023, Congress enacted Public Law 118-1 to nullify revisions to the Criminal Code of the District of Columbia that had been enacted by Council in 2022.

¹⁷¹ Investigative Services Bureau Command Staff (2023, July 25 and 2023, October 30). *Interviews by PFM Team*. Washington, D.C. and Virtual. PFM's scope of services did not include an analysis of prosecutorial rigor to confirm or refute MPD personnel sentiments. The commentary is instead provided for real or perceived workload as context for consideration and further analyses as elected and appointed leaders consider various policy decisions.



making an arrest (probable cause a crime has been committed). Review of this claim was not able to be quantified or qualified within the scope of this study.

- **Jurisdictional ambiguity:** In interviews with PFM, MPD personnel shared that the Department has faced a unique jurisdictional question due to the New Beginnings Youth Development Center being located in neighboring Anne Arundel County, Maryland on land owned by the District of Columbia. The property itself is a part of MPD's service area, and the Department responds to all calls for service and investigates all crimes originating there. When cases arise from within the facility relating to juveniles, OAG prosecutes them. However, in recent years, MPD reported there have been a small number of cases originating from the property outside of the facility, in which the U.S. Attorney for the District of Columbia and the U.S. Attorney's Office for the District of Maryland (with jurisdiction in Anne Arundel County) each claimed a lack of jurisdiction to prosecute cases originating at New Beginnings. MPD personnel reported this issue affected at least two cases. As of October 30, 2023, both cases were reportedly still in jurisdictional limbo.¹⁷²

MPD investigative commanders also described challenges and delays related to the process for submitting and accepting warrants. Namely, warrants are submitted to a single email address for the USAO and there is no database available to look up the status of the warrant review. As a result, MPD detectives must continually follow-up with the USAO to inquire about the status of submitted warrants, which creates additional workload, though this challenge may not be unique to MPD. In a subsequent section of this report, PFM presents a detailed workload analysis for investigations.

Responsibilities Typically Assigned to State Agencies or Boards that Fall to MPD

MPD has responsibility for two specific duties that are generally (but not exclusively) conducted by a state agency or board.

- **Firearm registration:**¹⁷³ MPD, through its TASB, is responsible for firearm registration for residents of the District of Columbia. In other cities, such responsibility often falls to State Police. To perform the function, TASB includes an application/intake section, fingerprinting section, and cards section. According to TASB staff, there have been recent efforts to move fingerprinting responsibilities for firearm registration to ATF.¹⁷⁴

TASB commanders and supervisors reported that firearm registration staff often face backlogs due to insufficient staffing and post-pandemic increases in demand for firearms, including increased applicants for concealed carry/pistol licenses. Moreover, permits must be renewed every two years, so the increase in demand may be sustained.

¹⁷² Investigative Services Bureau Command Staff (2023, October 30). *Interviews by PFM Team*. Virtual.

¹⁷³ MPD (2024, January 9). *Email*. Provided in response to information request. MPD provided PFM with the number of concealed carry and handgun registration applications processed by MPD from CY 2018 through CY 2023. These figures are included in the discussion TASB workload in a subsequent section of this report. MPD also noted that TASB personnel perform other tasks beyond firearms registration, like fingerprinting for non-firearm reasons, criminal history checks, and expungement orders. As these are part of their daily duties, MPD does not maintain data to reliably quantify workload or track time spent on such tasks.

¹⁷⁴ Technical and Analytical Services Bureau Command Staff (2023, July 25). *Interview by PFM Team*. Washington, D.C.



- **Training standards:** Generally, state governments establish boards or commissions responsible for establishing minimum training requirements and standards for law enforcement employees. Typically, these entities may perform multiple duties including setting standards, certifying training academies, and certifying/ decertifying) officers.

MPD report that, while not operational, the District's police officer standards and training board (POST) has the authority to set minimum training requirements and standards for law enforcement employees.¹⁷⁵ In the absence of POST's operations, MPD is responsible for developing and managing its own standards and training requirements, including monitoring changes to requirements enacted by Council or Congress and training officers accordingly. Many local police departments have the option to operate their own police training academy or send recruits to state-certified regional academies. The Metropolitan Police Academy is the only police academy in the District and the only academy option for MPD officers, though housing its own agency training academy is not generally different than what most larger policing agencies choose to do, even when other options may exist.

BENCHMARK COMPARISON

PFM collected data and conducted interviews with six benchmark police departments representing a regional and national sample of large agencies.

- Atlanta Police Department, Georgia
- Baltimore Police Department, Maryland
- Metropolitan Nashville Police Department (Nashville-Davidson County), Tennessee
- Philadelphia Police Department, Pennsylvania
- Prince George's County Police Department, Maryland
- San Francisco Police Department, California

Through a three-step process, PFM collected publicly available data, engaged the jurisdictions to gather more detailed data via survey, and conducted follow-up interviews to develop a comprehensive view of staffing demands and approaches. Specifically, PFM examined the following:

- Number of sworn and civilian staff
- Number of reported crimes (and rates per staff and per 100,000 residents)
- Number of budgeted staff allocated to primary police functions (e.g., patrol, investigations, internal affairs, special operations)
- Number of budgeted staff allocated to other unique activities (e.g., airport security, forensics, hospital security and transport, towing and impound duties)

¹⁷⁵ D.C. Code Section 5-107.03.



- Department responsibilities and staffing approaches related to security details, public safety risk mitigation, contracted patrol, and patrol outside of jurisdiction boundaries.

Together, this information served as a reference point for this engagement. As requested in the ODCA scope of services, benchmarking was used for contextual purposes to help inform questions for consideration during and beyond this engagement. Benchmarking was not (and is not) intended to provide dispositive conclusions about other jurisdictions or MPD.

PFM used qualitative interviews to gain insight into the workload demands and local context in the benchmark jurisdictions. In some instances, these findings highlighted differences between MPD and other jurisdictions (see additional discussion on subsequent pages). In other cases, however, there were approaches to staffing allocation and management that could provide useful context for consideration of applicability for MPD (see additional discussion on subsequent pages).

Publicly Available Data Overview

Population

From 2018 to 2022, Washington, D.C. experienced a 4.4 percent decline in population (702,455 in 2018 to 671,803 in 2022), reflecting a Compound Annual Growth Rate (CAGR) of -1.1 percent. Among the benchmark jurisdictions, the District's percentage of population loss was less than the decreases observed in San Francisco and Baltimore. Comparatively, Atlanta, Nashville, and Prince George's County each experienced growth in the size of their respective populations during the same period.

Benchmark Population Growth, 2018-2022¹⁷⁶

Jurisdiction	2018	2019	2020	2021	2022	2018-2022 CAGR
Prince George's County	909,308	909,327	965,290	955,306	946,971	1.0%
Nashville-Davidson	665,498	668,580	689,725	678,845	683,639	0.7%
Atlanta	498,073	506,804	499,868	496,480	499,121	0.1%
Philadelphia	1,584,138	1,584,064	1,600,600	1,576,251	1,567,258	-0.3%
Washington, D.C.	702,455	705,749	670,868	670,050	671,803	-1.1%
Baltimore	602,495	593,490	583,139	576,498	569,931	-1.4%
San Francisco	883,305	881,549	870,393	815,201	808,437	-2.2%
Median (excl. D.C.)	774,402	775,065	780,059	747,023	746,038	-0.1%
D.C. Rank	4 of 7	4 of 7	5 of 7	5 of 7	5 of 7	5 of 7

Source: U.S. Census Bureau (2018-2019, 2021-2022). American Community Survey, one-year population estimates;

U.S. Census Bureau (2020). Annual Estimates of the Resident Population for Incorporated Places and Counties in the United States: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11) and (CO-EST2022-POP-24).

¹⁷⁶ Population data for 2018, 2019, 2021, and 2022 were collected from American Community Survey table B01003 (Total Population), one-year estimates. As the most recent decennial census year, one-year estimates for 2020 were not published with the ACS estimates for other years shown in the table. Therefore, 2020 population data were collected from the U.S. Census Bureau's *Annual Estimates of the Resident Population for Incorporated Places and Counties in the United States* (SUB-IP-EST2022-POP) and (CO-EST2022-POP-24).



Further analysis of the change in total full-time law enforcement staff (sworn + professional) employed by MPD and each department from 2018 to 2022 revealed additional findings. In terms of absolute employee size, MPD ranked second of seven among the benchmarks in total full-time law enforcement employees (sworn + professional), trailing only Philadelphia.

However, during this period, MPD experienced a 10.2 percent decrease in staffing (from 4,520 in 2018 to 4,059 in 2022, a net change of -461 employees). In comparison to the benchmarks, this change represented the second largest percentage decline – narrowly trailing Prince George’s County (-10.6 percent vs. MPD’s -10.2 percent). More than 62 percent of MPD personnel loss occurred between 2020 and 2021 (-287 employees).

Benchmark Total Law Enforcement Employees, 2018-2022

Jurisdiction	2018	2019	2020	2021	2022	2018-2022 CAGR	2018-2022 Total Change	2018-2022 Pct Change
Atlanta	1,987	2,090	2,015	2,095	2,077	1.1%	90	4.5%
Nashville-Davidson	1,757	1,775	1,917	1,850	1,827	1.0%	70	4.0%
Philadelphia	7,366	7,412	7,140	unk.	7,184	-0.6%	-182	-2.5%
Baltimore	2,935	2,940	2,940	2,843	2,843	-0.8%	-92	-3.1%
San Francisco	2,913	2,907	2,992	2,857	2,686	-2.0%	-227	-7.8%
Washington, D.C.	4,520	4,524	4,466	4,179	4,059	-2.7%	-461	-10.2%
Prince George’s County	1,866	1,790	1,776	1,707	1,668	-2.8%	-198	-10.6%
Median (excl. D.C.)	2,450	2,499	2,478	2,095	2,382	-0.7%	-137	-2.8%
D.C. Rank	2 of 7	2 of 7	2 of 7	1 of 6	2 of 7	6 of 7	7 of 7	6 of 7

Source: Federal Bureau of Investigation Crime Data Explorer (2018 – 2022). *Law Enforcement Employees Data from the Crime in the US Annual Reports.*

PFM also collected publicly available U.S. Census Bureau data to review demographic and socio-economic variation among the selected benchmark jurisdictions and Washington, D.C.

Findings from reviewed 2022 data included:

- Washington D.C. had about ten percent fewer residents than the median population of benchmark jurisdictions – less than the residents of Philadelphia and notably larger than Atlanta and Baltimore.
- Washington, D.C. had an approximately 30 percent larger median household income than the median among benchmark comparators, trailing only San Francisco and nearly doubling Philadelphia and Baltimore.
- Nearly two-thirds of the District’s resident population was a race other than white in 2022, similar to Atlanta, Philadelphia, and San Francisco. Baltimore and Prince George’s County had higher proportions of non-white residents, while Nashville-Davidson was the only jurisdiction in the group to have a majority-white resident population (55.2 percent).
- In Washington D.C., as in Atlanta, Baltimore, Philadelphia and Prince George’s County, the largest population segment by race was Black residents – 41.7 percent – reasonably similar to Philadelphia and Atlanta, and less than Baltimore and Prince



George's County. San Francisco's population had more white and Asian residents than other benchmark jurisdictions (36.5 percent and 35.6 percent, respectively).

Benchmark Demographic Characteristics, 2022¹⁷⁷

Jurisdiction	Resident Population	White	Black	Asian	Hispanic	Other Race	Median Household Income
Philadelphia	1,567,258	33.0%	38.6%	7.8%	16.1%	4.5%	56,517
Prince George's County	946,971	11.0%	59.3%	4.0%	20.9%	4.8%	94,441
San Francisco	808,437	36.5%	4.6%	35.6%	15.9%	7.5%	136,692
Nashville-Davidson	683,639	55.2%	25.2%	3.6%	11.1%	4.9%	71,767
Washington, D.C.	671,803	36.7%	41.7%	4.1%	11.7%	5.8%	101,027
Baltimore	569,931	26.5%	60.0%	2.8%	6.3%	4.4%	55,198
Atlanta	499,121	37.4%	46.6%	5.3%	5.7%	5.1%	83,251
Median (excl. D.C.)	746,038	34.7%	42.6%	4.6%	13.5%	4.9%	77,509
D.C. Rank	5 of 7	3 of 7	4 of 7	4 of 7	4 of 7	2 of 7	2 of 7

Source: U.S. Census American Community Survey, one-year population estimates, 2022.

For the review of each jurisdiction's police department covered population, PFM considered two components of the local population:

- Resident population that lives within the patrol area jurisdiction.¹⁷⁸
- Commuter-adjusted population that includes commuters who live outside of the jurisdiction but work within the jurisdiction, driving in and out of the area on a typical workday.¹⁷⁹

In 2022, Washington, D.C.'s commuter-adjusted population was estimated to be nearly one million people (990,955), an increase of 47 percent above its total resident population.

In comparison to benchmark jurisdictions, only Atlanta had a commuter-adjusted population percent change that was larger than Washington, D.C. (and narrowly so at 49.8 percent vs. the District's 47.5 percent). The commuter-adjusted populations in remaining benchmark jurisdictions ranged from more modest increases (Baltimore, Nashville, San Francisco) to a net negative commuter-adjusted population change (Prince George's County).

¹⁷⁷ Additional population information and tables for calendar year 2021 are available in Appendix B3.

¹⁷⁸ Patrol population in this report is assumed to be the total population for cities (Atlanta, Baltimore, Philadelphia, San Francisco), the unincorporated population of counties (Prince George's County) and, for Nashville-Davidson, the City of Nashville and unincorporated Davidson County.

¹⁷⁹ Commuter adjusted population is calculated by adding the total resident population to the total number of workers working in an area, then subtracting the total number of workers living in the area. United States Census Bureau (n.d.). *Calculating Commuter-Adjusted Population Estimates*. United States Census Bureau.
<https://www.census.gov/topics/employment/commuting/guidance/calculations.html>.



Benchmark Commuter-Adjusted Population, 2022

Jurisdiction	Resident Population	Total Workers Working in Area	Total Workers Living in Area	Commuter-Adjusted Population	Pct Change (Resident to Commuter-Adjusted Population)
Atlanta	499,121	524,714	276,041	747,794	49.8%
Washington, D.C.	671,803	693,095	373,943	990,955	47.5%
San Francisco	808,437	603,177	465,181	946,433	17.1%
Baltimore	569,931	365,774	271,913	663,792	16.5%
Nashville-Davidson	683,639	495,725	386,306	793,058	16.0%
Philadelphia	1,567,258	801,049	739,072	1,629,235	4.0%
Prince George's County	946,971	379,780	486,644	840,107	-11.3%
Median (excl. D.C.)	746,038	510,220	425,744	816,583	16.2%
D.C. Rank	5 of 7	2 of 7	5 of 7	2 of 7	2 of 7

Source: U.S. Census American Community Survey, one-year population estimates, 2022

Staffing

PFM reviewed law enforcement staffing using publicly available annual data collected and published by the FBI. During the engagement, the most recent complete year available was 2022.¹⁸⁰ These data provided a starting point, to which agency data and interviews added key context and insights that are discussed on the following pages.

According to the FBI, in 2022, MPD reported 3,425 sworn employees and 634 civilian employees (4,059 total employees).¹⁸¹ The FBI reports MPD's 2022 percentage of employees who were professional staff (15.6 percent) was less than five of the six departments in the benchmark group. In 2022, San Francisco had the highest proportion of civilian staff at 27.7 percent.

¹⁸⁰ The Law Enforcement Employees dataset is published annually to the FBI's Crime Data Explorer. Each year, law enforcement agencies across the U.S. report their existing staffing levels (as of October 31) to the UCR Program. The data presented in the dataset contains information about the total number of sworn officers and civilians employed in each agency and the rate of law enforcement employees per a location's population. The UCR Program defines law enforcement officers as individuals who ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically for sworn law enforcement representatives. Civilian employees include full-time agency personnel such as clerks, radio dispatchers, meter attendants, stenographers, jailers, correctional officers, and mechanics. Given the timing of data reports and collection methods, many local law enforcement staffing level reports may differ from FBI data (e.g., staffing reported to the FBI and using its report criteria and local law enforcement reports capturing a different point in time and using local reporting methodology could result in different reported staffing figures).

¹⁸¹ Note, this figure is similar to, though not exactly the same as, the MPD reported data for 2022 given different points in time. Throughout the report, PFM uses the term "professional staff" to describe what are sometimes called non-sworn or civilian staff. The FBI uses the term "civilian" in its reporting. For the purposes of this report, those terms should be read as interchangeable. PFM reports FBI data in the manner it is published – including the term "civilian."



Benchmark Sworn and Professional Staff, 2022

Jurisdiction	Number of Sworn Employees	Percent of Sworn Employees	Number of Civilian Employees	Percent of Civilian Employees	Total Number of Employees
Philadelphia	5,800	80.7%	1384	19.3%	7,184
Washington, D.C.	3,425	84.4%	634	15.6%	4,059
Baltimore	2,360	83.0%	483	17.0%	2,843
San Francisco	1,942	72.3%	744	27.7%	2,686
Atlanta	1,643	79.1%	434	20.9%	2,077
Nashville-Davidson	1,389	76.0%	438	24.0%	1,827
Prince George's County	1,444	86.6%	224	13.4%	1,668
Median (excl. D.C.)	1,793	79.9%	461	20.1%	2,382
D.C. Rank	2 of 7	2 of 7	3 of 7	6 of 7	2 of 7

Source: FBI Uniform Crime Reporting (UCR) Program, "Law Enforcement Employees Data," 2022

*Crime*¹⁸²

The timeline for this engagement was such that full year 2023 data was not available during the analysis period. As a result, the project team, in consultation with ODCA and MPD, used 2022 data. The 2022 data do not reflect the observed increases in crime that MPD reported for 2023. Subsequent analyses beyond the horizon of this engagement should include the most current data available to elected and appointed leaders to assist in their assessment of the alignment of policy goals, operations, and resource allocation.

More broadly, as elected and appointed leaders, stakeholders, and the public review the 2022 data, 2023 data, and any year-to-date 2024 data, these datasets should be viewed as a snapshot and inform a multi-year view of crime, calls for service, self-initiated activity, and other workload drivers for a police department. In short, trends can and do change – sometimes in meaningful ways in short amounts of time – that can affect workload. The challenge for elected and appointed leaders, stakeholders, and the public is to understand what trends are sustaining and what trends are temporary and make long-term decisions regarding sustaining trends and adjust short-term tactics and strategies for temporary trends.

PFM compared the number of offenses reported by each jurisdiction to the FBI's summary reporting system (SRS, used for Uniform Crime Reporting) and National Incident Based Reporting System (NIBRS) for years 2021 and 2022.¹⁸³ These data follow standardized definitions and meet FBI reporting standards. The most complete, recent dataset for all jurisdictions was 2022 NIBRS data.¹⁸⁴ The following table presents 2022 NIBRS crimes against

¹⁸² See Appendix B2 for complete tables comparing violent and property offenses reported in MPD's Crime Card data to available MPD data collected from the FBI's Crime Data Explorer for CY 2018 – CY 2022.

¹⁸³ PFM presents crime data for benchmark jurisdictions in this report for illustrative purposes to be considered in the full context of the unique characteristics of each locality and potential data collection or reporting differences of each reporting jurisdiction. The data are provided for contextual purposes to help inform questions, not to provide dispositive conclusions for MPD. To this end, the FBI cautions against using crime data for direct comparisons, stating, "[s]ince crime is a sociological phenomenon influenced by a variety of factors, the FBI discourages ranking the agencies and using the data as a measurement of law enforcement effectiveness." FBI (2021). *A Word About UCR Data*. Uniform Crime Reporting Program.

¹⁸⁴ 2022 UCR Offenses Known to Law Enforcement data for the District of Columbia and all six benchmark jurisdictions became available on the FBI's Crime Data Explorer during the drafting of this report and thus could be included in analyses. However, the data is presented in Appendix B3 for updated context.



persons, property, and society, as reported by MPD and each benchmark jurisdiction with the exception of San Francisco, whose NIBRS offense totals were not published to FBI's Crime Data Explorer.

NIBRS Offenses Reported by Law Enforcement, 2022

Jurisdiction	Crimes Against Persons	Crimes Against Property	Crimes Against Society	Total NIBRS Offenses Reported
Philadelphia	35,902	105,377	10,943	152,222
Washington, D.C.	19,517	44,127	5,449	69,093
Nashville-Davidson	20,642	39,655	7,017	67,314
Baltimore	15,949	31,093	4,049	51,091
Atlanta	8,740	28,181	5,347	42,268
Prince George's County	2,954	24,489	2,128	29,571
San Francisco	unk.	unk.	unk.	unk.
Median (excl. D.C.)	15,949	31,093	5,347	51,091
D.C. Rank	3 of 6	2 of 6	3 of 6	2 of 6

Source: FBI National Incident Based Reporting System (NIBRS), "Offense Type by Agency," 2022.

To provide additional context and identify key questions, PFM analyzed staffing data, data on crimes reported to the FBI, and data from the U.S. Census Bureau to calculate the ratios of staff to population and staff to crimes reported.

Crime and Staffing Ratios

Using the preceding publicly available data, PFM calculated the current ratio of NIBRS offenses reported by law enforcement for crimes against persons, crimes against property, and crimes against society per sworn employee. PFM also calculated the ratio of sworn employees per 100,000 members of the resident and commuter-adjusted populations.¹⁸⁵ Several findings emerged from the 2022 data set:

- MPD had the highest number of sworn employees per 100,000 residents (510).
- When examining sworn employees per 100,000 members of the commuter-adjusted population, MPD became the third ranked (slightly trailing Baltimore and Philadelphia) due to the District's large commuter-based population.

¹⁸⁵ Of note, this analysis compares the total number of sworn employees reported for each department, not the number of sworn employees assigned to primary patrol and investigation duties. Therefore, if, in 2022, MPD had a comparatively larger percentage of sworn employees assigned to other specialized functions, that would be reflected in this ratio. Further analysis of the number of staff assigned to specific functions in each benchmark department would be necessary to contextualize the ratio of crime and sworn personnel.



NIBRS Offenses Reported per Sworn Employee and Sworn Employees per 100,000 Members of the Resident and Commuter-Adjusted Population, 2022

Jurisdiction	Crimes Against Persons per Sworn Employee	Crimes Against Property per Sworn Employee	Crimes Against Society per Sworn Employee	Sworn Employees per 100,000 Residents ¹⁸⁶	Sworn Employees per 100,000 Commuter-Adjusted Population ¹⁸⁷
Washington, D.C.	5.7	12.9	1.6	510	346
Baltimore	6.8	13.2	1.7	414	356
Philadelphia	6.2	18.2	1.9	370	356
Atlanta	5.3	17.2	3.3	329	220
San Francisco	unk.	unk.	unk.	240	205
Nashville-Davidson	14.9	28.5	5.1	203	175
Prince George's County	2.0	17.0	1.5	152	172
Median (excl. D.C.)	6.2	17.2	1.9	285	212
D.C. Rank	4 of 6	6 of 6	5 of 6	1 of 7	3 of 7

Source: FBI National Incident Based Reporting System (NIBRS), "Offense Type by Agency," 2022; FBI Uniform Crime Reporting (UCR) Program, "Law Enforcement Employees Data", 2022

PFM also calculated crimes against persons, property, and society per 100,000 of the resident population to compare 2022 crime rates in D.C. against each of the benchmark jurisdictions. Key findings from this analysis included:

- The District had the highest rate of total reported NIBRS offenses among departments (10,285 total offenses per 100,000 residents). This exceeded the median (8,964) by nearly 15 percent.
- The District's rates per 100,000 residents of crimes against persons, property, and society were all higher than the median rates of the benchmarks, with crimes against

¹⁸⁶ PFM calculated professional employees per 100,000 residents and total employees per 100,000 residents for Washington, D.C., and each benchmark. The following rates of professional employees per 100,000 residents were produced – Washington, D.C. (94), Atlanta (87), Baltimore (85), Nashville-Davidson (64), Philadelphia (88), Prince George's County (24), San Francisco (92). *MPD's rate of professional employees per 100,000 residents was higher than the median of the benchmarks (86) and ranked first in comparison to all six benchmark jurisdictions.* The following rates of total employees per 100,000 residents were produced – Washington, D.C. (604), Atlanta (416), Baltimore (499), Nashville-Davidson (267), Philadelphia (458), Prince George's County (176), San Francisco (332). *MPD's rate of total employees per 100,000 residents was higher than the median of the benchmarks (374) and ranked first in comparison to all six benchmark jurisdictions.*

¹⁸⁷ PFM calculated professional employees per 100,000 of the commuter-adjusted population and total employees per 100,000 of the commuter-adjusted population for Washington, D.C., and each benchmark jurisdiction. The following rates of professional employees per 100,000 of the commuter-adjusted population were produced: Washington, D.C. (64), Atlanta (58), Baltimore (73), Nashville-Davidson (55), Philadelphia (85), Prince George's County (27), San Francisco (79). *MPD's rate of professional employees per 100,000 of the commuter-adjusted population was lower than the median of the benchmarks (65) and ranked fourth in comparison to all six jurisdictions.* The following rates of total employees per 100,000 of the commuter-adjusted population were produced: Washington, D.C. (410), Atlanta (278), Baltimore (428), Nashville-Davidson (230), Philadelphia (441), Prince George's County (199), San Francisco (284). *MPD's rate of total employees per 100,000 residents was higher than the median of the benchmarks (281) and ranked third in comparison to all six benchmark jurisdictions.*



persons and crimes against property rates ranking second among the benchmark cohort, narrowly trailing the leading jurisdiction in each category.

NIBRS Offenses Reported per 100,000 Members of the Resident Population, 2022

Jurisdiction	Crimes Against Persons per 100,000 Residents	Crimes Against Property per 100,000 Residents	Crimes Against Society per 100,000 Residents	Total NIBRS Offenses Reported per 100,000 Residents
Washington, D.C.	2,905	6,568	811	10,285
Nashville-Davidson	3,019	5,801	1,026	9,846
Philadelphia	2,291	6,724	698	9,713
Baltimore	2,798	5,456	710	8,964
Atlanta	1,751	5,646	1,071	8,468
Prince George's County	312	2,586	225	3,123
San Francisco	unk.	unk.	unk.	unk.
Median (excl. D.C.)	2,291	5,646	710	8,964
D.C. Rank	2 of 6	2 of 6	3 of 6	1 of 6

Survey and Interview Findings

In the second phase of benchmarking for this engagement, PFM conducted surveys and interviews with the benchmark jurisdictions to develop a more complete picture of the departments' approaches to staffing, responsibilities for which each department allocates staffing resources, and the challenges and contextual considerations related to each.

PFM contacted each of the benchmark jurisdictions for participation. Of six jurisdictions, six (Atlanta, Baltimore, Nashville-Davidson, Philadelphia, and Prince George's County) provided some level of quantitative survey data¹⁸⁸ and five (Atlanta, Nashville-Davidson, Philadelphia, Prince George's County, and San Francisco) participated in interviews.

The information collected was used to inform three questions that covered multiple areas of the requested scope of services:

- What percentage of staff (sworn and professional) are allocated to different core functions of law enforcement agencies?
- What types of special functions or security details are the departments responsible for and what is the extent of their responsibility?

¹⁸⁸ Prince George's County PD and San Francisco PD did not provide PFM with staffing totals by function in the same format as other benchmark departments. PGCPD provided aggregated sworn and professional personnel statistics as of November 2023, a daily crime report (seven-day breakdown of crime by division as of January 2, 2024, and written responses to all questions asked by PFM during the interview with PGCPD leadership. In its survey response, SFPD provided the total number of FTEs assigned to 'Patrol,' 'Special Operations,' 'Other,' and 'Airport' functions only. For SFPD, total staff in Investigations and Internal Affairs were included in the number reported for those assigned to Patrol. All other benchmark departments returned a completed survey with the number of budgeted staff/FTEs for every function discussed throughout this section. Because of this, all functions that PFM inquired about in its survey were not always directly comparable across each of the benchmarks.



- How do the departments approach staffing with respect to scheduling, approving overtime, and deploying staff for special details?

In its survey, PFM requested approximate budgeted staffing allocations for 'patrol,' 'investigations,' 'internal affairs,' 'special operations,' and 'other' functions. Each responding department was also asked to define the specific divisions or units included in the 'special operations' and 'other' categories. Concerning this request, it is important to note that divisions and units each benchmark identified with the 'special operations' or 'other' categories mostly represented similar functions but were not consistent in name and organization across every department. PFM performed additional research into each department's structure to confirm the duties that fall under special operations and other functions, despite differences in unit names and responsibilities presented in each department's survey response.

Equivalent data was analyzed for MPD as of the start of the current fiscal year (October 1, 2023). The following tables summarize the results.

**MPD Filled and Vacant Staffing (Total Positions and Percent of Department Total)
Allocated by Function, FY 2024**

Function	Sworn Positions	Sworn Pct of Dept Total	Professional Positions	Professional Pct of Dept Total	Total	Pct of Total Positions
Patrol	2,257	47.3%	58	1.2%	2,315	48.5%
Investigations	547	11.5%	34	0.7%	581	12.2%
Internal Affairs	60	1.3%	34	0.7%	94	2.0%
Special Operations	193	4.0%	15	0.3%	208	4.4%
Other	940	19.7%	632	13.2%	1,572	33.0%
Total	3,997	83.8%	773	16.2%	4,770	100.0%

Source: MPD, Schedule A, Filled and Vacant Positions, October 1, 2023.

Using the Schedule A staffing data provided by MPD, PFM calculated the number of staff allocated to several functions including patrol, investigations, internal affairs, and special operations. The percentage of MPD's total staff assigned to each of these functions as of October 1, 2023, was 48.5 percent in patrol, 12.2 percent in investigations, 2.0 percent in internal affairs, 4.4 percent in special operations, and 33.0 percent for all other department functions.

MPD's sworn and professional staff assigned to patrol (as a percentage of total department staff) surpassed the median percentage of benchmark patrol staff by two percentage points. Generally, the benchmark departments allocated a larger percentage of professional staff to investigations functions. The median percentage of total staff allocated to investigations among benchmark respondents (16.7) was higher than MPD's 12.2 percent of total staff assigned to investigations. MPD's percent of total staff assigned to all remaining functions including internal affairs, special operations, and other each fell less than one percentage point away from the median percentage of the benchmarks.



Benchmark Median Percentage Filled and Vacant Staffing (Total Positions) Allocated by Function, as reported between December 2023 – February 2024

Function	Sworn	Professional	Total
Patrol	46.0%	0.6%	46.5%
Investigations	15.0%	1.8%	16.7%
Internal Affairs	2.0%	0.2%	2.3%
Special Operations	3.4%	0.3%	4.6%
Other	14.8%	15.4%	32.5%
Total	80.1%	19.9%	100.0%

Source: Median percentage among respondents to benchmark survey. Survey was administered to all six identified benchmark departments; complete responses were received from four departments. The table above displays median percentage for patrol, investigations, internal affairs, special operations, and other in four jurisdictions including Atlanta, Baltimore, Nashville-Davidson, and Philadelphia. All jurisdictions including Prince George's County and San Francisco are included in the median percentage of total sworn vs. professional staff (total line).

Based on survey responses received from each benchmark jurisdiction, the departments often considered SWAT, Mounted Patrol, Canine, and Air/Aviation divisions or units to be part of special operations. Other divisions or units generally included administrative units and support services such as the following:¹⁸⁹

- Baltimore Police Department: Data Driven Strategies Division, Compliance, Adult and Juvenile Booking, Office of the Police Commissioner
- Metropolitan Nashville Police Department: Executive Leadership, Strategic Development, Fiscal, Case Preparation, Facilities Management, Parks, Traffic, Warrants, Custom Services, Property and Evidence, School Crossing Guards, Training/Academy, Forensic Services, Crime Lab, Human Resources, Records, Crime Control Strategies, Body Worn Camera & IT, and Laterals.
- Philadelphia Police Department: Organizational Services, Communications, Training, Strategies and Innovation, Office of the Police Commissioner, Field Operations, Patrol Operations.

In the survey, PFM asked each benchmark department about its responsibility for nine specific 'special functions' and staffing allocations to those functions if applicable:

- Airport
- Forensics
- Towing and impound
- Traffic control
- Security details
- Public safety risk mitigation (due to large or high-profile events)

¹⁸⁹ Atlanta PD and Prince George's County PD did not elect to provide any additional units or services under the "other" functions section in PFM's survey of each benchmark department. San Francisco PD listed only its airport functions under this section, which is included in subsequent discussion of special tasks and functions.



- Hospital security (related to presence of arrestee, inmate, or other detainee)
- Detainee transport (other than from crime scene to detention center at time of arrest)
- Contracted patrol services

PFM held follow-up discussions with all benchmark departments except for Baltimore. During this conversation with each jurisdiction, PFM discussed the level of responsibility, approach to staffing, and challenges or locally-relevant context.

Four of the six departments (Atlanta, Baltimore, Nashville-Davidson, and Philadelphia) provided PFM with the approximate number of full-time equivalents (FTEs) dedicated to each of the special tasks and functions included in the following table. In these four departments, total FTEs assigned to each function as a percentage of total department FTEs varied – from a high of 8.0 percent in Atlanta to a low of 3.8 percent in Nashville-Davidson. In comparison to other benchmark jurisdictions, Atlanta PD dedicated the largest percentage of its sworn staff (8.9 percent) and smallest percentage of its professional staff (4.3 percent) to the special functions inquired about in PFM's survey.

Philadelphia PD and Baltimore PD both indicated that forensics duties were most staff intensive for their departments. All six benchmark jurisdictions had responsibility for forensics, security details, and public safety risk mitigation. Compared to each benchmark, MPD was the only department that did not take on lead responsibility for forensics. The next function that was most common among the benchmark departments was traffic control, for which MPD also does not have primary responsibility. The only three departments with responsibility for airport-related functions (Atlanta, Philadelphia, and San Francisco), also reported that this represented one of their largest staffing commitments in comparison to the other functions included in the review.

**Benchmark Departments' Responsibility for Special Tasks or Functions as reported
between December 2023 – February 2024**

Jurisdiction	Airport	Foren- sics	Towing/ Impound	Traffic Ctrl.	Secur. Details	Publ. Safety Risk Mtgn.	Hosp. Secur.	Detainee Transp.	Contr. Patrol Svcs.
Washington, D.C.	No	No	No	No	Yes	Yes	Yes	Yes	No
Atlanta	Yes	Yes	No	No	Yes	Yes	No	No	No
Baltimore	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No
Nashville- Davidson	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Philadelphia	Yes	Yes	Yes	Yes	Yes	Yes	No	No	No
Prince George's	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes
San Francisco	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
Count (excl. MPD)	3 of 6	6 of 6	4 of 6	4 of 6	6 of 6	6 of 6	3 of 6	2 of 6	3 of 6

Source: Survey responses provided by benchmark jurisdictions.



In interviews with the benchmarks, PFM delved further into the staffing approaches highlighted by the departments and how each department's unique responsibilities impacted its ability to staff different functions.¹⁹⁰ Across the benchmark departments, strategies varied based on organizational structure, resource availability, and operational priorities. However, in reviewing the staffing considerations of each department, several key similarities emerged.

Firstly, all departments faced challenges related to staffing high-demand functions such as hospital security and public safety risk mitigation during large events or protests. Secondly, they all tended to rely on overtime, stressing the importance of flexibility in how overtime is utilized to supplement staffing needs. Thirdly, collaboration with other law enforcement agencies, both at the state and federal levels, was common, particularly for dignitary protection and coordination during major/special events (though this may be somewhat more acute for MPD compared to benchmark departments). Additionally, all departments adjusted staffing strategies based on variations in workload, jurisdiction, and the level of responsibility for similar functions.

The Atlanta Police Department (APD) noted challenges related to staffing its hospital security public safety risk mitigation, airport security, and traffic control functions. Officers are required to monitor detainees in hospitals until admitted. Once admitted to a bed, custody and responsibility for the detainee is turned over to the jail. APD tracks the total number of hours spent monitoring detainees at the hospital in a weekly lost hours report. Efforts have been made to engage private security officers and alleviate some of this burden from on-duty officers. APD deals with large or high-profile events that require significant staffing resources. Protests and demonstrations, especially those related to the APD training center, have recently become more frequent and staff intensive. APD utilized a combination of sworn officers and off-duty personnel to meet certain staffing needs, while also focusing on flexibility of overtime budgets during periods of high demand. The City of Atlanta's low population density results in significant "in transit" time among commuters, increasing demand for officers to perform traffic control functions. APD reported exploring new approaches to address workload issues such as civilian traffic units and co-responder models.¹⁹¹

Baltimore Police Department (BPD) utilizes overtime to manage hospital details when BPD personnel are required to maintain supervision of detainees receiving medical care; however, some of the major hospitals located within the City of Baltimore are affiliated with universities and have campus police or security that assist with detainee security if such resources are available. Given the officer discretion related to each incident, a person who was not free to leave police custody, may eventually be released, but is still committed to the hospital for injuries. Hospital staff work in coordination with BPD as events unfold, and BPD officers provide transport to jail facilities as necessary once detainees are released from the hospital. BPD prioritizes public safety risk mitigation during large events, with protests and demonstrations frequently requiring extensive resources and the activation of mobile field force units (similar to MPD Civil Disturbance Units) as may be required. BPD provides staffing for continuous executive protection details to the city's Mayor and State's Attorney. Forensics and evidence

¹⁹⁰ PFM was not able to interview current BPD personnel for this section. Context on BPD operations was provided by BPD's former Deputy Commissioner and former Chief of Staff, Eric Melancon, who served in BPD from 2019-2023. Mr. Melancon is also a member of the PFM team that authored this report. EJM Advisory Firm, LLC. Email to the PFM team 28 February 2024.

¹⁹¹ For additional context on co-responder approaches, please see: <https://leb.fbi.gov/articles/featured-articles/co-response-models-in-policing>.



collection were handled internally and led by a civilian chief. The nearest major airport (BWI) is not located within the city, so there is no requirement for BPD to staff an airport unit. BPD is responsible for managing traffic control during major sporting events, but it also receives support from professional personnel from the City of Baltimore's Department of Transportation when such resources can be made available.

Metropolitan Nashville Police Department (MNPd) utilizes personnel to monitor detainees during hospital details. Previously, the local sheriff's office provided a deputy to cover hospital details once an arrest had occurred; however, MNPd has since resumed this responsibility due to the sheriff's lack of available personnel. MNPd reported it has a small contingent of officers dedicated to managing protests and civil disturbances. MNPd monitor intel channels for potential protests, then schedule officers from precincts where the event may arise. For large, planned events, MNPd proactively sought to identify available staffing resources. These included SWAT teams, traffic division personnel, or other staff not dedicated to responding to calls for service. On-duty patrol officers are only pulled away from their patrol duty assignments in an emergency. MNPd has faced challenges related to managing mandated overtime and has implemented processes intended to emphasize volunteer shifts and equalize who gets called in for mandates. MNPd provides protection details for local officials such as the mayor, but state officials are protected by the Tennessee Highway Patrol (THP). MNPd also works with THP to coordinate traffic control and road closures for major events. There are several satellite cities in the Nashville-Davidson area, most of which do not do their own policing. MNPd has concurrent jurisdiction in these communities.

The Philadelphia Police Department (PPD) faced staffing shortages in managing the demands of public safety risk mitigation during large events. PPD reported they address this by pulling staff from other areas of the department to supplement patrol, extending tours of duty, adjusting shift schedules, and utilizing overtime to meet staffing needs. Adjustments to overtime budgets were conducted through mid-year transfers to align staffing capacity with workload demands. PPD reported they are responsible for hospital security related to the presence of arrestees, inmates, or other detainees receiving medical treatment. However, department officials stated that PPD can often transfer custody to another agency after the first 24 hours of most hospital details. Security details for dignitary protection are managed by a specialized unit within PPD, often in collaboration with federal and state agencies. The department also oversees airport security, with a dedicated unit at Philadelphia International Airport.

Prince George's County Police Department (PGCPD) has primary law enforcement responsibility throughout most of the county and secondary responsibility in areas typically covered by one of 26 municipal agencies located within the county. PGCPD's special functions often overlap in these areas; however, some agencies are not staffed to support a 24-hour-per-day operation. As a result, PGCPD must respond to calls when municipal officers are not available. In terms of hospital security, the department's sole responsibility related to arrestees is to maintain custody until the arrestee is presented to a District Court commissioner. The department participates in a combined police, fire, and EMS working group which jointly evaluates staffing for special events in the county. The police function of this group is staffed by the Special Services Section of the department's Special Operations Division. The department is frequently called upon to assist with security details during presidential movements. PGCPD also has an Executive Protection Unit that provides security details for the county executive.



Both the Special Services Section and Executive Protection Unit are full time units. Most other special assignments within the department are generally staffed using overtime or reallocations.

San Francisco Police Department (SFPD) often uses overtime to staff hospital details and monitor detainees until they are admitted. Once probable cause is accepted by the courts, this responsibility is typically transferred to the county sheriff. The department prioritizes public safety risk mitigation during large events, with protests and demonstrations frequently requiring extensive resources. Department leadership asserted that SFPD officers are pulled away for these types of special details almost every day. As the area is home to the current Vice President and former Speaker of the House, SFPD routinely collaborates with state and federal agencies for dignitary protection, employing specialized units and highway patrol escorts. Airport security is managed through a dedicated airport police unit; however, this area of the department is reportedly understaffed. Forensics was handled internally and led by a civilian director. Additionally, SFPD reported they coordinate with the Municipal Transportation Agency to share traffic control duties and deploy designated officers from either organization as needed.



PART II – ORGANIZATIONAL AND STAFFING ANALYSES



PART II – ORGANIZATIONAL AND STAFFING ANALYSES

MPD ORGANIZATIONAL STRUCTURE

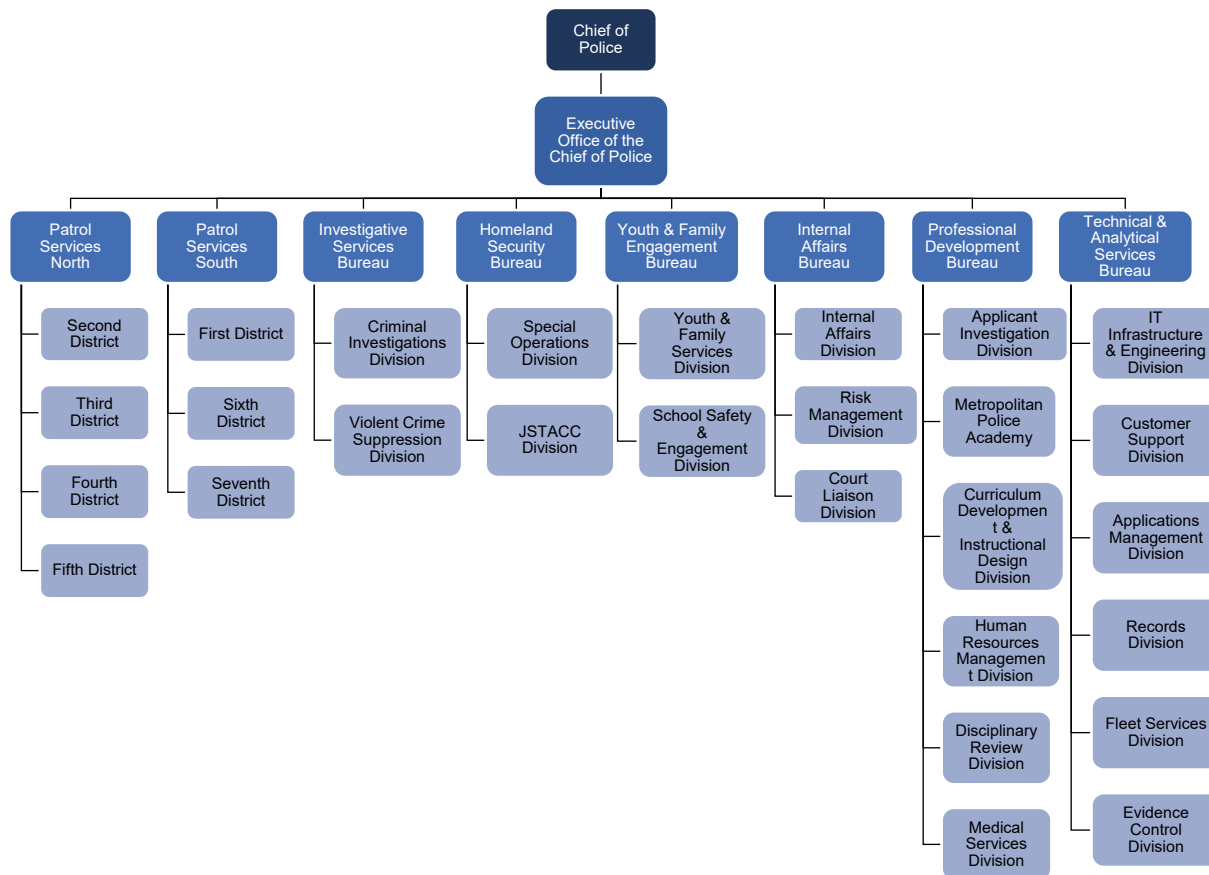
The Metropolitan Police Department is led by a chief of police with key functions related to leadership, administration, and strategic planning housed in the Executive Office of the Chief of Police, shown in the following organizational chart.

MPD is organized into eight sections under the Executive Office of the Chief of Police: two regional patrol zones (Patrol Services North and Patrol Services South), and six bureaus: one each for Investigative Services, Homeland Security, Internal Affairs, Youth and Family Engagement, Technical and Analytical Services, and Professional Development. Patrol Services is divided into seven districts – four within the Patrol Services North chain of command and three within the Patrol Services South chain of command.

This section of the report provides an overview of current and historical staffing, followed by a summary of each bureau's primary functions, staffing configuration, and key findings regarding workload and staffing alignment.



Metropolitan Police Department Organizational Chart¹⁹²



CURRENT AND HISTORICAL STAFFING

MPD data were not sufficient for robust analyses of current and historical staffing levels by bureau, division, rank, and positions for sworn and professional staff.

PFM sought to review these data points as of the start of each fiscal year (October 1). To do so, it requested historical staffing information from MPD. MPD indicated Schedule A data was the best available data source for analysis of positions by rank and assignment over time. However, MPD indicated that the use of Schedule A data requires meaningful caveats:

- ◆ Schedule A data shows positions by assignment and does not reflect current work location to the extent employees are detailed to other assignments. MPD was able to

¹⁹² This Organizational Chart was adapted from MPD's Organizational Chart published as of December 22, 2023, with additional detail added regarding the Executive Office of the Chief of Police (EOCOP) in consultation with MPD. As of August 29, 2023, the School Safety Division was renamed the School Safety and Engagement Division. The new division now includes the Youth Intervention Program Unit and Recidivist Unit. In the August 31, 2023 organizational chart, the previous Recruiting Division (within the Professional Development Bureau) was renamed the Applicant Investigation Division, and its responsibilities were clarified to focus on completing applicant background checks. In addition to the four divisions shown under the EOCOP, the EOCOP also contains 35 employees assigned to the District Office of the Chief Financial Officer (OCFO), which is outside of MPD. This information was current at the time of analysis. During the drafting of this report, MPD reported that it made additional organizational changes – including adding a new bureau and reorganizing elements within the Professional Development Bureau.



provide a current snapshot of positions by work location but was not able to produce such a report for historical periods.

- Vacant positions shown may include unfunded positions.
- The location of vacancies in terms of rank and assignment may be inaccurate and not reflect vacancies created by retirements.

The District and MPD performed a cleanup of Schedule A data which is reflected in FY 2024 data, but historically MPD and the District have not regularly cleaned the data, leading to high vacant position totals in Schedule A and total positions that significantly exceed budgeted figures. For this reason, historical analyses of vacancies were not possible using Schedule A data.

MPD reported it does not use Schedule A data for sworn vacancies because the figures likely include positions that are not funded. However, in the absence of available vacant position data, these figures are shown in this report with the significant caveat that they include some level of unfunded positions.¹⁹³ The Department and OCFO should continue to update and clean position data to ensure future detailed analyses of filled/vacant positions are transparent and easily understood for MPD leadership and elected and appointed District leaders.

Staffing by Bureau and Division

As of October 1, 2023, MPD had 4,770 filled and vacant positions.¹⁹⁴ Of these, there were 4,000 sworn positions (83.9 percent) and 770 professional positions (16.1 percent). The largest section, by number of employees, was Patrol Services – including Patrol Services North and Patrol Services South.¹⁹⁵ Patrol contained 2,315 (48.5 percent) of total positions in the department, and 2,257 sworn positions (47.3 percent of department total).¹⁹⁶ The Professional Development Bureau, inclusive of recruits (sworn) and cadets (professional), had the second largest share of all employees, 892, or 18.7 percent of all Department staff.¹⁹⁷

¹⁹³ PFM used Schedule A reports provided by MPD as of the first day of each fiscal year showing all filled and vacant positions as of that date to calculate authorized positions for the Department. In some cases, the authorized position total in the Schedule A reports differed from the total authorized position count shown in annual budgets due to the timing of when positions were added and deleted from the PeopleSoft system. Please see Appendix C1 for a breakdown of these differences for each year.

¹⁹⁴ PFM used Schedule A reports provided by MPD as of the 1st of each fiscal year showing all filled and vacant positions as of that date to calculate authorized positions for the Department. In some cases, the authorized position total in the Schedule A reports differed from the total authorized position count shown in annual budgets due to the timing of when positions were added and deleted from the PeopleSoft system. Please see Appendix C1 for a breakdown of these differences for each year.

¹⁹⁵ In the tables that follow, Patrol Services North and Patrol Services South are presented as a section ("Patrol Services") at the bureau level. Patrol Districts are broken out in the same manner that divisions are broken out for other bureaus in the Department.

¹⁹⁶ The 2,257 sworn positions included MPD's standard sworn positions (i.e., Chief, Executive Assistant Chief, Assistant Chief, Commander, Inspector, Captain, Lieutenant, Sergeant, Detective, Officer) and sworn retiree positions (i.e., Senior Sergeant, Senior Detective, Senior Officer).

¹⁹⁷ **Officer recruits** are new hires listed with the position title of officer in the data. Employees in this title were included in sworn officer counts. The MPD Cadet Corps provides opportunities for young adults to gain exposure to MPD as civilian employees while simultaneously earning college credits. Members of the Cadet Corps (**cadets**) were included in professional staff counts.



**Filled and Vacant Positions by Bureau, Division, Position
Type as of October 1, 2023**

Bureau / Division	Sworn	Professional	Total	Pct of Dpt. Total
Patrol Services	2,257	58	2,315	48.5%
First District	305	8	313	6.6%
Second District	273	9	282	5.9%
Third District	309	9	318	6.7%
Fourth District	308	9	317	6.6%
Fifth District	326	8	334	7.0%
Sixth District	359	7	366	7.7%
Seventh District	358	6	364	7.6%
Patrol Administration and Other Positions	19	2	21	0.4%
Professional Development	652	240	892	18.7%
Metropolitan Police Academy	629	181	811	17.0%
Human Resources Management Division	4	22	26	0.5%
Applicant Investigation Division	6	20	26	0.5%
Disciplinary Review Division	5	5	10	0.2%
PDB Administration and Other Positions	5	7	12	0.3%
Medical Services Division	3	5	8	0.2%
Investigative Services	547	34	581	12.2%
Criminal Investigations Division	384	27	411	8.6%
Violent Crime Suppression Division	159	7	166	3.5%
ISB Administration and Other Positions	4	0	4	0.1%
Homeland Security	244	85	329	6.9%
Special Operations Division	193	15	208	4.4%
JSTACC Division	39	69	108	2.3%
HSB Administration and Other Positions	12	1	13	0.3%
Executive Office of the Chief	60	141	201	4.2%
EOCOP Administration and Other Positions	13	66	79	1.7%
Strategic Change Division	24	13	37	0.8%
Office of the Chief Financial Officer	0	35	35	0.7%
Office of Communications	6	27	33	0.7%
Executive Protection Unit	*	*	*	*
Technical and Analytical Services	19	166	185	3.9%
Evidence Control Division	2	47	49	1.0%
Records Division	7	35	42	0.9%
IT Infrastructure and Engineering Division	2	39	41	0.9%
Applications Management Division	1	28	29	0.6%
TASB Administration and Other Positions	4	8	12	0.3%
Fleet Services Division	2	6	8	0.2%
Customer Support Division	1	3	4	0.1%
Youth and Family Engagement	161	12	173	3.6%
Youth and Family Services Division	80	9	89	1.9%
School Safety and Engagement Division	77	2	79	1.7%
YFEB Administration and Other Positions	4	1	5	0.1%
Internal Affairs	60	34	94	2.0%



Bureau / Division	Sworn	Professional	Total	Pct of Dpt. Total
Internal Affairs Division ¹⁹⁸	45	7	52	1.1%
Risk Management Division	3	14	17	0.4%
Court Liaison Division	6	9	15	0.3%
IAB Administration and Other Positions	6	4	10	0.2%
Total Staff	4,000	770	4,770	100.0%
Pct of Total Staff	83.9%	16.1%	100.0%	

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Positions labeled as bureau administration and other in the table above represent positions that were not assigned to a specific division in the Schedule A Filled and Vacant Positions data. "Sworn" includes MPD's standard sworn positions (i.e., Chief, Executive Assistant Chief, Assistant Chief, Commander, Inspector, Captain, Lieutenant, Sergeant, Detective, Officer), sworn retiree positions (i.e., Senior Sergeant, Senior Detective, Senior Officer).

**Precise staffing levels for Executive Protection were provided, but are not included herein given the sensitive nature of their work.*

Filled and Vacant Positions by Bureau, Division, Position Status as of October 1, 2023

Bureau / Division	Sworn Filled	Sworn Vacant	Prof. Filled	Prof. Vacant	Pct of Sworn Vacant	Pct of Prof. Vacant
Patrol Services	2,148	109	54	4	16.4%	4.4%
First District	290	15	7	1	2.3%	1.1%
Second District	263	10	8	1	1.5%	1.1%
Third District	288	21	8	1	3.2%	1.1%
Fourth District	293	15	9	0	2.3%	0.0%
Fifth District	311	15	7	1	2.3%	1.1%
Sixth District	341	18	7	0	2.7%	0.0%
Seventh District	343	15	6	0	2.3%	0.0%
Patrol Administration and Other Positions	19	0	2	0	0.0%	0.0%
Professional Development	201	451	211	32	68.0%	35.6%
Metropolitan Police Academy	182	447 ¹⁹⁹	155	30	67.4%	33.3%
Human Resources Management Division	2	2	22	0	0.3%	0.0%
Applicant Investigation Division	6	0	20	0	0.0%	0.0%
Disciplinary Review Division	4	1	5	0	0.2%	0.0%
PDB Administration and Other Positions	4	1	4	2	0.2%	2.2%
Medical Services Division	3	0	5	0	0.0%	0.0%
Investigative Services	497	50	34	0	7.5%	0.0%
Criminal Investigations Division	348	36	27	0	5.4%	0.0%
Violent Crime Suppression Division	145	14	7	0	2.1%	0.0%
ISB Administration and Other Positions	4	0	0	0	0.0%	0.0%
Homeland Security	225	19	73	12	2.9%	13.3%
Special Operations Division	180	13	15	0	2.0%	0.0%
JSTACC Division	35	4	57	12	0.6%	13.3%
HSB Administration and Other Positions	10	2	1	0	0.3%	0.0%

¹⁹⁸ MPD noted that Internal Affairs is largely staffed with sergeants and detectives (as agents) which affects the span of control figures for internal comparability.

¹⁹⁹ MPD noted that these positions are generally unfilled recruit positions, not vacant assignments.



Bureau / Division	Sworn Filled	Sworn Vacant	Prof. Filled	Prof. Vacant	Pct of Sworn Vacant	Pct of Prof. Vacant
Executive Office of the Chief	51	9	115	26	1.4%	28.9%
EOCOP Administration and Other Positions	10	3	51	15	0.5%	16.7%
Strategic Change Division	20	4	12	1	0.6%	1.1%
Office of the Chief Financial Officer	0	0	30	5	0.0%	5.6%
Office of Communications	6	0	22	5	0.0%	5.6%
Executive Protection Unit	*	*	*	*	*	*
Technical and Analytical Services	15	4	153	13	0.6%	14.4%
Evidence Control Division	0	2	41	6	0.3%	6.7%
Records Division	5	2	32	3	0.3%	3.3%
IT Infrastructure and Engineering Division	2	0	37	2	0.0%	2.2%
Applications Management Division	1	0	26	2	0.0%	2.2%
TASB Administration and Other Positions	4	0	8	0	0.0%	0.0%
Fleet Services Division	2	0	6	0	0.0%	0.0%
Customer Support Division	1	0	3	0	0.0%	0.0%
Youth and Family Engagement	148	13	12	0	2.0%	0.0%
Youth and Family Services Division	77	3	9	0	0.5%	0.0%
School Safety and Engagement Division	69	8	2	0	1.2%	0.0%
YFEB Administration and Other Positions	2	2	1	0	0.3%	0.0%
Internal Affairs	52	8	28	6	1.2%	6.7%
Internal Affairs Division	41	4	6	1	0.6%	1.1%
Risk Management Division	3	0	12	2	0.0%	2.2%
Court Liaison Division	4	2	7	2	0.3%	2.2%
IAB Administration and Other Positions	4	2	3	1	0.3%	1.1%
Total Staff	3,337	663	680	90	100.0%	100.0%
Pct of Total Staff	69.9%	13.9%	14.3%	1.9%	--	--

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Positions labeled as bureau administration and other in the table above represent positions that were not assigned to a specific division in the Schedule A Filled and Vacant Positions data. "Sworn" includes MPD's standard sworn positions (i.e., Chief, Executive Assistant Chief, Assistant Chief, Commander, Inspector, Captain, Lieutenant, Sergeant, Detective, Officer) and sworn retiree positions (i.e., Senior Sergeant, Senior Detective, Senior Officer).

* Precise staffing levels for Executive Protection were provided but are not included herein given the sensitive nature of their work.

Reporting Lines and Supervision

As of October 1, 2023, there were ten sworn ranks in MPD, including the Chief of Police and Executive Assistant Chief of Police. For purposes of categorization, employees ranking captain and above were considered part of management/command staff.²⁰⁰ Lieutenants and sergeants were mid-level and first-line supervisors, respectively. First-line staff included employees in titles of detective and officer, and new officer recruits²⁰¹ – all of whom reported up to sergeants. Within the detective rank, there were three grade levels and an investigator position. Detective

²⁰⁰ MPD does not generally consider captains as part of its command staff. However, for categorization purposes, sworn positions ranking captain and above were considered to be policy and leadership-driven decisions of the Department and thus grouped accordingly within "management."

²⁰¹ Sworn first line staff also includes positions identified as members of the Fraternal Order of Police (D.C. Police Union) in the Schedule A data provided by MPD. See Appendix C3 for a position crosswalk and full list of front line staff position titles that are included with traditional sworn officers and detectives for purposes of categorization.



grade one was the most senior position and performed a more supervisory role but still reported to a sergeant. Detective grade three was the least senior, followed by investigator (which existed primarily in the Investigative Services Bureau).

**Sworn Positions (Filled and Vacant) by Rank as of October 1,
2023²⁰²**

Rank	Filled	Vacant	Total	Pct of Total Sworn
Sworn				
Chief of Police	1	0	1	0.0%
Executive Assistant Chief of Police	1	0	1	0.0%
Assistant Chief	8	5	13	0.3%
Commander	18	7	25	0.6%
Inspector	7	0	7	0.2%
Captain	41	18	59	1.5%
Lieutenant	130	33	163	4.1%
Sergeant	401	92	493	12.3%
Detective	385	77	462	11.6%
Officer	2,345	431	2,776	69.4%
Total Sworn Positions	3,337	663	4,000	100.0%

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

According to the District's collective bargaining agreement with the D.C. Police Union (Fraternal Order of Police/Metropolitan Police Department), the union represents the following MPD employees: "all police privates, including investigators and desk sergeants, detectives, and police sergeants employed in the uniformed and plainclothes forces of the Metropolitan Police Department, unless assigned to the Internal Affairs Division, excluding management executives, confidential employees, supervisors, and employees engaged in personnel work in other than a purely clerical capacity."²⁰³ MPD provided PFM with a Schedule A staffing roster as of October

²⁰² MPD indicated Schedule A data was the best available data source for analysis of positions by rank and assignment over time. However, MPD noted Schedule A data has several meaningful caveats: (1) Schedule A data shows positions by assignment and does not reflect current work location to the extent employees are detailed to other assignments. MPD was able to provide a current snapshot of positions by work location but was not able to produce such a report for historical periods; (2) vacant positions shown may include unfunded positions; and (3) the location of vacancies in terms of rank and assignment may be inaccurate and not reflect vacancies created by retirements. The District and MPD performed a cleanup of this data which is reflected in FY 2024 data, but historically MPD and the District have not regularly cleaned the data, leading to high vacant position totals in Schedule A and total positions that significantly exceed budgeted figures. For this reason, historical analyses of vacancies were not possible using Schedule A data.

MPD reported it does not use Schedule A data for sworn vacancies because the figures likely include positions that are not funded. However, in the absence of available vacant position data, these figures are shown in this report with the significant caveat that they include some level of unfunded positions. The Department and OCFO should continue to update and clean position data to ensure future detailed analyses of filled/vacant positions are transparent and easily understood for MPD leadership and elected and appointed District leaders.

²⁰³ *Collective agreement between District of Columbia Government Metropolitan Police Department and District of Columbia Police Union (Fraternal Order of Police)*, October 1, 2020 to September 30, 2023.

https://go.mpdconline.com/GO/CollectiveBargainingAgreement_100120_093023.pdf. MPD reported the "Desk Sergeant" title is no longer in use.

PFM requested to speak with DC Police Union members. The union declined and instead provided centralized written feedback to a series of questions (see Appendix C2 for questions and responses).



1, 2023. Based on this data, which contained the union membership status of each position in the roster, PFM identified the following position titles that were members of the D.C. Police Union. Combined, there were 3,131 active members, representing 77.9 percent of MPD's 4,017 total filled positions at the start of FY 2024.

Sergeants	Detectives	Officers and Below
• Senior Sergeant (25) • Sergeant (323) • Detective Sergeant (48) • Scuba Diver Sergeant (3) • ERT Sergeant (2)	• Senior Detective (4) • Detective Grade I (74) • Detective Grade II (211) • Detective Grade III (21) • Investigator (75)*	• Senior Police Officer (170) • Master Patrol Officer (28)* • Officer (2,059) • ERT Officer (25) • Exec. Protection Officer (9) • Crime Scene Officer (8) • Helicopter Officer (0) • Scuba Diver (14) • Dog Handler (22) • EOD Dog Handler / Bomb Tech (10) • Air Support Mechanic (0) • Electronics Surveillance Tech (0)

Note: MPD noted that Investigators are police officers who perform some investigative functions in their role and that Master Patrol Officers are not a separate rank – but police officers receiving certain pay for performing extra functions. These two position titles are shown with similar or related functional titles for context. Similarly, MPD also indicated that positions falling under one of the titles from "ERT Officers" through "Electronics Surveillance Tech" listed above are all officers who receive technician's pay for performing a specific role.

Professional staff titles can be similarly classified by position level.²⁰⁴ As of October 1, 2023, MPD had 770 total filled and vacant professional staff positions. Of that sum, 517 (or 67.1 percent) were front line workers and 90 positions (or 11.7 percent) were vacant. Police Cadets (18 positions), Property/Evidence Control Technicians (four positions) in the Technical and Analytical Services Bureau, and Criminal Research Specialists (three positions) in Homeland Security were the top three professional position titles represented among these vacancies.

Professional Positions (Filled and Vacant) by Position Level as of October 1, 2023

Position Level	Filled	Vacant	Total	Pct of Total Professional
Professional				
Executive Staff	10	0	10	1.3%
Management Staff	22	2	24	3.1%
Supervisor	64	17	81	10.5%
Front Line Worker	464	53	517	67.1%
Police Cadet	120	18	138	17.9%
Total Professional Positions	680	90	770	100.0%

²⁰⁴ The project scope did not include a detailed analysis of direct reporting relationships among professional staff; therefore, these levels were categorized based on position *title* and may not distinctly separate all supervisory staff. See Appendix C3 for crosswalk of position titles to level and functional area.



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Span of Control

The optimal span of control for a police department depends on several factors, including the similarity (or dissimilarity) and complexity of functions and the amount of direction and control needed to operate effectively and provide close and effective supervision – characteristics that can vary by bureau/division within a department and from department to department across the nation.

According to recent research, there are similar findings as above that the ideal span of management (or control) is one supervisor leading eight-to-twelve subordinates.²⁰⁵ Combined with recent research, U.S. Department of Justice (U.S. DOJ), and Police Executive Research Forum (PERF) research point to the necessity for executive leaders to carefully consider a span of control, given the operational function, acknowledging that there is no one size fits all in these staffing decisions.²⁰⁶

In a 2019 publication, U.S. DOJ reported span of control for first line supervisors in law enforcement agencies may be 15 to 20 in large agencies, and five-to-seven in small agencies.²⁰⁷ These ranges are consistent with the range of average ratios of officers to sergeants reported by law enforcement agencies in a 2019 survey and reported by PERF.²⁰⁸ PERF reported participant responses ranged from four officers per sergeant to 15 officers per sergeant. The PERF report, which included responses from 63 police departments and sheriff's offices and 36 other law enforcement entities, also asked respondents for the ideal ratio of officers to sergeants. Respondents stated, on average, their ideal ratio was six officers per sergeant.

PFM reviewed MPD's current span of control, or the ratio of direct reports per supervisor, and calculated the current span of control for all MPD sworn line staff per sergeant and sergeants per lieutenant for each bureau and division, as shown in the following table. The current span of control for sergeants measured the average number of sworn line staff (officers and detectives) per sergeant in each bureau and division (or district). Current span of control, as measured in this analysis, included all filled and vacant sworn and retiree sworn positions, in comparison to the same span of control ratios calculated using only filled positions as of October 1, 2023. For lieutenants, span of control was calculated as the number of sergeants in the bureau and

²⁰⁵ Swanson, C, et al. (2021). *Police Administration: Structures, processes, and behavior*. 10th edition. Pearson.

²⁰⁶ Ibid, page 161. "Subsequent research on the maximum number of persons, someone can supervise show that the figure of six is arbitrary, and the actual number depends on such factors as the qualification and experience of those supervised, and their supervisor, the nature of the work, and its level of difficulty."

²⁰⁷ U.S. Department of Justice. (2019). *Law Enforcement Best Practices: Lessons Learned from the Field*. Washington, D.C.: Office of Community Oriented Policing Services. Page 47. The Department of Justice does not formally define small and large law enforcement agencies in this publication. However, in another publication DOJ describes small law enforcement agencies as agencies with 50 or fewer employees that serve a population of 50,000 or fewer residents. U.S. Department of Justice. (2007). *Law Enforcement Tech Guide for Small and Rural Police Agencies*. Washington, D.C.: Office of Community Oriented Policing Services. Page 4.

²⁰⁸ Wexler, Chuck. (2018). *Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership Development*. Critical Issues in Policing Services.
<https://www.policeforum.org/assets/FirstLineSupervision.pdf>.



division (or district) per lieutenant. Professional staff positions are included in the calculations shown under 'Sworn and Professional Line Staff per Sworn and Professional Supervisor.'²⁰⁹

Span of Control as of October 1, 2023, by Bureau and Division²¹⁰

Bureau / Division	Filled & Vacant Positions Filled Positions		Filled Positions		
	Sworn Line Staff per Sgt.	Sgts. per Lt.	Sworn Line Staff per Sgt.	Sgts. per Lt.	Sworn & Prof. Line Staff per Sworn & Prof. Supervisor
Patrol Services	7.3	3.2	7.8	3.4	5.6
First District	7.1	3.3	8.2	3.3	5.9
Second District	6.9	3.3	6.8	3.6	5.2
Third District	7.0	3.7	8.5	3.2	6.0
Fourth District	7.3	3.2	8.0	3.4	5.7
Fifth District	7.8	2.9	8.0	3.3	5.8
Sixth District	8.5	2.8	8.6	3.1	6.0
Seventh District	8.5	3.3	8.6	3.4	6.1
Patrol Administration and Other Positions	0.4	4.5	0.4	4.5	0.4
Professional Development	8.0	3.2	6.2	3.7	3.8
Metropolitan Police Academy	9.4	3.2	8.3	4.8	5.8
Human Resources Management Division	0.0	1.0	N/A ²¹¹	0.0	2.0
Applicant Investigation Division	1.5	N/A	1.5	N/A	2.7
Disciplinary Review Division	0.0	2.0	0.0	1.0	0.8
PDB Administration and Other Positions	0.0	2.0	0.0	1.0	1.0
Medical Services Division	0.0	N/A	0.0	N/A	0.6
Investigative Services	6.2	3.8	6.7	3.4	4.8
Criminal Investigations Division	6.5	3.8	7.3	3.1	5.1
Violent Crime Suppression Division	6.2	4.2	6.3	4.8	4.6
ISB Administration and Other Positions	0.0	2.0	0.0	2.0	0.0
Homeland Security	4.2	2.4	4.6	2.6	3.6
Special Operations Division	4.9	2.7	5.4	2.6	3.8
JSTACC Division	2.9	1.6	3.3	2.3	4.1
HSB Administration and Other Positions	1.3	3.0	1.3	3.0	0.8

²⁰⁹ Non-supervisory professional staff may report to a sworn supervisor (sergeant or higher ranking) or a professional supervisor. This is most relevant in bureaus with a high percentage of professional staff, such as the Technical and Analytical Services Bureau. The Bureau Level Assessment that follows in this report describes the reporting structure for each bureau, inclusive of sworn and professional roles as relevant.

²¹⁰ National Policing Institute. (2024). *Considerations for Specialized Units: A Guide for State and Local Law Enforcement Agencies to Ensure Appropriateness, Effectiveness, and Accountability*.

<https://www.policinginstitute.org/publication/considerations-for-specialized-units/>. Relevant literature on supervision within law enforcement generally recognizes that every agency is different, serving communities with unique public safety concerns. There is no one standard rule or formula that can be applied as an indicator of span of control effectiveness across all law enforcement agencies. Appropriate levels of supervision vary depending on factors such as agency size, culture, or the skills and experience of individuals. To inform agencies on best practices around developing specialized units, experts have compiled general guidelines for ensuring appropriate management and oversight. Four critical stages of a specialized unit's development – (1) formation, (2) personnel selection and supervision, (3) management and accountability, and (4) community engagement are outlined by the National Policing Institute (NPI). These highlight several key considerations that can have broad, positive impacts on an agency's ability to police effectively, regardless of unique factors and needs. A detailed table of the staffing totals by rank (i.e., sworn line staff, sergeants, and lieutenants) used to calculate span of control ratios is included in Appendix C4.

²¹¹ "N/A" indicates that a span of control ratio could not be calculated, due to a lack of sergeants and/or officers within that bureau or division.



Bureau / Division	Filled & Vacant Positions Filled Positions		Filled Positions		
	Sworn Line Staff per Sgt.	Sgts. per Lt.	Sworn Line Staff per Sgt.	Sgts. per Lt.	Sworn & Prof. Line Staff per Sworn & Prof. Supervisor
Executive Office of the Chief	7.8	0.6	6.6	0.7	2.4
EOCOP Administration and Other Positions	2.0	0.3	1.0	0.3	1.9
Strategic Change Division	9.0	1.0	7.5	1.0	3.0
Office of the Chief Financial Officer	N/A	N/A	N/A	N/A	2.8
Office of Communications	4.0	1.0	4.0	1.0	1.8
Executive Protection Unit	*	*	*	*	*
Technical and Analytical Services	2.0	1.0	1.5	1.3	3.4
Evidence Control Division	N/A	0.0	N/A	N/A	4.9
Records Division	0.7	1.5	0.0	1.5	3.6
IT Infrastructure and Engineering Division	N/A	N/A	N/A	N/A	6.8
Applications Management Division	N/A	N/A	N/A	N/A	4.4
TASB Administration and Other Positions	0.0	1.0	0.0	1.0	0.7
Fleet Services Division	N/A	N/A	N/A	N/A	1.7
Customer Support Division	N/A	N/A	N/A	N/A	0.3
Youth and Family Engagement	6.4	2.9	9.5	2.2	5.4
Youth and Family Services Division	6.4	2.5	6.9	2.3	4.7
School Safety and Engagement Division	8.0	2.7	20.7	1.5	7.9
YFEB Administration and Other Positions	0.0	N/A	0.0	N/A	0.5
Internal Affairs	0.7	3.9	0.8	4.0	1.1
Internal Affairs Division ²¹²	0.8	5.3	0.8	5.0	0.8
Risk Management Division	1.0	1.0	1.0	1.0	2.8
Court Liaison Division	0.3	3.0	0.5	N/A	1.2
IAB Administration and Other Positions	0.5	2.0	1.0	1.0	1.3
Overall Span of Control (MPD)	6.6	3.0	6.8	3.1	4.5

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Notes: (1) MPD noted Internal Affairs is predominantly comprised of sergeants and detectives (as agents); (2) "All First Line Staff" includes sworn officers, detectives, and sworn investigators. Sworn senior/retiree positions (i.e., senior sergeant, senior detective, and senior officer) are also included in the calculations above; (3) precise staffing levels for Executive Protection were provided but are not included herein given the sensitive nature of their work.

MPD's first-line supervisor spans of control for Patrol Services (7.3 first-line staff per sergeant) and the Investigative Services Bureau (6.2 first-line staff per sergeant) broadly aligned with the ranges published by PERF and the U.S. DOJ (between six-to-eight officers per sergeant in patrol and five-to-six detectives or sworn line staff per sergeant in investigations).²¹³ Lieutenant spans of control in patrol (3.2 sergeants per lieutenant) and investigations (3.8 sergeants per lieutenant) were slightly lower than the published range of four-or-five sergeants per lieutenant.

Projected Spans of Control

As research, best practices, and practical experience make clear, the decision of span of control staffing may differ from patrol and investigations compared to administrative and ministerial duties. Narrower spans of control may be expected for tactical officers and detectives, while

²¹² MPD noted that Internal Affairs is largely staffed with sergeants and detectives (as agents) which affects the span of control figures for internal comparability.

²¹³ It is important to note that the national recommended range is general guidance and actual needs can (and should) vary by department operational and organization requirements.



wider spans of control may be expected for duties such as records management, fleet maintenance, and academy training responsibilities (function that are somewhat routinized).

Likewise, it is fairly common to see narrower spans of control between lieutenants and sergeants; for example, it is somewhat common to find a Lieutenant supervising three to four sergeants in patrol and investigative functions. Conversely, in agencies where a sergeant may be performing primary investigator duties of internal affairs, a lieutenant may have more sergeants under their span of control. In administrative and support functions (generally, functions that have mixed sworn and professional staffing like training, evidence, property management, etc.), it is relatively common among law enforcement agencies for a lieutenant to have a wider span of control and oversee both sworn and professional staff.

For professional staff spans of control, either under the leadership of sworn or professional staff supervisors, the literature and experience does not differentiate much in application of staffing and decision models – suggesting that there are similar ranges to those of sworn employees that are related to function and capacity.

Based on available research, the following factors may inform and assist police executives in making span of control decisions and judgements:

Factors Enabling an Increased Span of Management

- ◆ Factor 1a: The simplicity of the work
- ◆ Factor 2a: Efficient use of information technology
- ◆ Factor 3a: The quality, skills, and capabilities of subordinates
- ◆ Factor 4a: The skills and capabilities of the supervisor
- ◆ Factor 5a: The quality of the department's training program
- ◆ Factor 6a: The harmony of the workforce

Factors Narrowing the Span of Management

- ◆ Factor 1b: Change taking place in the work environment
- ◆ Factor 2b: Dispersed workforce, either by time or geographically
- ◆ Factor 3b: New and inexperienced workforce
- ◆ Factor 4b: Administrative requirements
- ◆ Factor 5b: The extent of coordination
- ◆ Factor 6b: Employees' expectations

To establish close and effective supervision throughout the MPD, PFM developed the following assumptions using the aforementioned factors to estimate the number of supervisors required per unit type. Generally, all MPD units can be categorized into one of four types: patrol units, operational units, investigative units, and administrative units.

Patrol units were generally defined as those units assigned to answer calls for service generated by the community in one of the seven police districts. Patrol units were estimated to require one sergeant for every eight (1:8) subordinates, and one lieutenant for every four sergeants (1:4) based on the following:

- ◆ *Factors that enable increased span of control:* Patrol work repetition and a larger percentage of straightforward tasks compared to other unit types (factor 1a). Patrol units' use of dispatcher support and CAD technology allows supervisors to manage patrol workload effectively (factor 2a). Field officer training and supervision should ensure new



employees assigned to patrol can demonstrate competency (factor 5a). Patrol units can dispatch additional backup resources as required (to include additional skilled supervisors) to manage complex call types and scenes (factor 4a).

- *Factors that narrow span of control:* Patrol officers are geographically spread out throughout a police district to ensure faster response times, but this requires supervisors to coordinate via radio and travel across a district to manage staff effectively during a shift (factor 2b). On average, patrol officers have the least amount of experience as it is generally the first employee assignment upon completion of academy training (factor 3b).

Operational units were generally defined as those units that had enforcement and proactive policing duties but were not responsible for answering community-generated calls for service. Examples of operational units include the Special Operations Division, the Violent Crime Suppression Division, and the Executive Protection Unit, among others. Operational units were estimated to require one sergeant for every six (1:6) subordinates, and one lieutenant for every three sergeants (1:3) based on the following:

- *Factors that enable increased span of control:* Operational units require a selection process and, typically, are viewed by employees as more desirable assignments. This can lead to greater harmony in such units (factor 6a). These units typically consist of subordinates and supervisors with greater than average levels of experience and quality (factors 3a and factor 4a).
- *Factors that narrow span of control:* Operational units require much more coordination to ensure close and effective supervision (factor 5b). Operational units have also been subject to increased scrutiny with recent updates to policies related to use of force and de-escalation (factor 1b) as well as increased administrative requirements (factor 4b).

Investigative units were generally defined as those units having case management responsibilities to determine and hold accountable offenders of crimes reported to police, to establish the facts and circumstances surrounding reported incidents, and to perform administrative inquiries as directed by departmental policy. Examples of Investigative units include the Criminal Investigations Division, the Applicant Investigations Division, and the Youth and Family Services Division, among others. Investigative units were estimated to require one supervisor/sergeant for every five (1:5) subordinates and one manager/lieutenant for every three supervisor/sergeants (1:3) based on the following:

- *Factors that enable increased span of control:* Investigative units require a selection process and, typically, are viewed by employees as more desirable assignments. This can lead to greater harmony in such units (factor 6a). These units typically consist of subordinates and supervisors with greater than average levels of experience and quality (factors 3a and factor 4a). The level of specialized training for detective units is typically greater than other unit types (factor 5a).
- *Factors that narrow span of control:* Investigative units require a greater level of coordination among other MPD units and external partners such as prosecutors, DFS personnel, and witnesses/victims (factor 5). Investigating new and more frequent technological leads can lead to increased case complexity (factor 1a). Increased administrative requirements (factor 4b) and proper establishment of case management procedures can increase supervisory responsibilities for investigative units (factor 6b).



The Internal Affairs Division was considered separately from other investigative units, given that members with the rank of sergeant are tasked with front line investigative duties and members with the rank of lieutenant supervise sergeants who perform investigations. The Division is estimated to require one lieutenant for every five investigative sergeants (1:5).

Administrative units were generally defined as providing a support or management role to patrol, operational, or investigative units. Units that did not fall into the categories of patrol, operational, or investigative functions fell into this category. Administrative units were estimated to require one supervisor/sergeant for every eight (1:8) subordinates and one manager/lieutenant for every five supervisor/sergeants (1:5) based on the following:

- *Factors that enable increased span of control:* Administrative tasks tend to be less burdensome in comparison to other unit types (factor 1a). Administrative units generally have more technology systems and support staff to manage administrative workload (factor 2a). The experience level of subordinates and supervisors is generally greater for members assigned to such units (factors 3a and 4a). Administrative units require a selection process for officers, and, as a result, are generally viewed by officers as preferable to patrol units. This can lead to greater harmony in such units (factor 6a).
- *Factors that narrow span of control:* Given the specificity of their missions, these units often have greater administrative requirements that require more oversight by supervisors (factor 4b).

When administrative units have fewer members than the estimated span of control of eight to one, there may be opportunities, when feasible, to consolidate administrative units and optimize supervisory resources. Conversely, there can be cases in which administrative units are assigned discrete responsibilities within a command that require the assignment of a supervisor/sergeant given the nature of assigned tasks, but do not require more than a few subordinates to manage workload. In such cases, PFM's estimates for the appropriate maximum span of control are *neither* a recommendation to consolidate (or not consolidate) such units *nor* to assign additional subordinates to administrative units with fewer members than the estimated span of control.

As requested in the ODCA scope of services, the PFM team reviewed MPD's average span of control per command (as of 10/1/2023) to determine which commands exceeded the estimated span of control ratio.

Estimated Span of Control Ratios in Comparison to Current Staffing Allocations as of 10/1/2023 - First Line Staff per Supervisor/Sergeant

Bureau / Division	Filled + Vacant Line Staff per Sergeant	Filled First Line Staff per Sergeant	Category Assigned by PFM Team	Selected Ratio	Does MPD exceed ratio (filled + vacant)?	Does MPD exceed ratio (filled)?
Patrol Services	7.3	7.8				
First District	7.1	8.2	Patrol	8:1	No	Yes
Second District	6.9	6.8	Patrol	8:1	No	No
Third District	7.0	8.5	Patrol	8:1	No	Yes
Fourth District	7.3	8.0	Patrol	8:1	No	No
Fifth District	7.8	8.0	Patrol	8:1	No	No
Sixth District	8.5	8.6	Patrol	8:1	Yes	Yes



Bureau / Division	Filled + Vacant Line Staff per Sergeant	Filled First Line Staff per Sergeant	Category Assigned by PFM Team	Selected Ratio	Does MPD exceed ratio (filled + vacant)?	Does MPD exceed ratio (filled)?
Seventh District	8.5	8.6	Patrol	8:1	Yes	Yes
Patrol Administration and Other Positions	0.4	0.4	Admin	8:1	No	No
Professional Development	8.0	6.2				
Metropolitan Police Academy	9.4	8.3	Admin	8:1	Yes	Yes
Human Resources Management Division	0.0	N/A	Admin	8:1	No	No
Applicant Investigation Division	1.5	1.5	Investigative	8:1	No	No
Disciplinary Review Division	0.0	0.0	Admin	8:1	No	No
PDB Administration and Other Positions	0.0	0.0	Admin	8:1	No	No
Medical Services Division	0.0	0.0	Admin	8:1	No	No
Investigative Services	6.2	6.7				
Criminal Investigations Division	6.6	7.3	Investigative	5:1	Yes	Yes
Violent Crime Suppression Division	6.2	6.3	Operational	6:1	Yes	Yes
ISB Administration and Other Positions	0.0	0.0	Admin	8:1	No	No
Homeland Security	4.2	4.6				
Special Operations Division	4.9	5.4	Operational	6:1	No	No
JSTACC Division	2.9	3.3	Investigative	5:1	No	No
HSB Administration and Other Positions	1.3	1.3	Admin	8:1	No	No
Executive Office of the Chief	7.8	6.6				
EOCOP Administration and Other Positions	2.0	1.0	Admin	8:1	No	No
Strategic Change Division	9.0	7.5	Admin	8:1	Yes	No
Office of the Chief Financial Officer	N/A	N/A	Admin	8:1	No	No
Office of Communications	4.0	4.0	Admin	8:1	No	No
Executive Protection Unit	*	*	Operational	6:1	*	Yes
Technical and Analytical Services	2.0	1.5				
Evidence Control Division	N/A	N/A	Admin	8:1	No	No
Records Division	0.7	0.0	Admin	8:1	No	No
IT Infrastructure and Engineering Division	N/A	N/A	Admin	8:1	No	No
Applications Management Division	N/A	N/A	Admin	8:1	No	No
TASB Administration and Other Positions	0.0	0.0	Admin	8:1	No	No
Fleet Services Division	N/A	N/A	Admin	8:1	No	No
Customer Support Division	N/A	N/A	Admin	8:1	No	No
Youth and Family Engagement	6.4	9.5				
Youth and Family Services Division	6.4	6.9	Investigative	5:1	Yes	Yes
School Safety and Engagement Division	8.0	20.7	Admin	8:1	No	Yes
YFEB Administration and Other Positions	0.0	0.0	Admin	8:1	No	No
Internal Affairs	0.7	0.8				



Bureau / Division	Filled + Vacant Line Staff per Sergeant	Filled First Line Staff per Sergeant	Category Assigned by PFM Team	Selected Ratio	Does MPD exceed ratio (filled + vacant)?	Does MPD exceed ratio (filled)?
Internal Affairs Division ²¹⁴	0.8	0.8	Investigative	N/A	No	No
Risk Management Division	1.0	1.0	Admin	8:1	No	No
Court Liaison Division	0.3	0.5	Admin	8:1	No	No
IAB Administration and Other Positions	0.5	1.0	Admin	8:1	No	No
Overall Span of Control (MPD)	6.6	6.8				

** Precise staffing levels for Executive Protection were provided but are not included herein given the sensitive nature of their work.*

²¹⁴



**Estimated Span of Control Ratios in Comparison to Current Staffing Allocations as of
10/1/2023 – Manager/Lieutenant per Supervisors/Sergeants**

Bureau / Division	Filled + Vacant Sergeants per Lieutenant	Category Assigned by PFM Team	Selected Ratio	Does MPD exceed ratio?
Patrol Services	3.2			
First District	3.3	Patrol	4:1	No
Second District	3.3	Patrol	4:1	No
Third District	3.7	Patrol	4:1	No
Fourth District	3.2	Patrol	4:1	No
Fifth District	2.9	Patrol	4:1	No
Sixth District	2.8	Patrol	4:1	No
Seventh District	3.3	Patrol	4:1	No
Patrol Administration and Other Positions	4.5	Admin	5:1	No
Professional Development	3.2			
Metropolitan Police Academy	3.2	Admin	5:1	No
Human Resources Management Division	1.0	Admin	5:1	No
Applicant Investigation Division	N/A	Investigative	3:1	No
Disciplinary Review Division	2.0	Admin	5:1	No
PDB Administration and Other Positions	2.0	Admin	5:1	No
Medical Services Division	N/A	Admin	5:1	No
Investigative Services	3.8			
Criminal Investigations Division	3.8	Investigative	3:1	Yes
Violent Crime Suppression Division	4.2	Operational	3:1	Yes
ISB Administration and Other Positions	2.0	Admin	5:1	No
Homeland Security	2.4			
Special Operations Division	2.7	Operational	3:1	No
JSTACC Division	1.6	Investigative	3:1	No
HSB Administration and Other Positions	3.0	Admin	5:1	No
Executive Office of the Chief	0.6			
EOCOP Administration and Other Positions	0.3	Admin	5:1	No
Strategic Change Division	1.0	Admin	5:1	No
Office of the Chief Financial Officer	N/A	Admin	5:1	No
Office of Communications	1.0	Admin	5:1	No
Executive Protection Unit	*	Operational	3:1	No
Technical and Analytical Services	1.0			
Evidence Control Division	0.0	Admin	5:1	No
Records Division	1.5	Admin	5:1	No
IT Infrastructure and Engineering Division	N/A	Admin	5:1	No
Applications Management Division	N/A	Admin	5:1	No
TASB Administration and Other Positions	1.0	Admin	5:1	No
Fleet Services Division	N/A	Admin	5:1	No
Customer Support Division	N/A	Admin	5:1	No
Youth and Family Engagement	2.9			
Youth and Family Services Division	2.5	Investigative	3:1	No



Bureau / Division	Filled + Vacant Sergeants per Lieutenant	Category Assigned by PFM Team	Selected Ratio	Does MPD exceed ratio?
School Safety and Engagement Division	2.7	Admin	4:1	No
YFEB Administration and Other Positions	N/A	Admin	4:1	No
Internal Affairs	3.9			
Internal Affairs Division	5.3	Investigative	5:1	Yes
Risk Management Division	1.0	Admin	5:1	No
Court Liaison Division	3.0	Admin	5:1	No
IAB Administration and Other Positions	2.0	Admin	5:1	No
Overall Span of Control (MPD)	3.0			

* Precise staffing levels for Executive Protection were provided, but are not included herein given the sensitive nature of their work.

Historical Staffing

PFM analyzed MPD's historical filled staffing levels at MPD using annual Schedule A personnel rosters provided by the Department. The Schedule A staffing data included information on both filled and vacant positions as of the start of each fiscal year (October 1) for FY 2019 through FY 2023, as well as the current fiscal year (FY 2024).²¹⁵

During the period reviewed, MPD underwent departmental reorganizations, shifting the location of certain bureaus and divisions. MPD provided input to assist PFM in assigning positions within the Schedule A data to the location where each position and its function would be found in the Department's *current* organizational structure.²¹⁶

From FY 2019 t FY 2024, MPD's total filled personnel decreased by 550 positions (-2.5 percent CAGR, -12.0 percent overall). MPD's filled sworn positions, including sworn retirees, declined by a -3.0 percent CAGR (-14.0 percent overall), and professional staff declined by 6 positions, a -0.2 percent CAGR (-0.9 percent overall).²¹⁷

²¹⁵ Schedule A data was used for analysis of MPD's historical filled staffing figures (FY 2019 – FY 2023) and current fiscal year (FY 2024). Historical analysis of filled and vacant positions by type – sworn (including sworn retiree positions) and professional positions for the same period is included in the Civilianization Review section of this report. For all personnel data, MPD reported that data from FY 2019 to present is reliable; however, data prior to FY 2019 was reported to be unreliable, though no other data existed. To that end, PFM shows only data from FY 2019 to present. Data for FY 2015 through FY 2018 are provided in Appendix C5 for reference.

²¹⁶ This involved creating a crosswalk of MPD bureaus and divisions. To do this, PFM first extracted a comprehensive list of unique department names included in the data during the review period. PFM labeled each of these with the title of the most appropriate bureau and division. After review by MPD, these newly created crosswalk categories were mapped back into the source data, linking them to each matching department name and identifying a bureau and division location for all corresponding positions in the data.

²¹⁷ Historical civilian personnel data are discussed in more detail in a subsequent section of this report (please see Part III of this report).



Filled Positions by Rank and Position Type as of October 1 (Start of Each Fiscal Year), FY 2019 - FY 2024

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 19-24 CAGR
Sworn	3,881	3,839	3,826	3,622	3,491	3,337	-3.0%
Chief of Police	1	1	1	1	1	1	0.0%
Executive Assistant Chief	0	0	0	1	1	1	N/A
Assistant Chief	5	5	5	7	8	8	9.9%
Commander	15	14	15	14	15	18	3.7%
Inspector	6	5	3	5	8	7	3.1%
Captain	35	38	35	44	45	41	3.2%
Lieutenant	128	125	124	124	142	130	0.3%
Sergeant	444	447	442	420	391	401	-2.0%
Detective	355	351	328	341	404	385	1.6%
Officer	2,892	2,853	2,873	2,665	2,476	2,345	-4.1%
Professional	688	719	702	599	633	680	-0.2%
Total Filled	4,569	4,558	4,528	4,221	4,124	4,017	-2.5%
Ofc. and Det. per Sgt.	7.3	7.2	7.2	7.2	7.4	6.8	-1.4%
Sgt. per Lt.	3.5	3.6	3.6	3.4	2.8	3.1	-2.3%

Source: MPD, Schedule A Filled Positions, October 1, FY 2019 – FY 2024.

Note: Data shown above is as of October 1 of each year, the start of each District fiscal year. Senior sworn positions included in sworn totals above.

MPD's largest one-year decline in total filled positions during the review period occurred between FY 2021 and FY 2022 (-6.8 percent). This change was driven primarily by a total decline of 208 filled positions at the rank of officer across each bureau excluding the Office of the Chief.²¹⁸

In FY 2022, MPD experienced a 14.7 percent Department-wide decrease in filled professional staff positions compared to FY 2021. This decrease stemmed partially from position cuts made due to COVID-19-related budget pressures and the District of Columbia's hiring freeze during that time.²¹⁹ Between October 1, 2020, and August 31, 2021, MPD suspended all hiring except for 22 cadet rollover positions.

From October 1, 2018, to October 1, 2023, there were several notable changes across the Bureau-level filled positions:

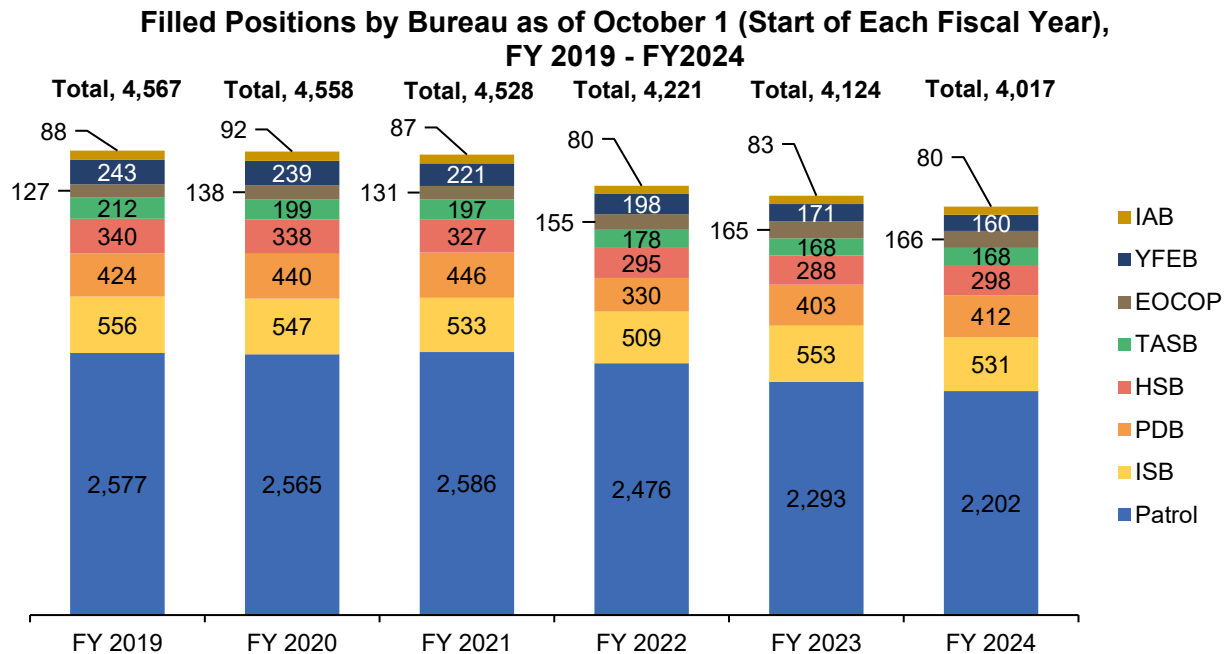
- Due to overall attrition, the number of filled positions in Patrol Services decreased by 375 (-14.6 percent).
- The Technical and Analytical Services Bureau (-20.8 percent) and Youth and Family Engagement Bureau (-34.2 percent) each had more than 20 percent decreases in filled staffing levels.

²¹⁸ "Officer" may include any of the following positions: officer, senior police officer, crime scene search officer, master patrol officer, ERT officer, executive protection officer, helicopter officer, scuba diver, dog handler, bomb technician/dog handler, EOD dog handler, bomb squad tech, and air support mechanic.

²¹⁹ The hiring freeze was implemented in April of 2020 via a mayoral executive order and remained effective through the end of FY 2020. Office of the Mayor. (2020). *Mayor's Order 2020-057: Fiscal Year 2020 Restrictions on Certain Non-Personnel Services Expenditures, Restrictions on Certain Personnel Actions, and Freeze on Travel and Training*. Government of the District of Columbia.
https://mayor.dc.gov/sites/default/files/dc/sites/mayoromb/release_content/attachments/Mayors-Order-2020-057.pdf.



- All other bureaus (excluding the EOCOP) had smaller decreases in filled staffing levels. The smallest decrease occurred in the Professional Development Bureau (-2.8 percent).
- Recently, the Executive Office of the Chief, absorbed several functions that used to be part of other bureaus within MPD. Throughout the full review period, the EOCOP was the only bureau that showed a net increase in filled staffing levels (30.7 percent).



Source: MPD, Schedule A Filled Positions, October 1, FY 2019 – FY 2024.

Note: Data shown above is as of October 1 of each year, the start of each District fiscal year.

OVERTIME ANALYSIS

Methodology

MPD provided data showing overtime and compensatory (“comp”) hours worked by all Department employees during *calendar year 2022* as reported in the Time and Attendance System (TMA/TACIS).²²⁰ The dataset provides the unique employee ID, rank,²²¹ grade of the employee, and the assigned bureau, division, and sector as of the payroll date for each record. *Therefore, all analysis by bureau or division refers to the work location of the employee, which may differ from the bureau or division where the overtime or comp hours were worked.*²²²

The dataset included records of worked and non-worked hours. Non-worked hours document additional time credited to employees based on the circumstance per the overtime or comp time

²²⁰ Data is input into the TMA/TACIS system by time and attendance clerks assigned to each bureau or division.

²²¹ Some employees in the dataset are listed as sworn personnel without a specific rank. Data associated with these records are shown as *sworn, rank unknown* in the tables that follow.

²²² PFM identified some bureau and division combinations in the dataset that did not appear to align (e.g., the division listed is not in the bureau listed). MPD reviewed all unique work locations in the dataset and provided corrected bureau, division, and unit locations



policies. PFM excluded non-worked hours from analysis to most accurately capture the amount of staff time required for overtime and comp time.²²³

The dataset included the authorization code, which describes the reason overtime was authorized. That field was used for all analysis in this report regarding the reason overtime or comp time was worked. In total, the dataset included 5,886 unique authorization codes. MPD does not have a data dictionary providing descriptions of each code; though many authorization codes follow standard patterns that can be used to produce descriptions.²²⁴

Some authorization codes require records to be looked up individually to retrieve the description of the code, which extends beyond the available time and scope of this engagement. Additionally, the authorization code typically cannot be used to identify a specific event for which overtime was authorized without looking up the individual overtime record, which would include details such as the original teletype request. PFM worked with MPD to obtain descriptions for authorization codes for this analysis that represent the vast majority of individual records and hours worked, while acknowledging that individual review of more than 5,000 files was not within the available time or scope for this engagement. MPD provided, or verified assumptions regarding, authorization code descriptions for the following.

- All authorization codes representing the top 90 percent of hours in the dataset.
- All authorization codes appearing at least 100 times in the dataset (out of more than 223,000 unique lines of data)
- All authorization codes for which at least 500 hours were recorded in the dataset (out of a sum of more than 1,187,000 hours recorded in the dataset)

From this information, PFM grouped the authorization code descriptions into categories and sub-categories for analysis as follows.²²⁵

- **Reimbursable Detail**
 - Federally reimbursable escorts
 - Federally reimbursable grant funded staffing
 - Federally reimbursable SOD detail
 - Federally reimbursable task force participation
 - Federally reimbursable teletype staffing request
 - Federally reimbursable training
 - Other reimbursable staffing request

²²³ The scope of this review does not include a fiscal analysis of the cost of overtime use. A fiscal analysis would include non-worked hours of overtime and comp time earned, and would analyze data by employees' annual salary and benefits rates in addition to hours worked, among other items. Non-worked hours were identified via the *hour/type* field and the *authorization code* field. MPD reviewed this approach and confirmed PFM's classification of non-worked hours using both fields. MPD (2023, December 2). Provided in response to information request.

²²⁴ For example, all federally reimbursable overtime costs begin with "EPS."

²²⁵ MPD reviewed all categorizations. The list of authorization codes included in each of these categories, and total hours for each record in the dataset, is included in Appendix C6.



◆ Performance of Regular Duties

- Call back
- Continuation of tour
- COVID staffing shortages
- Day off

◆ Other

- Other teletype staffing request
- Sport stadium staffing
- Staffing for police initiatives

◆ Not Identified²²⁶

In some, but not all, instances, authorization codes in the reimbursable detail category, authorization codes for other teletype requests, and sport stadium staffing indicated the hours were worked due to a specific event. PFM identified the top 20 authorization codes, by number of hours recorded, in these categories and requested additional detail from MPD to identify associated event(s).

PFM also analyzed data at the employee level to understand the typical profile of employees who worked the largest amount of overtime and comp time hours in 2022. The dataset included 3,897 unique employees. The minimum number of overtime and comp time hours worked by an employee in the dataset was 1 hour, and the maximum was 2,673. The average was 304 hours per employee during the year, and the median was 190.5 hours per employee in the year. For this analysis, PFM defined high users of overtime and comp time as the top 50 employees, by total overtime and comp time hours worked in 2022. Employees in this category each worked at least 1,434 overtime and/or comp time hours during 2022. For this calculation, PFM counted each unique employee ID as one employee; due to data availability, the calculation could not adjust for employees who may have been employed for a partial year or promoted mid-year.²²⁷

Overtime Use by Bureau, Division, and Rank

Overtime and comp time were used most often by employees assigned to Patrol Services (586,041, or 50.4 percent of MPD total overtime and comp time), ISB (292,824, or 25.2 percent of total MPD overtime and comp time), and HSB (153,607, or 13.2 percent of total MPD overtime and comp time). In Patrol and HSB, these hours were most often worked for reimbursable details.

²²⁶ The “Unknown” subcategory includes authorization codes for which descriptions were not obtained. As noted, this is limited to authorization codes that appeared fewer than 100 times in the dataset and were associated with fewer than 500 hours of overtime and comp time.

²²⁷ PFM cross-referenced personnel data from the PeopleSoft system to identify the first and last pay period for which each of these counted employees was active during 2022. However, not all employees in the 2022 TMA/TACIS dataset were included in the 2022 PeopleSoft dataset. MPD and OCFO stated this difference was most likely due to prior period adjustments. (MPD and OCFO follow-up call (2023, December 22). *Interview by PFM Team*. Virtual.



As noted earlier, the bureau and division recorded in the data are the employee's assigned work location as of the pay period during which overtime or comp time was worked and may not always correspond to the part (or function) of the Department for which an individual worked the overtime. For example, patrol officer overtime includes overtime worked in officers' assigned districts, as well as any overtime worked for details or additional duties in other bureaus. (See Appendix C7 for a detailed table by bureau, division, and rank.)

Overtime and Comp Hours Worked by Bureau, Division, and Rank, CY 2022²²⁸

Bureau	Dist. Cmdr	Insp.	Cpt.	Lt.	Sgt.	Det.	Ofc.	Sworn Rank Unk.	Prof.	Total
Patrol	0	605	3,401	16,531	74,932	903	482,039	6,294	1,337	586,041
ISB	318	0	2,435	9,961	31,418	175,893	70,809	0	1,991	292,824
HSB	353	950	2,647	9,349	27,884	5,090	100,637	2	6,696	153,607
YFEB	0	0	163	1,342	7,546	15,256	41,293	0	536	66,135
PDB	0	0	206	676	7,615	6	16,757	4,098	2,172	31,528
IAB	0	0	765	1,681	3,995	1,610	4,412	0	154	12,615
EOCOP	0	41	198	393	1,215	242	6,864	0	1,543	10,495
TASB	0	0	47	279	832	0	1,804	0	6,637	9,598
Total	671	1,596	9,859	40,210	155,436	199,000	724,615	10,393	21,064	1,162,843

Source: MPD, TMA Overtime Records, 2022.

Note: Bureau, and district or division show the assigned work location of the employee during the pay period in which overtime or compensatory time hours were worked. Hours may have been worked in another section of the Department.

Viewed by rank, hours were also highly concentrated in specific positions. Officers, detectives, and sergeants accrued the most overtime and comp time hours; together they worked 92.8 percent of all overtime and comp time hours in the Department in 2022. Captains and lieutenants worked overtime or comp time hours in all bureaus. The dataset included 203 sworn employees without a rank level recorded (see table that follows for unique count of employees by rank in dataset). Sworn employees with an unknown rank worked overtime and/or comp time when assigned to Patrol or PDB.

²²⁸ Overtime is only available for Captains and below (and civilian equivalents). MPD noted that residual hours shown in the District Commander and Inspector titles may be due to individuals accruing overtime earning at a lower rank prior to promotion and being shown in the system with current rank (instead of former rank).



Total and Average Overtime and Comp Hours Worked by Rank, CY 2022²²⁹

Rank / Type	Total OT and Comp Hours Worked	Unique Employees	Avg Hours Worked Per Employee
Officer	724,615	2,410	300.7
Detective	199,000	322	618.0
Sergeant	155,436	430	361.5
Lieutenant	40,210	151	266.3
Professional	21,064	327	64.4
Sworn, rank unknown	10,393	203	51.2
Captain	9,859	45	219.1
Inspector	1,596	7	227.9
District Commander	671	2	335.3
Total	1,162,843	3,897	298.4

Source: MPD, TMA Overtime Records, 2022.

Note: The dataset included only data for employees with one or more hours of overtime and/or comp time during CY 2022. The averages calculated for this analysis show the average number of hours worked per employee among only those employees who worked at least one hour of overtime or comp time in 2022. Employees who did not record overtime or comp time during the year were not included in the dataset nor this analysis. More detailed analysis at the employee level follows in this section.

PFM calculated the average hours worked by employees in each rank, and found detectives worked more than double the average overtime and comp time hours per employee (618.0 hours per detective, compared to an average of 298.4 hours across all employees in the dataset) and nearly 10 times more hours per employee than professional staff (64.4 hours per employee).

Overtime Use by Authorization Reason

PFM analyzed overtime and comp time use by the reason for which the time was authorized. The largest sub-category of overtime use was for federally reimbursable teletype staffing requests. This category included, but was not limited to, teletype requests issued by the Homeland Security Bureau Special Operations Division.²³⁰ In 2022, there were 530,250 hours of overtime worked by MPD employees in this category, or 45.6 percent of all overtime and comp time worked by MPD employees during the year.

A broader group of all reimbursable details (including the preceding HSB SOD teletype requests), other federally reimbursable overtime for senior political escorts and training, and reimbursable details for other District of Columbia departments (including DDOT) together comprised 58.8 percent of all overtime and comp time worked by all MPD employees in the year.²³¹ The remaining 48.6 percent of overtime and comp time worked by all MPD employees is categorized in the table that follows, with performance of regular duties (25.9 percent), other

²²⁹ Overtime is only available for Captains and below (and civilian equivalents). MPD noted that residual hours shown in the District Commander and Inspector titles may be due to individuals accruing overtime earning at a lower rank prior to promotion and being shown in the system with current rank (instead of former rank).

²³⁰ Further analysis of specific events contributing to this overtime is included later in this section. In 2022, Africa Leaders Summit, Trucker Convoy, and abortion rights-related demonstrations were some of several events contributing to overtime in this category.

²³¹ Training authorization codes included the following descriptions: CDU training, ERT Active Shooter Countermeasures, Grenadier Training, Special Threat Action Team training



authorization reasons (15.3 percent, described further below), and unknown authorization reasons (4.7 percent).

Authorization codes for overtime in the performance of regular duties that could not be completed during normally scheduled work hours included: all authorization codes for continuation of tour, day off, call back, overtime due to COVID staffing shortages. The majority of all comp time was attributed to these authorization codes.

Staffing for police initiatives (94,809 hours in 2022),²³² other teletype requests that were not identified as reimbursable (14,360 hours in 2022), and sport stadium staffing (13,669 hours in 2022) comprised the majority of “other” overtime types.

Overtime and Comp Time by Reason for Authorization, CY 2022

Authorized Reason	Overtime	Comp. Time	Total	Pct of Total
Reimbursable Detail	683,805	0	683,805	58.8%
Federally reimbursable teletype staffing request	530,250	0	530,250	45.6%
Other reimbursable staffing request	83,737	0	83,737	7.2%
Federally reimbursable escorts	29,417	0	29,417	2.5%
Federally reimbursable training	18,781	0	18,781	1.6%
Federally reimbursable SOD detail	16,314	0	16,314	1.4%
Federally reimbursable grant funded staffing	2,935	0	2,935	0.3%
Federal Task Force Participation	2,372	0	2,372	0.2%
Continuation of Regular Duties	280,180	20,820	301,000	25.9%
Continuation of tour	213,707	18,481	232,188	20.0%
Day Off	47,203	1,945	49,147	4.2%
Call Back	14,059	395	14,454	1.2%
COVID staffing shortages	5,212	0	5,212	0.4%
Other	122,837	0	122,837	10.6%
Staffing for police initiatives	94,809	0	94,809	8.2%
Other teletype staffing request	14,360	0	14,360	1.2%
Sport stadium staffing	13,669	0	13,669	1.2%
Not identified	52,093	3,108	55,201	4.7%
Total	1,138,915	23,928	1,162,843	100.0%

Source: MPD, TMA Overtime Records, 2022.

Notes: Due to the high number of unique authorization codes, and absence of an existing list of code descriptions, PFM worked with MPD to prioritize authorization codes representing a majority of OT/comp time hours in the dataset, including all authorization codes representing at least 100 OT/comp time records, or 500 hours of use, or the top 90 percent of total OT/comp time hours recorded. Hours listed as “Not identified” include authorization codes outside of that group, for which MPD did not provide descriptions.

PFM analyzed overtime use in the same four categories defined above (reimbursable detail, continuation of regular duties, other, unknown) at the bureau level. The proportion of overtime and/or comp time used in each of these categories varied substantially between bureaus. The right-most two columns of the following table display the percentages of overtime and comp

²³² Police initiatives for which overtime was used were generally targeted efforts to reduce violence such as the Homicide Reduction Partnership and Robbery Initiative. The U Street Initiative targeted resources toward nightlife operations.



time in each bureau that was authorized for a reimbursable detail or continuation of regular duties, respectively – the gradient colors indicate higher (red) to lower (green) percentages of overtime and comp time. For example, reimbursable details accounted for 74.7 percent of total overtime and comp time worked by employees assigned to PDB, but only 26.5 percent of overtime and comp time worked by EOCOP employees. A majority of overtime and comp time hours worked by employees assigned to each of Patrol, HSB, IAB, PDB, and YFEB were attributed to reimbursable details.

During interviews with the PFM team, commanders from each of these bureaus (PDB, Patrol, IAB) observed that personnel in their bureaus were frequently called away from primary duties to staff HSB Special Operations Division details.²³³

Overtime and Comp Time by Bureau and Reason for Authorization, CY 2022

Bureau	Reimb. Detail	Perf. of Regular Duties	Other	Unknown	Total	Percent Reimb. Details	Percent Cont. of Regular Duties
Patrol	397,313	61,286	102,162	25,280	586,041	67.8%	10.5%
ISB	104,941	174,776	3,163	9,945	292,824	35.8%	59.7%
HSB	103,725	33,100	7,544	9,239	153,607	67.5%	21.5%
YFEB	41,363	15,498	5,508	3,767	66,135	62.5%	23.4%
PDB	23,547	2,070	2,703	3,208	31,528	74.7%	6.6%
IAB	7,399	2,568	1,258	1,391	12,615	58.7%	20.4%
EOCOP	2,781	6,419	316	979	10,495	26.5%	61.2%
TASB	2,737	5,285	184	1,393	9,598	28.5%	55.1%
Total	683,805	301,000	122,837	55,201	1,162,843	58.8%	25.9%

Source: MPD, TMA Overtime Records, 2022.

Notes: Unknown includes authorization codes for which there were fewer than 100 instances of use and fewer than 500 hours of use in 2022. Authorization codes for administrative documentation (15,990 hours) and records for non-worked hours (2,805) are excluded.

PFM also looked at bureaus with high rates of overtime and comp time use for performance of regular duties. There may be many reasons for which overtime is authorized to continue regularly assigned work functions; however, this could also be a sign of misalignment between workload and staffing levels. More than half of all overtime and comp time worked by employees in TASB (55.1 percent), ISB (59.7 percent) and EOCOP (61.2 percent) was authorized to perform regular duties outside of scheduled hours.

PFM analyzed the top 20 overtime and/or comp time authorization codes for 2022. Together, the 20 authorization codes accounted for nearly two-thirds (63.9 percent) of all overtime and comp time hours worked. Eight of the top 20 authorization codes were for federally reimbursable details, of which one was for a standing SOD response. Four of the top five authorization codes were for federally reimbursed details described by MPD as “Trucker Convoy First Amendment Demonstration,” “Africa Leaders Summit,” and “Dobbs v Jackson Women’s Health Organization First Amendment Demonstrations” (listed across two separate codes). Overtime in these four

²³³ PDB, Patrol, and IAB Command Staff Interviews (2023, July 24-25). *Interview by PFM Team*. Washington, D.C. As noted, SOD details account for some but not all of the federally reimbursable details category. Conversely, some SOD details may appear in the non-reimbursable detail category or uncategorized overtime categories.



codes alone accounted for 35.1 percent of all overtime and/or comp time analyzed, illustrating the significant workload impact a handful of events can have on MPD.

Four continuation of tour codes were in the top 20 authorization codes (the top two, with 97,140 and 30,500 hours, respectively, were for continuation of tour in CID). Special violence reduction initiatives (robbery, homicide, and violent crime) authorization codes also comprised four of the top 20 authorization codes.

Top 20 Authorization Codes: Overtime and Comp Hours Worked, 2022

All Unique Auth Codes	MPD Description	Category of OT and Comp Time Hours	Total OT/C Hours Worked
EPS0206122	Trucker Convoy Demonstration	Reimbursable Detail	182,345
EPS1104422	Africa Leaders Summit	Reimbursable Detail	116,395
DCNTCID22	These are continuation of tour codes.	Continuation of Regular Duties	97,140
EPS0501022	Dobbs v. Jackson Women's Health Organization Demonstrations	Reimbursable Detail	55,228
EPS0606422	Dobbs v. Jackson Women's Health Organization Demonstrations	Reimbursable Detail	54,225
DROBBERY22	Staffing related to Robbery Initiative	Other	50,520
EPS0104322	Multiple demonstrations, including: Declare Emergency Climate, Defeat the Mandates (COVID-related), March for Life and other abortion-related	Reimbursable Detail	33,680
DCNTCID23	These are continuation of tour codes.	Continuation of Regular Duties	30,500
DCID22	Day off code	Continuation of Regular Duties	14,159
DHRP22	Staffing related to Homicide Reduction Partnership	Other	13,641
EPSSOD1A22	EPSF Code - Standing code for SOD response	Reimbursable Detail	11,137
RDET220119	Reimbursable detail	Reimbursable Detail	11,086
DVCP2D22	Staffing related to Violent Crime Prevention Project	Other	10,758
EPS0910222	IMF and World Bank Fall Meetings	Reimbursable Detail	10,379
DHRP23	Staffing related to Homicide Reduction Partnership	Other	9,768
DTT1205522	Staffing related to referenced TT	Other	9,214
DCNTNSI22	These are continuation of tour codes.	Continuation of Regular Duties	8,996
EPS0700922	Multiple demonstrations, including: Women's March, climate-related, Ethiopia-related, and Iranian-related demonstrations	Reimbursable Detail	8,019
DNATS22	Sport Stadium Overtime	Other	7,865
DCNTSOD22	These are continuation of tour codes.	Continuation of Regular Duties	7,776

Source: MPD, TMA Overtime Records, 2022.

Note: Authorization codes are categorized into three main groups as shown in this table (reimbursable detail, continuation of regular duties, other, unknown), and additional sub-groups for analysis as described in the methodology discussion above. PFM created categories based on descriptions provided by MPD; all categorizations were reviewed by MPD. "First Amendment Demonstration(s)" shortened to "Demonstration" in descriptions column.



Overtime Use by Top 50 Employees

Consistent with aggregate trends above, the 50 MPD employees who worked the most overtime and comp time in 2022 held titles of either officer, detective, sergeant, or lieutenant. On average, these employees worked 1,804.1 hours of overtime and comp time (combined) in addition to regular hours worked and leave taken – more than six times the average overtime and comp time hours worked in that year for all employees who worked at least one overtime and/or comp time hour.

Top 50 Employees: Overtime and Comp Hours Worked by Rank, 2022

Rank / Type	Unique Employees	Total OT and Comp Hours Worked	Avg Hours Worked Per Employee
Officer	25	45,113	1,804.5
Sergeant	13	24,079	1,852.2
Detective	11	19,371	1,761.0
Lieutenant	1	1,643	1,642.5
Total	50	90,205	1,804.1

Source: MPD, TMA Overtime Records, 2022.

PFM analyzed overtime and comp time hours worked by the top 50 employees by the bureau to which the employee was assigned during the pay period when hours were worked, and by the authorization reason category for which hours were worked.

The total number of overtime and comp time hours worked by the top 50 employees was most concentrated among employees assigned to Patrol, HSB, and ISB. Employees assigned to Patrol, HSB, or ISB, accounted for 89 percent of 2022 overtime/comp time hours worked by the top-50 employees, with this time distributed nearly equally across the three bureaus. Employees assigned to Patrol Services worked 26,944 overtime/comp time hours, or 29.9 percent of total 2022 overtime/comp hours worked by the top-50 employees. Employees assigned to ISB worked 26,854 overtime and/or comp time hours, or 29.8 percent of total 2022 overtime/comp hours worked by the top-50 employees, and employees assigned to HSB worked 26,467 overtime and/or comp time hours, or 29.3 percent of overtime and/or comp time hours worked by this group.²³⁴

Most employees in the top-50 group were assigned to a single bureau during pay periods when they worked overtime or comp time. However, six employees among the top 50 were assigned to more than one distinct bureau throughout the year during the pay periods when they worked overtime and/or comp time hours.

No employees in the top-50 group earned overtime or comp time during pay periods when they were assigned to TASB or EOCOP – it is possible, however, that some of the 50 employees were assigned to other bureaus including TASB or EOCOP throughout 2022 during pay periods when they earned no overtime or comp time. The top five highest overtime and comp time workers were assigned to HSB, YFEB, and Patrol (not ISB).

²³⁴ As in the analysis above, the bureau shown is the bureau the employee was assigned to during the pay period in which they worked the overtime or comp time hours, which may differ from the bureau or purpose for which the hours were worked.



Top 50 Employees: OT/Comp Hours Worked by Bureau, CY 2022

Bureau	Unique Employees (with >0 OT/C hours in bureau)	Min Hours per Employee (with >0 OT/C hours in bureau)	Max Hours per Employee (with >0 OT/C hours in bureau)	Avg Hours per Employee (with >0 OT/C hours in bureau)	Total Hours per Employee (with >0 OT/C hours in bureau)
Patrol	18	74	2,414	1,497	26,944
ISB	17	242	2,000	1,580	26,854
HSB	15	67.5	2,673	1,764	26,467
YFEB	3	1,638	2,624	2,032	6,097
PDB	2	1,794	1,911	1,852	3,705
IAB	1	139	139	139	139
TASB	0	0	0	-	0
EOCOP	0	0	0	-	0
Any Bureau	50	1,435	2,673	1,804	90,205

Source: MPD, TMA Overtime Records, 2022.

Note: If an employee worked OT/C hours while assigned to more than one bureau during 2022, that employee is counted as a unique employee in each relevant row, and the portion of OT/C hours they worked while assigned to each bureau is counted in each bureau row separately. The employee is counted only once in the last row, any bureau, and their total 2022 OT/C hours are included in the any bureau row.

PFM's analysis of overtime and comp time hours worked in each authorization category by the top-50 employees showed that most of these employees (individually) worked at least one hour in each of the three broad categories (reimbursable details, performance of regular duties, other, unknown).

- All 50 employees worked at least 50 hours of overtime for reimbursable details throughout the year; on average they worked 868.5 hours each for reimbursable details.
- All employees in this group worked at least two hours for performance of regular duties.

Top 50 Employees: OT/Comp Hours Worked by Authorization Category, CY 2022

Authorization Reason Category	Unique Employees (with >0 OT/C hours in auth categ.)	Min Hours per Employee (with >0 OT/C hours in auth categ.)	Max Hours per Employee (with >0 OT/C hours in auth categ.)	Avg Hours per Employee (with >0 OT/C hours in auth categ.)	Total Hours per Employee (with >0 OT/C hours in auth categ.)
Reimbursable Detail	50	50	2,023	868	43,424
Performance of Regular Duties	50	2	1,928	537	26,873
Other	38	14	1,349	362	13,765
Unknown	43	1	495	143	6,144
Any Categories	50	1,435	2,673	1,804	90,205

Source: MPD, TMA Overtime Records, 2022

Note: PFM calculated medians as well as averages for each authorization category. Averages are shown, but in several instances, were driven by a comparative handful of significant unique employees with high overtime hours. However, the focus of this analysis is on the aggregate and top drivers of overtime.



STAFFING, STRUCTURE, AND WORKLOAD ALIGNMENT BY BUREAU

For each bureau in the Department, the PFM team reviewed primary bureau responsibilities, organizational structure, reporting lines and supervision, staffing, and scheduling. There were 274 unique position titles in the Department as of October 1, 2023, inclusive of filled and vacant positions. The PFM team categorized positions according to level with input from MPD. Within each of the following overviews of MPD bureaus, current filled and vacant staffing levels, as of October 1, 2023, are shown by the following categories.

- **Executive staff:** Chief and assistant chiefs; highest seniority professional positions
- **Management staff:** Sworn titles from commander to lieutenant, and professional titles such as director, deputy director, and assistant director
- **Supervisor:** Sergeant (including retirees, or “senior sergeants”), and professional titles such as manager, supervisor, or lead²³⁵
- **Front line worker:** Detectives, officers (including retirees, or “senior officers” and “senior detectives”), and other positions that do not generally have supervisory or management responsibilities
- **Cadet:** Members of the Cadet Corps Program only (professional staff)

Throughout this section of the report, filled and vacant staffing will be summarized at the division level according to the preceding groups.²³⁶

PFM also requested data and information about workload for each bureau. The PFM team conducted detailed, quantitative, workload-based staffing assessments for Patrol and Investigations; these analyses and findings are separately presented in subsequent sections of this report. For remaining bureaus, as applicable, and if supported by available data, the PFM team conducted a high-level analysis of workload and staffing alignment. These analyses and

²³⁵ MPD noted that “leads” are not supervisors in MPD. For the purposes of this analysis, PFM categorized “leads” with supervisors because the positions have some level of supervisory or additional responsibilities that distinguish them from front line workers. See Appendix C3 for a crosswalk of MPD position titles containing “lead” / “leader” to their position level as categorized by PFM and reviewed by the Department.

²³⁶ It is important to note that during PFM’s analysis of reporting lines and supervision, it encountered limitations in using MPD’s Schedule A data (data as October 1, 2023) to accurately define reporting relationships within each MPD bureau and division. Despite the presence of designated data columns indicating the name and position identification number of the individual that each position reported to, true reporting relationships were skewed due to multiple positions with listed reporting lines that did not actually report through the divisions and bureaus listed. Examples included: a Strategic Change Division officer (Position ID: 00005165) listed as reporting to a lieutenant in the Special Operations Division, a motor vehicle operator (Position ID: 00009769) assigned to the EOCOP but listed as reporting to a supervisory property and control specialist in the Evidence Control Division, an electronics mechanic (Position ID: 00005024) in the Special Operations Division listed as reporting to a lieutenant assigned to the Strategic Change Division. Such deviations from expected reporting pathways limited analyses of hierarchical structures and supervisory responsibilities within the Department.

The division level is the most granular level for which reliable filled and vacant staffing level data was available. MPD’s Schedule A staffing rosters did not explicitly assign all positions to a division as listed on the Department’s most recent organizational charts. Most positions in the Schedule A data (as of October 1, 2023) provided the name of a specific MPD division, which PFM then used to identify that division’s associated bureau. However, for 155 out of 4,771 total filled and vacant positions, information concerning position location was available at only the bureau name level. In these instances, positions were grouped into an “Administration and Other” division in each bureau. See Appendix C8 for complete data tables.



findings are described on the following pages within each bureau. Each Bureau, Patrol (not including workload), and the Executive Office of the Chief of Police are discussed in order by total filled and vacant staffing levels, from largest to smallest as of October 1, 2023. The two patrol sections (Patrol Services North and Patrol Services South) are shown as a single entity (“Patrol”), before all bureaus and EOCOP.²³⁷

Patrol

Patrol is led by two assistant chiefs; one oversees the north districts and one oversees the south districts. The assistant chief of Patrol Services North oversees the second, third, fourth, and fifth districts (2D, 3D, 4D, and 5D), and the assistant chief of Patrol Services South oversees the first, sixth, and seventh districts (1D, 6D, 7D).

A commander leads each district. Typically, each patrol shift – Midnight, Daywork, and Evening – has a captain. Districts are further divided into three sectors, which are each supervised by a lieutenant. Each sector contains between seven and nine Police Service Areas (PSAs), the general equivalent of “patrol beats” or “posts” in other departments.

Each district has a district office where members of the public can file reports and seek services and staff have workstations, including a computer room for officers to complete paperwork and reports while they are not in the field. Each district office also has a district cell block to temporarily detain newly arrested individuals until they can be transferred to the central cell block.

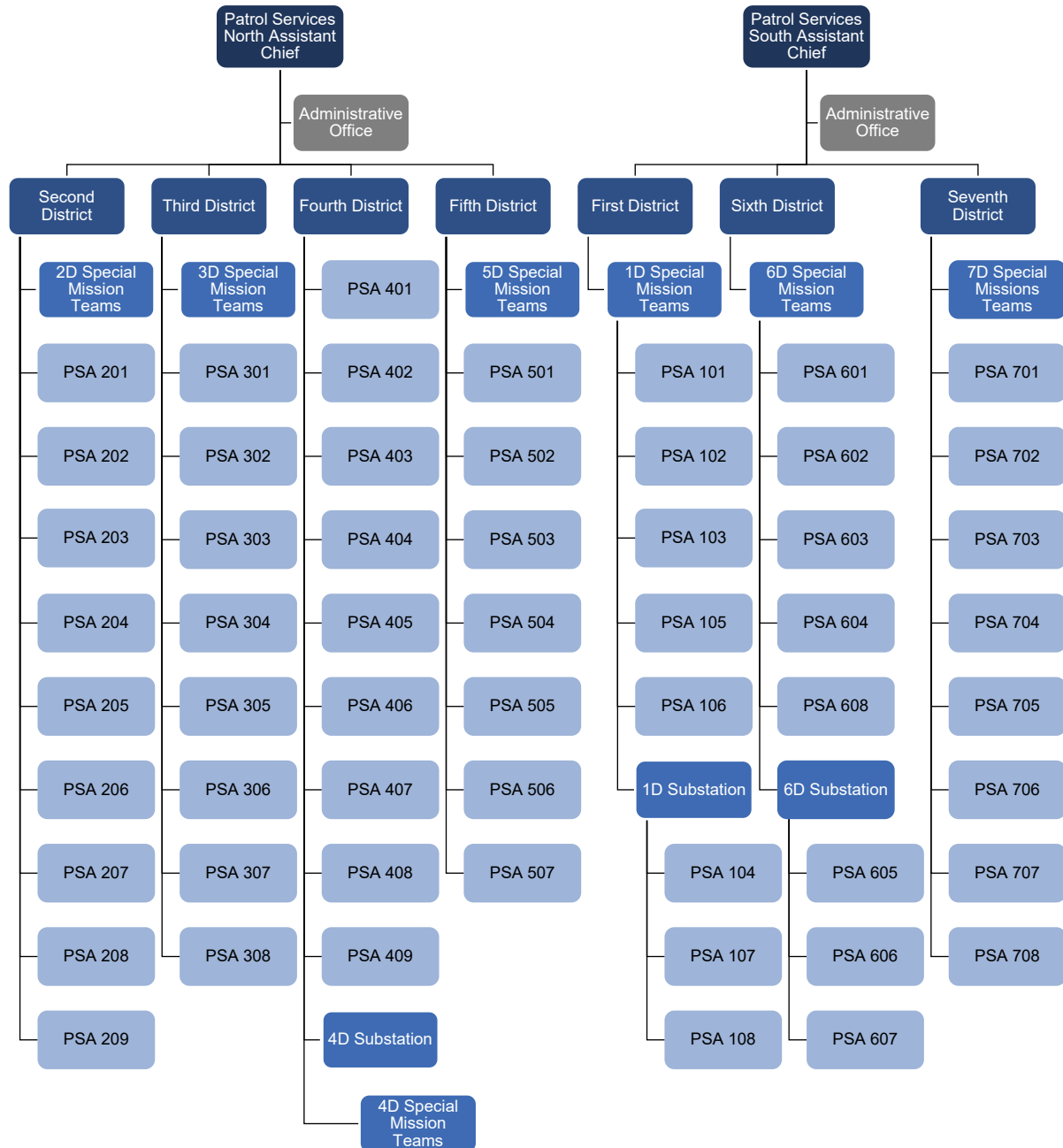
Three districts (1D, 4D, and 6D) have substations in addition to the main district office; these districts may have an inspector to serve as second-in-command to the commander. MPD reported this arrangement allows commanders to spend more time engaging with the community, being present at crime scenes, and coordinating with the press at crime scenes, while the inspector had primary responsibility for day-to-day district operations. District commanders described the central purpose of substations as creating additional accessibility and opportunities for interaction with community members, often established in response to community needs or requests.²³⁸

²³⁷ Patrol and Investigations content provided in this section lays out a foundational understanding of the organizational structure, reporting lines, and scheduling, but does not delve into workload, which, as noted, is presented later in this report.

²³⁸ PSS Commanders 1D and 7D Interview (2023, July 24). *Interview by PFM Team*. Washington, D.C.



Patrol Services North and Patrol Services South Organizational Chart



Source: MPD Patrol Services North and Patrol Services South Bureau-Level Organizational Charts, Updated December 22, 2023, and November 27, 2023.



District Staffing

At the time of this report, each police district was broadly structured similarly for staffing, with several notable differences:²³⁹

- As of the time of this analysis, Inspectors were assigned only in 1D, 4D, 6D, and 7D (and have since changed). MPD noted that Inspector assignments are made based on management structure and are intended to provide senior-level management support in certain districts.
- The number of captains varied by district: 1D and 2D each had two assigned captains and 7D had four. All other districts had three captains. Generally, MPD noted a goal to have at least three captains per district. However, the Department noted this number can be adjusted based on need. In some cases, vacant captain positions may be backfilled by an inspector.
- The number of lieutenants assigned to each district varied from ten in 1D and 2D to 13 in 6D. All other districts had either 11 or 12 lieutenants. Generally, MPD noted a goal to have one lieutenant per PSA. The number of lieutenants was higher in 6D and 7D because those districts have crime suppression teams with two CST lieutenants each.

In comparison to other districts, 2D (generally, NW triangle to Georgetown) had the smallest number of sergeants (33) supervising the smallest number of officers (226). 2D also had the smallest number of officers per PSA (25). In other districts, officers per PSA ranged from a low of 29 in 4D to a high of 39 in 5D.

Filled and vacant positions in patrol were comprised of 97.5 percent sworn positions and 2.5 percent professional staff. Each district had between six and nine professional staff positions. 2D, 3D, and 4D each had nine professional positions – in part because 2D and 4D had three customer service representatives compared to an average of one in each other district. Additionally, 2D and 3D were the only two districts staffed with community outreach coordinators. MPD reported this was due to a change in the Department's community outreach structure, which was centralized under the Office of Communications: each district was given the option to maintain its own outreach functions if so desired and those districts elected to do so. There were no customer service representative positions in 7D, which had the lowest number of professional staff positions (six).

The following table displays the span of control for filled and vacant first-line supervisors in each patrol district.²⁴⁰ Patrol districts varied in level of filled and vacant line staff but had a tighter range in the number of sergeants and lieutenants assigned to each district. The overall span of control for all sworn line staff per sergeant in each patrol district was 7.6. The Sixth and Seventh Districts had the highest sergeant span of control ratio (8.5 line staff per sergeant). The Second District, one of the largest geographic patrol districts by area, had the lowest sergeant span of control (6.9 line staff per sergeant). 6D and 7D had the highest number of officers, high call

²³⁹ MPD Chief of Staff follow-up call (2024, January 12). *Interview by PFM Team*. Virtual.

²⁴⁰ MPD indicated a broad goal of 1:8 or 1:9 for the minimum sergeant to officer span of control ratio in each patrol district. When accounting for filled and vacant positions, the span of control ratios in 6D and 7D are the only ones aligning with the goal. However, when calculated for only filled positions, the following district-by-district results were seen: First District (1:8.2), Second District (1:6.8), Third District (1:8.5), Fourth District (1:8), Fifth District (1:8), Sixth District (1:8.6), Seventh District (1:8.6).



volume, and high rates of violent calls, which may have contributed to their high spans of control.

Patrol Services Staff (Filled and Vacant Positions) and Span of Control as of October 1, 2023 by Patrol District

	All Sworn Line Staff	Sergeant	Lieutenant and above	Professional Staff	All Sworn Line Staff per Sergeant
First District	254	36	15	8	7.1
Second District	227	33	13	9	6.9
Third District	258	37	14	9	7.0
Fourth District	257	35	16	9	7.3
Fifth District	274	35	17	8	7.8
Sixth District	305	36	18	7	8.5
Seventh District	305	36	17	6	8.5
Total Staff and Span of Control	1,880	248	110	56	7.6

Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Span of control ratios in the above table were calculated using filled and vacant staffing totals as of October 1, 2023. "All First Line Staff" includes sworn officers and one detective position (vacant) that the data listed as being assigned to the Second District in the data. Sworn senior/retiree positions (i.e., senior sergeants and senior officers) are also included in the calculations above.

Scheduling

Patrol officers and sergeants typically work four 10.5-hour shifts per week. Lieutenants and higher ranks typically work five 8-hour shifts per week. District commanders are given discretion to set their district's roll call and shift overlap times, with approval from the assistant chief. This process is completed twice per year, in accordance with the most recent collective bargaining agreement. This also tends to create variation in staffing levels, available officer levels, and officer responsibilities by district (and sector/PSA) and shift during overlap periods. Shift overlap periods for patrol officers ranged from one hour to five hours depending upon the district.



Patrol Officer Roll Call and Shift Overlap Times by District and PSA

	Daywork Start	Evening Start	Midnight Start	Day to Evening Overlap	Evening to Midnight Overlap	Midnight to Day Overlap
First District						
PSAs 101,102, 103, 105, 106	0500	1400	2000	1400-1530	2000-0030	0500-0630
PSAs 104, 107, 108	0600	1500	2100	1500-1630	2100-0130	0600-0730
Second District						
PSAs 201-209	0500	1400	2000	1400-1530	2000-0030	0500-0630
Third District						
PSAs 301, 303, 305, 307	0500	1430	2000	1430-1530	2000-0100	0500-0630
PSAs 302, 304, 306, 308	0530	1500	2030	1500-1600	2030-0130	0530-0700
Fourth District						
PSAs 401, 403, 405, 407, 409	0500	1400	2100	1400-1530	2100-0030	0500-0730
PSAs 402, 404, 406, 408	0600	1300	2000	1300-1630	2000-2330	0600-0630
Fifth District						
PSAs 501-507	0500	1400	2000	1400-1530	2000-0030	0500-0630
Sixth District						
PSAs 601-608	0500	1300	2100	1300-1530	2100-2330	0500-0730
Seventh District						
PSAs 701, 702, 704, 706	0600	1430	2100	1430-1630	2100-0100	0600-0730
PSAs 703, 705, 707, 708	0500	1330	2000	1330-1530	2000-0000	0500-0630

Source: MPD, Patrol Daily Shift Schedules

MPD personnel reported that shift overlaps were frequently used by officers to complete shift reports and other administrative tasks. However, the current structure with variation between Districts for overlaps in shift schedules was perceived by some MPD staff as a source of confusion and complexity regarding the most efficient use of time and resources.

Part V of this report provides a workload-based staffing analysis of primary patrol functions based on analysis of computer aided dispatch (CAD) data, leave, training, and overtime data, shift schedules, and interviews with MPD personnel.

Investigative Services Bureau (ISB)

The Investigative Services Bureau works to investigate and solve crimes, make arrests, promote victim assistance, and protect witnesses. ISB is led by an assistant chief. Division and unit leadership report up to the Chief of Police through the Executive Assistant Chief.

The Bureau's work also involves coordinating crime scene functions for specific case types²⁴¹ with the District of Columbia's Department of Forensic Science (DFS) and their Crime Scene Services Division. DFS began operating as a formal, standalone agency in 2012.²⁴² Prior to 2012, MPD was responsible for evidence collection duties for all crime types.²⁴³

²⁴¹ MPD Evidence Policy, General Order 304-08.

²⁴² Department of Forensic Sciences, About DFS, <https://dfs.dc.gov/page/about-dfs#:~:text=The%20Department%20of%20Forensic%20Sciences,agency%20on%20October%201%2C%202012>

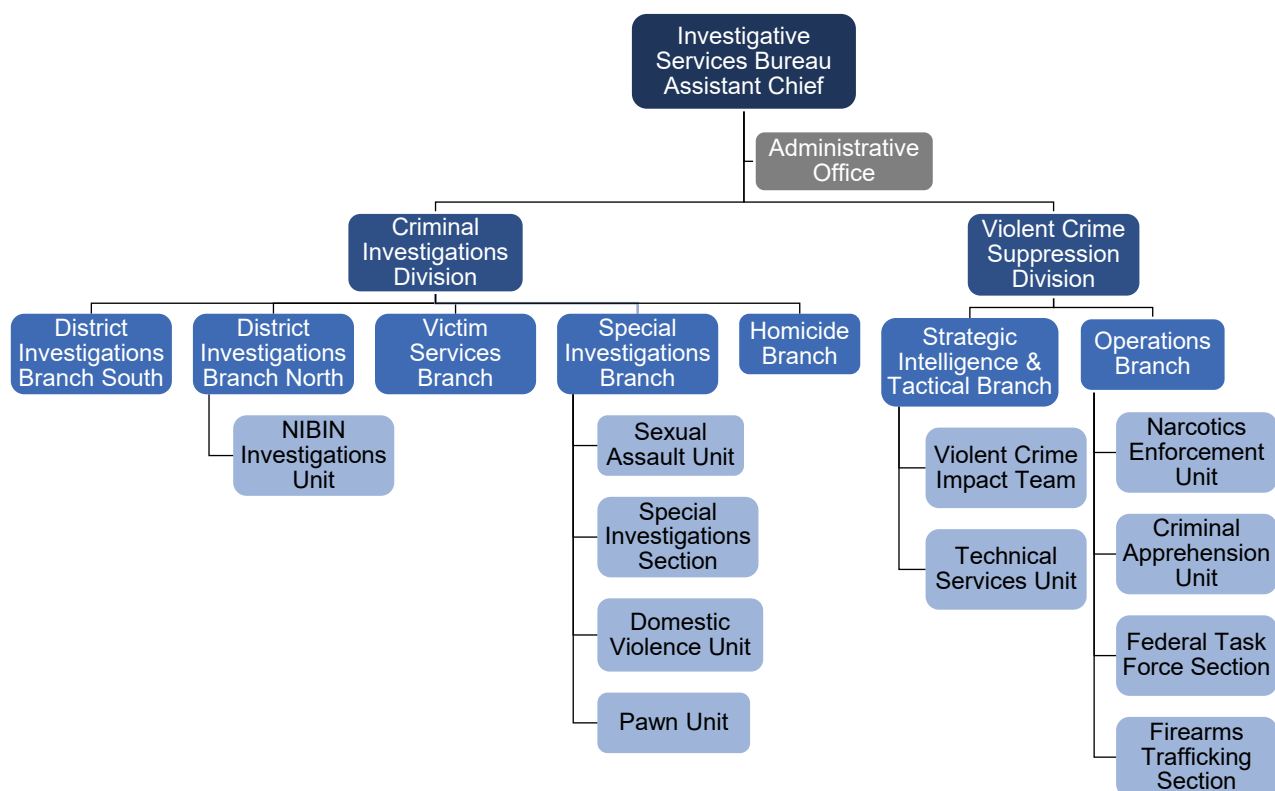
²⁴³ A 10-year review of crime scene investigation services and the effectiveness of District's approach to providing these services via MPD and DFS is included later in this report.



As of the start of FY 2024, MPD had eight sworn positions under the “Crime Scene Investigations Division” which is an office within ISB, rather than a standalone division in MPD’s current organizational structure. These positions are assigned to support DFS crime scene technicians and are managed alongside those technicians.

The Bureau consists of two divisions, the Criminal Investigations Division, and the Violent Crime Suppression Division. Each division has multiple branches, units, and/or investigative squads. Investigative units that perform responsive functions, i.e., investigate reported crimes), are discussed further in the Workload-Based Investigative Staffing Assessment section of this report. This section provides detail on proactive divisions and units within the Bureau.

Investigative Services Bureau Organizational Chart



Source: MPD, Investigative Services Bureau-Level Organizational Chart, Updated November 27, 2023.

Descriptions for each proactive division, branch, and unit follow and provide the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

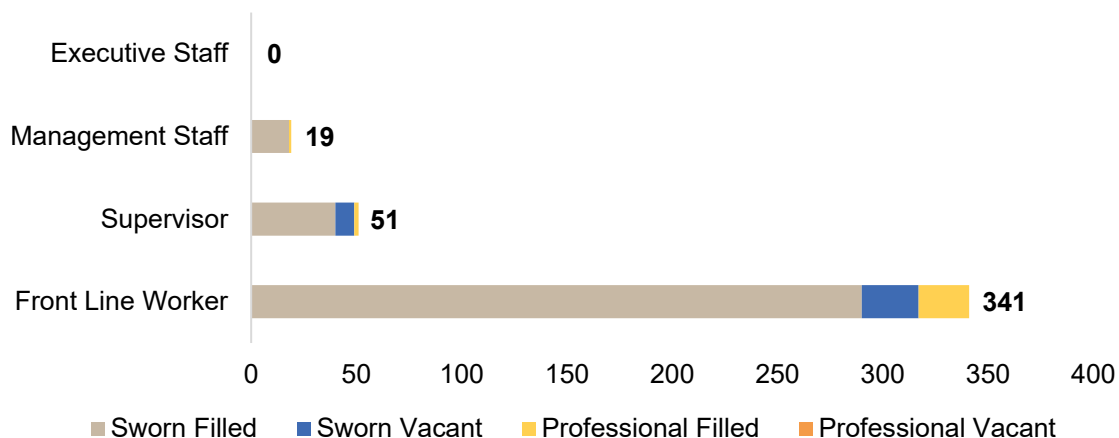
- ◆ **Criminal Investigations Division (CID):** CID contains several distinct branches for homicide, special investigations, district investigations (each led by a captain), and victim services (led by a professional staff director and support staff).



As of October 1, 2023, the Division had 411 filled and vacant positions (375 filled and 36 vacant). The positions included 384 sworn positions (348 filled, 36 vacant) and 27 professional positions (all filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were 19 filled management positions (out of 19 total management positions), including, one commander, four captains, 13 lieutenants, and one director of victim services.
- **Supervisors:** There were 42 filled and nine vacant positions (out of 51 total supervisory positions), including 49 sergeants (40 filled, nine vacant), one supervisory liaison specialist, and one supervisory victim specialist.
- **Front Line Workers:** There were 314 filled and 27 vacant (out of 341 total front line worker positions), including 267 detectives (246 filled, 21 vacant), one investigator, 50 officers (44 filled, six vacant), seven victim specialists, seven accident investigators, two investigative analysts/specialists, two family liaison specialists, one community outreach coordinator, one management analyst, one fleet servicer, and three assistants.

Criminal Investigations Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor), senior detectives (front line worker), and senior officers (front line worker), and ISB investigators (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees, was 6.6 front line staff (officers, investigators, and detectives) per sergeant. There were 3.8 sergeants per lieutenant.

- **Violent Crime Suppression Division (VCSD):** VCSD operates proactively, encompassed by several specialized units and task forces to address various aspects of violent crime. The Violence Reduction Unit (VRU) conducts large federal operations utilizing analytics and surveillance techniques. The Violent Crime Impact Team (VCIT) handles smaller cases and engages in activities such as extreme risk protection orders



and executing search warrants. Other units include the Narcotics Enforcement Unit, Criminal Apprehension Unit, Electronic Surveillance Unit, and Technical Services Unit. Task forces operate under MOUs with federal agencies such as the DEA and FBI. Additionally, a Robbery Suppression Unit was recently established to address rising incidents of robberies in the District. The professional director of criminal intelligence, along with various unit staff, report up to the VCSD Commander. However, branches and units within the VCSD are non-linear, as staff are pulled from multiple locations within MPD to support the Division as needed.²⁴⁴

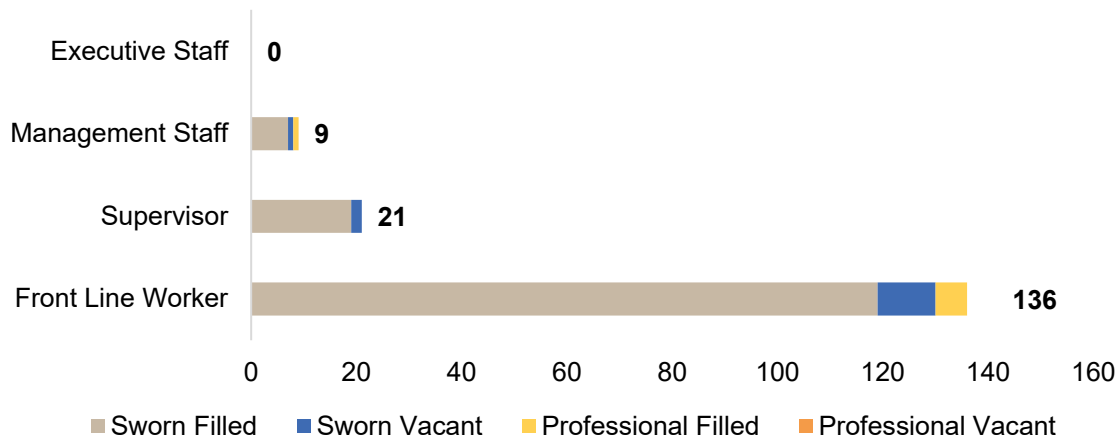
As of October 1, 2023, the Division had 166 filled and vacant positions (152 filled and 14 vacant). The positions included 159 sworn positions (145 filled, 14 vacant) and seven professional positions (all filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were eight filled and one vacant positions (out of nine total management positions), including, one commander, two captains, five lieutenants (four filled, one vacant), and one director of criminal intelligence.
- **Supervisors:** There were 19 filled and two vacant (out of 21 total supervisory positions), all of which were sergeants.
- **Front Line Workers:** There were 125 filled and 11 vacant positions (out of 136 total front line worker positions), including, 11 detectives (nine filled, two vacant), 82 investigators (74 filled, eight vacant), 37 officers (36 filled, one vacant), 82 investigators (74 filled, eight vacant), two forensic scientists (digital evidence), one program support specialist, one civilian pay technician, one investigative assistant, and one assistant.

²⁴⁴ Violent Crime Suppression Division Command Staff Interview (2023, July 25). *Interview by PFM Team*. Washington, D.C.



Violent Crime Suppression Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

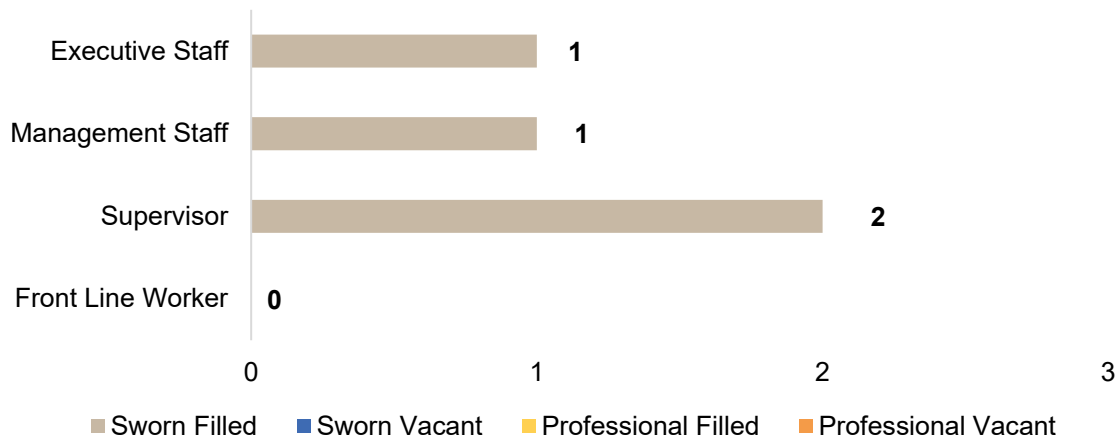
Note: Sworn includes retiree positions – senior sergeants (supervisor), senior detectives (front line worker), and senior officers (front line worker), and ISB investigators (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first line workers to first line supervisors, including senior sworn positions/retirees was 6.2 front line staff (officers, investigators, and detectives) per sergeant. There were 4.2 sergeants per lieutenant.

- **ISB Administration and Other Positions:** As of October 1, 2023, there were four positions (all filled) within the Investigative Service Bureau that were not assigned to one of the specific divisions described above. The positions included four sworn positions. ISB administration and other positions included the following titles, grouped by position level.
 - **Executive Staff:** There was one filled assistant chief position.
 - **Management Staff:** There was one filled lieutenant position.
 - **Supervisors:** There were two filled sergeant positions.



ISB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: There were not retirees in this unit.

Scheduling

Units within ISB worked different schedules depending on their function. District investigations personnel covered shifts on a 24/7 basis, while units such as victim services operated on a Monday through Friday daywork schedule, and some units (i.e., NIBIN investigative unit) used call backs as needed to provide additional coverage.

Workload

ISB commanders reported VCSD staff are regularly pulled from one unit within VCSD to support other VCSD units because filled staffing levels were insufficient to fill existing staffing schedules. In October 2023, MPD confirmed this was a daily occurrence and described two ways the Bureau was working to address it. First, ISB commanders/supervisors established a daily call with lieutenants to discuss staffing needs and personnel allocation. Second, they submitted a proposal to restructure the VCSD and consolidate smaller units with similar functions and types of work.²⁴⁵

Previously, the Violent Crime Suppression Division had 12 distinct units, which bureau and division leaders reported could be more efficiently structured – including a suggestion to move the Community Focused Patrol Unit from VCSD to the Patrol Districts chain of command. As of November 27, 2023, the Division had successfully restructured, with current unit breakdowns shown in the most recent version of the ISB organizational chart (included at the beginning of this section).²⁴⁶

²⁴⁵ ISB Commanders Follow-up Call (2023, October 30). *Interview by PFM Team*. Virtual.

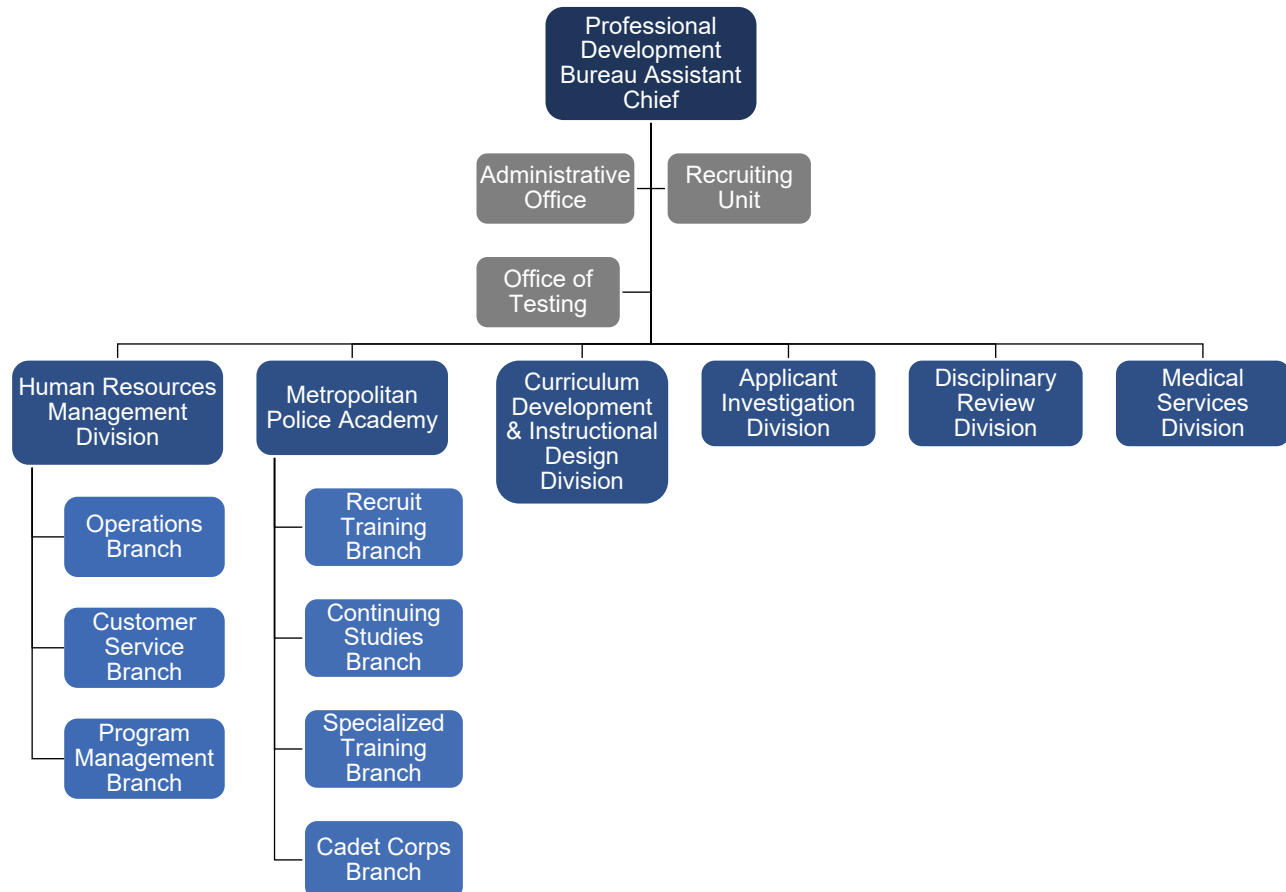
²⁴⁶ MPD (2024, January 4). *Email*. Provided in response to information request.



Professional Development Bureau (PDB)

The Professional Development Bureau oversees the strategic management of all MPD human resources functions including recruitment, hiring, training, and other personnel services. PDB is led by an assistant chief. Division and unit leadership report up to the Chief of Police through the Chief of Staff. The bureau consists of six organizational divisions, as shown in the following organizational chart.

Professional Development Bureau Organizational Chart²⁴⁷



Source: MPD, Professional Development Bureau-Level Organizational Chart, Updated August 31, 2023.

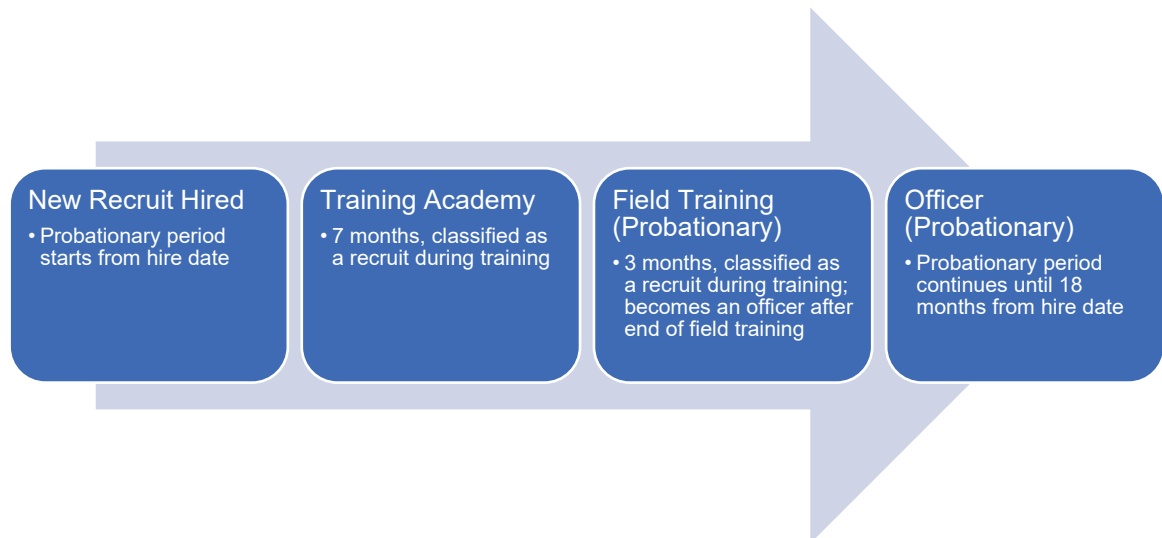
Descriptions for each division follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

²⁴⁷ During the final drafting of this report, MPD noted that it recently created a new bureau that shifted human resources and medical services out of PDB. Additionally, the recruiting unit was moved under applicant investigation division to reconstitute the recruiting division.



- **Metropolitan Police Academy Division (MPA):** The Academy operates year-round with new recruitment classes beginning each month. In addition to training new recruits, the Academy Division operates the Cadet Program²⁴⁸ and provides ongoing training and professional development for existing personnel. The MPA Division is led by a sworn commander. A sworn captain and a professional director of the Cadet Corps report to the commander.²⁴⁹
 - **Officer recruits** complete a 28-week training program that includes classroom, situational, physical, and tactical instruction.²⁵⁰ Following the academy, MPD recruits complete three months of field training before becoming officers. New officers remain in a probationary period for 18 months from their date of hire.

Officer Recruit Timeline



- The **Curriculum Development and Instructional Design Division** is included within the MPA Division in personnel data, but reports to the PDB Assistant Chief, operating independently of the MPA Division. This Division is led by a professional Director of Curriculum and Instructional Design and a Deputy Director of Curriculum Design.

As of October 1, 2023, combined, the Metropolitan Police Academy Division and Curriculum Development and Instructional Design Division totaled 811 filled and vacant positions (337 filled and 474 vacant). Note the significant level of “vacant” positions detailed here are drawn from the Department’s Schedule A data which MPD indicated provided the best available data to assess filled and vacant positions; however, the Schedule A data included “unfunded” positions within “vacant” positions. As a result, these figures showed a higher number of vacancies than truly existed.

²⁴⁸ The Cadet Program hires young adults in professional (non-sworn) positions while they simultaneously earn college credits. Cadet Program graduates may apply for future recruitment classes to become a sworn officer.

²⁴⁹ MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

²⁵⁰ MPD, *MPD Academy Curriculum*. <https://mpdc.dc.gov/page/mpd-academy-curriculum>.



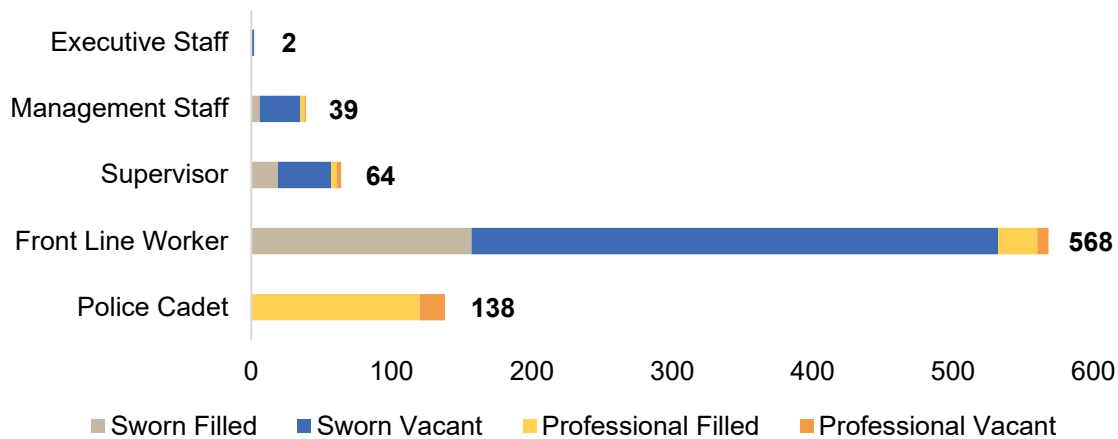
With the preceding (significant) caveat, the positions included 629 sworn positions (182 filled, 447 vacant) and 182 professional positions (155 filled, 27 vacant). The total filled and vacant positions included 147 new officer recruit positions (108 filled, 39 vacant) and 138 positions for police cadets (120 filled, 18 vacant). Positions in the Division included the following titles, grouped by position level.

- **Executive Staff:** There were two vacant assistant chief positions. MPD reported that these were artifacts of past unfunded positions and not currently vacant.
- **Management Staff:** There were nine filled and 30 vacant management positions, including four commanders (one filled, three vacant), 13 captains (one filled, 12 vacant), 18 lieutenants (four filled, 14 vacant), one director of the cadet corps, one director of curriculum development and instructional design, one deputy director of curriculum development and instructional design, and one training administrator of continuing studies (vacant). MPD reported that some of the vacancies were artifacts of past unfunded positions and not currently vacant.
- **Supervisors:** There were 23 filled and 41 vacant supervisor positions, including 57 sergeants (19 filled, 38 vacant), three lead curriculum specialists (two filled, one vacant), two program managers (one filled, one vacant), one supervisory program coordinator, and one supervisory physical trainer (vacant).
- **Front Line Workers:** There were 185 filled and 383 vacant front line worker positions. Sworn positions included 42 detectives (all vacant) and 490 members officers (157 filled, 333 vacant).²⁵¹ Professional positions included 13 firearms training instructors (12 filled, one vacant), two physical training instructors, one athletic trainer, one recruit training instructor, one training specialist, one weapons armorer, four curriculum specialists (two filled, two vacant), one instructional designer (vacant), two cadet corps program coordinators, one continuing studies program coordinator, one training program coordinator, one program analyst, one investigator (vacant), one electronics surveillance technician (vacant), one air support mechanic (vacant), one fleet servicer, one payroll assistant, and two staff assistants (one filled, one vacant).

²⁵¹ Totals for sworn supervisor and front line worker positions within the MPA ("sergeants," "detectives," and "officers") are inclusive of the following position titles from the Schedule A staffing roster (as of 10/1/2023), which have been grouped by rank. The 57 sergeants include 39 "sergeants" (16 filled, 23 vacant), two "detective sergeants" (both vacant), one "desk sergeant" (vacant/title no longer used), and 15 "senior sergeants" (three filled, 12 vacant). The 42 detectives include five "detectives (grade I)", 31 "detectives (grade II)", and six "senior detectives", all of which were vacant as of 10/1/2023. The 490 officers include 427 "officers" (139 filled, 288 vacant), nine "master patrol officers" (three filled, six vacant), two "crime scene search officers" (both vacant), one "officer - ERT personnel" (vacant), one "officer – helicopter" (vacant), one "executive protection officer" (vacant), two "scuba divers" (vacant), two "dog handlers/EOD dog handlers" (one filled, one vacant), one "bomb squad tech" (vacant), and 44 "senior police officers" (14 filled, 30 vacant).



Academy and Curriculum Development Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor), senior detectives (front line worker), and senior officers (front line worker) and officer recruits (front line worker). The source data includes Curriculum and Instructional Design Division personnel in the MPA Division. Position level categories were developed by PFM and reviewed by MPD for accuracy.

Excluding trainees (i.e., officer recruits), the sworn span of control for filled + vacant first line supervisors, including senior sworn positions/retirees, was 6.8 sworn line staff for each sergeant in the two divisions. Including recruits, the span of control for first line supervisors increased to 9.4 front line staff (officers and detectives) per sergeant. There were 3.2 sergeants per lieutenant.

- **Human Resource Management Division:** This Division directs all hiring processes and retention efforts at MPD and determines the proper duty status for sworn officers. The Division is led by a commander who reports to the assistant chief of PDB. The leadership team also includes two professional deputy directors of operations and administration, who report to the commander. A staff assistant also reports to the commander.

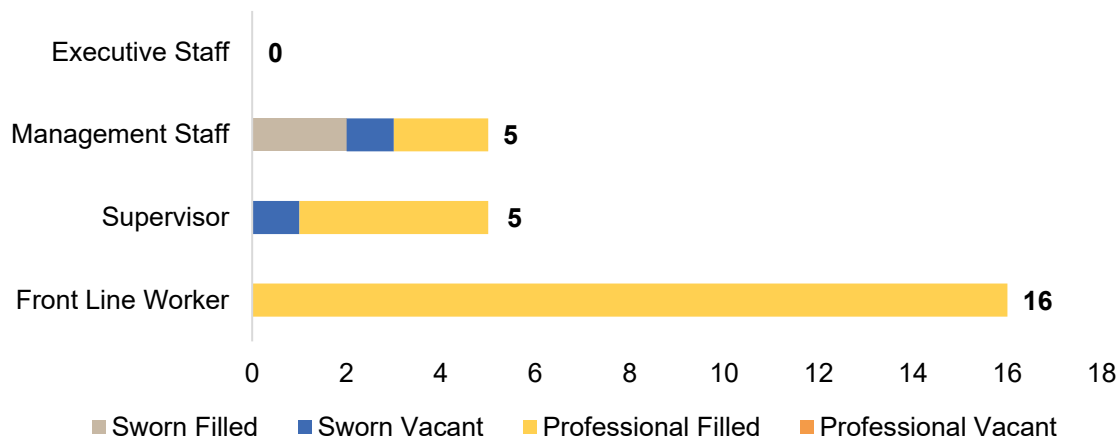
As of October 1, 2023, the Human Resources Management Division totaled 26 positions (24 filled and two vacant). These positions included four sworn positions (two filled, two vacant) and 22 professional positions (all filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were four filled and one vacant management positions, including, one commander, one captain (vacant), one lieutenant, one deputy director of HR Administration, and one deputy director of HR operations.
- **Supervisors:** There were four filled and one vacant supervisor positions, including, one sergeant (vacant), three lead HR specialists, and one HR manager.
- **Front Line Workers:** There were 16 filled front line worker positions, including, five customer service representatives, six HR specialists, one HR program



coordinator, one FMLA program coordinator, one management and program analyst, and two assistants.

Human Resources Management Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior sergeants (supervisor). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The Division had a sworn span of control of one sergeant per lieutenant. There were no sworn front line staff (officers or detectives) in the Human Resources Management Division.

- ◆ **Applicant Investigation Division:**²⁵² Formerly the Recruiting Division, this section is responsible for conducting background investigations of sworn and professional MPD applicants.²⁵³ This Division engages in recruiting outreach to attract diverse and skilled applicants to MPD and thoroughly screens all candidates.²⁵⁴ The Applicant Investigation Division is led by a captain who reports to the assistant chief of PDB and a program manager who reports to the captain.²⁵⁵

²⁵² During the final drafting of this report, MPD noted the Recruiting Unit was moved under the Applicant Investigation Division to reconstitute the Recruiting Division.

²⁵³ The Division was also responsible for conducting a weekly "Prospect Day" during which sworn applicants complete multiple steps of the recruitment and hiring process in one day. Other proactive recruitment activities are carried out by the Office of Communications in the Executive Office of the Chief of Police.

²⁵⁴ The ability to work in the nation's capital is a strong selling point for recruitment. MPD tends to do a lot of its recruiting to other agencies in the area. Bureau command staff assert that these aspects of recruitment are what set MPD apart from many law enforcement agencies.

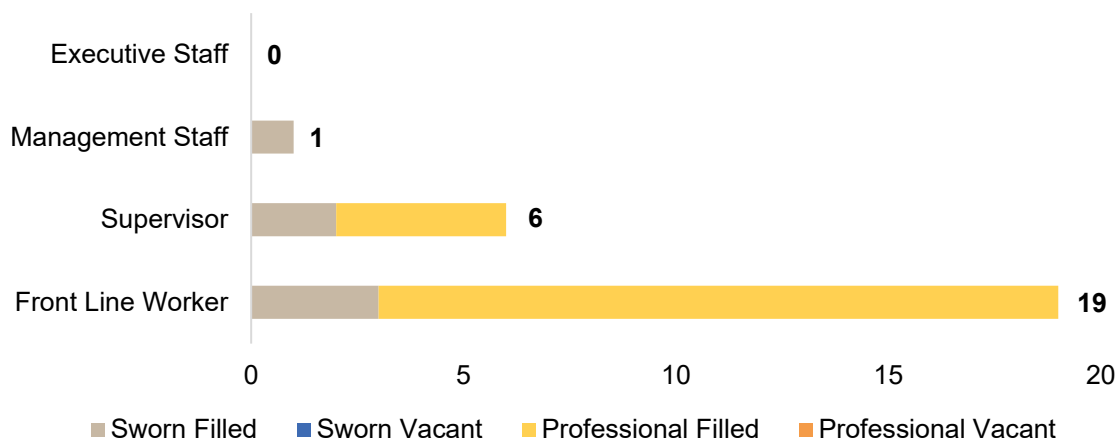
²⁵⁵ Schedule A staffing data as of October 1, 2023, showed the manager and six other employees in this division reporting to a captain in the Youth and Family Engagement Bureau. The data also showed two professional employees in this division reporting to a captain in the Seventh Patrol District. In this report, the PFM team assumes positions fall into the chain of command of the bureau in which they are assigned, deviations such as this may be a product of delays in updates to MPD personnel systems.



As of October 1, 2023, the Division had 26 total positions (all filled). The positions included six sworn positions and 20 professional positions. Positions in the Division included the following titles, grouped by position level.²⁵⁶

- **Management Staff:** There was one filled captain position.
- **Supervisors:** There were six filled supervisory positions including, two sergeants, two lead applicant investigators, one lead recruiting program coordinator, and one recruiting program manager.
- **Front Line Workers:** There were 19 filled front line worker positions including, three officers, 13 applicant investigators, one recruiting program coordinator, and two assistants.

Applicant Investigation Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 1.5 front line staff (officers) per sergeant. There were no lieutenants in the Applicant Investigation Division. However, there were two sergeants assigned to the Division who reported to the captain in the absence of a lieutenant. The average span of control for applicant investigators (professional staff positions) was 6.5 for every one Lead Applicant Investigator.

- ◆ **Disciplinary Review Division:** This Division conducts resolution and adverse action hearings in cases of sustained employee misconduct. Disciplinary procedures fall under general orders of MPD, and this division is solely responsible for disciplinary processes with the department. The Disciplinary Review Division is led by a professional director

²⁵⁶ MPD noted that “leads” are not supervisors in MPD. For the purposes of this analysis, PFM categorized “leads” with supervisors because the positions have some level of supervisory or additional responsibilities that distinguish them from front line workers.

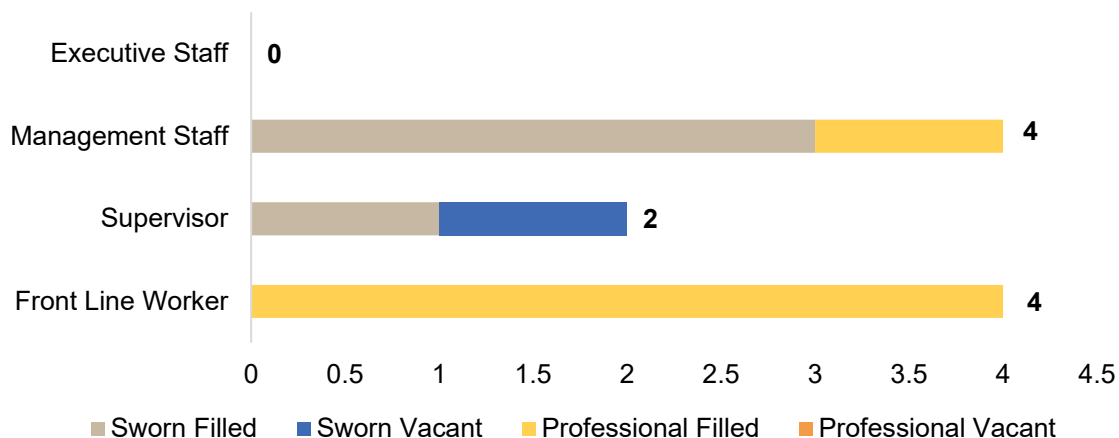


who reports to the assistant chief of the PDB. The management team also includes an inspector, a captain, and a lieutenant who report to the director.

As of October 1, 2023, the Division had ten filled and vacant positions (nine filled and one vacant). The positions included five sworn positions (four filled, one vacant) and five professional positions (all filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were four filled management positions, including one inspector, one captain, one lieutenant, and one director of the Disciplinary Review Division.
- **Supervisors:** There was one filled and one vacant sergeant position.
- **Front Line Workers:** There were four filled front line worker positions, including one hearing representative, one legal compliance analyst, and two assistants.

Disciplinary Review Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior sergeants (supervisor). Position level categories were developed by PFM and reviewed by MPD for accuracy.

Sworn span of control, including senior sworn positions/retirees was two sergeants per lieutenant. There were no sworn front line staff (officers or detectives) in the Disciplinary Review Division to calculate sworn span of control for first-line supervisors.

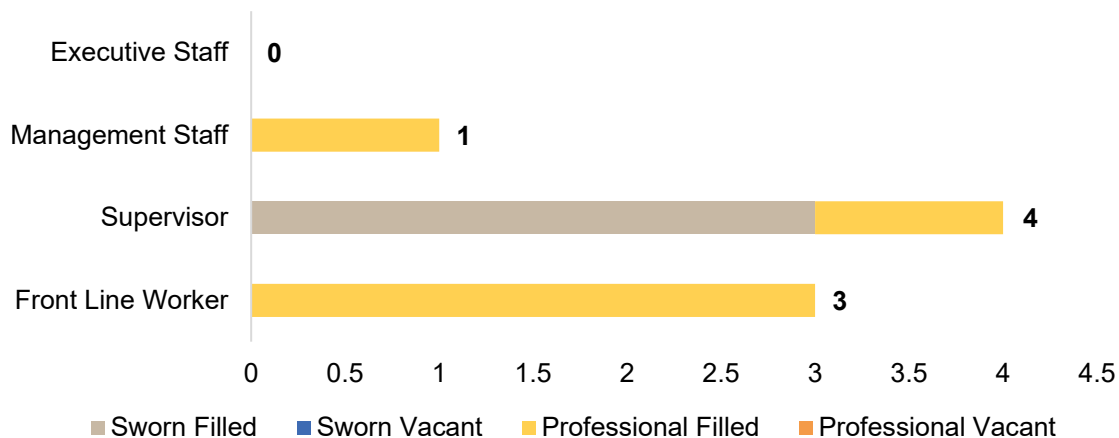
- **Medical Services Division:** The Division is led by a professional director who reports to the assistant chief of PDB. A program manager and senior sergeant (retiree) report to the director. All other staff in the division, including two sergeants, two compensation claims specialists, and one customer service representative report to the program manager.

As of October 1, 2023, the Medical Services Division had eight total positions (all filled). The positions included three sworn positions and five professional positions. Positions in the Division included the following titles, grouped by position level.



- **Management Staff:** There was one filled professional director of the Medical Services Division.
- **Supervisors:** There were four filled supervisory positions, including three sergeants and one medical services program manager.
- **Front Line Workers:** There were three filled front line worker positions, including two compensation claims specialists and one customer service representative.

Medical Services Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

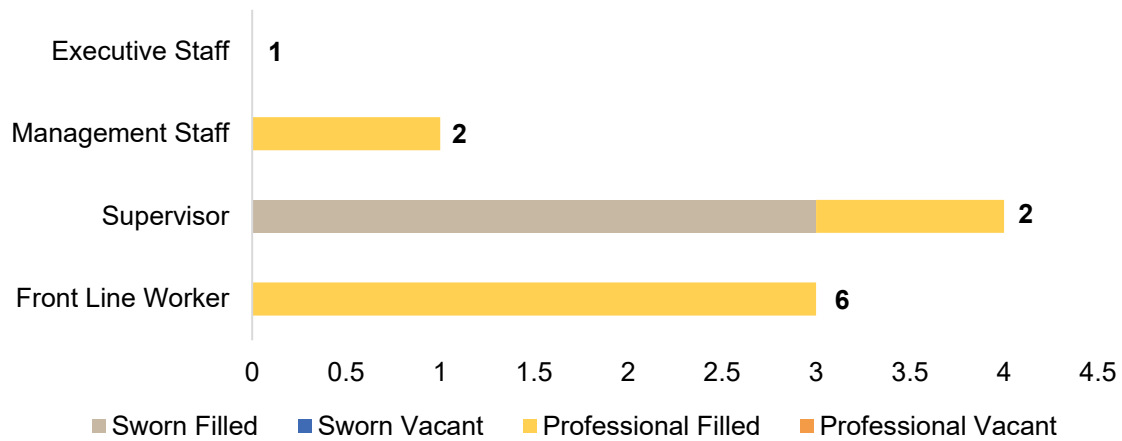
Note: Sworn includes senior sergeants (supervisor). Position level categories were developed by PFM and reviewed by MPD for accuracy.

Sworn span of control for the Medical Services Division could not be calculated, as there were only three sworn staff in the Division, all sergeants.

- **PDB Administration and Other Positions:** As of October 1, 2023, there were 12 positions (nine filled, three vacant) within the Professional Development Bureau that were not assigned to one of the specific divisions described above. The positions included five sworn positions (four filled, one vacant) and seven professional positions (five filled, two vacant). PDB administration and other positions included the following titles, grouped by position level.
 - **Executive Staff:** There was one filled assistant chief position.
 - **Management Staff:** An Inspector leads the Office of Testing and there was one filled lieutenant position.
 - **Supervisors:** There was one filled and one vacant supervisory positions including, one sergeant and one senior sergeant (vacant).
 - **Front Line Workers:** There were four filled and two vacant front line worker positions, including two customer service representatives (one filled, one vacant), one industrial organizational specialist (vacant), one testing and assessment specialist, one program analyst, and one staff assistant.



PDB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.'

Note: Sworn includes senior sergeants (supervisor). Position level categories were developed by PFM and reviewed by MPD for accuracy.

Sworn span of control, including senior sworn positions/retirees was two sergeants per lieutenant. There were no sworn front line staff (officers or detectives) included in the PDB administration to calculate sworn span of control for first-line supervisors.

Scheduling

Generally, most divisions in the Professional Development Bureau are staffed Monday through Friday on daywork shifts, utilizing a standard eight-hour schedule. Staff begin at varying times between 0700 and 0900.

The Applicant Investigation Division holds a weekly Prospect Day to facilitate the recruitment and hiring process. Applicants come in person and can complete multiple tests and steps in the process at one time and in one place. Typically, these days are held on Fridays; however, to maximize attendance and accessibility, MPD holds one Prospect Day per month on a Saturday.

Saturday Prospect Days often rely on staffing via overtime. Overtime must be used due to current collective bargaining agreements that preclude scheduling of regular work hours for professional employees on the weekends. MPD reported that it takes approximately 15 staff to run each Prospect Day. MPD prefers to have the Applicant Investigation Division's full staff at Prospect Day, but the division can function with less depending on the number of staff on leave at the time.²⁵⁷

²⁵⁷ MPD (2024, February 1). *Email*. Provided in response to information request. Assignments are not filled via teletype; they are filled in-house. It is not common for MPD to staff monthly Prospect Days using members that are not assigned to the Applicant Investigation Division.



Workload

In interviews with the PFM team, MPD commanders identified the Applicant Investigations Division (previously the Recruitment Division) and Human Resources Management Division as areas within the Bureau where workload exceeded normal staffing capacity.

- **Human Resources Management Division:** HRMD workload is driven by tasks related to benefits, pay, vacancy announcements, processing paperwork, interview arrangements, and communication with hiring managers. In 2022, HRMD had three sworn staff and 18 professional staff (filled positions). Command staff felt that workload generally exceeded staff capacity in normal working hours. Given the highly variable nature of the Division's responsibilities, workload could not be quantified within the scope of this engagement.

However, MPD overtime data was used to contextualize workload (this is not a dispositive analysis of workload. The analysis of professional HRMD staff overtime in CY 2022 showed there were 366 overtime hours worked by 16 staff (about three-quarters of professional staff worked at least some overtime). Professional staff most frequently used overtime to continue work in their assigned role beyond normally scheduled hours ("performance of regular duties" in overtime data) – 336 hours, or 91.8 percent of HRMD overtime worked by professional staff was for performance of regular duties.

In CY 2022, there were 921 overtime hours worked by 18 sworn employees assigned to HRMD. The majority of overtime was for federally reimbursable details tied to a teletype requests. As of October 1, 2023, there were three authorized sworn positions in the HR Division.

- **Applicant Investigation Division:** The Applicant Investigation Division's workload can be quantified by measuring the number of applications investigated and time to completion. In interviews, Division command staff stated the division has an internal target turn-around time for processing background investigations in 42 days for entry-level recruits and in 30 days for professional staff.

Data provided by MPD showed there were 484 background investigations completed in 2021 with a median time to completion of 228.5 days, much higher than the current target. In 2022 and 2023 (through August 29), the median turn-around time fell to 70 (2022) and 57 (2023) days, respectively. These statistics still show more than half of all applicant background investigations are not completed within the Division's target timeframe.

Notably, MPD reported the decrease in turn-around time from 2021 to 2022 was largely the result of fewer incoming applications following a District of Columbia hiring freeze implemented via mayoral executive order in response to the coronavirus pandemic.²⁵⁸ If applications increase in future years, it will have an impact on workload volume for the Division.

²⁵⁸ The hiring freeze was implemented in April of 2020 and remained effective through the end of FY 2020.²⁵⁸ Between October 1, 2020, and August 31, 2021, MPD suspended all hiring aside from 22 cadet rollover positions.



As a matter of practice, MPD generally has sworn personnel conduct background investigations of professional staff and professional staff conduct background investigations of sworn staff, though all members of the Division can do either type of background investigation as needed.²⁵⁹ Division personnel stated that when sworn personnel were called away for HSB SOD details, their work stopped, which may have contributed to delays in applicant investigations.²⁶⁰ For instance, overtime data for 2022 showed 1,584 hours of overtime and/or comp time worked by sworn personnel in the Applicant Investigations Division. These hours were worked by eight sworn employees, most hours were for reimbursable details (980 hours), including teletype requests, SOD details, and other federally reimbursable details.

Homeland Security Bureau (HSB)

The Homeland Security Bureau provides intelligence and conducts special operations to prevent and respond to threats and critical incidents throughout Washington, D.C. The bureau also supports crime reduction by sharing specialized intelligence and resources with Patrol districts.

HSB is led by an assistant chief who reports to the Chief of Police through the Executive Assistant Chief. The Bureau consists of an Office of Intelligence and two divisions (Special Operations Division and the Joint Strategic and Tactical Analysis Command Center, or JSTACC), as shown in the following organizational chart.²⁶¹

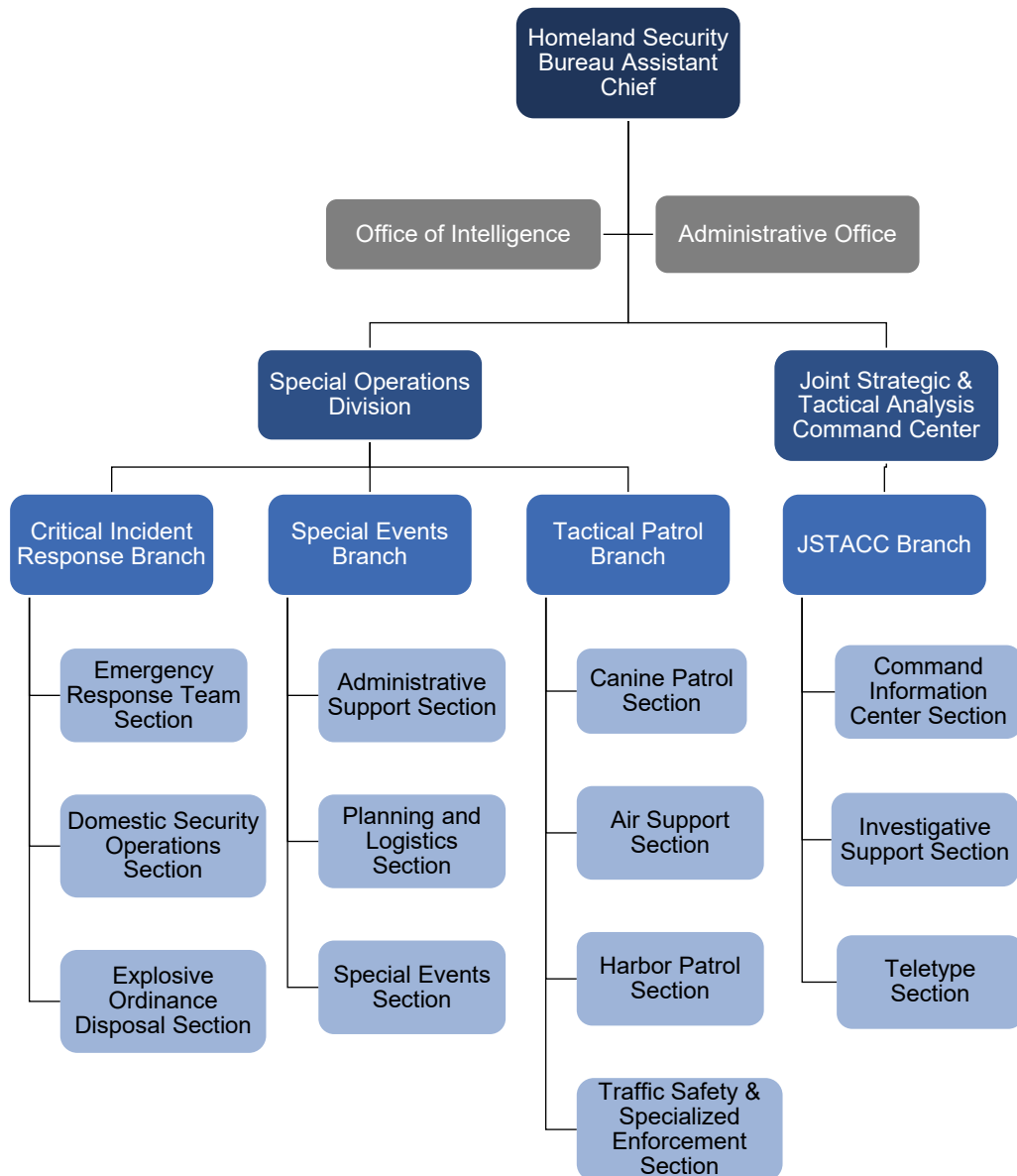
²⁵⁹ MPD (2023, October 24). *Email*. Provided in response to information request.

²⁶⁰ PDB Command Interview (2023, July 24). *Interview by PFM Team*. Washington, D.C.

²⁶¹ This information was current at the time of analysis. During the drafting of this report, MPD added a Real Time Crime Center Division.



Homeland Security Bureau Organizational Chart



Source: MPD, Homeland Security Bureau-Level Organizational Chart, Updated November 27, 2023.

Descriptions for each division and office follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

- ◆ **Special Operations Division (SOD):** SOD houses MPD's tactical patrol, special events, and critical incident response branch teams. These teams provide specialized patrol, rescue, and security services which include the air and harbor patrol, canine unit, explosive ordinance disposal (EOD)/bomb squad, and Emergency Response Team (ERT)/SWAT.

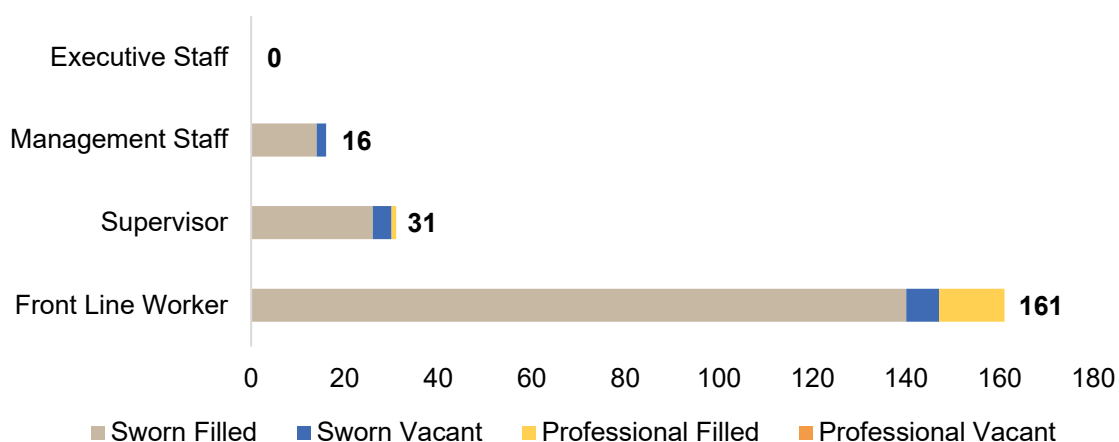


As described earlier in this report, due to relatively small and overlapping and complex jurisdictional boundaries around significant D.C. locations like the National Mall, White House, and Capitol, HSB maintains a collaborative working relationship with many law enforcement agencies such as the FBI, JTTF (Joint Terrorism Task Force), and Capitol Police. The bureau's Special Operations Division is also responsible for coordinating coverage among other MPD departments to meet the staffing requirements of special events and security details.

As of October 1, 2023, SOD had 208 filled and vacant positions (195 filled and 13 vacant). The positions included 193 sworn positions (180 filled, 13 vacant) and 15 professional positions (all filled). Positions in SOD included the following titles, grouped by position level.²⁶²

- **Management Staff:** There were 14 filled and two vacant management positions, including two commanders (one filled, one vacant), two captains, one inspector, and 11 lieutenants (ten filled, one vacant).
- **Supervisors:** There were 27 filled and four vacant supervisory positions, including 30 sergeants (26 filled, four vacant) and one crash review board coordinator.
- **Front Line Workers:** There were 154 filled and seven vacant front line worker positions, including six detectives (five filled, one vacant) and 141 officers (135 filled, six vacant).²⁶³ Fourteen front line professional workers included four helicopter pilots, one admin operations clerk, one aircraft mechanic, one electronics mechanic, one marine machinery mechanic, one boat vessel registrar, one fleet servicer, one kennel master, one program analyst, one program analyst (finance), and one assistant.

Special Operations Division Staffing by Position Level and Position Type, October 1, 2023



²⁶² PFM defined position level categories with input from MPD as described earlier in this section of the report.

²⁶³ Officers includes the following position titles – Officer, Senior Officer, Officer (ERT), Master Patrol Officer, Bomb Squad Tech, Bomb Technician/Dog Handler, Dog Handler, EOD Dog Handler, and Scuba Diver.



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor) and senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 4.9 front line staff (officers and detectives) per sergeant. There were 2.7 sergeants per lieutenant.

- **Joint Strategic & Tactical Analysis Command Center (JSTACC):** JSTACC is comprised primarily of professional staff who perform various strategic and investigative analysis functions. JSTACC prioritizes advancing innovative policing and safety reforms through criminal and intelligence research.²⁶⁴ The Division's telecom equipment operators disseminate crime alerts to MPD command staff and the public.

As of October 1, 2023, JSTACC had 108 filled and vacant positions (92 filled and 16 vacant). The positions included 39 sworn positions (35 filled, 4 vacant) and 69 professional positions (57 filled, 12 vacant). Positions in the JSTACC Division included the following titles, grouped by position level.²⁶⁵

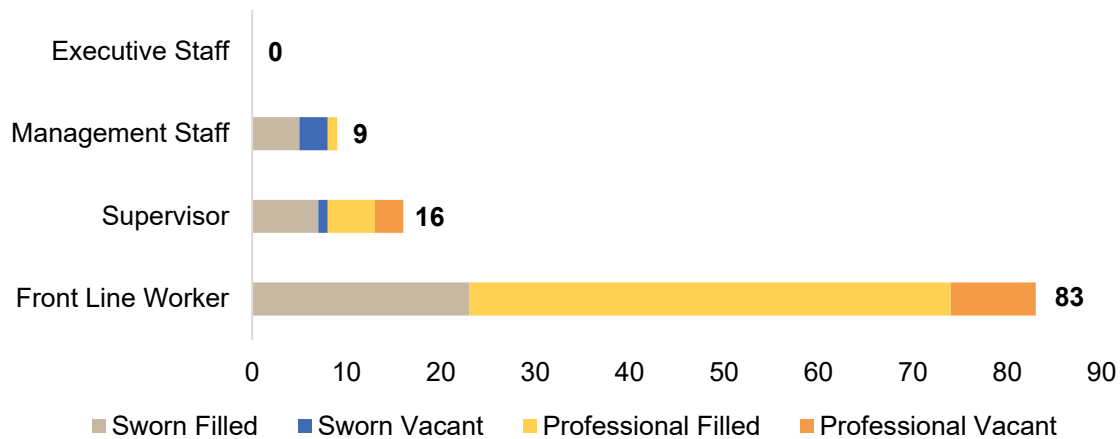
- **Management Staff:** There were six filled and three vacant, out of nine total management positions, including one commander, two captains (one filled, one vacant), five lieutenants (three filled, two vacant), and one Director of Analytical Services.
- **Supervisors:** There were 12 filled and four vacant, out of 16 total supervisory positions, including eight sergeants (seven filled, one vacant), one program manager (major investigations), one program manager (operational analysis), two strategic analysis program managers (one filled, one vacant), two supervisory crime analysts (one filled, one vacant), one supervisory criminal research specialist, and one supervisory communications specialist (vacant).
- **Front Line Workers:** There were 74 filled and nine vacant out of 83 front line worker positions, including two detectives and 21 officers. Front line professional workers included seven crime analysts (six filled, one vacant), 28 criminal research specialists (25 filled, three vacant), one data analyst, two data scientists, three homeland security analysts (two filled, one vacant), two intelligence research specialists, six investigative analysts, two law enforcement analysts (one filled, one vacant), one management analyst (vacant), and eight telecom equipment operators (six filled, two vacant).

²⁶⁴ MPD, Homeland Security Bureau, <https://mpdc.dc.gov/page/homeland-security-bureau>.

²⁶⁵ PFM defined position level categories with input from MPD as described earlier in this section of the report.



JSTACC Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

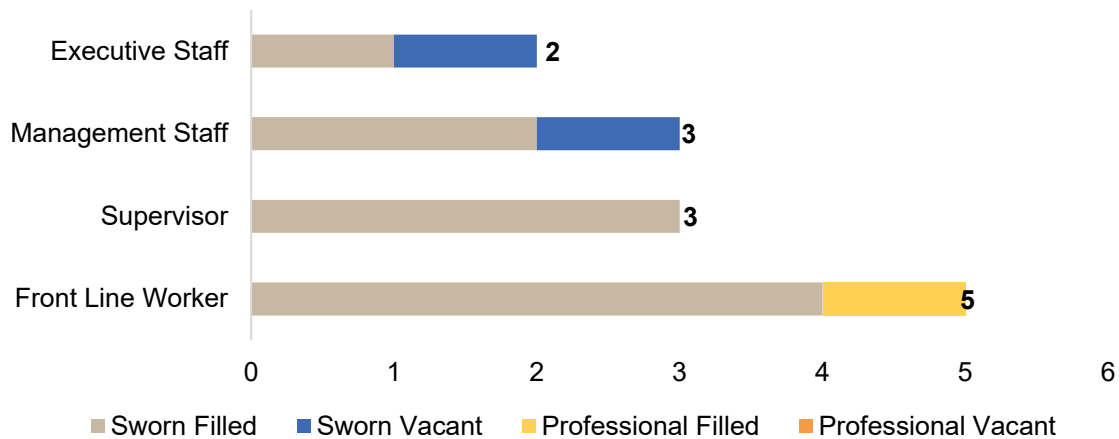
The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 2.9 front line staff (officers) per sergeant. There were 1.6 sergeants per lieutenant.

- **HSB Administration and Other Positions:** As of October 1, 2023, there were 13 positions (11 filled, two vacant) within the Homeland Security Bureau that were not assigned to one of the specific divisions described above. Included with this group are positions within the HSB's Office of Intelligence. The positions included 12 sworn positions (ten filled, two vacant) and one professional position. HSB administration and other positions included the following titles, grouped by position level.
 - **Executive Staff:** There was one filled and one vacant executive positions, including one assistant chief of the Homeland Security Bureau (filled) and one Assistant Chief of Police (vacant).²⁶⁶
 - **Management Staff:** There were two filled and one vacant, out of three total management positions, including two commanders (one filled, one vacant) and one lieutenant.
 - **Supervisors:** There were three filled, out of three total supervisory positions, including three sergeants.
 - **Front Line Workers:** There were five filled, out of five total front line worker positions, including one detective, three officers, and one assistant.

²⁶⁶ One column of the Schedule A data listed the vacant Assistant Chief of Police position under the Homeland Security Bureau, while another did not provide a bureau location for the position. Although the Assistant Chief of Police is shown here under HSB Administration, department leadership noted that the position is not currently located within the bureau. This may be the result of unfunded positions appearing as vacancies in the Schedule A data.



HSB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 1.3 front line staff (officers and detectives) per sergeant. There were three sergeants per lieutenant.

Scheduling

Within the bureau, JSTACC and some SOD units operate 24-hours per day. JSTACC fulfills this with three eight-hour shifts per day. SOD uses different shift schedules and roll call times depending on the unit. Officers in the SOD patrol unit work eight-hour shifts beginning at 0500 for daywork, 1330 for evenings, and 2030 for midnights. Roll call times for officers in the harbor patrol unit begin at 0700 for daywork, 1500 for evenings, and 2300 for midnights, with days off primarily falling on Sunday and Monday or Friday and Saturday. The explosive ordinance unit has roll call times beginning at 0530 for day shifts, 1330 for evening shifts, and 2200 for midnight shifts. Air support unit roll call times are 0630 for daywork staff and 1430 for evening staff. Staff in the special events section have roll call times beginning at 0500 or 0600 during the day and 1300 or 1400 in the evenings. ERT personnel schedules mostly begin at 0700 or 1500. Other units and sections such as the planning office or domestic security operations section mostly work standard eight-hour schedules beginning at various times ranging from 0500 to 0800 on each weekday, having weekends off.

Workload

Command staff throughout the Department reported that SOD frequently requests staff from other bureaus and patrol districts to provide coverage for special events and security details via



teletype requests.²⁶⁷ In interviews with most bureaus and patrol districts, Department personnel cited this as a major workload challenge, staffing challenge, and cause of overtime.²⁶⁸

SOD leaders attributed increased use of teletype requests and the resulting impact on staff in other bureaus, in part, to reduced staffing in SOD. Division command also stated it has been difficult to fill positions in recent years.²⁶⁹ The Division reached its peak number of filled positions for the period (223) in FY 2019. As of October 1, 2023, SOD had 195 filled and 13 vacant positions (208 total), a 1.2 percent average decline in filled positions per year (CAGR) from FY 2015 to FY 2024.

Technical and Analytical Services Bureau (TASB)

TASB is responsible for the management of MPD's information technology (IT) functions and business applications, which involve various specialized and analytical services to support police operations. IT functions of the bureau include software development, data quality and compliance, business application development, and program management.

TASB is led by an assistant chief. Division and unit leadership report to the Chief Administrative Officer who reports to the Chief of Police. As shown in the organizational chart that follows, the bureau contains an administrative office, IT Infrastructure and Engineering Division, Enterprise Data Services Division, Applications Management Division, Customer Support Division, Records Division, Fleet Services Division, and Evidence Control Division.

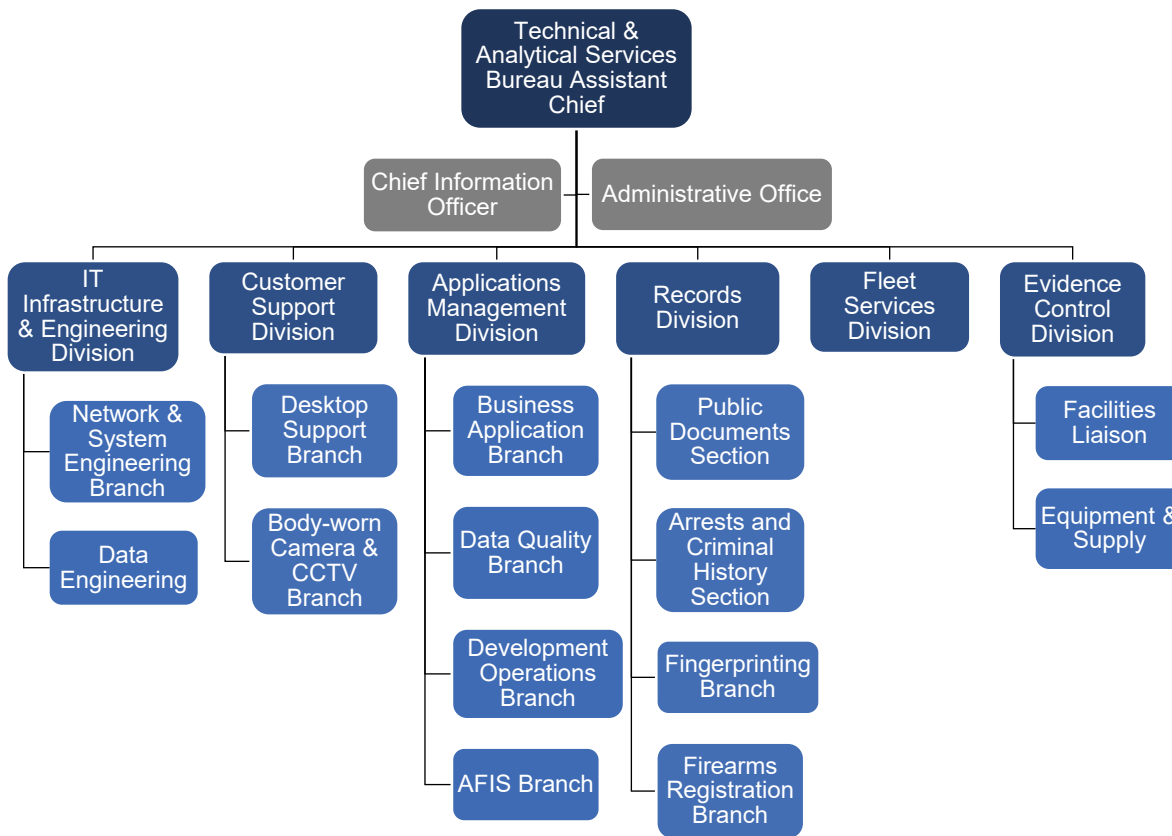
²⁶⁷ MPD uses a teletype system to issue staffing requests and overtime opportunities when additional personnel are needed to fulfill a special detail.

²⁶⁸ Due to the MPD personnel description of the breadth and depth of SOD teletype requests on staffing (particularly patrol), additional analysis of staff time worked on SOD details is included in the workload-based patrol analysis section detailed later in this report.

²⁶⁹ SOD Command Staff Interview (2023, July 24). *Interview by PFM Team*. Washington, D.C.



Technical and Analytical Services Bureau Organizational Chart



Source: MPD, Technical and Analytical Services Bureau-Level Organizational Chart, Updated May 8, 2023.

Descriptions for each division and office follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

- **IT Infrastructure & Engineering Division:** This division is comprised primarily of professional IT positions that specialize in areas such as network/systems engineering and data management. Division staff develop and maintain a comprehensive network of information technology systems used by MPD.

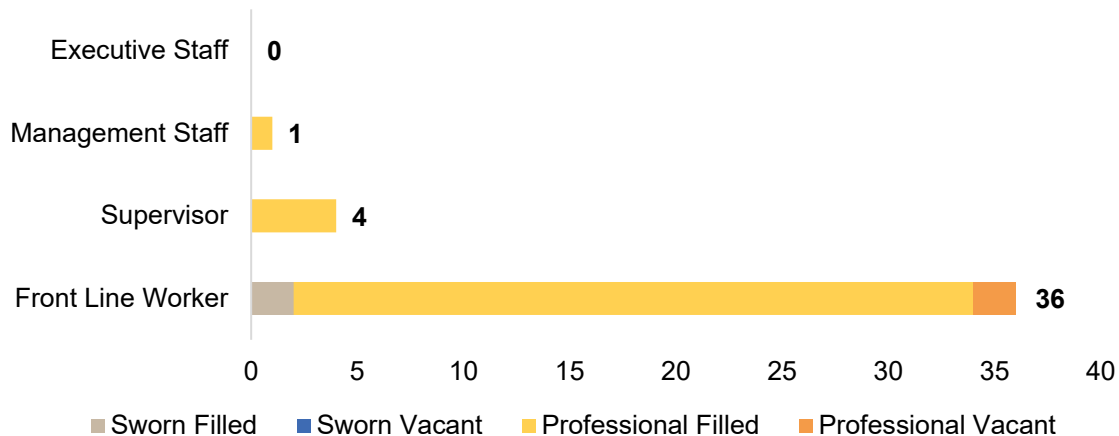
As of October 1, 2023, the IT Infrastructure and Engineering Division had 41 filled and vacant positions (39 filled, two vacant). The positions included two sworn positions (both filled) and 39 professional positions (37 filled, two vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There was one filled management staff position, which was the professional director of the Division.
- **Supervisors:** There were four filled supervisory positions, including two IT program managers, one supervisory digital services specialist, and one supervisory telecommunications specialist.



- **Front Line Workers:** There were 34 filled and two vacant front line worker positions, including 24 IT specialists (22 filled, two vacant), five CCTV specialists, two digital services specialists, and three telecommunications specialists.

IT Infrastructure and Engineering Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

Sworn span of control for the IT Infrastructure and Engineering Division could not be calculated, as there were only two sworn staff in the Division, both of which were officers.

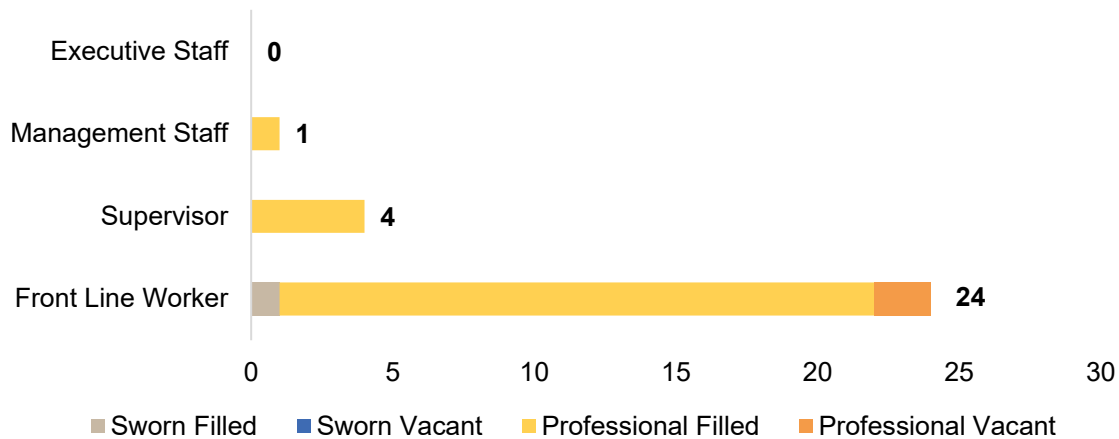
- **Applications Management Division:** The Applications Management Division includes various units for business-critical applications, custom development, Automated Fingerprint Identification Systems (AFIS), and data quality.

As of October 1, 2023, the Division had 29 filled and vacant positions (27 filled and two vacant). The positions included one sworn position (filled) and 28 professional positions (26 filled, two vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There was one filled management staff position, which was the professional director of business applications.
- **Supervisors:** There were four filled supervisory positions, including two lead IT specialists and two IT program managers.
- **Front Line Workers:** There were 22 filled and two vacant front line worker positions, including officers (one filled), IT specialists (nine filled, one vacant), body worn camera coordinators (nine filled), compliance monitors (two filled), legal instruments examiners (one filled), and data analysts (one vacant).



Applications Management Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

Sworn span of control for the Applications Management Division could not be calculated, as there was only one sworn officer in the Division.

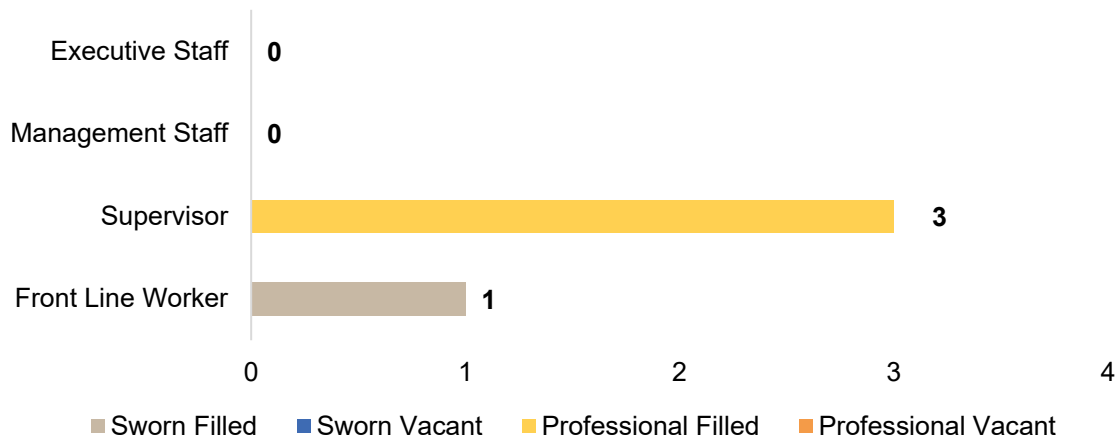
- **Customer Support Division:** The Customer Support Division is comprised of two distinct branches – one for desktop support and one for body worn cameras/closed circuit television systems.

As of October 1, 2023, the Division had four total positions (all filled). The positions included one sworn position and three professional positions. Positions in the Division included the following titles, grouped by position level.

- **Supervisors:** There were three filled supervisory positions including, one program manager and two uniform crime reporting coordinators
- **Front Line Workers:** There was one filled front line worker position: a senior police officer.



Customer Support Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

Sworn span of control for the Customer Support Division could not be calculated, as there was only one sworn officer in the Division.

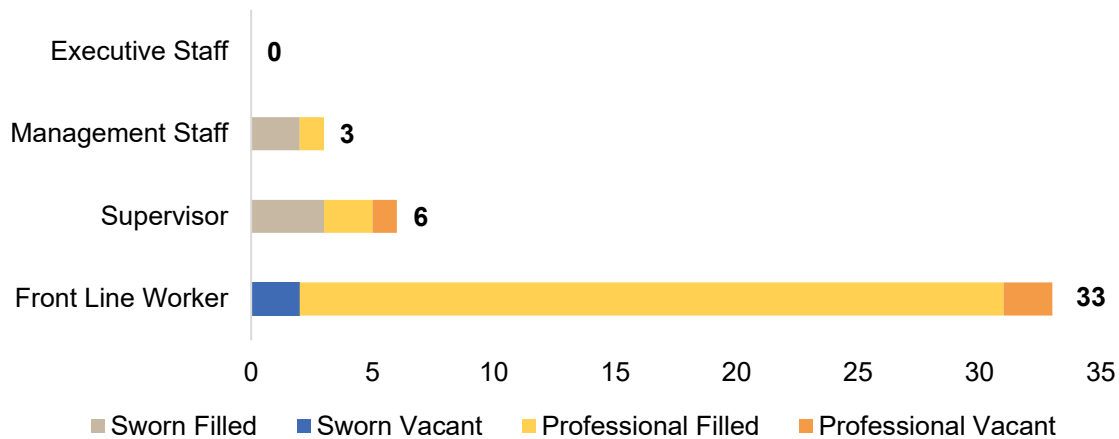
- **Records Division:** The Records Division maintains and provides police records to the public, government agencies, and justice community. The Division conducts fingerprinting, background checks, and processes firearm registrations.

As of October 1, 2023, the Division had 42 filled and vacant positions (37 filled and five vacant). The positions included seven sworn positions (five filled, two vacant) and 35 professional positions (32 filled, 3 vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were three filled management staff positions including, two lieutenants and one professional director of the Division.
- **Supervisors:** There were five filled and one supervisory positions, including three sergeants, one supervisory fingerprint specialist, one supervisory program coordinator, and one supervisor of records management (vacant).
- **Front Line Workers:** There were 29 filled and four vacant front line worker positions, including two senior police officers (both vacant), seven AFIS monitors, eight legal instruments examiners (one vacant), six fingerprint examiners, five criminal history specialists/technicians, two compliance specialists, one customer service representative, one mail assistant, and one police communications operator (vacant).



Records Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor) and senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees, was 0.7 front line staff (officers) per sergeant. There were 1.5 sergeants per lieutenant.

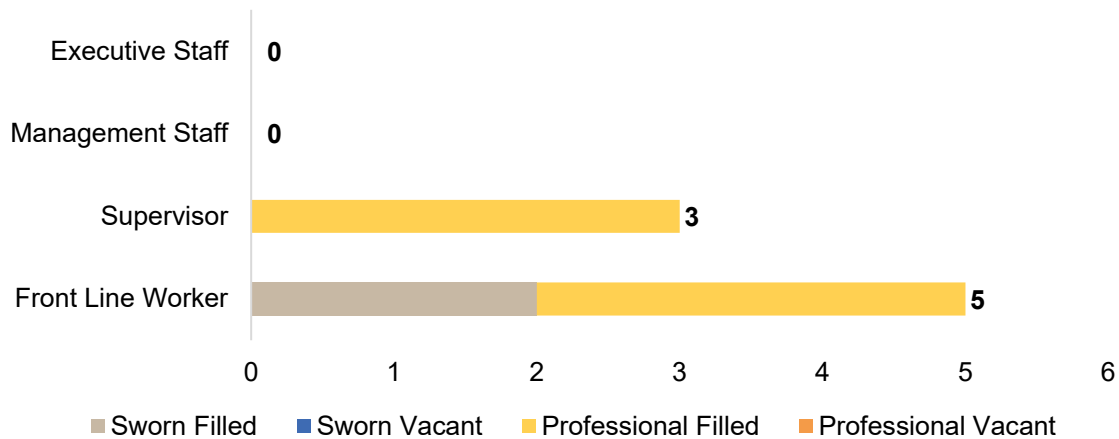
- **Fleet Services Division:** Fleet services is responsible for the management of new cars, upfitting, technology, and fleet replacement.

As of October 1, 2023, the Division had eight positions (all filled). The positions included two sworn positions and six professional positions. Positions in the Division included the following titles, grouped by position level.

- **Supervisors:** There were three filled supervisory positions, including one fleet services manager, one fleet maintenance supervisor, and one motor pool coordinator.
- **Front Line Workers:** There were five filled front line worker positions, including two officers, one fleet program specialist, one program support specialist, and one quality assurance specialist.



Fleet Services Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

Sworn span of control for the Fleet Services Division could not be calculated, as there were only two sworn officers in the Division.

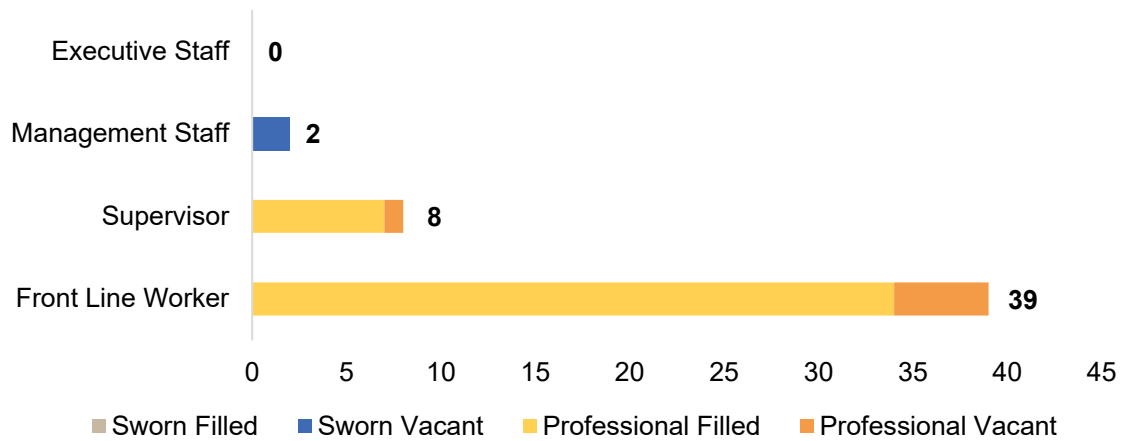
- **Evidence Control Division:** The Evidence Control Division supports the receipt and transfer of evidence between MPD and other law enforcement agencies. Staff within the Division report up to the Commander of the Technical and Analytical Services Bureau.

As of October 1, 2023, the Division had 49 filled and vacant positions (41 filled and eight vacant). The positions included two sworn positions (both vacant) and 47 professional positions (41 filled, eight vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were two vacant management staff positions, one captain and one lieutenant.
- **Supervisors:** There were seven filled and one vacant supervisory staff positions including, three lead property and evidence control technicians, one records and systems manager, one supervisory property and control specialist, one motor vehicle operator leader, and one property program manager (vacant)
- **Front Line Workers:** There were 34 filled and five vacant front line worker positions including 31 property and evidence control technicians (27 filled, four vacant), five motor vehicle operators (all filled), and three materials handlers (two filled, 1 vacant).



Evidence Control Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

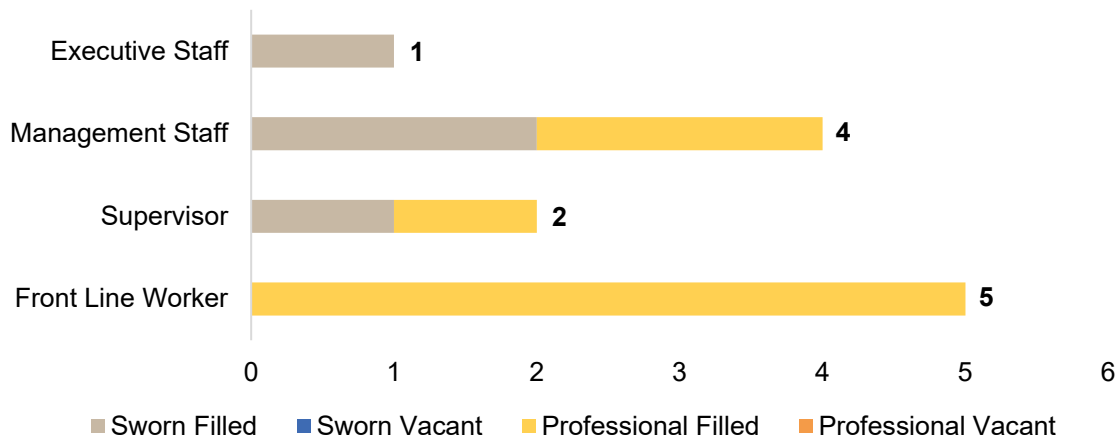
Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

Sworn span of control for the Evidence Control Division could not be calculated, as there were only two sworn positions in the Division (one captain and one lieutenant).

- **TASB Administration and Other Positions:** As of October 1, 2023, there were 12 positions (all filled) within the Technical and Analytical Services Bureau that were not assigned to one of the specific divisions described above. The positions included four sworn positions and eight professional positions. TASB administration and other positions included the following titles, grouped by position level.
 - **Executive Staff:** There was one filled executive position: a sworn assistant chief.
 - **Management Staff:** There were four filled management positions including one commander (who oversees Evidence Control), one lieutenant, two deputy IT directors.
 - **Supervisors:** There were two filled supervisory positions including one sergeant and one IT/customer support program manager.
 - **Front Line Workers:** There were five filled front line worker positions including one IT/project management specialist, one finance program analyst, one supply technician, and two staff assistants.



TASB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

Sworn span of control, including senior sworn positions/retirees was one sergeant per lieutenant. There were no sworn front line staff (officers or detectives) to calculate sworn span of control for first-line supervisors.

Scheduling

The IT and Engineering Division works on a day shift standard five-day, eight-hour schedule.

The Applications Management Division works a standard five-eight schedule. Except the AFIS Unit within it, which operates 24/7 on eight-hour shifts.

Customer support operates Monday through Friday from 0500 to 1830, using a five-eight rotational schedule for additional coverage.

Workload

In interviews with the PFM team, Bureau leaders stated that the team was being asked to do more work, with fewer resources. Specific areas in which workload exceeded the capacity of existing staff, or contributes to backlogs, included the Records Division and Evidence Control Division. Division managers also noted significant strains on the Customer Support Division.

- **Customer Support Division:** Staff reported to PFM that desktop support and body worn camera (BWC) tasks are the division's most time-consuming responsibilities. The Desktop Support Unit troubleshoots issues and runs updates on over 3,000 computers with ten staff. Additionally, the desktop support unit provides IT support at each MPD facility and is regularly required to travel between different locations throughout the District to fix computers and equipment. Unit staff are out in the field throughout each day based on service tickets and preventive work. Given the lack of individual workload



tracking activity and movements, MPD officials reported that there is not a consistent and reliable dataset method used to quantify travel time or overall workload.²⁷⁰

- **Records Division:** Records Division personnel cited increasing workload related to firearm registration as a significant challenge. MPD provided PFM with the total number of firearm and concealed carry applications processed by the Department each year from 2018 through 2023.²⁷¹ During this period, the number of firearm and concealed carry applications submitted to MPD increased by 9,201 total applications – from 4,792 in 2018 to 13,993 in 2023. This represented a 192 percent increase over the review period and a 23.9 percent CAGR increase.

Records Division personnel also stated that significant demand is placed on the bureau by Lexis Nexis, the system that handles traffic reports. There is only one professional employee in the Division dedicated to providing copies of crash and incident reports to members of the public that request such information.

- **Evidence Control Division:** The division reported processing and storing thousands of pieces of evidence per day, which can sometimes create a significant backlog. Evidence personnel reported that recent changes to firearms laws increased workload for the division related to handling and storing confiscated firearms.
- **Fleet Services Division:** MPD officials reported that the volume of vehicles that are out of service pending repairs for extended periods of time can have direct negative effects on officers. This is most often a challenge during shift overlap periods; there are not always enough vehicles for all available patrol officers to be on the road.²⁷² MPD uses contractors for fleet service, and those entities were reported to have staffing challenges affecting repairs and productivity.²⁷³

Youth and Family Engagement Bureau (YFEB)

The Youth and Family Engagement Bureau works to strengthen community relationships, investigate certain crimes against youth, and provide specialized services to students, at-risk youth, and youth offenders. YFEB is headed by an assistant chief. Division and unit leadership report up to the Chief of Police through the Assistant Chief of Youth and Family Engagement and the Executive Assistant Chief of Police. As shown in the following organizational chart, the bureau contains the Youth and Family Services Division, School Safety and Engagement Division, and an administrative office.

²⁷⁰ MPD (2023, October 25). *Email*. Provided in response to information request.

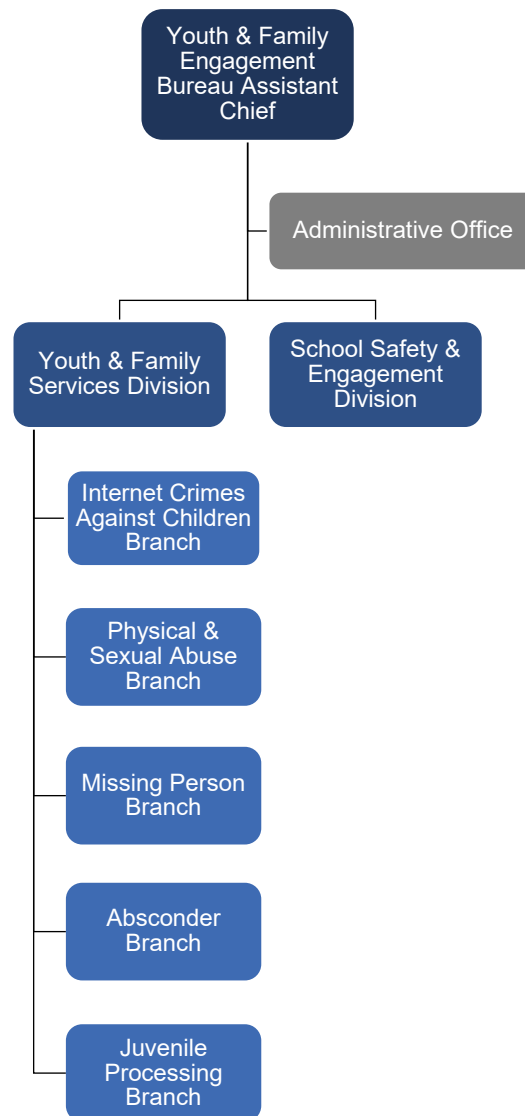
²⁷¹ MPD (2024, January 9). *Email*. Provided in response to information request.

²⁷² MPD Chief of Staff Interview (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁷³ TASB Evidence, Records, Fleet Services Interview (2023, July 25). *Interview by PFM Team*. Washington D.C.



Youth and Family Engagement Bureau Organizational Chart



Source: MPD, Youth and Family Engagement Bureau-Level Organizational Chart, Updated August 31, 2023.

Descriptions for each division and office follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

- **Youth and Family Services Division (YFS):** This division investigates physical and sexual abuse of minors, internet-related crimes against children, child trafficking, juvenile missing persons, and absconders. It also processes all juvenile arrests and coordinates youth and community outreach activities. As of August 29, 2023, MPD reorganized the Youth and Family Engagement Bureau. The Youth and Family Services Division includes five branches: Internet Crimes Against Children, Physical and Sexual Abuse, Missing Persons, Absconder, and Juvenile Processing. All physical and sexual abuse investigations are conducted in coordination with multiple agencies that provide various victim services. Agencies include the D.C. Child Advocacy Center (Safe Shores), Child



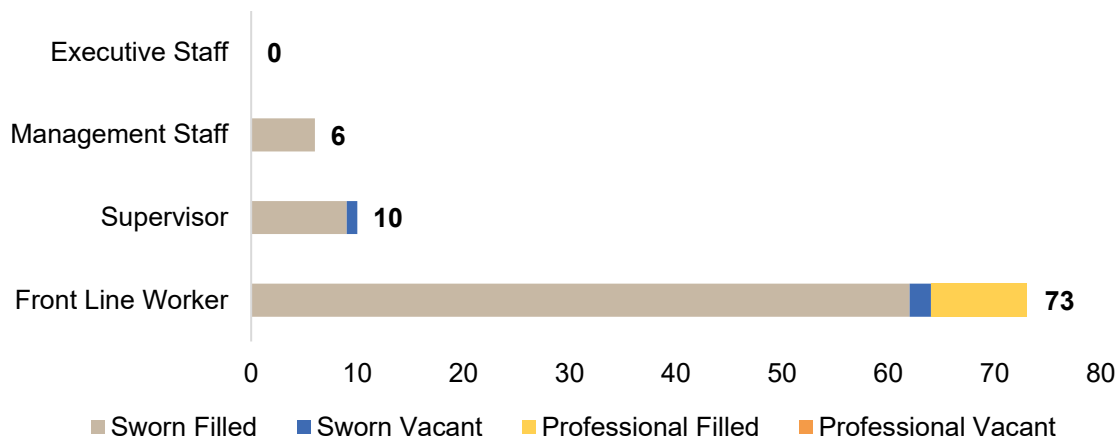
and Family Services, Children's National Medical Center, Office of Attorney General for the District of Columbia, and the U.S. Attorney's Office.

Responsive investigative functions of YFSD carried out by the Missing Person Branch, Physical and Sexual Abuse Branch, and Internet Crimes Against Children Branch (including the Human Trafficking FBI Task Force) are described in more detail in the Investigations Workload-Based Staffing Analysis section later in this report.

As of October 1, 2023, the Division had 89 filled and vacant positions (86 filled and three vacant). The positions included 80 sworn positions (77 filled, three vacant) and nine professional positions (all filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were six filled management staff positions including, one commander, one captain, and four lieutenants.
- **Supervisors:** There were nine filled and one vacant supervisory positions, including ten sergeants.
- **Front Line Workers:** There were 71 filled and two vacant front line worker positions including, 38 detectives (37 filled, one vacant), 26 officers (25 filled, one vacant), seven cellblock processing technicians (all filled), and two staff assistants (both filled).

Youth and Family Services Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 6.4 front line staff (officers and detectives) per sergeant. There were 2.5 sergeants per lieutenant.

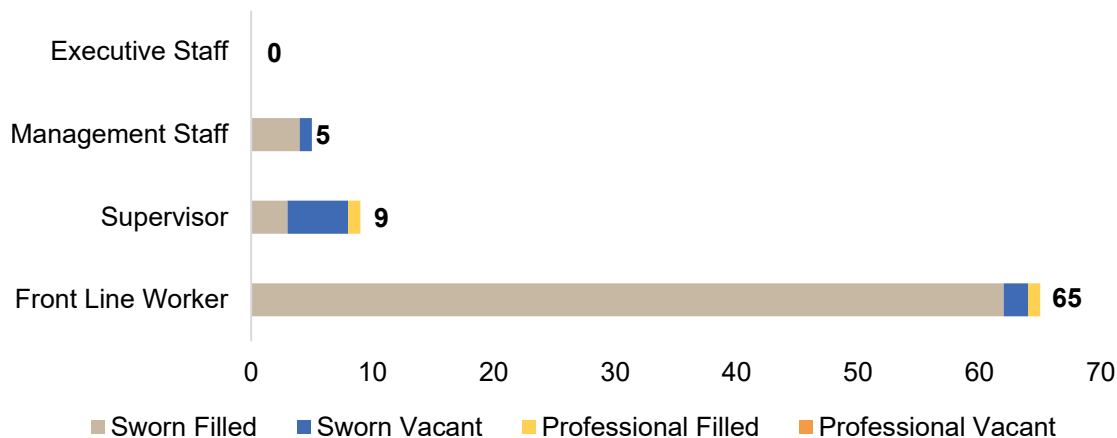


- **School Safety and Engagement Division:** This division provides various services and programs to students and staff of the D.C. Public School and Public Charter School system that aim to reduce juvenile victimization and delinquent behavior. Because the division services schools throughout the District, it does not have a central location. Officers are deployed on a North D.C., Central D.C., and South D.C. cluster basis. For the 2022-2023 school year, School Resource Officers (SROs) were assigned to 59 schools. These included 38 high schools and 21 middle schools.²⁷⁴

As of October 1, 2023, the Division had 79 filled and vacant positions (71 filled and eight vacant). The positions included 77 sworn positions (69 filled, eight vacant) and two professional positions (both filled). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were four filled and one vacant management staff positions, including two captains and three lieutenants (two filled, one vacant).
- **Supervisors:** There were four filled and five vacant supervisory positions, including eight sergeants (three filled, five vacant) and one SSD program manager.
- **Front Line Workers:** There were 63 filled and two vacant front line worker positions, including 64 officers (62 filled, two vacant) and one staff assistant.

School Safety and Engagement Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor) and senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 8.0 front line staff (officers) per sergeant. There were 2.7 sergeants per lieutenant.

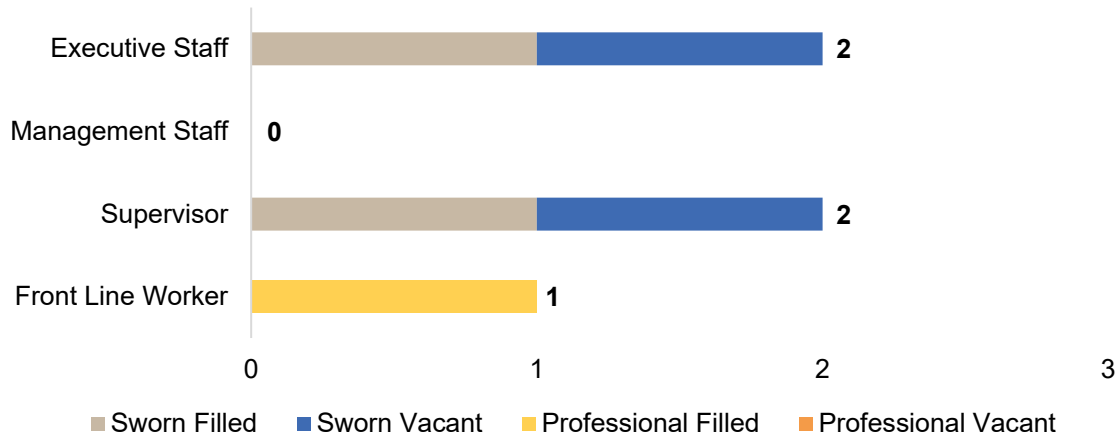
²⁷⁴ MPD. School Year 2022-2023 SSD Cluster Deployment. Provided in response to information request.



- **YFEB Administration and Other Positions:** As of October 1, 2023, there were five positions (three filled, two vacant) within the Youth and Family Engagement Bureau that were not assigned to one of the specific divisions described above. The positions included four sworn positions (two filled, two vacant) and one professional position (filled). YFEB administration and other positions included the following titles, grouped by position level.

- **Executive Staff:** There was one filled and one vacant assistant chief position.
- **Supervisors:** There was one filled and one vacant supervisory position: both sergeants.
- **Front Line Workers:** There was one filled front line worker position: a staff assistant.

YFEB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

Sworn span of control could not be calculated for the YFEB administration, as there were only four sworn positions (two assistant chiefs and two sergeants). Scheduling

The Youth and Family Services Division is on various schedules – some staff work permanent daywork shifts, some work permanent evening shifts, and some rotate between days and evenings.

MPD's SROs typically work an eight-hour schedule from Monday through Friday, beginning at 0900 and ending at 1730.

Workload

Command staff in the Youth and Family Services Division expressed that there are uncertainties to which cases involving youths MPD is ultimately responsible to respond and investigate. In certain instances, MPD personnel suggested officers were acting as social workers, responding

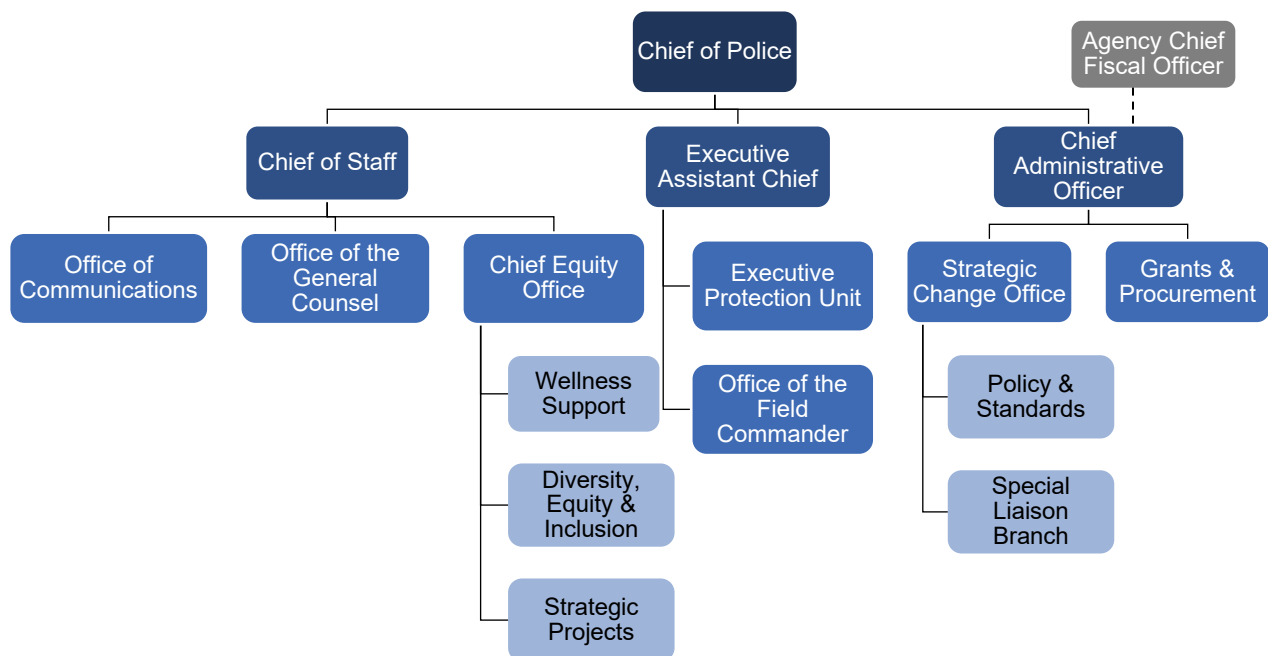


to numerous calls for service for welfare checks on Child and Family Services (CFS) cases and absconder calls coming from group homes. – activities not considered a primary police function.²⁷⁵

Executive Office of the Chief (EOCOP)

The Executive Office of the Chief is accountable for the oversight and administration of all MPD bureaus, policies, and activities. Under the chief, the EOCOP is led by three department leaders: the Executive Assistant Chief of Police, the Chief of Staff, and the Chief Administrative Officer.

Executive Office of the Chief Organizational Chart²⁷⁶



Descriptions for each office and division follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

- **Office of the Executive Assistant Chief of Police:** Leadership in Patrol Services, Investigative Services, Homeland Security, and Youth and Family Engagement report to the Chief of Police through the Office of the Executive Assistant Chief. Additionally, the Executive Assistant Chief oversees the Office of the Field Commander and the Executive Protection Unit.

²⁷⁵ YFEB Command Staff Interview (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁷⁶ This information was current at the time of analysis. During the drafting of this report, MPD moved the Chief Equity Office to a new Bureau.



- **Executive Protection Unit (EPU):** EPU provides 24/7 protection for the mayor. Precise staffing levels were provided, but are not included herein given the sensitive nature of this information.²⁷⁷
- **Office of the Chief of Staff:**²⁷⁸ Leadership in the Professional Development Bureau report to the Chief of Police through the Office of the Chief of Staff. The Chief of Staff also oversees several units including the Office of the General Counsel, Chief Equity Office, and the Office of Communications.
 - **Office of Communications:** The Office of Communications handles all aspects of MPD communication strategies (internal and external). At the time of this engagement, MPD was in the process of moving its Strategic Engagement Office, along with approximately 15 to 18 staff members covering volunteer services functions, under the Office of Communications.

As of October 1, 2023, the Office of Communications had 33 filled and vacant positions (28 filled and five vacant). The positions included six sworn positions (all filled) and 27 professional positions (22 filled, five vacant). Positions in the Division included the following titles, grouped by position level.

- **Executive Staff:** There were two filled executive staff positions, one Chief Communications Officer and one Director of Communications.²⁷⁹
- **Management Staff:** There was one filled and one vacant management position: one lieutenant (filled) and one professional deputy director of communications (vacant).
- **Supervisors:** There were eight filled and one vacant supervisory positions, including one sergeant, one lead marketing specialist, one lead visual information specialist, one digital media manager, one reserve corps program manager, one community outreach supervisor, one supervisory public affairs specialist, one volunteer coordinator, and one office of communications supervisor (vacant).
- **Front Line Workers:** There were 17 filled and three vacant front line worker positions, including four officers, three community outreach coordinators, one management analyst, one marketing specialist, two photographers, two public affairs specialists, five visual information specialists (four filled, one vacant), one communications strategist (vacant), and one social media strategist (vacant).

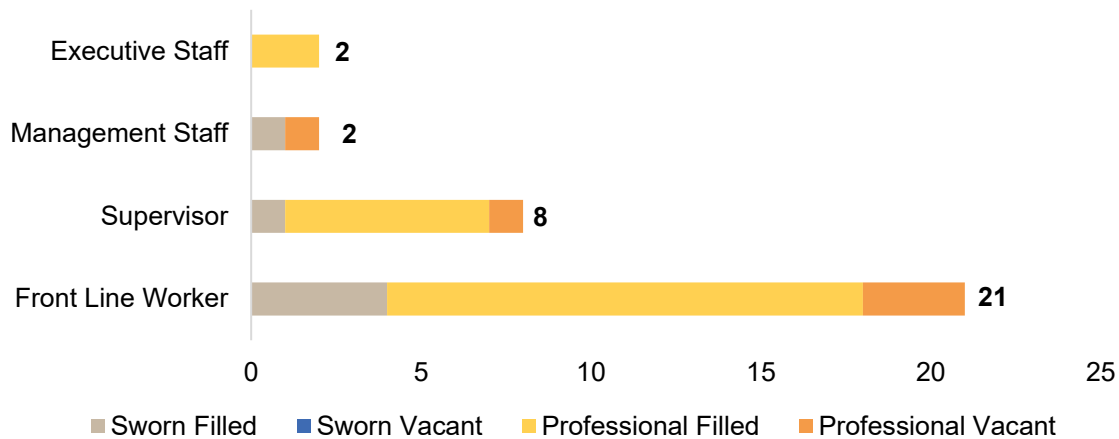
²⁷⁷ Executive Office of the Chief of Police Interview (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁷⁸ This information was current as of the time of the analysis. During the drafting of this report, MPD reported reorganizations that restructured the reporting relationships for PDB (now through CAO) and other functions that no longer reporting to or through the Chief of Staff.

²⁷⁹ The Director of Communications is shown in Schedule A data within the Office of Communications, but MPD noted that the position is functionally within the EOCOP.



Office of Communications Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was four front line staff (officers) per sergeant. There was one sergeant per lieutenant.

- **Office of the Chief Administrative Officer:** Leadership in Internal Affairs and Technical and Analytical Services report to the Chief of Police through the Office of the Chief Administrative Officer.²⁸⁰ The Chief Administrative Officer also oversees several units and functions including the Special Liaison Branch, Grants and Procurement, Policy and Standards, and the Strategic Change Division.

- **Strategic Change Division:** The Strategic Change Division leads various activities related to planning, performance, and legislative affairs. It is responsible for developing departmental policies, conducting community outreach, and coordinating strategic partnerships.

As of October 1, 2023, the Strategic Change Division had 37 filled and vacant positions (32 filled and five vacant). The positions included 24 sworn positions (20 filled, four vacant) and 13 professional positions (12 filled, one vacant). Positions in the Division included the following titles, grouped by position level.

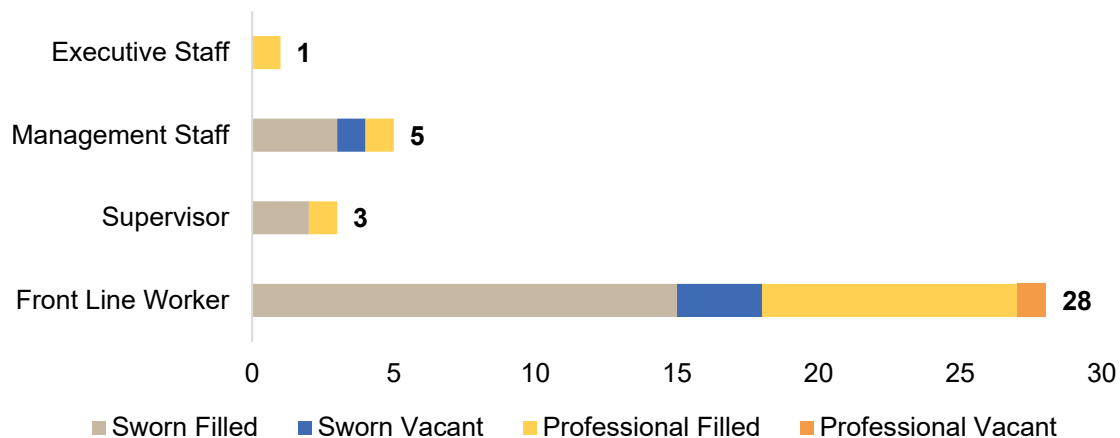
- **Executive Staff:** There was one filled executive staff position, which was the professional executive director of the Division.
- **Management Staff:** There were four filled and one vacant, out of five total management positions. Positions included one commander (vacant), one captain, two lieutenants, and one director of policy and standards.

²⁸⁰ This information was current at the time of analysis. During the drafting of this report, MPD noted that the reporting structure changed for Internal Affairs.



- **Supervisors:** There were three filled supervisory positions, including two sergeants and one lead policy writer.
- **Front Line Workers:** There were 24 filled and four vacant front line worker positions, including 18 officers (15 filled, three vacant), one behavioral health partnerships coordinator, one language access specialists, one legislative analyst, one performance and data analyst, five policy writers, and one community outreach coordinator (vacant).

Strategic Change Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was nine front line staff (officers) per sergeant. There was one sergeant per lieutenant.

- **Office of the Chief Financial Officer (OCFO):** As described in interviews with the PFM team, positions within the Office of the Chief Financial Officer (OCFO) are budgeted to MPD, but MPD has no direct insight into their day-to-day responsibilities or the proportion of their workload that is related to MPD or other District departments.²⁸¹ As of October 1, 2023, the OCFO had 35 filled and vacant positions (30 filled and five vacant) including various positions in accounting, budget analysis, payroll, accounts payable, grants, customer service, and administrative assistance.
- **EOCOP Administration:** The Executive Office of the Chief functions as a central administrative body, providing management and oversight to all other bureaus in the Department. As of October 1, 2023, there were 79 positions (61 filled, 18 vacant) within the Executive Office of the Chief that were not assigned to one of the specific divisions

²⁸¹ MPD (2024, February 9). *Email*. Provided in response to information request. MPD officials confirmed that the Department does not have any direct insight into the day-to-day responsibilities of positions that fall under the OCFO. The relationship between MPD and the OCFO represents a shared service model.



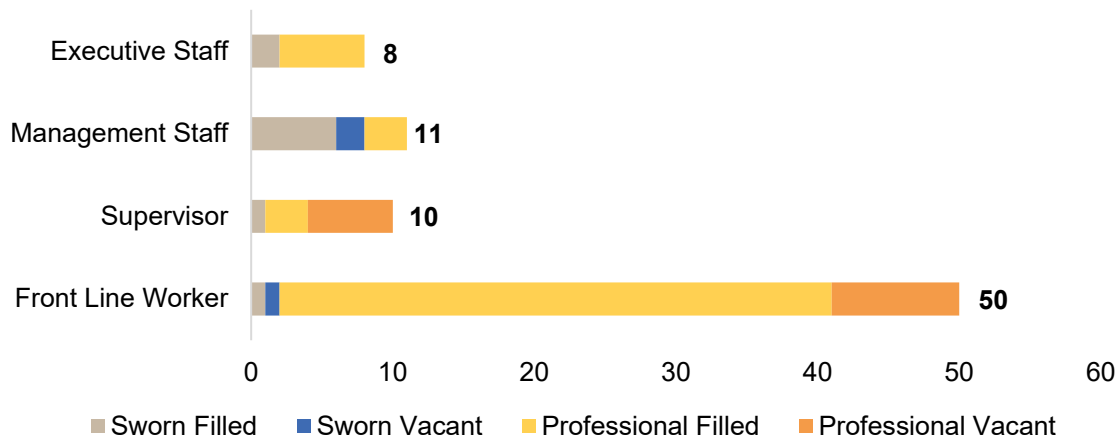
or offices described above. Typically, positions that fell into this category made up a smaller share of the total positions in other bureaus. However, the administration the EOCOP contained the most positions compared to other divisions within the bureau. The positions included 13 sworn positions (10 filled, three vacant) and 64 professional positions (50 filled, 14 vacant). EOCOP administration and other positions included the following titles, grouped by position level.

- **Executive Staff:** There were eight filled executive staff positions including the Chief and Executive Assistant Chief. Professional positions included the Chief Administrative Officer, Chief of Staff, Chief People and Equity Officer, and General Counsel, as well as the Deputy Chief of Staff, and Deputy General Counsel.²⁸²
- **Management Staff:** There were nine filled and two vacant management positions, including one commander, three captains (two filled, one vacant), four lieutenants (three filled, one vacant), one strategic projects advisor, one director of EEO and diversity, and one director of employee wellbeing.
- **Supervisors:** There were four filled and six vacant supervisory positions, including one sergeant, one grants program manager, one supervisory FOIA specialist, one lead DEI specialist (vacant), one DEI supervisor (vacant), one lead EEO specialist (vacant), one lead finance program analyst, one reserve corps program manager (vacant), one community safety program manager (vacant), and one supervisory community safety ambassador (vacant).
- **Front Line Workers:** There were 40 filled and ten vacant front line worker positions, including two officers (one filled, one vacant). Professional front line workers included seven attorney advisors, two paralegal specialists, nine FOIA officers/specialists, two DEI specialists (one filled, one vacant), one equity and engagement specialist (vacant), four health and wellness program associates/coordinators (two filled, two vacant), one volunteer coordinator (vacant), one community safety ambassador (vacant), one grants management specialist, one senior organizational development specialist (vacant), two supply technicians, one supply management officer, two property/evidence control technicians, one inventory technician, three management analysts (two filled, one vacant), three program analysts/coordinators (two filled, one vacant), one senior organizational development one motor vehicle operator, and five staff assistants, and one special assistant.

²⁸² The Director of Communications is shown in Schedule A data within the Office of Communications, but MPD noted that the position is functionally within the EOCOP.



EOCOP Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was two front line staff (officers) per sergeant. There were 0.3 sergeants per lieutenant.

Scheduling

Most units within the Executive Office of the Chief work a standard eight-hour weekday schedule. The Executive Protection Unit provides 24/7 protection for the mayor.

Workload

No significant workload challenges were raised by MPD with respect to EOCOP in interviews with the PFM team. Generally, the Executive Staff provide daily guidance and decision making for the entire department. During the review process, the newly appointed Police Chief and her leadership team were in the process of reorganizing various aspects of the agency (see previous note on Strategic Change Division as one example). As a result, much of the decision-making authority for the agency appears to be centralized with the EOCOP. Once leaders for various bureaus and divisions have been selected and installed, there are several aspects of decision making that are currently managed by the Executive Office that may be delegated to other Executive members (i.e., assistant chiefs) to ensure that areas of responsibility are more evenly distributed throughout the Department.

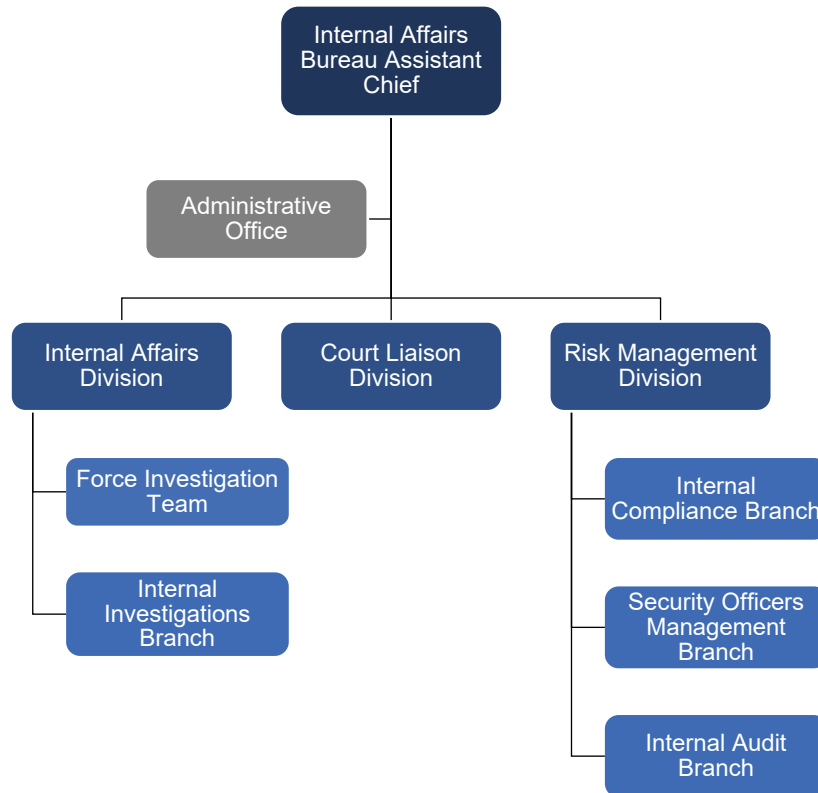
Internal Affairs Bureau (IAB)

The Internal Affairs Bureau is charged with the accountability, execution, and upkeep of MPD's anti-corruption programs and maintaining a favorable department reputation. The Bureau conducts investigations to provide judgements on matters related to corruption, use of force, equal employment opportunity violations, misconduct, and other complaints against MPD staff.



Internal Affairs is led by an assistant chief who reports to the Chief of Police through the Chief Administrative Officer.²⁸³ IAB consists of three divisions (Internal Affairs Division, Court Liaison Division, and Risk Management Division), as shown in the following organizational chart.

Internal Affairs Bureau Organizational Chart



Source: MPD, Internal Affairs Bureau-Level Organizational Chart, Updated December 13, 2022

Descriptions for each division follow and lay out the respective primary responsibilities, key operations, leadership structure, and filled and vacant staffing levels as of the start of FY 2024 (October 1, 2023) – inclusive of supervision levels.

- ◆ **Internal Affairs Division (IAD):** IAD investigates alleged cases of employee misconduct and uses of force and acts as liaison to the Office of Police Complaints, an independent agency of the District of Columbia. The division includes a Force Investigations Team and Internal Investigations Branch.

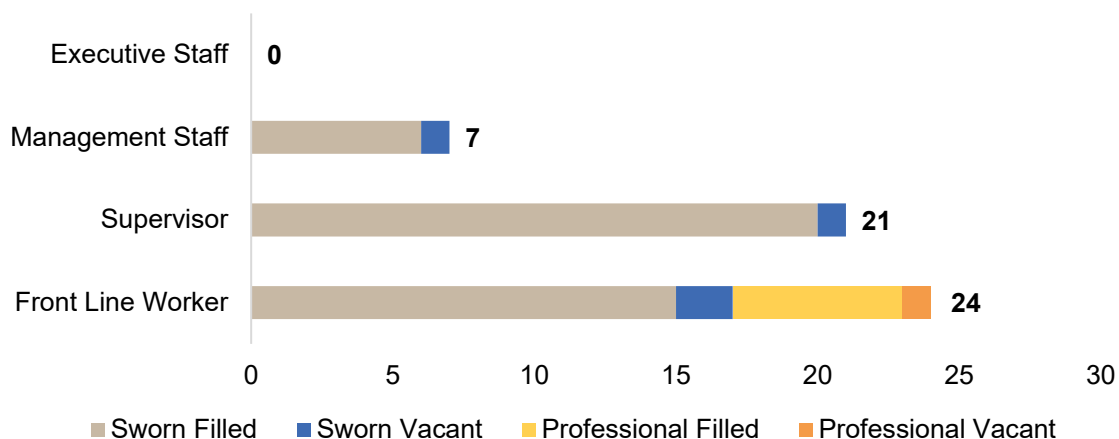
As of October 1, 2023, the Division had 52 filled and vacant positions (47 filled and five vacant). The positions included 45 sworn positions (41 filled, 4 vacant) and seven professional positions (six filled, one vacant). Positions in the Division included the following titles, grouped by position level.

²⁸³ This information was current at the time of analysis. During the drafting of this report, MPD noted that Internal Affairs now reports through the Executive Assistant Chief of Police.



- **Management Staff:** There were six filled and one vacant management positions including, one commander, two captains (one filled, one vacant), and four lieutenants.
- **Supervisors:** There were 20 filled and one vacant supervisory positions, consisting of 21 sergeants (20 filled, one vacant).
- **Front Line Workers:** There were 21 filled and three vacant front line worker positions including, 11 detectives, six officers (four filled, two vacant), three investigators (two filled, one vacant), one management analyst, one admin operations clerk, and two staff assistants.

Internal Affairs Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes retiree positions – senior sergeants (supervisor), senior detectives (front line worker), and senior officers (front line worker). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 0.8 front line staff (officers and detectives) per sergeant. There were 5.3 sergeant per lieutenant.

- **Risk Management Division:** Risk management and compliance houses several units including the Internal Compliance Branch, Security Officers and Management Branch, and Internal Audit Branch. Professional staff in this division monitor patterns of misconduct, make suggestions to improve problematic behavior, or manage compliance with MPD programs and administrative procedures.

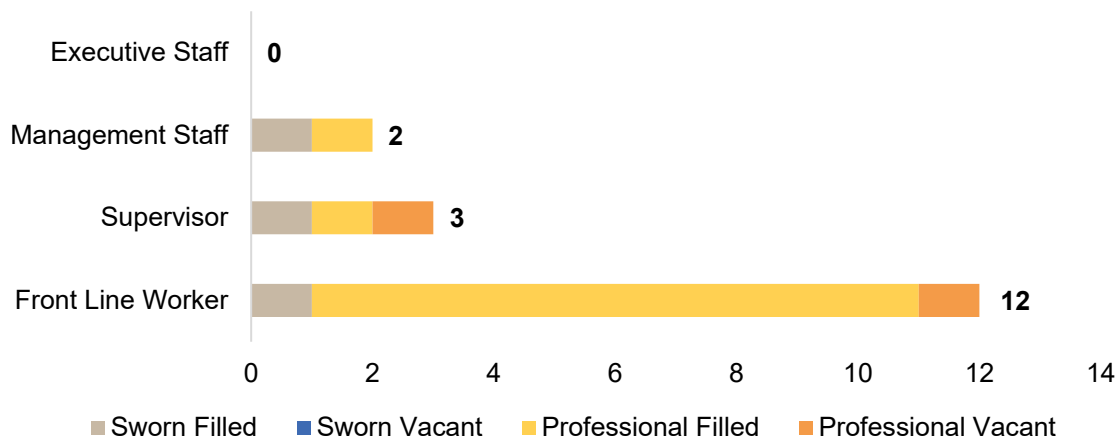
As of October 1, 2023, the Division had 17 filled and vacant positions (15 filled and two vacant). The positions included three sworn positions (all filled) and 14 professional positions (12 filled, two vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were two filled management positions: one lieutenant and one professional director of the Division.



- **Supervisors:** There were two filled and one vacant supervisory positions including, one sergeant, one program manager, and one supervisory compliance auditor (vacant).
- **Front Line Workers:** There were 11 filled and one vacant front line worker positions, including one officer, six compliance monitors (five filled, one vacant), one admin compliance specialist, one risk management specialist, one subrogation specialist, one management analyst, and one staff assistant.

Risk Management Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was one front line staff (officers) per sergeant. There was also one sergeant per lieutenant.

- **Court Liaison Division:** This division organizes the involvement of MPD members in court proceedings for both criminal and traffic cases.

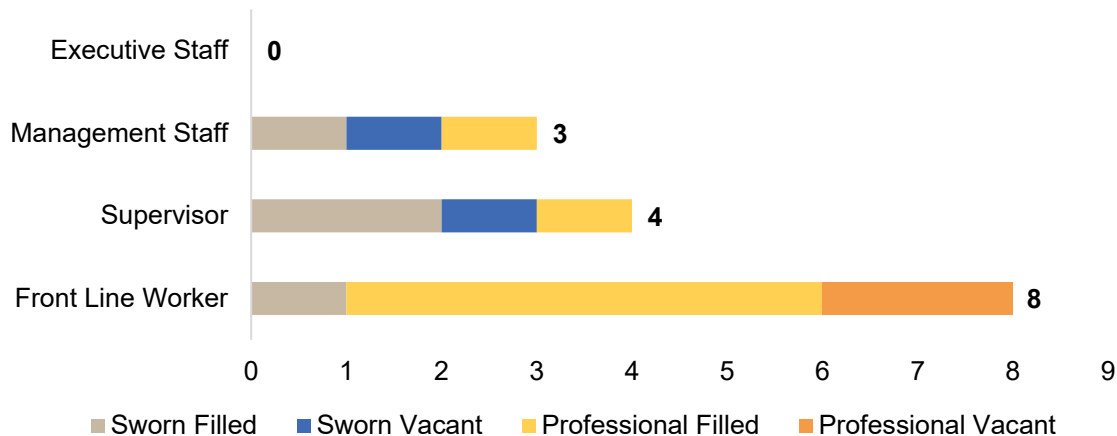
As of October 1, 2023, the Division had 15 filled and vacant positions (11 filled and four vacant). The positions included six sworn positions (four filled, two vacant) and nine professional positions (seven filled, two vacant). Positions in the Division included the following titles, grouped by position level.

- **Management Staff:** There were two filled and one vacant management positions including one captain, one lieutenant (vacant), and one professional director of the Division.
- **Supervisors:** There were three filled and one vacant supervisory positions: three sergeants (two filled, one vacant) and one supervisory court liaison specialist.



- **Front Line Workers:** There were six filled and two vacant front line worker positions including, one officer, three clerical/staff assistants, and four legal assistants (two filled, two vacant).

Court Liaison Division Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes only traditional sworn staff ranks/positions. No retiree positions/senior sworn staff are included in the chart above.

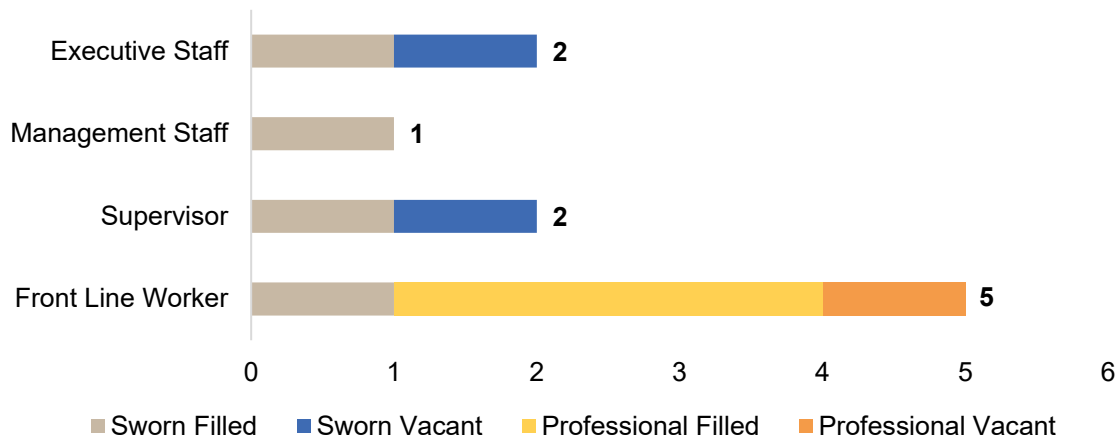
The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 0.3 front line staff (officers) per sergeant. There were three sergeants per lieutenant.

- **IAB Administration and Other Positions:** As of October 1, 2023, there were 10 positions (seven filled and three vacant) within the Internal Affairs Bureau that were not assigned to one of the specific divisions described above. The positions included six sworn positions (four filled, two vacant) and four professional positions (three filled, one vacant). IAB administration and other positions included the following titles, grouped by position level.

- **Executive Staff:** There was one filled and one vacant assistant chief positions.
- **Management Staff:** There was one filled management position: a lieutenant.
- **Supervisors:** There was one filled and one vacant supervisory positions: two sergeants.
- **Front Line Workers:** There were four filled and one vacant front line worker positions, including one officer, one data analyst (vacant), one IAB program coordinator, and two staff assistants.



IAB Administration and Other Position Staffing by Position Level and Position Type, October 1, 2023



Source: MPD, Schedule A Filled and Vacant Positions, October 1, 2023.

Note: Sworn includes senior sergeants (supervisor). Position level categories were developed by PFM and reviewed by MPD for accuracy.

The sworn span of control for first-line supervisors, including senior sworn positions/retirees was 0.5 front line staff (officers) per sergeant.²⁸⁴ There were two sergeants per lieutenant.

Scheduling

The Internal Affairs Division works mostly daywork hours. Some employees start early (6 am) and there are on-call squads. The management team is on a five-eight schedule, while agents are on four-tens. Other divisions such as the Risk Management Division and Court Liaison Division operate on eight-hour schedules starting at various times during the daywork shift.

Workload

In interviews with the PFM team, IAB commanders also noted bureau staff spend significant amounts of time on investigations for external agencies. As shown in the following table, approximately 37.2 percent of total IAD Investigations recorded by MPD from 2020 through 2023 were conducted for an external agency.²⁸⁵

²⁸⁴ MPD noted that Internal Affairs is largely staffed with sergeants and detectives (as agents) which affects the span of control figures for internal comparability.

²⁸⁵ MPD provided PFM with an approximate number of cases (both internal and external agency cases) handled by the Internal Affairs Division from the start of 2020 to 2023 (through August 31, 2023). The data included 58 external cases conducted by IAD during this period with an assigned IS tracking number. In 2021, IAD also began investigating Uses of Force by Special Police Officers (SPOs). Because District SPOs are not MPD employees, MPD considers SPO UOF investigations conducted by IAD to be external. However, these cases do not get assigned a tracking number. As such, "Total External Investigations" in the table reflects the sum of all cases included under both types of external investigations – "IAD Investigations (External)" and "SPO UOF Investigations (External)."



**IAD Investigations (Internal vs. External Cases),
2020 – 2022 and 2023 (through August 31, 2023)**

	CY 2020	CY 2021	CY 2022	Jan-Aug 2023	Total
IAD Investigations (Internal)	324	231	95	62	712
IAD Investigations (External)	14	23	5	16	58
SPO UOF Investigations (External)	No data	43	189	131	363
Total External Investigations	14	66	194	147	421
Total IAD Investigations	352	297	289	209	1,133
Pct External	4.1%	22.2%	67.1%	70.3%	37.2%

The time it takes for IAD to investigate cases depends on many factors including: number of complainants, number of target officers, number of witnesses, amount of BWC video and other relevant video sources to review, and how long it takes for a prosecution determination to be made. MPD officials and IAD command staff estimated that the average time spent on investigations is approximately 80 hours for a non-MPD case and 160 hours for an MPD case.²⁸⁶ Estimates do not include the time that MPD must wait for a determination to be made by the U.S. Attorney's Office, or any trial preparations, Adverse Action Panel testimony, or courtroom testimony, given that those activities do not occur in all cases. As such, those activities would be additive to the hour assumptions provided by MPD.

PFM was also provided with the number of chain of command investigations that occurred within MPD from the start of CY 2020 through August 31, 2023, as shown below.

	CY 2020	CY 2021	CY 2022	Jan-Aug CY 2023	Total
Chain of Command Investigations	3,201	3,473	3,839	2,978	13,491

Department officials noted that these investigations may take many hours to complete and are spread across all bureaus, with patrol services staff handling most chain of command cases. In a chain of command investigation, the IAB does not oversee declaration of finding.²⁸⁷ Triage is done by bureau staff and cases are assigned to a sergeant or lieutenant for investigation. Cases then progress up through the chain of command for multiple stages of review. Typically, there is a 90-day deadline for all investigations. The D.C. Council recently overhauled the arbitration process, removing it from union control. Although officers can be disciplined after 90 days have passed, MPD policy on this matter has not changed. The goal is for all cases to be completed within 90 calendar days of an incident being reported, which drives associated workload.

IAB personnel are reportedly assigned to frequent HSB special details, which takes officers away from their routine duties. Members of the IAD are typically called upon to handle traffic posts and IAD rapid response teams. From January 2020 through August 2023, members assigned to the Internal Affairs Bureau/Internal Affairs Division were requested to work the following details.²⁸⁸

²⁸⁶ MPD (2023, October 3). *Email*. Provided in response to information request.

²⁸⁷ IAB Command Staff Interview (2023, July 25). *Interview by PFM Team*. Washington, D.C.

²⁸⁸ MPD (2023, October 3). *Email*. Provided in response to information request.



- ◆ 1st Amendment Assembly/CDU Activation Details
 - State of the Union Addresses
 - Truck Convoy Demonstrations
- ◆ Dignitary Escorts
- ◆ Independence Day (Traffic Posts and District Deployments)
- ◆ Washington Nationals Games
- ◆ Rock N' Roll Marathon
- ◆ DDOT Open Streets
- ◆ MPD Strengthening Community Connections
- ◆ Violent Crime Reduction Partnership/Homicide Reduction Partnership (Weekly)

Data provided to PFM by MPD indicates that IAB personnel worked a total of 110 special details during the period described above and in the following table.

	CY 2020	CY 2021	CY 2022	Jan-Aug 2023
January	0	4	5	6
February	0	0	1	1
March	1	0	9	1
April	0	2	0	2
May	0	1	5	3
June	1	3	6	5
July	3	2	3	3
August	4	1	1	1
September	4	1	2	No data
October	5	1	2	No data
November	4	7	1	No data
December	4	0	5	No data
Total	26	22	40	22
Avg per Month	2.2	1.8	3.3	2.8



PART III – CIVILIANIZATION REVIEW



PART III – CIVILIANIZATION REVIEW²⁸⁹

As part of the assigned scope of services, ODCA tasked PFM with reviewing and documenting the District's record over the last 10 years in civilianizing positions within the MPD, i.e., functions that had previously been undertaken by sworn officers but had been transitioned to MPD professional staff.

This analysis is presented in the context of historical and current challenges to hire and retain sworn personnel that have led (and are leading) law enforcement agencies across the nation to explore and expand²⁹⁰ the use of professional staff.²⁹¹

METHODS, BENEFITS, AND CHALLENGES OF CIVILIANIZATION (OR PROFESSIONALIZATION)

Generally, there are several methods to expand the number of professional staff positions in a police department:²⁹²

Method 1: Creating professional staff positions to perform new functions and build capacity without having to rely on new sworn recruitment. This approach is typically considered an enhancement to a department's budget, and generally does not change authorized sworn FTEs.

Method 2: Creating professional staff positions (generally administrative in nature) to replace current or historical sworn positions *only* when sworn staff in such positions separate from service or otherwise vacate positions due to promotion or transfer. This method allows an agency to maintain its capacity to perform administrative tasks but reduces reliance on sworn personnel to perform such administrative tasks. This approach may or may not result in sworn positions being eliminated from the authorized budget – in some cases, the result is that sworn positions, once vacated through attrition, are reallocated to other areas and functions elsewhere in the department to increase capacity for services that can only be performed by sworn personnel.

Method 3: Creating professional staff positions with the express goal of transferring sworn personnel back to functions that can *only* be performed by sworn personnel. In some instances, this approach can result in sworn positions either being unfunded, frozen, or eliminated from the authorized budget so that funding can be provided for the creation of professional staff capacity.

²⁸⁹ The term "Civilianization" is a term used frequently in the policing profession and refers to the hiring of non-sworn members in lieu of assigning or hiring sworn members to complete certain tasks. Throughout this report the PFM team uses the term "professional staff" in reference to all non-sworn MPD employees, who may be described in other source materials or datasets as "civilian" staff. Metropolitan Police Department, "Schedule A Staffing Roster as of 10.1.2023" provided in response to PFM team information request, December 4, 2023.

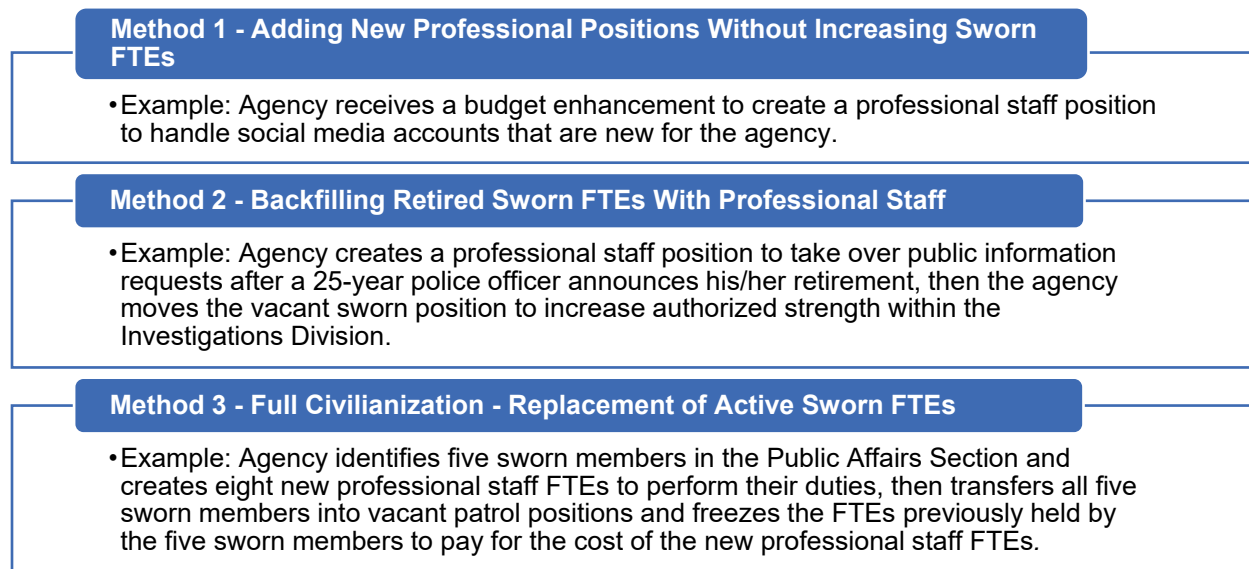
²⁹⁰ Brooks, Conner, 2024. *Primary State Law Enforcement Agencies, Personnel, 2020*. Washington, DC: Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice, Page 1.

²⁹¹ King, William R., and Jeremy M. Wilson. 2014. *Integrating Civilian Staff into Police Agencies*. Washington, DC: Office of Community Oriented Policing Services. Pages 3-7.

²⁹² King, William R., and Jeremy M. Wilson. 2014. *Integrating Civilian Staff into Police Agencies*. Washington, DC: Office of Community Oriented Policing Services. Pg 8.



An example of each method is provided in the following diagram for clarity:



Law enforcement agencies may encounter challenges²⁹³ to professionalization, but can also realize several benefits²⁹⁴ when successful:

Potential Benefits of Professionalization	Potential Challenges of Implementing Professionalization
• Provides a parallel path to capacity building outside of relying on sworn hires. • Background investigations and hiring processes are typically faster for new professional staff. • Agencies can couple professional staff members with sworn supervisors to build capacity while still leveraging sworn experience. • Potentially cost-effective due to, on average, lower base pay, lower employer contributions to pensions, and less costly health care, workers compensation, and retirement benefits.	• Job descriptions can vary widely and are specific to tasks performed, which can burden the agency with separate human resources procedures that must be followed for each position type. • Fewer paths to career progression or promotion may lead to job stagnation. • Resistance or negative reception from sworn members on the perception that creating professional staff positions must require the removal of sworn positions. • Limitations due to collective bargaining agreement restrictions or requirements in state

Based on a review of the job descriptions and titles provided by MPD, there were a significant number of professional staff positions that had multiple promotional grades and appear to provide ample opportunities for advancement.²⁹⁵ This is an effective method to retain and grow

²⁹³ As outlined in the preceding “Methods of Civilianization,” discussion of this section, this conclusion is not binary and it is incumbent on the agency to take an active approach in ensuring the civilian personnel are assimilated into the police culture and that sworn members are given the opportunity to directly observe how professional staff members can add value and optimize sworn workload for functions only they can deliver.

²⁹⁴ King, William R., and Jeremy M. Wilson. 2014. *Integrating Civilian Staff into Police Agencies*. Washington, DC: Office of Community Oriented Policing Services. Pg 8.

²⁹⁵ MPD, “Active Employees as of 06-30-23” and Civilian Positions Descriptions provided in response to PFM team information request, August 3, 2023.



professional talent, provided that MPD ensures the members that qualify for such progression can be promoted in a timely manner.

MPD also had job classifications that did not have such progression within the Department and required such members to seek other job types or opportunities outside of MPD to advance. Examples of each are provided in the following table:

<i>Examples of Professional Staff Job Types with Multiple lines of Promotional Progression (6 or more)</i>	<i>Examples of Professional Staff Job Types with Limited Promotional Progression (2 or fewer)</i>
Community Outreach / Media Affairs Data Analytics Fleet Maintenance / Motor Pool Human Resources Information Technology Records / Research / FOIA / Criminal History Training Academy / Curriculum Development	Accident Investigator CCTV Specialist Cellblock Processing Technician Customer Service Representative Payroll Assistant / Civilian Pay Technician

MPD USE OF RETIREE PERSONNEL (SENIOR POLICE OFFICERS, SENIOR SERGEANTS, SENIOR DETECTIVES)

Given that police departments across the nation are facing challenges for hiring and retaining new officers, it has become more common for them to leverage retired officers to perform administrative tasks.²⁹⁶ Generally, doing so permits retired sworn officers to access their retirement benefits (pension, health insurance, etc.) while earning a salary from a professional staff position. For such instances in D.C., sworn retirees of the Police and Fire Pension system who take a professional staff job classification would have their salary offset by the amount of pensionable earnings they receive. However, there are specific policies that exempt retired police officers from this offset provision *if* they return into the job classification of Senior Police Officer.²⁹⁷ The exemption is exclusive to the Senior Officer job family (which also includes Senior Detectives and Senior Sergeants).²⁹⁸ As of June 2023, MPD had over 200 personnel in titles of Senior Police Officers, Detectives, or Sergeants who retired and returned to the agency to provide administrative support throughout the Department.

²⁹⁶ Harrison, Bob. "Reactivating Retirees for Police Service in Times of Crisis." *The RAND Blog*. April 21, 2020.

²⁹⁷ "General Order 101.12, *Senior Police Officer*," District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdonline.com/GO/GO_101_12.pdf.

²⁹⁸ "MPD Executive Order, *Senior Law Enforcement Officer Emergency Act of 2016*, EO 16-013," District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdonline.com/GO/EO_16_013.pdf.



In many other agencies, such retirees who return to perform administrative tasks are considered civilians, but in MPD, these retirees can retain police powers pursuant to policy and local law.²⁹⁹ Based on guidance provided by MPD leadership, retirees are hired using funded police officer positions and assigned throughout the agency to perform both administrative functions and assignments that may require police powers.

CURRENT MPD USE OF PROFESSIONAL STAFF BY JOB CATEGORY AND FUNCTION

The following table outlines functional areas of MPD, the current functions performed by professional staff and retirees:

Functional Area	Tasks Performed by Professional Staff and Retirees
Administrative	Court liaisons, disciplinary review, IT functions, fleet management, HR, medical services, record checks, risk management, staff assistants
Analytics	JSTACC division, research, and crime analytics
Community Outreach	Public information, media affairs, photography, videography, school safety (retirees), community liaisons
Executive Office	Strategic change, policy writers, management of administrative functions, legal affairs, FOIA, health & wellness, DEIA, EEO
Evidence & Property	Property & evidence management, motor vehicle operators
Investigative	Accident investigations, EEO investigations, victim specialists, cell block processing (youth & family services division)
Patrol Districts	District level outreach, training coordination, fleet services, staff assistance, customer service.
Recruitment	Background investigators, recruiters
Special Operations	Boat maintenance, helicopters pilots and mechanics, K9 kennel master
Training	Instructors, curriculum developers, academy management, program coordinators

DISTRIBUTION OF PROFESSIONAL STAFF BY FUNCTIONAL AREA

Based on Schedule A data provided by MPD, as of October 1, 2023, the distribution of professional staff positions into job categories and departmental functions was as follows:

²⁹⁹ For this analysis, MPD's Senior Police Officer, Senior Detective, and Senior Sergeant positions are, at times, combined with active sworn members and recruits to comprise a subtotal of sworn and soon-to-be sworn personnel. This is done to illustrate MPD's capacity for all members with sworn police powers. At other times, retirees are shown separately. This is done to highlight the MPD's ability to retain retiree members through the Senior Officer program and to provide a point of comparison to MPD's use of non-sworn personnel.



Distribution of Professional Staff by Position Level as of October 1, 2023

Position Level ³⁰⁰	Qty	Pct of Total Professional Staff
Executive Staff	8	1.4%
Management Staff	29	5.2%
Supervisor	60	10.7%
Front Line Worker	463	82.7%
Total	560	100.0%

Source: MPD, Schedule A Data, October 1, 2023.

Distribution of Sworn and Professional Staff by Category of Function as of October 1, 2023³⁰¹

Category of Function	Professional	Retirees	Sworn	Cadets	Total
Administrative	190	4	26	-	220
Executive Office	63	5	25	-	93
Analytics	57	4	31	-	92
Investigative	52	55	559	-	666
Patrol Districts	54	81	2,067	-	2,202
Evidence & Property	41	1	4	-	46
Training	39	17	169	120	345
Community Outreach	28	12	66	-	106
Recruitment	20	1	5	-	26
Special Operations	16	19	186	-	221
Total	560	199	3,138	120	4,017

Source: MPD, Schedule A Data, October 1, 2023.

Percent Distribution of Sworn and Professional Staff by Category of Function as of October 1, 2023

Category of Function ³⁰²	Professional + Cadet	Retirees	Sworn
Evidence & Property	89.1%	2.2%	8.7%
Administrative	86.4%	1.8%	11.8%
Recruitment	76.9%	3.8%	19.2%
Executive Office	67.7%	5.4%	26.9%
Analytics	62.0%	4.3%	33.7%
Community Outreach	26.4%	11.3%	62.3%
Investigative	7.8%	8.3%	83.9%
Training	46.1%	4.9%	49.0%
Special Operations	7.2%	8.6%	84.2%
Patrol Districts	2.5%	3.7%	93.9%
Total	16.9%	5.0%	78.1%

Source: MPD, Schedule A Data, October 1, 2023.

³⁰⁰ Designations made for these categories can be found in Appendix C3.

³⁰¹ MPD "Cadets" are non-sworn members that may or may not matriculate into the police academy to become police officer trainees. For the purpose of this review, per MPD guidance, cadets are considered non-sworn employees.

³⁰² All police officer recruits are included in the training line total for Sworn. Cadets are included in the training line total for Professional Staff.



During the 10-year review period (FY 2015 – FY 2024), MPD added dozens of Full Time Equivalents (FTEs) in professional staff categories to perform functions that previously were performed by sworn members. For example, the following items were specifically outlined in MPD budget documents from FY 2015 – FY 2024:

FY 2024	Added 18 FTEs to the Professional Development Bureau “To Support Civilianization initiatives”³⁰³ Added 6 FTEs to “Support Diversity, Equity, and Inclusion and Cultural Change Initiatives”³⁰⁴
FY 2023	- Added 6 FTEs to “Support hiring of Intelligence Analysts”³⁰⁵ - Added 2 FTEs to “Support Wellness Coordinators”³⁰⁶ - Added 1 FTE to “Support a Data Analyst” for the Homeland Security Bureau³⁰⁷
FY 2018	- Added 25 FTEs to “Support MPD’s Civilianization Initiative”³⁰⁸ - Added 13 FTEs with federal funds to support MPD Civilianization Initiatives in Patrol Services³⁰⁹
FY 2016	Added 48 FTEs to “Support Civilianization Efforts” and to move sworn officers from administrative responsibilities to enforcement activities.³¹⁰

Based on PFM’s review, MPD has leveraged some of the benefits of professionalization successfully; specifically, creating a parallel path to capacity building. During the PFM team’s discussions with MPD sworn personnel regarding the Department’s use of professional staff, they generally indicated recognition and approval of them as being a necessary and valuable part of MPD. Some sworn personnel expressed concerns over the delays in hiring and retaining professional staff due to issues like starting pay, pay progression, and upward mobility.³¹¹

The following table provides the quantity of **authorized members** (filled and vacant positions) for sworn, cadets, retirees, and professional staff positions at the start of each fiscal year during the review period.³¹²

³⁰³ “FY 2024 Approved Budget and Financial Plan - Congressional Submission, Table FA0-5,” District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/budget>.

³⁰⁴ Ibid.

³⁰⁵ “FY 2023 Approved Budget and Financial Plan - Congressional Submission, Table FA0-5,” District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/budget>.

³⁰⁶ Ibid.

³⁰⁷ Ibid.

³⁰⁸ “FY 2018 Approved Budget and Financial Plan - Congressional Submission, Table FA0-5,” District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/budget>.

³⁰⁹ Ibid.

³¹⁰ “FY 2016 Approved Budget and Financial Plan - Congressional Submission, Table FA0-5,” District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/budget>.

³¹¹ MPD Leadership Roundtable, Interview by PFM Team. July 25, 2023.

³¹² Data derived from “Schedule A” data received by MPD at the start of each fiscal year (October 1) for FY15 – FY23. Data for FY 2024 sworn, cadets and retirees is taken from the MPD website description the FY 2024 budget request: <https://mpdc.dc.gov/node/1653071>. Data on FY 2024 civilians is derived from filled and vacant civilian classifications found in “Schedule A” data received by MPD at the start of FY 2024. MPD advised there are significant



Total Filled and Vacant Positions by Position Type as of October 1 (Start of Each Fiscal Year), FY 2015 - FY 2024

Category	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sworn	3,937	3,936	3,962	3,796	3,784	3,752	3,746	3,764	3,757	3,801
Retirees	52	56	60	191	199	226	238	245	256	199
Professional	630	678	747	732	745	746	740	755	754	633
Cadets	15	19	10	14	18	18	37	97	72	150
Total	4,634	4,689	4,779	4,733	4,746	4,742	4,761	4,861	4,839	4,783
Sworn + Retirees Pct	86.1%	85.1%	84.2%	84.2%	83.9%	83.9%	83.7%	82.5%	82.9%	83.6%
Professional + Cadet Pct	13.9%	14.9%	15.8%	15.8%	16.1%	16.1%	16.3%	17.5%	17.1%	16.4%

Source: MPD, Schedule A Data, October 1, FY 2015 – FY 2024.

Based on Schedule A data from FY 2015 to FY 2023, the number of authorized sworn positions (also occupied by retirees) ranged between 3,978 to 4,022 FTEs, the number of authorized professional positions ranged between 455 to 618 FTEs, and the number of authorized cadets ranged between 14 to 96.³¹³

In FY 2024, based on descriptions published by MPD, the total number of authorized sworn personnel (including retirees) was 4,000, professional staff was 633, and cadets was 150.³¹⁴

From FY 2015 to FY 2023, the number of authorized professional staff positions increased by 200 positions (a 39.2 percent increase) and the number of cadet positions increased by 57 (a 380 percent increase). However, upon review of FY 2024 personnel rosters and vacancies from Schedule A data, hundreds of historical vacancies in professional staff classifications that were present in FY 2023 were no longer present in the data set for FY 2024. A review of vacant professional staff positions in FY 2023 (222 FTEs) found that many of these positions were eliminated in the formation of the FY 2024 budget. Further, over the years, Schedule A data appeared to “carry forward” vacancies each year of the review period that the department either chose not to fill or was unable to fill.

The elimination of vacant professional staff positions in the FY 2024 Schedule A dataset appears to be the result of a one-time “clean up” action taken by the Office of the Chief Financial Officer to reconcile active, filled positions (which were not historically included in the budgeted FTE counts) with historic vacant positions (which were included in such counts). Given this consideration, the change in authorized professional staff positions (without cadets) over the period from FY 2015 to FY 2024 is a better measure to consider for this analysis. Doing so showed only a slight increase of 3 positions over the period (0.5 percent increase). If cadets are included in this calculation, the total change was an additional 138 authorized positions, or

limitations to the accuracy of Schedule A data. According to MPD, Schedule A data does not true up with budgeted FTEs. ODCA’s requested scope of services required PFM to analyze trends in the number of *authorized* professional positions for the 10-year period. Doing so required the use of Schedule A data, even though MPD reported Schedule A data has meaningful limitations.

³¹³ Data derived from “Schedule A” personnel data at the start of each fiscal year (October 1) for FY 2015 – FY 2023, provided by MPD in response to PFM Team information request, fulfilled December 4, 2023.

³¹⁴ “Hiring Expenditures,” District of Columbia, Metropolitan Police Department, accessed December 19, 2023, <https://mpdc.dc.gov/publication/hiring-expenditures>.



an increase of 21.4 percent. Over this timeline, the share of authorized professional staff and cadet FTEs increased by 2.5 percentage points.

10-YEAR REVIEW OF CIVILIANIZATION IN MPD

To perform the requested 10-year review of civilianization, PFM conducted a series of interviews with MPD personnel throughout the agency during site visits, follow up virtual interviews, and requested and received data to support the review. Data for this review included current and historical filled personnel rosters, historical authorized personnel rosters, recent budget requests detailing justification for specific professional staff position requests, published budget documents, organizational charts, policies, and planning documents.

The qualitative and quantitative approach provided a view of MPD's historical and present use of civilian personnel. The following table provides the quantity of **active members** (filled positions) as of the start of each fiscal year who were sworn, cadets, retirees, and professional staff.³¹⁵

Filled Positions by Position Type as of October 1 (Start of Each Fiscal Year), FY 2015 - FY 2024

Category	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Sworn	3,970	3,844	3,723	3,649	3,644	3,603	3,556	3,391	3,272	3,138
Retirees	39	37	58	208	237	236	270	231	219	199
Professional	451	496	548	586	614	624	603	528	537	560
Cadets	16	14	30	48	74	95	99	71	96	120
Total	4,476	4,391	4,359	4,491	4,569	4,558	4,528	4,221	4,124	4,017
Sworn + Retirees Pct	89.6%	88.4%	86.7%	85.9%	84.9%	84.2%	84.5%	85.8%	84.7%	83.1%
Professional + Cadet Pct	10.4%	11.6%	13.3%	14.1%	15.1%	15.8%	15.5%	14.2%	15.3%	16.9%

Source: MPD, Schedule A Data, October 1, FY 2015 – FY 2024.

From FY 2015 to FY 2024, the number of sworn members (plus retirees) on payroll declined by 16.8 percent, and the number of professional staff (plus cadets) increased by 46.8 percent. Professional staff increased by 109 positions and cadets increased by 104 positions over this period.

The number of retirees increased by more than 400 percent. The increase in the use of retirees appeared to coincide with the establishment of the Senior Law Enforcement Officer Emergency Act of 2016, which was enacted as FY 2016 was ending (September 16, 2016).³¹⁶

In more recent years, the number of professional staff decreased by 2.8 percent from FY 2020 to FY 2021, and again by an additional 14.7 percent from FY 2021 to FY 2022 which coincided with 2.5 percent and 5.3 percent budget reductions from FY 2020 to FY 2021 and from FY 2021

³¹⁵ Data derived from "Schedule A" personnel data at the start of each fiscal year (October 1) for FY 2015 – FY 2024, provided by MPD in response to PFM Team information request, fulfilled December 4, 2023.

³¹⁶ "MPD Executive Order, *Senior Law Enforcement Officer Emergency Act of 2016*, EO 16-013," District of Columbia, Metropolitan Police Department, accessed December 19, 2023, https://go.mpdconline.com/GO/EO_16_013.pdf.



to FY 2022, respectively.³¹⁷ The number of sworn members (plus retirees) also declined during the same period (0.3 percent from FY 2020 to FY 2021 and 6.0 percent from FY 2021 to FY 2022).

NATIONAL COMPARISON OF CIVILIANIZATION

The Federal Bureau of Investigation (FBI) collects various data points from law enforcement agencies throughout the country each year, including the composition and number of sworn and professional staff personnel. The FBI's 2022 data for law enforcement agencies that served populations greater than 250,000 had an average professional staff composition of 23.1 percent. Similarly, the average professional staff composition for agencies that served between 500,000 – 1,000,000 residents was 22.6 percent.³¹⁸

In comparison, MPD's proportion of professional staff (without cadets) was 14.0 percent at the start of FY2024. If retirees and cadets were included alongside professional staff, the amount was 21.9 percent.³¹⁹ While benchmarking to FBI data is not dispositive or conclusive, it suggests that there may be professionalization opportunities worth examining for MPD to help the department most effectively and efficiently meet its goals. While doing so is beyond the scope and time of this report, any such review must be done in concert with multiple parties and contemplate the unique circumstances of the District, the District and Department policy goals, the terms of the collective bargaining agreement, ongoing recruitment and retention factors, and fiscal impact analyses, among a host of other considerations.

³¹⁷ "Annual Operating Budget and Capital Plans (FY 2021 & FY 2022)," District of Columbia, Office of the Chief Financial Officer, accessed December 19, 2023, <https://cfo.dc.gov/node/289642>.

³¹⁸ FBI Crime Data Explorer, Law Enforcement Employees Data, 2022, "Table 74 "Full Time Law Enforcement Employees." Retrieved December 5, 2023.

³¹⁹ While MPD retirees are sworn members per policy, this point of comparison is provided to illustrate how peer agencies rehire retired officers, but more often consider them to be non-sworn/civilians.



PART IV – REVIEW OF OUTSOURCING OR TRANSITIONING FUNCTIONS



PART IV – REVIEW OF OUTSOURCING OR TRANSITIONING FUNCTIONS

PFM's scope of work included reviewing and documenting the District's record over the last 10 years where it transitioned functions from MPD civilian staff and/or sworn officers to other agencies outside MPD. The scope of the review included traffic related functions (transitioned to the District Department of Transportation) and crime scene services division (transitioned to the Department of Forensic Sciences).

RATIONALES FOR OUTSOURCING OR TRANSFERRING FUNCTIONS OUTSIDE A LAW ENFORCEMENT AGENCY

Generally, law enforcement agencies explore and implement outsourcing or transferring of functions to other agencies to achieve one or more of the following goals:

- **To improve outcomes:** Functions may be transferred to another entity because the outside entity has better training or skilled workforce to complete the function more effectively or can do so in a more cost-effective manner.³²⁰ General examples of outsourcing functions to improve outcomes may include (but are not limited to): non-police response to behavioral health related calls for service;³²¹ administration of false alarm reduction initiatives;³²² and leveraging citywide information technology or human resources departments to achieve administrative functions.
- **To create independent processes:** Functions may be transferred to another entity to remove any real or perceived conflicts of interest in how a law enforcement agency applies policies or makes decisions regarding a function. General examples of outsourcing functions to create independent processes may include (but are not limited to): administration of off-duty police details/secondary employment;³²³ managing certain disciplinary investigations and/or punishments;³²⁴ and collecting evidence at crime scenes and analyzing evidence in a crime lab.³²⁵
- **To reduce workload on departmental personnel:** Functions may be transferred to another entity to relieve police department members from performing a function historically performed by the police department, but which does not fall into the agency's core mission of law enforcement. General examples of outsourcing functions to reduce workload include (but are not limited to): written or physical agility testing processes for

³²⁰ Heyer, Garth J. den, Edwin E. Hamilton, Karen L. Amendola, Mora Fiedler, and James Specht. 2017. *Strategies for Reducing Police Agency Service Delivery Costs: Practitioner Guide*. Washington, DC: Office of Community Oriented Policing Services. Page 15.

³²¹ "State your case: Should U.S. police follow the example of London's Metropolitan Police and stop responding to mental health crisis calls?" *Police1 by Lexipol*. May 31, 2023.

³²² Bullington, Johnathan. "NOPD false-alarm program set to launch May 1," *Times-Picayune*. March 17, 2017.

³²³ Sweetin, Jeff. "Why Police Executives are Outsourcing their Off-Duty Programs," *Police Chief Magazine*. International Association of Chiefs of Police, accessed December 16, 2023, <https://www.policechiefmagazine.org/why-police-executives-are-outsourcing-their-off-duty-programs/>

³²⁴ Gaskill, Hannah. "With Deadline Looming, Counties Working to Establish Police Accountability Boards to Monitor Misconduct Complaints." *Maryland Matters*. April 25, 2022.

³²⁵ Hollis, Brianna. "Forensics lab will soon be independent from Austin Police Department," *KXAN (Austin NBC News Affiliate)*. August 24, 2022.



new hires;³²⁶ non-police response to noise compliant calls for service;³²⁷ and hiring security firms to provide visibility and coverage at static locations.³²⁸

PFM completed its analysis of the outsourcing of traffic related functions by reviewing publicly available reports, budgets, news articles, and other media over a ten-year period (2015-2024). Job descriptions for Traffic Control Officers (TCOs) were also included in the review, as well as information obtained from MPD members during PFM site visits.

OVERVIEW OF TRAFFIC-RELATED FUNCTIONS

MPD reported that officers routinely respond to traffic accidents and manage traffic flow and road closures for dignitary movements (e.g., POTUS) and large events (e.g., baseball games). Based on PFM interviews with MPD personnel, road closures and security details related to dignitary movements frequently resulted in pulling sworn personnel away from their normal duty assignments. MPD also reported it supports various traffic safety initiatives as outlined in the Vision Zero DC plan, which was launched in 2014.³²⁹

Separate from MPD's traffic functions, TCOs are managed by the District Department of Transportation (DDOT) with responsibility for performing various tasks:³³⁰

- Maintaining adequate traffic flow throughout the City by directing vehicular and pedestrian traffic in selected areas.
- Enforcement of traffic parking regulations to ensure driver and pedestrian safety; continuous flow of traffic during rush hours and emergencies; accessibility to commercial and business services; free flow and access of emergency vehicles; and improved quality of life for residents and visitors.
- Monitors and patrols the DC streets, in an assigned area, on foot or in a vehicle to cite illegally parked vehicles, to enforce motor vehicle regulations, and explains traffic regulations.
- Investigates resident, business, visitor, and government agency requests for parking enforcement services received through the Mayor's City-wide Call Center, by telephone, mail, electronic correspondence, or personal contacts.
- Perform other related duties as assigned.

Over time, MPD has shifted (and/or sought to shift) responsibility of managing certain traffic related tasks to DDOT and additional opportunities have been sought by outside parties:

³²⁶ U.S. Department of Justice. 2019. *Law Enforcement Best Practices: Lessons Learned from the Field*. Washington, DC: Office of Community Oriented Policing Services. Page 97.

³²⁷ Irwin, Amos & Betsy Pearl. 2020. *The Community Responder Model*. Washington, DC: Center for American Progress. Page 7.

³²⁸ Samuels, Alana. "Private Security Guards are Replacing Police Across America," *Time Magazine*, May 2, 2023.

³²⁹ "Vision Zero DC Plan," District of Columbia, accessed January 19, 2024, <https://visionzero.dc.gov/>

³³⁰ "DDOT Job Descriptions (Page 6 – Traffic Control Officers)," District of Columbia Department of Human Resources, accessed December 11, 2023 https://dchr.dc.gov/sites/default/files/dc/sites/dchr/page_content/attachments/DCHV%20DC%20Agency%20DDOT%20Job%20Description%20%282%29.pdf.



- Since FY 2018, MPD began requesting to shift duties related to assessing traffic camera violations from the Automated Traffic Enforcement (ATE) initiative to DDOT. MPD also began implementation of technology to complete enforcement efforts without the use of officers.³³¹
- In FY 2020, a budgetary request sought to shift the ATE initiative from MPD to DDOT.³³² This request was not enacted through the budget process but was later completed via an administrative action.³³³
- The 2021 Police Reform Commission report recommended the shifting of duties from MPD to DDOT for all enforcement of traffic violations that do not imminently threaten public safety.³³⁴
- In FY 2022, a budget amendment again sought to formally transfer the ATE initiative from MPD to DDOT – and included the proposed addition of 30 TCO positions to increase capacity at DDOT.³³⁵ Council approved this enhancement.
- MPD currently employs civilian investigators who complete some work in responding to minor crashes. MPD reported considering analyzing the pros and cons of hiring a contractor to support traffic accident management for minor incidents with the goal of freeing up patrol officers for other duties that require a sworn patrol officer to perform.

DDOT performance plans provided data on the number of deployment areas covered by TCOs each year. In FY 2017, the recorded total was 159. By FY 2021, that total was 2,669, indicating that TCOs appear to have been utilized for this function more frequently in recent years. These were services largely completed by police officers in the past. Since FY2023, DDOT has also begun tracking the number of citations issued by TCOs as a measure for its annual performance plan.³³⁶

MPD personnel reported TCO positions at DDOT were helpful and the working relationship with DDOT was considered productive. MPD noted it explored leveraging TCOs to assist in blocking traffic or managing road closures for smaller permitted events in the District, but resource limitations at DDOT inhibited the ability to expand this partnership.

Overall, the MPD members reported the view that TCOs provide value for traffic safety measures but were not one-for-one replacement for what officers provided in terms of public safety. There appear to be additional opportunities to further expand the role of TCOs; however, this would depend on sufficient additional resources being made available to expand TCO

³³¹ “FY 2018 Proposed Budget and Financial Plan, page C-11,” District of Columbia, Office of the Chief Financial Officer, accessed December 16, 2023, <https://cfo.dc.gov/node/1580256>

³³² “FY 2020 Proposed Budget and Financial Plan, Table FA0-5,” District of Columbia, Office of the Chief Financial Officer, accessed December 16, 2023, <https://cfo.dc.gov/node/289642>

³³³ Lazo, Luz. “Bowser does an end run around D.C. Council, transfers traffic camera program to DDOT” *Washington Post*, October 1, 2019.

³³⁴ District of Columbia Police Reform Commission. 2021. *Decentering Police to Improve Public Safety: A Report of the DC Police Reform Commission*, District of Columbia Police Reform Commission. Page 21.

³³⁵ “FY 2022 Proposed Budget and Financial Plan, Table FA0-5 & Table KA0-5,” District of Columbia Office of the Chief Financial Officer, accessed December 14, 2023, <https://cfo.dc.gov/node/289642>.

³³⁶ “DDOT Performance Plans and Reports by Agency,” District of Columbia, Department of Transportation, accessed December 14, 2023, <https://ddot.dc.gov/page/performance-plans-and-reports-agency>.



capacity within DDOT. Additionally, such expansion of duties would need to be coordinated with MPD to ensure that public safety criteria is clearly defined for circumstances when TCOs can be used in lieu of police officers.

A summary of the benefits and drawbacks of having transferred traffic-related functions to DDOT include:

Identified Benefits of Having Transferred Traffic-Related Functions to DDOT

- DDOT professional personnel free up sworn MPD officers from performing duties that are non-emergency in nature and do not require a sworn officer.
- This approach reduces the frequency of police interactions with the public which could lead to negative outcomes (e.g., citizen complaints, uses of force, etc.)
- The approach reduces operational costs of performing certain duties given that the typical TCO hourly rate of pay is less than a police officer's typical rate of pay.

Summary of Identified Drawbacks of Having Transferred Traffic Related Functions to DDOT

- Without a change in policy, TCO coverage is primarily available on day and evening shifts with limited-to-no coverage during overnight hours, resulting in MPD covering these duties at night.³³⁷
- MPD reported that, while it receives TCO support for traffic management and road closures, DDOT staffing shortages can result in MPD having to make up the difference using sworn officers on overtime. Frequently, MPD is given limited notice when these needs are identified.³³⁸
- Given a 2023 shooting event outside a Nationals baseball game, MPD reported that concerns about public safety resulted in additional MPD personnel being deployed for sporting events, in addition to TCOs, thereby creating some levels of redundancy.³³⁹
- For movements of dignitaries (specifically Presidential motorcades), MPD personnel noted that DDOT cannot provide the appropriate public safety response in the event of a directed attack or deliberate obstruction of the roadway.³⁴⁰
- There has been some concern that residents and visitors fail to adhere to DDOT direction because they are not law enforcement officers.³⁴¹

³³⁷ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

³³⁸ Ibid.

³³⁹ MPD Executive Team Roundtable, Interview by PFM Team. July 25, 2023.

³⁴⁰ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

³⁴¹ Lazo, Luz. "Bowser does an end run around D.C. Council, transfers traffic camera program to DDOT" *Washington Post*, October 1, 2019.



OVERVIEW OF CRIME SCENE EVIDENCE COLLECTION FUNCTIONS

The Department of Forensic Sciences (DFS) was established through legislation passed in 2011.³⁴² As part of the new department's creation, MPD's Crime Scene Services Division (CSSD) was transferred to DFS. Since DFS' creation, CSSD has remained under DFS' operational command and control. In 2021, DFS lost its accreditation for several laboratory functions based on a review by the ANSI National Accreditation Board, which reported it found credible evidence that the lab concealed information and engaged in fraudulent behavior surrounding an audit of lab activity.³⁴³ However, DFS personnel noted that the loss of accreditation did not significantly impact DFS' ability to collect, manage, and store evidence from crime scenes. The Mayor's FY 2024 budget request proposed the transfer of CSSD functions back to MPD. The proposal was not passed as part of the final budget.³⁴⁴

Review of Evidence Collection and Crime Lab Functions in Other Major Cities

Nationally, crime scene evidence collection functions performed outside a police department are less common for large cities. Based on a review of publicly available information from the 30 most populous cities in the United States, five out of 30 cities (17%) had evidence collection duties that reside with an entity outside the police department. 13 out of 30 cities (43%) had a crime lab separate from their police department.³⁴⁵

³⁴² Code of the District of Columbia, Section 5-1501.

³⁴³ Alexander, Keith. "National forensics board suspends DC crime lab's accreditation, halting analysis of evidence, City says." *Washington Post*, April 3, 2021.

³⁴⁴ "FY 2024 Proposed Budget and Financial Plan, Table FA0-5 & Table KA0-5," District of Columbia, Office of the Chief Financial Officer, accessed December 14, 2023, <https://cfo.dc.gov/page/annual-operating-budget-and-capital-plan>.

³⁴⁵ Source data for each city identified located in Appendix D1.



Rank	City	State	Population in City Limits ³⁴⁶	Dept.	Separate Evidence Collection? ³⁴⁷	Separate Crime Lab?
1	New York	NY	8,335,897	NYPD	No	No
2	Los Angeles	CA	3,822,238	LAPD	No	No
3	Chicago	IN	2,665,039	CPD	No	No
4	Houston	TX	2,302,878	HPD	Yes	Yes
5	Phoenix	AZ	1,644,409	PHXPD	No	No
6	Philadelphia	PA	1,567,258	PPD	No	No
7	San Antonio	TX	1,472,909	SAPD	No	Yes
8	San Diego	CA	1,381,162	SDPD	No	No
9	Dallas	TX	1,299,544	DPD	No	Yes
10	Austin	TX	974,447	APD	Yes	Yes
11	Jacksonville	FL	971,319	JSO	No	Yes
12	San Jose	CA	971,233	SJPD	No	Yes
13	Fort Worth	TX	956,709	FWPD	No	No
14	Columbus	OH	907,971	CPD	No	No
15	Charlotte	NC	897,720	CMPD	No	No
16	Indianapolis	IN	880,621	IMPD	Yes	Yes
17	San Francisco	CA	808,437	SFPD	No	No
18	Seattle	WA	749,256	SPD	Yes	Yes
19	Denver	CO	713,252	DPD	No	No
20	Oklahoma City	OK	694,800	OKCPD	No	No
21	Nashville	TN	683,622	MNPD	No	No
22	El Paso	TX	677,456	EPPD	No	No
23	Washington	DC	671,803	MPD	Yes	Yes
24	Las Vegas	NV	656,274	LVMPD	No	No
25	Boston	MA	650,706	BPD	No	No
26	Portland	OR	635,067	PPB	No	Yes
27	Louisville	KY	624,444	LMPD	No	Yes
28	Memphis	TN	621,056	MPD	No	Yes
29	Detroit	MI	620,376	DPD	No	Yes
30	Baltimore	MD	569,931	BPD	No	No

DFS and MPD Crime Scene Evidence Collection Policies

PFM conducted a review of past and present MPD policy on evidence collection to inform its review of the scope of responsibilities, respectively, for DFS and MPD. PFM also conducted interviews with DFS executive leaders, managers, and front line staff to learn about the level of daily coordination between MPD and DFS. The following outlines findings related to policy and areas of responsibility for evidence collection efforts in the District.

At the time of the review, MPD members were tasked with collecting and processing evidence when fingerprints, cartridge casings, buccal swabs, or photographs were the only form of

³⁴⁶ U.S. Census Bureau, "Annual Estimates of the Resident Population for Incorporated Places in the United States: April 1, 2020 to July 1, 2022,". American Community Survey: 2022, Table SUB-IP-EST2022-POP. Released May 2023.

³⁴⁷ Source data for each city identified located in Appendix D1.



forensic documentation required.³⁴⁸ Such evidence would then be submitted to DFS for cataloguing and storage and tested by DFS or outside labs as required. MPD personnel were required to utilize DFS personnel for evidence collection whenever such evidence required any forensic tests (except fingerprints, cartridge casings, photographs, or buccal swabs).³⁴⁹ In addition, MPD personnel were required to utilize DFS personnel for collecting evidence under 14 different categories outlined in General Order 304.8, Attachment A, a copy of which is provided in Appendix D2 for reference.

General Order 304.8 was effective as of August 28, 2023; however, it is not the current order used by DFS to provide guidance to the personnel in CSSD. At the time of the review, according to DFS General Counsel personnel, an older version of the General Order, made effective February 27, 2018, is the version used by DFS to provide guidance to CSSD.

DFS personnel reported that the Department uses the prior version of the order because MPD modified the policy in 2023 without consulting with DFS management.³⁵⁰ The primary difference between both policies is related to an MPD requirement that DFS complete evidence collection work on any recovered stolen autos (both local and interstate) that were used in carjackings.³⁵¹ While the 2018 version of the General Order required DFS to collect evidence from “all carjackings,” the new language would include DFS responsibility for *any recovered stolen vehicle suspected to be involved or used in a carjacking activity*. Given the reported rise in the number of stolen autos and carjackings in 2023, DFS suggested this would result in a significant shift of workload from MPD to DFS.³⁵² In interviews with PFM, DFS personnel consistently raised the topic of carjackings as a point of disagreement with MPD. DFS personnel suggested this disagreement has led to confusion about whether DFS or MPD is supposed to deploy for recovered stolen autos that may be involved in carjackings.

In all cases *except* for those discussed separately in preceding paragraphs, MPD personnel were responsible for collecting any evidence on-scene and submitting the evidence to DFS for cataloguing and storage. Given the level of specificity and varying circumstances in the list of exceptions to this general rule, there was (and remains) confusion and poor coordination among MPD personnel and DFS personnel about which entity is responsible for collecting certain types of evidence. In a meeting with DFS leadership, personnel acknowledged that the current capacity of CSSD³⁵³ limited the Department’s ability to respond to all crime types and that only the most significant incidents³⁵⁴ received a DFS response.

³⁴⁸ “General Order 304.8 *Crime Scene Response and Evidence Collection*, Attachment A, Effective August 28, 2023,” District of Columbia, Metropolitan Police Department, accessed December 14, 2023, https://go.mpdonline.com/GO/GO_304_08.pdf.

³⁴⁹ Ibid. Please see Appendix D2 for a listing of functions DFS must perform.

³⁵⁰ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

³⁵¹ “General Order 304.8 *Crime Scene Response and Evidence Collection*, Attachment A, Effective August 28, 2023,” District of Columbia, Metropolitan Police Department, accessed December 14, 2023, https://go.mpdonline.com/GO/GO_304_08.pdf.

³⁵² DFS Manager and Supervisor Roundtable, Interview by PFM Team. Virtual, December 18, 2023.

³⁵³ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

³⁵⁴ Significant incidents are outlined in MPD General Order 304.8, found in Appendix D2, except for the noted disagreement of responses related to stolen vehicles suspected of being used in carjackings.



Assessment of Crime Scene Services External Coordination, Management, and Efficiency

Based on DFS published annual reports on performance, the following Key Performance Indicators (KPIs) were applicable to the Crime Scene Services Division:³⁵⁵

KPI Category	Target	FY18	FY19	FY20	FY21	FY22	FY23
Pct of crime scenes responded to within 30 min	90%	69.0%	84.5%	87.3%	84.9%	80.6%	78.1%
Pct of crime scene reports completed within 14 calendar days	95%	75.3%	93.8%	95.9%	89.6%	83.0%	81.1%
Number of evidence items received	Statistic	74,360	77,253	83,529	74,902	55,898	106,759
Number of crime scenes processed ³⁵⁶	Statistic	5,874	6,542	6,194	6,005	4,539	12,251
Number of service requests	Statistic	9,227	9,069	8,256	7,818	3,259	3,512

In the data provided for FY 2018 – FY 2023, DFS did not achieve its KPI goal of arriving at 90 percent of crime scenes within 30 minutes. While significant year-over-year progress for this measure was made in FY 2019 (+15.5 percentage points) and FY 2020 (+2.8 percentage points), the KPI began declining in FY 2021 (-2.4 percentage points) and further declined in FY22 (-4.3 percentage points) and FY23 (-2.5 percentage points).

DFS achieved its KPI goal of completing reports within 14 days in FY 2020 (0.9 percentage points higher than target), and nearly achieved that goal in FY 2019 (-1.2 percentage points below the goal). However, year-over-year, the KPI began declining in FY 2021 (-6.3 percentage points from FY 2020), further declined in FY22 (-6.6 percentage points from FY 2021, -12.9 percentage points from FY 2020), and again in F23 (-1.9 percentage points from FY 2022, -14.8 percentage points from FY 2020). In FY 2022, there was a considerable decline in the number of evidence items received and scenes processed; however, in FY 2023, there was a sharp increase in each of the same indicators, likely contributing to the decline in the percent of crime scenes responded to within 30 minutes and crime scene reports completed within 14 calendar days.

Since the loss of DFS lab accreditation, MPD and policymakers have examined and discussed whether evidence collection functions should remain with DFS or be transferred back to MPD.³⁵⁷ While a full analysis of these policy benefits and drawbacks of the location of CSSD is beyond the scope of services for this review, it warrants further consideration of elected and appointed officials within the District, MPD, and DFS.

³⁵⁵ "Performance Plans and Reports, FY21 – FY24, and Annual Reports FY18 – FY23," District of Columbia, Department of Forensic Sciences, accessed January 4, 2024, <https://dfs.dc.gov/page/dfs-data-and-statistics>.

³⁵⁶ Data on the number of crime scenes processed in the Performance Plans did not always correspond with reported information in DFS Annual Reports. When data conflicts, data from DFS Performance Plans is shown.

³⁵⁷ Brice-Saddler, Michael and Lauren Lumpkin. "Budget tensions emerge as D.C. Council prepares for vote," *Washington Post*, May 7, 2023.



To assist in this policy decision process, PFM identified several potential, high-level benefits and drawbacks for consideration by elected and appointed leaders. PFM also developed a “SWOT” summary analysis³⁵⁸ to provide a general assessment of how evidence collection efforts are currently managed between DFS and MPD, based on PFM’s review and analysis of available information, interviews with MPD and DFS personnel, and professional experience:

Potential Benefits of Placing Crime Scene Services Division within DFS

- Can establish an impartial and independent process for evaluating crime scenes and collecting evidence to address concerns about the potential for police department bias.
- Some residents may hold bias against police and may be more willing to share information, provide evidence, or otherwise cooperate with DFS personnel given they are independent from MPD.
- Could allow sworn detectives to focus on other required investigative and enforcement functions such as witness or victim interviews, rather than spending labor hours on evidence collection (collecting, documenting, reporting, etc.).
- May provide a more specialized level of expertise. DFS personnel reported having a higher level of expertise and specific training with the goal of preserving the scientific integrity of evidence gathering and ensuring only probative evidence is collected for analysis.³⁵⁹

Potential Drawbacks of Placing Crime Scene Services Division within DFS

- May continue coordination challenges and loss of MPD command and control led to disputes between MPD detectives and CSSD personnel about whether evidence identified by detectives does or does not have probative value that requires DFS testing.
- Disputes over evidence or lack of available DFS personnel could result in MPD collecting evidence from crime scenes outside of policy which may result in evidence being rejected for use in court proceedings.³⁶⁰
- Confusion over policies outlining division of labor for whether MPD or DFS is the responsible party for collecting evidence could continue to result in CSSD personnel being requested by MPD detectives to manage evidence collection for scenes they are not required to attend.³⁶¹

Potential Benefits of Placing Crime Scene Services within MPD

- MPD would become the responsible party for collecting all evidence for submission to DFS, which could eliminate confusion about division of labor for evidence collection based on crime types or circumstances.

³⁵⁸ “SWOT” analysis refers to “Strengths,” “Weaknesses,” “Opportunities,” and “Threats.”

³⁵⁹ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.

³⁶⁰ MPD Criminal Investigations Roundtable, Interview by PFM Team. July 25, 2023.

³⁶¹ DFS Leadership Team Roundtable, Interview by PFM Team. Virtual, December 11, 2023.



- Having a unified command and control over evidence collection decisions could reduce the occurrence of disputes between MPD detectives and CSSD personnel about the probative value of evidence that requires DFS testing.
- Updates to policy could allow MPD personnel who respond to scenes to begin evidence canvassing while waiting for CSSD personnel to arrive and not impact admissibility of evidence collected by MPD personnel (because all personnel would be MPD).
- MPD Senior Police Officers could be leveraged as additional capacity to perform evidence collection functions in addition to the civilian personnel hired for the CSSD function.

Potential Drawbacks of Placing Crime Scene Services within MPD

- If staffing shortages impact the civilian CSSD function, then sworn detectives may be leveraged to complete evidence collection tasks, shifting at least a portion of their time away from required investigative and enforcement functions.
- MPD would likely need to ensure CSSD personnel receive continuous training to maintain its expertise, but such investments may be crowded out by other department-wide priorities.
- There is potential that public and private stakeholders remain concerned about potential police officer bias in directing the evidence collection processes.³⁶²
- Some residents could be hesitant or unwilling to share information, provide evidence, or cooperate with MPD personnel and may otherwise cooperate with DFS personnel independent from MPD.

³⁶² Brice-Saddler, Michael and Lauren Lumpkin. "Budget tensions emerge as D.C. Council prepares for vote," *Washington Post*, May 7, 2023.



Assessment of Crime Scene Services Function as Currently Performed by DFS and MPD	
Strengths	Opportunities
➤ DFS prioritizes professional development for evidence collection personnel. ➤ Having DFS lead evidence collection supports the goal of having an independent and impartial process. ➤ DFS management has been able to quickly fill vacancies in the Crime Scene Services Division as they arise.	➤ Deploying DFS personnel allows MPD detectives to focus on other required investigative and enforcement functions that typically require a sworn officer to perform. ➤ DFS recently deployed new technology (i.e., computer tablets, among others) which may allow CSSD personnel to perform more administrative tasks in the field rather than having to spend additional time travelling back to the office to complete certain reports. ➤ With cooperation and coordination between parties, DFS personnel could respond to more crime categories to free up sworn officer time; however, any such efforts would require deeper analysis of which categories and whether proper resources exist to do so.
Weaknesses	Threats
➤ Poor coordination and understanding on when MPD vs. DFS personnel are responsible for evidence collection led to conflict and confusion between the two agencies. ➤ DFS has not consistently achieved its performance goals, even as it had decreased workload indicators (such as the volume of crime scenes processed, and service requests fulfilled). ➤ Lack of accreditation for DFS forensic testing functions resulted in evidence collection for buccal swabs, cartridge casings, and fingerprints remaining with MPD personnel.	➤ Increases in crime rates have grown the workload for DFS's CSSD staff; this further threatens the Department's ability to meet its already strained response time goals. ➤ Stakeholder concerns remain about the potential for police officer bias in directing the evidence collection processes. ➤ Disputes and confusion between MPD and DFS over probative value of evidence could impact successful prosecution of criminal offenses or availability of exonerating evidence.

Potential Next Steps to Determine Resource Allocation for Crime Scene Services:

While beyond the scope of this study, the District should review the overall staffing totals for the Crime Scene Services function to define the desired, prioritized outcomes (and KPIs) for the service. Once identified, those outcomes should drive an analysis of the required personnel, operational and organizational resources. These analyses are likely necessary regardless of whether the functions remain at DFS or are transferred back to MPD.

Parallel to the preceding staffing and outcome review, MPD and DFS could convene on General Order 304.8 to determine if policy updates made in 2023 are having unintended consequences and determine if additional policy revisions need to be considered to address division of labor between the two agencies. In the future, when DFS lab services again attain full accreditation,



MPD and DFS should reconvene to determine if MPD evidence collection duties for buccal swaps, shell cases, and fingerprints could be shifted to DFS. This will likely require that MPD coordinate directly with DFS (and if necessary, convene with the city leadership) for current – and future – policy revisions that impact DFS or other outside agencies.³⁶³

REVIEW OF ADDITIONAL MPD FUNCTIONS THAT COULD POTENTIALLY BE PERFORMED BY OTHER ENTITIES

In addition to two functions specified within the current scope of services, PFM identified two additional functions currently performed by MPD personnel that may warrant additional analyses.

Guarding Arrestees at Hospitals

The District's Department of Corrections (DOC) is responsible for those individuals transferred to its custody from the MPD (typically after an arrest); however, MPD personnel and data provided by MPD suggested that DOC faced (and continues to face) persistent staffing shortages and was often unable or unwilling to provide support at hospitals to establish custody of arrestees and relieve MPD personnel.³⁶⁴

MPD requires two patrol officers to continuously guard arrestees admitted to the hospital until the individual can be transferred to DOC custody or transported to DOC Central Detention. The same two-officer requirement also applies to a person admitted to the hospital who may be experiencing a behavioral health crisis and is discovered to have an outstanding warrant, regardless of the nature of the offense tied to the warrant.³⁶⁵

PFM requested additional data from MPD on hospital details to determine the volume of workload tied to this function. An analysis of the patrol officer workload is contained in Part V of this report, though MPD does not appear to track hospital detail data in a uniform manner in its CAD system. As a result, further analysis of this issue is limited but may warrant additional analyses beyond this report.

MPD provided paper records (form PD 313) for each instance of arrestee illness reports recording in 2022 for each police district. A cursory review of the 2022 data (as an example) found there were over 700 form PD 313s provided from the First District (1D) alone in the year. Assuming each instance of transport to the hospital only required one officer instead of two, that would represent over 700 instances where the second officer could have been freed up and returned to patrol duties, in just a single patrol district.³⁶⁶ While there is limited data on the number of hours each hospital detail entails, based on interviews with MPD members some hospital details can run continuously for an entire patrol shift of 10 hours.³⁶⁷ The result of a policy change to only requiring one officer could free up thousands of hours of annual patrol

³⁶³ During the final drafting of this report, the forensic crime lab regained accreditation. <https://www.nbcwashington.com/news/local/dc-forensic-crime-labs-regain-accreditation-after-nearly-3-years/3501258/>.

³⁶⁴ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.

³⁶⁵ Ibid.

³⁶⁶ MPD reported that its two-officer requirement is for the safety of both the officers and hospital staff.

³⁶⁷ MPD Patrol Services Roundtable, Interview by PFM Team. July 24, 2023.



time across all police districts. Any such policy decision should be made with consideration for appropriate safety and protocols for officers, hospital staff, and arrestees.

Responding to Calls for Service at the New Beginning Youth Development Center

The New Beginnings Youth Development Center (NBYDC) is a secure and structured residential facility used for secure detention of male youth adjudicated of crimes committed in D.C. that were adjudicated to require secure detention.³⁶⁸ NBYDC is located at 8400 River Road, Laurel, Maryland, which is approximately 19 miles (driving distance) from MPD's 5th District Police Station.³⁶⁹

The NBYDC property is owned by the District of Columbia, which results in MPD being responsible for any calls for service or reported crimes that may occur at NBYDC. MPD officers from the 5th District are assigned to respond to such calls for service and the average driving time from the 5th District police station to NBYDC can be 25-45 minutes, depending on traffic conditions.

A main concern expressed by MPD personnel about NBYDC coverage was that the property is outside of the radio range of the District. This effectively cuts off access to any support units that MPD officers would normally be able to request through dispatchers and requires any units responding to NBYDC to be taken out of service. As a result, MPD personnel suggested District dispatchers send multiple MPD personnel to a NBYDC call for service, so that if backup support is required to handle the issue, there are no delays in providing resources.³⁷⁰

PFM requested additional data from MPD on the number of instances related to such calls for service to determine the volume of workload tied to this function. A review of the overall patrol workload of 5th District is contained in Part V, but it appears, based on MPD feedback, that specific data on NBYDC calls for service was not routinely tracked. As a result, further analysis of this issue was limited but may warrant additional analyses beyond this report; however, MPD Commanders and leadership suggested the extent of the workload on 5th District personnel may have been overstated by others in the Department.

³⁶⁸ "New Beginnings Youth Development Center information page," District of Columbia, Department of Youth Rehabilitation Services, accessed December 14, 2023, <https://dyrs.dc.gov/service/new-beginnings-youth-development-center>

³⁶⁹ "Google Maps directions from MPD 5th District Station to New Beginnings Youth Development Center," Google Maps, accessed December 14, 2023, <https://maps.app.goo.gl/o1jf17krG7d0xRY36>

³⁷⁰ MPD Patrol Services Roundtable, Interview by PFM Team. July 25, 2023.



PART V – PATROL WORKLOAD- BASED STAFFING ASSESSMENT



PART V – PATROL WORKLOAD-BASED STAFFING ASSESSMENT

INTRODUCTION AND OVERVIEW

ODCA's requested scope of services included a detailed, workload-based staffing study for MPD. For patrol services, that included an analysis of trends in call volume, both community-generated and self-dispatched call volume in recent years; the composition of call volume; and patterns for when call volume occurred, by month of year, day of week, and hour of day.³⁷¹

The goal of these analyses was to produce findings that can be used to determine a workload-based allocation of staff resources. Officer response time for calls for service was tracked in detail through the MPD's CAD system, which detailed the time an officer began traveling to a scene for a call for service until the time the call was closed. For other actions, MPD data did not exist. In such instances, the use of assumptions – and the basis for each assumption, is noted.³⁷²

In addition to call volume, ODCA requested PFM review three other duties with which MPD patrol officers are often tasked: Homeland Security Bureau (HSB) special details, hospital guard details, and responses to calls for service at the Department of Youth Rehabilitation Services' New Beginnings Youth Development Center.

In addition to these data-driven inputs, the patrol workload analysis included qualitative inputs and context gathered from on-site interviews with MPD staff and other information provided by the department. MPD's goals, priorities, and context were also considered in the development of baseline patrol staffing estimates – to the extent such information was available to and communicated to PFM. To that end, key patrol workload assumptions were developed by PFM and reviewed with MPD, including (but not limited to) the amount of time patrol officers spent between calls for service, expected time allotted for proactive police work, and time spent on non-calls for service-related tasks.

To perform the requested scope of services for patrol workload-based staffing, PFM used the workload-based performance-oriented staffing approach developed by Drs. Jeremy Wilson and Alexander Weiss and cited by the US Department of Justice as a best practice.³⁷³

The workload-based approach to patrol staffing analyses relies on data-driven assumptions in three main categories:

³⁷¹ Community-generated calls are those that are dispatched by the District of Columbia's Office of Unified Communications and generally originate as 911 calls. Self-dispatched calls are those initiated by officers, which typically originate from proactive actions by officers in response to observations in the field.

³⁷² Many of the other tasks officers completed related to calls for service responses contributed to workload; however, MPD's available data did not track these actions in a detailed manner. For example, the amount of time officers spent writing reports may occur throughout multiple blocks of time during an officer's shift and there was no clear start and end time for these actions, nor historical (or current) method for tracking. For such tasks, PFM relied on context and input provided by MPD personnel and its team's professional experiences to develop assumptions for time on such tasks.

³⁷³ Wilson, Jeremy M., and Alexander Weiss. 2014. A Performance-Based Approach to Police Staffing and Allocation. Washington, DC: Office of Community Oriented Policing Services. As noted in the report introduction, in February 2023, Dr. Alexander Weiss unexpectedly passed away. The project team mourns his loss, friendship, and passion for the policing profession. PFM was a part of the original project team with Dr. Weiss and took the lead role on the engagement following his passing in collaboration with other team members from Dr. Weiss' original team.



1. **Officer Workload Generated by the Community:** The analysis begins with a review of the distribution of community-generated calls for service handled by primary patrol officers by hour, day, and month as well as the nature of these calls and the total officer unit time spent on each call. The goal of this review is to gain an understanding of call volume patterns, the call types driving officer workload, and the current allocation of personnel resources assigned to answer those calls. This analysis results in the total amount of time officers spend responding to community-generated workload.
2. **Officer Performance Objectives:** Department performance objectives regarding the share of an officer's shift that should be spent responding to community-generated work and what amount should be spent on other activities not driven by calls for service are incorporated in the analysis. This ensures time is allocated toward officer discretionary time as part of staffing estimates. During discretionary time, officers may perform proactive policing and patrols, business checks, walking beats, self-dispatched activity, and administrative and other tasks.³⁷⁴ This is important for many departments as this is the time officers can proactively engage with the community and build relationships in their patrol areas.
3. **Officer Availability:** Available data on the average amount of leave usage, and time spent away from a patrol post (including time in training and court), is used to calculate a shift relief factor. The shift relief factor represents the number of officers needed to be assigned to shift to ensure daily staffing year-round.

This section of the report summarizes the methodology, data analyses, findings, and baseline patrol staffing results. The section begins with an overview of calls for service data, and the overall trends in call volume from 2019 through 2022. The section continues with a review of officer workload generated by the community, with a focus on calls in 2022 to which a primary patrol officer unit responded.³⁷⁵ Also included as part of workload generated by the community are three specific tasks members of MPD reported contribute to officer workload.³⁷⁶ Next, officer availability is discussed and a shift relief factor is calculated for MPD patrol officers, followed by a discussion of department performance objectives and target allocation of officer time. Finally,

³⁷⁴ "[P]roactive policing..." is used "...to refer to all policing strategies that have as one of their goals the prevention or reduction of crime and disorder and that are not reactive in terms of focusing primarily on uncovering ongoing crime or on investigating or responding to crimes once they have occurred." Sourced from: National Academies of Sciences, Engineering, and Medicine 2018. *Proactive Policing: Effects on Crime and Communities*. Washington, DC: The National Academies Press. Additionally, "[t]here is now substantial evidence that proactive policing can have meaningful effects on crime, especially when it is focused at crime hot spots—small areas, such as street segments that produce a substantial part of the crime problem." Sourced from: *Reforming the police through procedural justice training: A multicity randomized trial at crime hot spots* David Weisburd, Cody W. Telep, Heather Vovak, and Brandon Turchan March 28, 2022, <https://doi.org/10.1073/pnas.2118780119>; see also: https://www.policinginstitute.org/wpcontent/uploads/2015/07/PF_FiveThings_HotSpotsPolicing_Handout_Rev6.23.15.pdf; Weisburd, D., Wilson, D. B., Petersen, K., & Telep, C. W., 2023; and Does police patrol in large areas prevent crime? Revisiting the Kansas City Preventive Patrol Experiment. *Criminology & Public Policy*, 22, 543–560. <https://doi.org/10.1111/1745-9133.12623>.

³⁷⁵ Primary patrol officer units are units identified as officers which MPD indicated should be regularly answering calls for service.

³⁷⁶ These tasks include staffing of Homeland Security Bureau details, hospital guard detail, and answering calls for service at the Department of Youth Rehabilitation Services' New Beginnings Youth Development Center.



based on the preceding analyses, the section concludes with the baseline, projected workload-based patrol staffing needs for MPD.³⁷⁷

Collectively, the workload-based approach uses the quantitative and qualitative steps described to assess current, baseline workload to provide police departments, appointed leaders, and elected leaders with objective information to help inform forward-looking operational and policy choices related to police staffing and operations.

Limitations

The MPD patrol workload-based staffing assessment resulted from significant data analyses, discussions and input from MPD staff. The project team is grateful to MPD for its efforts and commitment to providing data. However, several limitations existed:

- The workload-based analyses were based on CY 2022 call volume – the most recent full-year of call volume data available during this engagement. In CY 2023, crime increased in Washington, D.C., and the effect of crime on community-generated and self-dispatched workload could not be assessed as part of this engagement.
- Several important data sets were not tracked, were unreliable when tracked, or lacked sufficient context to be used in the analyses. Where data was missing or unavailable, PFM worked with MPD to develop assumptions to provide necessary inputs for the workload-based projections, and in certain cases used its professional judgments and experiences to create assumptions when limited information existed. Such assumptions are clearly defined throughout this report. To the extent that any assumptions (or current data inputs) change, the resultant outputs of the model may change.
 - The department should strive to collect critical data that is currently unavailable to inform updates to workload-based staffing projections; particularly acute is the need to begin to systematically standardize, collect, and analyze workload-based data for HSB details, use of two officer patrol units, hospital detail data, and officer report writing time.
- The workload-based staffing projections relied on annual averages (e.g., average time from call dispatch to call clearance by call type, etc.). During periods when workload exceeds averages, the model may not provide adequate staffing to meet the desired proportional reactive and proactive goals of the Department . During these periods of excess workload, officers would have less discretionary time than assumed in the model.

³⁷⁷ As is general practice, these estimates assumed call volume equivalent to a baseline year – for this analysis, ODCA, MPD, and PFM agreed to use CY 2022 as the baseline year (the engagement began in summer 2023, before full-year 2023 data were available) – and that, at baseline, patrol officers handle all calls for service volume, as MPD intends for these units to regularly answer calls for service, allowing other units to focus on specialized functions. Baseline patrol staffing estimates represent an assessment of patrol staffing under current policy and operational approaches. MPD staffing needs could change as the result of modifications to policies, operations, and workload demands. a baseline assumption utilizes current policy and call response approaches. Over time, policy and operational approaches may change for various reasons and, as a result, there could be changes to the amount of workload for MPD (increases, decreases, or both) that would need to be measured against the current baseline policies and operations.



WORKLOAD-BASED STAFFING ASSESSMENT METHODOLOGY

Calls for Service Data Overview

Call Volume

MPD provided detailed calls for service data sourced from the District's Computer Aided Dispatch (CAD) system managed by the Office of Unified Communications (OUC). The data provided covered CY 2019 through CY 2022. Call data was cleaned to exclude duplicate records included in the original data and calls to which no MPD units responded. The data cleaning process resulted in the removal of about 1.8 percent of provided calls from the analysis.³⁷⁸

Summary of MPD Calls for Service Data Received, CY 2019 – CY 2022

	2019	2020	2021	2022
Total Calls included in Data	647,298	517,483	482,825	481,268
Calls Removed as Duplicates	10,711	9,216	8,332	9,042
Calls Removed due to No MPD Unit Involvement	3	17	35	27
Calls Removed as Duplicates with no MPD units	0	0	6	3
Total Calls Removed	10,714	9,233	8,373	9,072
Remaining Calls	636,584	508,250	474,452	472,196

Source: MPD data

Remaining calls were separated into two categories: community-generated calls for service (those calls that generally resulted from a call to 911 through OUC), and self-dispatched calls (self-dispatched calls are initiated by an officer, rather than a call to 911, and often result from an officer proactivity or observation and response; traffic stops are a common example of self-dispatch calls). MPD provided data fields indicating whether a call was dispatched by OUC or was self-dispatched. These fields were used to categorize calls. Additionally, all calls with a dispatch to arrival of one second or less were assumed to be self-dispatched following a review with MPD of call types meeting this criterion.

From CY 2019 to CY 2022, total call volume decreased by 25.8 percent from 636,584 in CY 2019 to 472,196 in CY 2022. Call volume decreased by 20.2 percent from CY 2019 to CY 2020, coinciding with the COVID-19 pandemic. Calls decreased again more moderately, by 6.6 percent, from CY 2020 to CY 2021, and stayed at about the same level in CY 2022. Self-dispatched calls decreased by 41.4 percent from CY 2019 to CY 2022 while community-generated calls declined by 21.9 percent.

³⁷⁸ Duplicate calls in the CAD data were identified as those with disposition codes "DUPNCAN"



MPD Call Volume by Dispatch Type, CY 2019 – CY 2022

	2019	2020	2021	2022
Community-Generated Calls	509,011	418,429	396,484	397,415
<i>Pct Change Year-Over-Year</i>	-	-17.8%	-5.2%	0.2%
Self-Dispatch Calls	127,573	89,821	78,003	74,781
<i>Pct Change Year-Over-Year</i>	-	-29.6%	-13.2%	-4.1%
Total	636,584	508,250	474,487	472,196
Pct Change Year-Over-Year		-20.2%	-6.6%	-0.5%

Source: MPD data

While MPD call volume declined, the volume of calls handled by the Office of Unified Communication's (OUC) Telephone Reporting Unit (TRU) increased (though TRU alone was not responsible for the significant decrease in community-generated calls). The TRU's purpose is to service events that do not require the presence of a police officer, such as a non-emergency incident or offense.³⁷⁹ TRU's call volume nearly tripled from CY 2019 to CY 2020, coinciding with the onset of the COVID-19 pandemic, and remained high in CY 2021 and CY 2022. MPD also offers online reporting of certain crimes, which appears to also help reduce MPD call volume.

Telephone Reporting Unit Call Volume, CY 2019 – CY 2022

	2019	2020	2021	2022
TRU Call Volume	20,601	59,921	68,126	64,897
<i>Pct Change Year-Over-Year</i>	-	190.9%	13.7%	-4.7%

Source: MPD (2023) CAD CFS Year End 2022 Report

Note: Includes some calls that received a response from both TRU and MPD

During the same period, on a per capita basis, MPD call volume declined from 0.9 calls per resident in CY 2019 to 0.7 calls per resident in CY 2022. Community-generated calls per resident declined from 0.7 to 0.6 over this period.

MPD Call Volume, Per Capita, CY 2019 – CY 2022

	2019	2020	2021	2022
MPD Call Volume				
Community-Generated Calls	509,011	418,429	396,484	397,415
Self-Dispatch Calls	127,573	89,821	78,003	74,781
Total	636,584	508,250	474,487	472,196
MPD Call Volume per Capita				
Population	705,749	670,868	668,791	671,803
Community-Generated Calls per Capita	0.7	0.6	0.6	0.6
Self-Dispatch Calls per Capita	0.2	0.1	0.1	0.1
Total Calls per Capita	0.9	0.8	0.7	0.7

Source: MPD CAD data, U.S. Census Bureau, Annual Estimates of the Resident Population for Incorporated Places in District of Columbia: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11) and Annual Estimates of the Resident Population for Incorporated Places: April 1, 2010 to July 1, 2019 (SUB-IP-EST2019-ANNRES-11)

³⁷⁹ MPD General Order 401.10, "Telephone Reporting Unit/Walk-In Reporting System"



Unit Response Data

In addition to analyzing the volume of calls for service, the workload-based staffing assessment reviewed the amount of time officer units spent on calls. MPD provided unit-level CAD data which included detailed time stamps of all unit status updates for CY 2022 for all units MPD considered to be patrol units.³⁸⁰ MPD further identified units by rank and indicated whether each was expected to be regularly handling community-generated calls for service. A full listing of these types can be found in Appendix E2.³⁸¹ Throughout this report, units identified by MPD as those that were to be regularly answering calls for service are referred to as “primary patrol units.”

Using this information, the unit-level data was analyzed by unit type. In total, 389,658 (82.5 percent) CY 2022 calls analyzed involved at least one primary patrol unit that registered valid dispatch and available times in the unit-level data. The remaining 82,538 (17.5 percent) CY 2022 calls involved no primary patrol units with valid dispatch and available times. Of these calls, 51,882 were community-generated calls and 30,656 were self-dispatched.

Primary patrol units were involved in a greater share of community-generated calls (86.9 percent) than self-dispatched calls (59.0 percent), indicating other unit types were handling more proactive, self-dispatched work while primary patrol units appeared to have greater focus on responding to community-generated calls for service.

MPD Call Volume by Patrol Officer Unit Involvement, CY 2022

	Total Calls Analyzed	Calls involving primary patrol units	Pct of Total	Calls with no primary patrol units	Pct of Total
Community-Generated	397,415	345,533	86.9%	51,882	13.1%
Self-Dispatch	74,781	44,125	59.0%	30,656	41.0%
Total	472,196	389,658	82.5%	82,538	17.5%

Source: MPD CAD data

Community-Generated Unit Responses

Among community-generated calls with no valid primary patrol unit response (total of 51,882), 6,299 or 12.1 percent of this subset had no valid unit-level data available either due to not being included in the provided unit-level data, or due to lack of valid timestamps indicating unit dispatch and available status.

Among those community-generated calls without a primary patrol unit responding, nearly 88 percent had a valid response by another MPD unit type. The most common unit type involved in these responses were units MPD identified as “Crime Patrol.” “Crime Patrol” units, those units that patrol areas with a high incidence of violent crime, were involved in 44.9 percent of all such responses. The second most common non-patrol unit response type, at 18.3 percent, was

³⁸⁰ Units responding to calls change their status in the CAD system for different steps in the response process. For example, when a unit is dispatched to a call, a unit status of “DP” is entered in CAD. When a unit is on its way to a scene, it enters the unit status “ER” to indicate it is en route. Each of these status changes are accompanied by a time stamp so the time between different statuses may be calculated.

³⁸¹ MPD reported no documentation existed that explained the structure of unit IDs. Without this information, MPD relied on institutional knowledge to explain the function of each unit for purposes of this analysis.



“Unknown” – this unit identification captures those units MPD was unable to identify.³⁸² At 9.3 percent of non-patrol responses, “Non-officer PSA units” – which includes units identified as ranks above officer assigned to patrol PSAs – were the third most frequent unit type responding to calls.

Non-Primary Patrol Unit Responses to Community-Generated Calls with Valid Unit Responses, CY 2022

Unit Type	Number of Calls Responded To	Share of Calls Responded To
Crime Patrol	20,472	44.9%
Unknown	8,353	18.3%
PSA (Non-Officer)	4,244	9.3%
Wagon	3,282	7.2%
Traffic	3,179	7.0%
Chinatown beat	1,958	4.3%
Crime Suppression	1,772	3.9%
Overtime	1,657	3.6%
Detail	1,292	2.8%
Focus Patrol	1,073	2.4%
Other	2,432	5.3%

Source: MPD CAD Data

Note: Total exceeds 100 percent due to multiple unit types responding to individual calls. “Other” category includes curfew, truancy, and critical response vehicle, among others. Unit types are listed in Appendix E2

Self-Dispatched Unit Responses

Among CY 2022 self-dispatched calls that did not have a primary patrol unit response (total of 30,656), 83.3 percent had valid unit response and timestamp data and 16.7 percent had incomplete or missing data either due to not being included in the unit-level data, or due to lack of valid timestamps indicating unit dispatch and available status. Among the self-dispatched calls that did not have a primary patrol unit response for which necessary data elements existed, (total of 25,524), the most common unit type responding to these calls was “Crime Patrol,” at 22.9 percent, followed by “Traffic” units 16.9 percent, and “Wagon” units at 14.7 percent.

³⁸² MPD was not able to identify the general function of units in the “unknown” category but was able to identify the rank of most of these units.



Non-Primary Patrol Unit Responses to Self-Dispatched Calls with Valid Unit Responses, CY 2022

Unit Type	Number of Calls Responded To	Share of Calls Responded To
Crime Patrol	5,839	22.9%
Traffic	4,309	16.9%
Wagon	3,758	14.7%
Crime Suppression	3,742	14.7%
Overtime	2,676	10.5%
PSA (Non-Officer)	1,731	6.8%
Detail	856	3.4%
Unknown	792	3.1%
Auto Theft	738	2.9%
Focus Patrol	726	2.8%
Other	2,166	8.5%

Source: MPD CAD Data.

Note: Total exceeds 100 percent due to multiple unit types responding to individual calls. "Other" category includes Chinatown beat, truancy, cruiser, club zone, curfew, and night life units, among others. Unit types are listed in Appendix E2. "Crime Patrol" units are assigned to patrol areas with a high incidence of violent crime, focusing on gun violence or spikes in criminal activity. "Crime Suppression" units are specialized officers and officials who are assigned to a variety of tasks that may include increased patrols, targeted investigations, executing search warrants, cultivating sources and addressing property crimes or quality-of-life issues.

COMMUNITY-GENERATED CALLS FOR SERVICE

MPD Call Types Compared to National Sample

To assist in the analysis of community-generated calls for service by nature of calls received, PFM grouped MPD call types into 14 categories. This approach was grounded in a categorization that aligned with national research on call types across multiple U.S. police departments.³⁸³ These categories are summarized in the following table which includes descriptions of how calls were categorized in the national sample used for comparison.

³⁸³ Lum, C., Koper, C. S., & Wu, X. (2022). *Can We Really Defund the Police? A Nine-Agency Study of Police Response to Calls for Service*. *Police Quarterly*, 25(3), 255-280.

The nine policing agencies included in the study include both city and county policing agencies. Eight of the nine agencies covered a population of 400,000 or greater. Six of the nine agencies' call data used was from 2016, while the other three agencies provided data for 2013, 2014, and 2017.



Call Category Definitions³⁸⁴

Category	Description
Admin	These calls include various events such as officers being off duty, taking breaks, engaging in special details, taking their patrol vehicles in for maintenance, assisting other officers on their calls for service, providing vehicle escorts, conducting warrant services, writing reports, and other miscellaneous but vague or unknown activities.
Alarms	These were calls related to alarms of any kind (business or residential). Calls for service about alarms are often false alarms or possible tests. However, it is common that officers still have to respond to these locations if only to clear the call or to confirm the absence of a burglary.
Disorder	The term “disorder” refers to social or environmental events (some are crimes; some are not) that “disturb the peace.” Here, we include calls for events such as noise violations, animal disturbances, civil disputes, disorderly conduct, trespassing, abandoned vehicles, graffiti or vandalism, people who were drunk in public, loitering, fireworks, illegal dumping or burning, disturbing the peace, public urination, vagrancy, and the like.
Domestic-related	This category includes any form of domestic dispute, child abuse or neglect, and other family-related disturbances and issues. Determining whether a call for service from CAD data was domestic-related was challenging. Sometimes calls were specifically labeled as “domestic,” “family,” or “child-related.” Some CAD data also captures a separate data element where officers or dispatchers can flag the call as domestic related. These were used to create this category. However, sometimes these events were categorized as violence (including physical and sexual child abuse), as discussed below. Domestic-related events may also be categorized as disorder, as described above. This particular category reflects the many challenges with unstandardized CAD data.
Follow-up/Service	This category includes any calls for service requesting follow-ups from previous public safety services or other service calls, such as being locked out or in need of some assistance, that were not themselves crime-related (although they may be related to a previous crime related call).
Interpersonal-other	These calls include other interpersonal calls that are not classified as “violence,” but were interpersonal in nature. These include, for example, telephone harassment and phone threats, indecent exposures, and stalking. Some agencies may classify indecent exposure as a sex crime (and therefore, those crimes may fall under “violence”).
Medical	This category includes officer dispatches for events involving someone in medical distress. Examples include calls for medical rescues or for individuals who were found injured or deceased. In some cases, paramedics may have also been dispatched, but all calls categorized in this analysis involved a police officer being dispatched as a first responder.
Mental	This category includes officer dispatches for events involving someone in mental distress. Examples include calls for emotionally disturbed individuals, including suicide threats or attempts.
Missing Persons	This category includes any calls for missing persons or runaways.
Property	This category includes all property crimes (i.e., thefts, larcenies, fraud, burglary, forgery, etc.) and property destruction.
Suspicious	This category includes any call which was labeled “suspicious” (including events, persons, vehicles, or noises) as well as prowlers, peepers, and suspicious persons stopped.
Traffic-related	This category includes all traffic-related issues such as accidents, parking violations, disabled vehicles, hit and runs, traffic-related injuries, and roadway hazards.
Vice	This category captures events indicating that drugs, prostitution, or gambling were involved
Violence	These calls include all types of violence, including homicide, rape, sex crimes, robbery, assaults (including both felonious/serious “aggravated” assaults and misdemeanor or “simple” assaults), and other weapon-related offenses. This category can include domestic violence, although calls only indicating domestic arguments in which agencies also have domestic violence categorizations are categorized as “domestic”. Child sexual and physical assault crimes are also included as violence, although child “related” (a more ambiguous call type) or “child neglect” were categorized as “domestic”.

³⁸⁴ Ibid.



PFM's call type categorization was reviewed by MPD personnel to ensure data was properly contextualized.³⁸⁵

The call type categories aligned with categories presented in an academic study of calls for service across nine policing agencies across the nation. PFM aligned these categories to MPD calls for service data to provide context in terms of call type frequency, call duration, and share of time spent on each call type. It is critical to note that many factors complicate the comparability of calls for service by type across jurisdictions, including the level of detail presented in CAD data and call types used in each jurisdiction, and there is no nationally recognized standard for comparing and categorizing calls for service across jurisdictions. While this comparison is not definitive or dispositive, it provides context for analysis and exploration of MPD's workload – identifying potential avenues worthy of additional or subsequent review and understanding. A full listing of the category assigned to each MPD call type, along with a description of each category, is provided in Appendix E1.³⁸⁶

MPD Community-Generated Call Types Compared to National Sample – By Category

Relative to the national sample, a greater share of MPD's CY 2022 calls were in the “disorder”, “violence”, and “mental” categories.

- “Violence,” which included calls identified as domestic violence, accounted for 15.3 percent of MPD's total call volume in CY 2022. MPD's CY 2022 share of call volume in this category was 9.0 percentage points greater than that average of the national sample (6.4 percent), though the sample's range included a jurisdiction that had 21.0 percent of its calls coded as “violence.”
- “Disorder” was MPD's most common call category in CY 2022. This category was 23.0 percent of MPD's call volume – which both exceeded the range seen in the national sample jurisdictions and was 6.9 percentage points greater than the sample average.
- At 4.8 percent, MPD's CY 2022 share of calls in the “mental” category was more than three times the national sample average and exceeded the maximum seen in the national sample data (3.9 percent).³⁸⁷

MPD's CY 2022 share of calls in the “suspensions”, “admin,” “traffic-related,” and “domestic-related” were the lower compared to the national sample averages.

- “Suspensions” calls were 3.0 percent of MPD calls compared to an average of 12.8 percent in the national sample.
- “Admin” calls were 3.4 percent of MPD calls compared to 8.0 percent in the national sample average.

³⁸⁵ MPD personnel reviewed PFM's initial categorization of call types provided feedback and recommendations for best matching MPD call types to the call category definitions used in the academic study.

³⁸⁶ MPD email correspondence November 9, 2023.

³⁸⁷ In the last decade, many police departments revised their CAD systems and data tracking for mental health-related calls to better capture mental health-related calls for service that previously were not tracked in granularity. At the time of this report, it was unclear whether a portion of MPD's increase (and/or lagging tracking by national sample data) affected the reported figures.



- While traffic-related calls ranked as MPD’s third most common call category, the Department’s share of calls in this category was 4.4 percentage points lower than the national sample average.
- The “domestic-related” category, which excluded calls identified as domestic-violence (those were included in the “violence category”), was 1.9 percent of total MPD call volume compared to the average of 5.8 percent in the national sample.

**Share of Total Community-Generated Call Volume, by Category,
Comparison to National Sample**

Category	National Sample Average	National Sample Min	National Sample Max	MPD, CY 2022	Difference from National Average
Violence	6.4%	1.9%	21.0%	15.3%	8.9%
Disorder	16.2%	9.0%	22.0%	23.0%	6.8%
Mental	1.3%	0.1%	3.9%	4.8%	3.5%
Alarms	6.9%	0.4%	10.8%	9.8%	2.9%
Interpersonal-Other	0.8%	0.2%	1.7%	2.5%	1.7%
Missing persons	0.9%	0.6%	1.2%	1.2%	0.3%
Vice	1.2%	0.6%	2.0%	1.2%	0.0%
Follow-up/Service	11.2%	6.6%	27.4%	11.2%	0.0%
Medical	1.4%	0.4%	2.7%	1.3%	-0.1%
Property	10.2%	5.9%	17.5%	8.9%	-1.3%
Domestic-related	5.8%	1.6%	9.7%	1.9%	-3.9%
Traffic-related	16.8%	8.7%	23.9%	12.4%	-4.4%
Admin	8.0%	1.1%	15.4%	3.4%	-4.6%
Suspicious	12.8%	0.7%	26.8%	3.0%	-9.8%

Source: MPD CAD Data and Lum, C., Koper, C. S., & Wu, X. (2022). *Can We Really Defund the Police? A Nine-Agency Study of Police Response to Calls for Service*. *Police Quarterly*, 25(3), 255-280.

MPD Community-Generated Calls by Category

Calls identified as “domestic violence” were 44.0 percent of the total “violence” category in CY 2022 and alone represent 6.8 percent of MPD call volume, ranking as the seventh most common call category. To provide a more nuanced review of MPD call volume, PFM created a 15th category (“domestic violence”) to separate “domestic violence” calls from the “violence” category. As a standalone call category, “domestic violence” was the only call type category that increased in call volume from CY 2019 to CY 2022.

MPD Community-Generated Calls by Category Over Time

From CY 2019 to CY 2022, MPD’s total community-generated call volume decreased 29.4 percent. This decline was driven primarily by “property,” “traffic-related,” “medical,” “disorder,” and “alarms” calls, which combined to account for about 84 percent of the total decrease in calls over this period.

- “**Property**” calls were 45.3 percent lower in CY 2022 compared to CY 2019 – a difference of 29,432 calls. Within this category, theft and property damage calls showed the greatest decline with 18,374 fewer theft calls and 8,422 fewer property damage calls



in CY 2022 compared to CY 2019.³⁸⁸ Per MPD policy, the TRU may take reports related to damage and property theft and increased use of TRU may have contributed to the decline of MPD call volume over this period.

- **“Traffic-related”** calls were 33.6 percent lower in CY 2022 compared to CY 2019 – a difference of 24,998 calls. Call types with the greatest decrease in call volume in this category included parking complaints, accidents with property damage, and hit and run calls.³⁸⁹ Some of this decline may be attributed to a greater share of these calls being handled by the Telephone Reporting Unit (TRU). Accidents with property damage calls (“ACCIDENT PROPERTY DAMAGE-MPD”) and hit and run calls (“HIT & RUN-MPD”), both of which may qualify for a TRU response, showed a combined decrease of 13,323 calls over this period.
- **“Medical”** calls were 73.5 percent lower in CY 2022 – a difference of 14,565 calls. “Person Down” calls were responsible for this category’s decline, with just 1,022 calls in CY 2022 compared to 16,367 in CY 2019.
- **“Disorder”** calls were 12.1 percent lower in CY 2022 – a difference of 12,620 calls. CY 2022 saw 5,221 fewer disorderly calls and 4,186 fewer disturbance calls compared to CY 2019.³⁹⁰
- **“Alarms”** calls were 24.0 percent lower in CY 2022 – a difference of 12,249 calls. This was driven by a 39.6 percent decline in residential burglary alarms, with 14,467 in CY 2022 compared to 23,947 in CY 2019.

³⁸⁸ In the “property” category, “theft” calls include “THEFT OF PROPERTY,” “THEFT OF PROPERTY > 30 MINS AGO,” “THEFT FROM AUTO > 30 MINS AGO,” “THEFT FROM AUTO,” and “THEFT-OTHER (EXPLAIN)” “Property damage” includes “VANDALISM-CRIMINAL MISCHIEF-DESTRUCTION OF PROPERTY,” “VANDALISM-CRIMINAL MISCHIEF-DESTRUCTION OF PROPERTY > 30 MINS AGO,” “DAMAGE TO PROPERTY,” and “DAMAGE TO PROPERTY > 30 MINS AGO.”

³⁸⁹ In the “traffic-related” category, “parking complaints” is its own call type. “Accidents with property damage” includes “ACCIDENT PROPERTY DAMAGE-MPD.” “Hit and run” calls include “HIT & RUN-MPD,” “HIT & RUN W/INJURIES,” “HIT & RUN-MPD > 30 MINS AGO,” and “HIT & RUN W/INJURIES > 30 MINS AGO”

³⁹⁰ In the “disorder” category, “disorderly” calls include the following call types: “DISORDERLY-UNWANTED PERSON (INSIDE OR OUT),” “DISORDERLY-VERBAL ONLY,” “DISORDERLY-VERBAL ONLY > 30 MINS AGO” and “DISORDERLY-UNWANTED PERSON (INSIDE OR OUT) > 30 MINS AGO” “Disturbance” calls include: “DISTURBANCE-GROUP (MORE THAN 3)” “DISTURBANCE/DISORDERLY-OTHER (EXPLAIN)” and “DISTURBANCE-GROUP (MORE THAN 3) > 30 MINS AGO”



MPD Community-Generated Calls for Service, by Category, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019 - 2022
Medical	19,805	9,302	5,449	5,240	-73.5%
Vice	9,140	7,100	5,734	4,747	-48.1%
Property	64,903	35,298	32,926	35,471	-45.3%
Traffic-related	74,407	48,142	51,107	49,409	-33.6%
Admin	18,972	15,859	14,192	13,697	-27.8%
Alarms	51,119	39,571	36,602	38,870	-24.0%
Missing Persons	6,080	4,252	3,915	4,955	-18.5%
Mental	22,081	19,344	18,187	18,917	-14.3%
Interpersonal-other	11,267	8,802	8,944	9,894	-12.2%
Disorder	104,103	110,600	98,052	91,483	-12.1%
Suspicious	13,196	12,915	12,193	12,010	-9.0%
Violence	36,945	34,781	33,991	34,135	-7.6%
Domestic-related	7,844	6,923	7,071	7,353	-6.3%
Follow-up/Service	44,713	39,560	41,728	44,453	-0.6%
Domestic Violence	24,436	25,980	26,392	26,781	9.6%
Total	509,011	418,429	396,483	397,415	-21.9%

Source: MPD CAD data

MPD community-generated calls include calls to assist other government agencies and other law enforcement agencies.³⁹¹ These calls are included in the “admin” category. PFM reviewed these calls to quantify the amount of time MPD is called to support other agencies. In CY 2022, only 1,751 community-generated calls were for assisting other government or law enforcement agencies, representing less than 0.5 percent of total community-generated call volume. Assistance to other law enforcement agencies were 1,132 of these calls (64.4 percent). The majority of these calls were for non-emergency assistance (869 calls) and 263 of these calls were for emergency assistance. The remaining 35.4 percent of these calls were for assistance to other government agencies (619 calls total) with 498 of these calls for non-emergency assistance and 121 calls for emergency assistance. The duration of these calls from dispatch to close averaged 1.3 hours, with an average of 2.3 MPD units responding to each. PFM reviewed a sample of the notes fields for these call types but was unable to consistently determine the agencies receiving assistance in each instance.³⁹²

MPD Community-Generated Calls per Capita by Category Over Time

From CY 2019 to CY 2022, on a per 100 resident basis, MPD’s community-generated call volume declined from 72.1 in 2019 to 59.2 in 2022 – an 18.0 percent decrease. During this period, all call categories except for “domestic violence” and “follow-up/service” declined in call

³⁹¹ These calls include call types “ASSIST OTHER LE AGENCY EMERGENCY,” “ASSIST OTHER LE AGENCY (NON-EMERGENCY),” “ASSIST OTHER GOVT AGENCY (NON-EMERGENCY),” and “ASSIST OTHER GOVT AGENCY-EMERGENCY.”

³⁹² The formatting of the notes field was inconsistent across different calls and did not allow for analysis on a large scale.



volume per 100 residents. “Domestic violence” calls per 100 residents increased from 3.5 calls in 2019 to 4.0 calls in 2022 – a 15.1 percent increase.

**MPD Community-Generated Calls for Service per 100 Residents, by Category,
CY 2019 – CY 2022**

	CY19	CY20	CY21	CY22	Pct Change, 2019 - 2022
Disorder	14.8	16.5	14.7	13.6	-7.7%
Traffic-related	10.5	7.2	7.6	7.4	-30.2%
Follow-up/Service	6.3	5.9	6.2	6.6	4.4%
Alarms	7.2	5.9	5.5	5.8	-20.1%
Property	9.2	5.3	4.9	5.3	-42.6%
Violence	5.2	5.2	5.1	5.1	-2.9%
Domestic Violence	3.5	3.9	3.9	4.0	15.1%
Mental	3.1	2.9	2.7	2.8	-10.0%
Admin	2.7	2.4	2.1	2.0	-24.2%
Suspensions	1.9	1.9	1.8	1.8	-4.4%
Interpersonal-other	1.6	1.3	1.3	1.5	-7.7%
Domestic-related	1.1	1.0	1.1	1.1	-1.5%
Medical	2.8	1.4	0.8	0.8	-72.2%
Missing Persons	0.9	0.6	0.6	0.7	-14.4%
Vice	1.3	1.1	0.9	0.7	-45.4%
Total	72.1	62.4	59.3	59.2	-18.0%

Source: MPD CAD data, U.S. Census Bureau, *Annual Estimates of the Resident Population for Incorporated Places in District of Columbia: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11)* and *Annual Estimates of the Resident Population for Incorporated Places: April 1, 2010 to July 1, 2019 (SUB-IP-EST2019-ANNRES-11)*

MPD Time on Community-Generated Calls by Category Over Time

Total call time, measured from the first unit arriving on scene to the last unit closing the call declined 10.3 percent from 329,707 hours in CY 2019 to 295,715 hours in CY 2022. The “Property” and “Traffic-related” categories contributed most to the overall decline in call time over this period, with 17,338 fewer hours and 12,287 fewer hours, respectively. Over this period, “property” calls declined from the category with the highest total call time in CY 2019 to the fifth-most in CY 2022.



MPD Total Community-Generated Call Time (First Arrival to Last Close), by Category, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019 - 2022
Violence	45,434	39,918	41,320	44,174	-2.8%
Disorder	39,070	38,109	35,932	37,041	-5.2%
Traffic-related	47,985	31,647	35,033	35,698	-25.6%
Follow-up/Service	29,361	27,894	29,958	35,670	21.5%
Property	50,388	28,997	31,316	33,050	-34.4%
Domestic Violence	23,976	25,123	30,804	27,575	15.0%
Mental	16,853	14,544	13,955	15,835	-6.0%
Admin	16,474	14,179	16,178	15,326	-7.0%
Alarms	15,674	13,903	10,035	12,516	-20.1%
Missing Persons	9,370	6,906	7,139	8,653	-7.6%
Medical	13,652	9,866	8,022	8,288	-39.3%
Domestic-related	5,448	4,975	5,377	7,767	42.6%
Interpersonal-other	6,896	5,311	5,353	6,476	-6.1%
Suspicious	6,260	6,235	5,713	6,050	-3.4%
Vice	2,867	1,977	1,548	1,597	-44.3%
Total	329,707	269,584	277,683	295,715	-10.3%

Source: MPD CAD Data

MPD Response Times to Community-Generated Calls for Service

PFM analyzed MPD's response time intervals for CY 2022 calls by priority level and patrol district.³⁹³ This analysis reviewed all calls with valid, non-negative creation to dispatch time intervals in CY 2022 CAD data that had at least one MPD unit respond to the call. In this analysis, response time was measured as the sum of two components:

- **Wait time** – the time from when the call was created by the dispatcher in the CAD system to the time the first unit was dispatched to the call.
- **Travel time** – the time from when the first unit was dispatched to the call to the time the first unit arrived at the scene of the call.

These times are presented on a median and 90th percentile basis.³⁹⁴ The median represents the time within which MPD responded to 50 percent of calls. The 90th percentile represents the time within which MPD responded to 90 percent of calls. The 90th percentile is used to display the time within which the public can reasonably expect a response to their call.

³⁹³ Response time calculation excludes calls with a dispatch to arrival interval less than one second or greater than 12 hours.

³⁹⁴ Response times are a right-skewed distribution for which median is generally a better descriptor of mid-point than average and is less impacted by outliers.



MPD assigns each community-generated call with a priority level in the CAD system. This data was used to review variations in call response times by priority levels. Priority levels ranged from 1 to 3:

- **Priority 1** – Calls that require an expeditious response
- **Priority 2** – Calls that do not pose an immediate threat to the safety of any person
- **Priority 3** – All other calls³⁹⁵

MPD Response Times by Priority Levels

In CY 2022, department-wide response times (across all priority levels) had a median of 20.4 minutes and a 90th percentile response time of 44.5 minutes. Response times varied – sometimes meaningfully – by call priority level and district.

- **MPD priority 1 calls for service** had a median response time of 7.6 minutes and a 90th percentile response time of 23.1 minutes. Response time varied among districts, driven primarily by travel time.
 - Median wait times ranged from 2.6 minutes in 1D, 2D, and 5D to 2.9 minutes in 7D.
 - Median times showed greater variance, ranging from 3.4 minutes in 3D to 5.2 minutes in 7D. This high travel time contributed to 7D having the longest response time among districts in CY 2022 at 9.1 minutes – 1.5 minutes longer than the department median.
- **MPD priority 2 calls for service** had a median response time of 12.1 minutes and a 90th percentile response time of 40.9 minutes in CY 2022. At this priority level, wait times were longer than for priority 1 calls.
 - Median wait times ranged from 3.9 minutes in 2D to 4.7 minutes in 3D.
 - Median travel times for priority 2 calls ranged from 4.9 minutes in 3D to 6.9 minutes in 7D. The longest median response time was again in 7D at 14.3 minutes – more than two minutes longer than the department median, and 1.8 minutes longer than the next longest district response time of 12.5 minutes in 6D.
- **MPD priority 3 calls for service** had a median response time of 19.1 minutes and a 90th percentile response time of 61.9 minutes.
 - Median wait times ranged from 5.6 minutes in 2D to 7.2 minutes in 7D.
 - Median travel times ranged from 7.0 minutes in 4D to 9.3 minutes in 7D. 7D again ranked as the longest median response time among districts for priority 3 calls at 22.2 minutes – more than 3 minutes longer than the department median

³⁹⁵ MPD General Order 302-01 "Calls for Service"

Common examples of Priority 1 calls include calls violent in nature. "DOMESTIC VIOLENCE/FAMILY FIGHT" was the most common Priority 1 call in CY 2022, accounting for 44.3 percent of total, "FIGHT/SIMPLE ASSAULT" was the next most common. Examples of Priority 2 calls include "DISORDERLY-UNWANTED PERSON (INSIDE OR OUT)" and alarm calls including business and residential alarms. Priority 3 calls include parking complaints, noise complaints and accidents with property damage.



and 2.3 minutes longer than the next longest response time of 19.9 minutes in 6D.

Median Response Time to MPD Calls for Service (minutes), CY 2022

	1D	2D	3D	4D	5D	6D	7D	MPD Total
Priority 1								
Wait Time	2.6	2.6	2.7	2.7	2.6	2.7	2.9	2.7
Travel Time	3.6	4.1	3.4	3.6	4.0	4.4	5.2	4.2
Response Time	6.8	7.3	6.7	7.0	7.2	7.9	9.1	7.6
Priority 2								
Wait Time	4.0	3.9	4.7	4.2	3.9	4.3	4.5	4.2
Travel Time	5.4	6.5	4.9	5.1	5.9	6.0	6.9	5.8
Response Time	11.4	12.2	11.7	11.1	12.0	12.5	14.3	12.1
Priority 3								
Wait Time	5.9	5.6	7.0	6.2	5.8	6.7	7.2	6.3
Travel Time	8.7	9.6	7.3	7.0	8.1	8.4	9.3	8.3
Response Time	19.1	19.0	19.0	17.1	17.9	19.9	22.2	19.1
All Priority Levels								
Wait Time	4.1	4.0	4.6	4.2	3.9	4.2	4.2	4.1
Travel Time	5.6	6.8	5.1	5.2	5.9	6.0	6.8	5.9
Response Time	12.0	12.8	12.1	11.4	12.0	12.4	13.9	12.4

Source: MPD CAD Data



90th Percentile Response Time to MPD Calls for Service (minutes), CY 2022

	1D	2D	3D	4D	5D	6D	7D	MPD Total
Priority 1								
Wait Time	7.8	7.6	9.0	8.5	7.6	9.2	11.0	8.9
Travel Time	13.5	12.6	10.6	11.8	12.8	13.5	18.1	13.9
Response Time	22.2	19.9	20.1	20.9	20.4	23.0	28.6	23.1
Priority 2								
Wait Time	21.0	20.2	27.6	23.1	21.9	23.7	27.6	23.4
Travel Time	20.4	19.0	18.1	17.6	20.4	21.3	26.3	20.5
Response Time	39.1	36.5	43.0	38.6	38.9	42.1	49.7	40.9
Priority 3								
Wait Time	34.0	31.2	41.6	36.1	35.1	39.8	43.1	36.9
Travel Time	34.6	32.1	29.6	29.6	28.8	32.6	36.4	31.9
Response Time	60.2	55.9	64.0	59.8	57.5	65.7	71.2	61.9
All Priority Levels								
Wait Time	22.8	22.2	29.4	24.7	23.2	24.7	27.5	24.8
Travel Time	24.2	22.2	20.6	20.0	21.6	22.8	26.9	22.7
Response Time	44.1	41.2	46.9	42.7	41.7	44.6	50.9	44.5

Source: MPD CAD Data

SELF-DISPATCHED CALLS FOR SERVICE

Self-dispatched calls for service are the result of a proactive action by an officer, rather than from a dispatched 911 call. From CY 2019 to CY 2022, MPD's self-dispatched calls declined 41.4 percent.

MPD Self-Dispatched Calls for Service by Category

The overall decline in self-dispatched call volume was driven by the "traffic-related," "admin," and "suspensions" categories – accounting for 83.2 percent of the total decrease in self-dispatched calls for service from CY 2019 to CY 2023.

- "Traffic-related" calls declined 55.4 percent over this period – a difference of 24,926 calls compared to CY 2022. Traffic stops were primarily responsible for this decline with 14,681 made in CY 2022, down 60.8 percent from CY 2019 when 37,421 stops were recorded.
- "Admin" calls declined 30.4 percent, driven by the "miscellaneous" call type which was 30.7 percent lower in CY 2022 (17,285 calls) than in CY 2019 (24,938 calls).
- "Suspensions" calls declined 60.7 percent as a result of 63.0 percent fewer "Stop/Frisk" calls in CY 2022 (3,145) compared to CY 2019 (8,495).



MPD Self-Dispatched Call Volume by Category, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019-2022
Vice	667	383	283	246	-63.1%
Suspicious	9,278	5,293	3,191	3,648	-60.7%
Interpersonal-other	987	537	413	402	-59.3%
Medical	5,537	4,755	3,063	2,327	-58.0%
Traffic-related	45,019	25,894	21,533	20,093	-55.4%
Property	8,690	6,235	5,488	5,548	-36.2%
Admin	33,368	25,947	24,273	23,217	-30.4%
Mental	1,412	1,244	1,118	1,018	-27.9%
Disorder	8,105	7,266	6,321	5,984	-26.2%
Violence	3,451	2,811	2,805	2,688	-22.1%
Alarms	1,226	1,027	980	975	-20.5%
Missing Persons	390	264	275	319	-18.2%
Domestic Violence	1467	1346	1260	1254	-14.5%
Follow-up/Service	7661	6570	6665	6765	-11.7%
Domestic-related	315	249	335	297	-5.7%
Total	127,573	89,821	78,003	74,781	-41.4%

Source: MPD CAD Data

MPD Self-Dispatched Calls for Service by Category, per Capita

From CY 2019 to CY 2022, on a per 100 residents basis, self-dispatched calls declined from 18.1 to 11.1 – a 38.4 percent decrease. “Traffic-related,” “admin,” and “suspicious” had the largest decreases over this period.



MPD Self-Dispatched Calls for Service by Category, per 100 residents, CY 2019 – CY 2022

	CY19	CY20	CY21	CY22	Pct Change, 2019-2022
Admin	4.73	3.87	3.63	3.46	-26.9%
Traffic-related	6.38	3.86	3.22	2.99	-53.1%
Follow-up/Service	1.09	0.98	1.00	1.01	-7.2%
Disorder	1.15	1.08	0.95	0.89	-22.4%
Property	1.23	0.93	0.82	0.83	-32.9%
Suspensions	1.31	0.79	0.48	0.54	-58.7%
Violence	0.49	0.42	0.42	0.40	-18.2%
Medical	0.78	0.71	0.46	0.35	-55.9%
Domestic Violence	0.21	0.20	0.19	0.19	-10.2%
Mental	0.20	0.19	0.17	0.15	-24.3%
Alarms	0.17	0.15	0.15	0.15	-16.5%
Interpersonal-other	0.14	0.08	0.06	0.06	-57.2%
Missing Persons	0.06	0.04	0.04	0.05	-14.1%
Domestic-related	0.04	0.04	0.05	0.04	-1.0%
Vice	0.09	0.06	0.04	0.04	-61.3%
Total	18.08	13.39	11.66	11.13	-38.4%

Source: MPD CAD Data, U.S. Census Bureau, *Annual Estimates of the Resident Population for Incorporated Places in District of Columbia: April 1, 2020 to July 1, 2022 (SUB-IP-EST2022-POP-11)* and *Annual Estimates of the Resident Population for Incorporated Places: April 1, 2010 to July 1, 2019 (SUB-IP-EST2019-ANNRES-11)*

PATROL OFFICER WORKLOAD

PFM reviewed patrol officer workload using CY 2022 data as the basis for analysis. This analysis uses the subset of CY 2022 calls for which a valid dispatch and close time for a primary patrol unit was available.

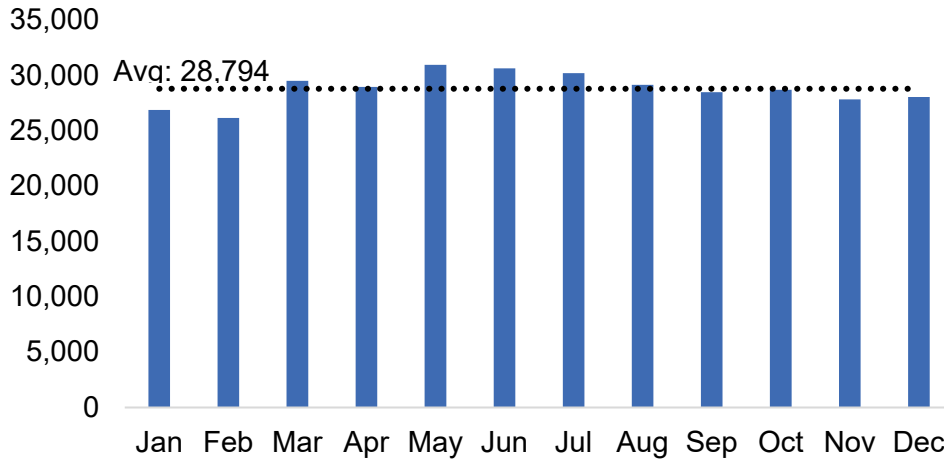
Community-Generated Calls with Primary Patrol Unit Response by Month, Day of Week, and Hour of Day

Community-Generated Calls by Month

In 2022, MPD primary patrol units responded to an average of 28,794 community-generated calls per month. Call volume was lowest during January and February, averaging 26,517 per month, and highest in summer months, averaging 30,239 per month from May through August.



Community-Generated Calls with Primary Patrol Response, by Month, CY 2022

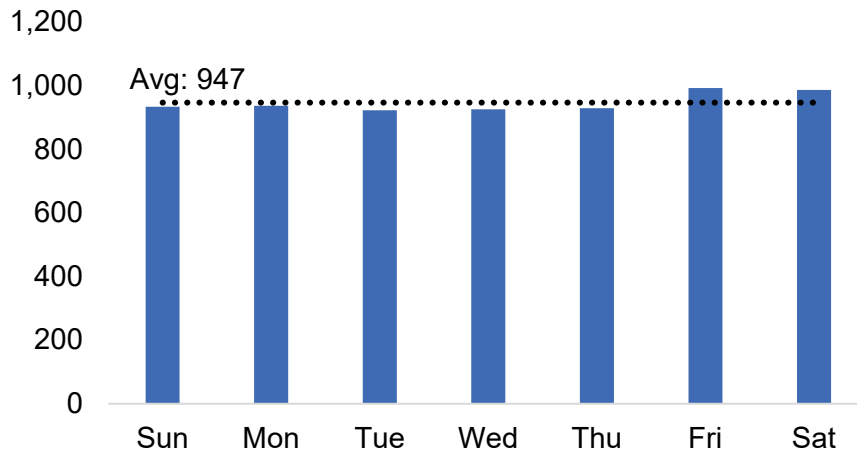


Source: MPD CAD Data

Community-Generated Calls by Day of Week

Across all days of the week, in 2022, MPD patrol officers responded to an average of 947 calls per day. Friday and Saturday saw the highest call volume, averaging 989 calls per day, compared to 929 per day Sunday through Thursday.

Community-Generated Calls with Primary Patrol Unit Response, Average per Day of Week, CY 2022



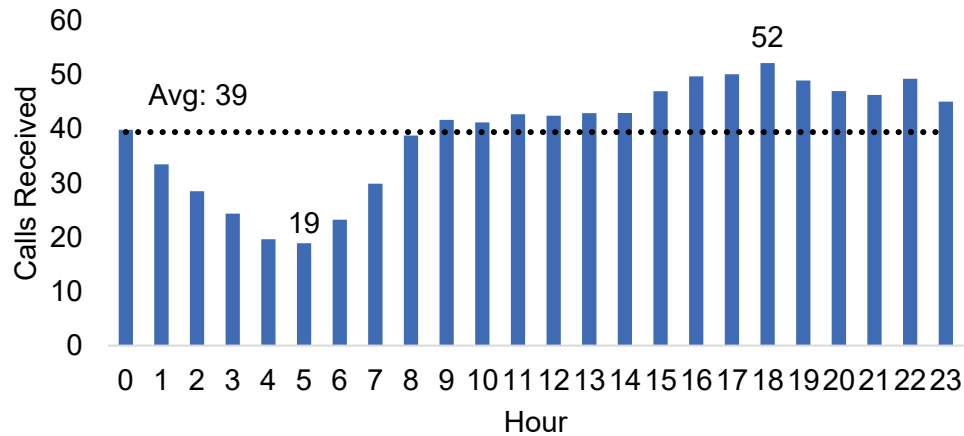
Source: MPD CAD Data

Community-Generated Calls by Hour

Average call volume per hour was lowest in the early morning hours, with a minimum average of 19 calls between 5am and 6am. Call volume increased throughout the day and reached a peak of 52 calls per hour between 6pm and 7pm.



Community-Generated Calls with Primary Patrol Unit Response, Average per Hour of Week, CY 2022



Source: MPD CAD Data

Community-Generated Calls by Day of Week, Hour of Day

Volume of calls received was generally highest in the evening. By hour of day and day of week, volume was highest 6pm Friday (averaged 56 calls per hour), and 10pm to 1am Friday through Sunday (averaged 53 calls per hour during this period).



Average Community-Generated Calls Received by Hour and Day of Week, CY 2022

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	48	36	35	36	35	37	52
1	45	30	27	29	29	31	44
2	39	25	23	23	24	28	40
3	35	21	19	18	19	22	36
4	26	17	17	16	17	18	27
5	21	18	17	18	18	19	21
6	23	24	23	23	23	25	23
7	25	32	31	32	32	32	27
8	33	41	42	41	41	42	33
9	35	44	44	44	44	44	38
10	37	42	42	43	41	44	39
11	40	43	43	43	43	45	43
12	41	43	42	44	43	43	43
13	41	42	43	44	43	45	43
14	42	46	41	42	43	45	43
15	43	48	48	48	48	50	44
16	45	51	50	52	50	53	46
17	47	52	52	51	51	52	46
18	47	52	54	53	52	56	50
19	45	48	51	50	50	51	48
20	45	48	47	47	48	50	45
21	44	47	44	45	46	50	49
22	47	47	47	46	48	55	55
23	41	42	40	41	43	55	53
Avg.	39	39	38	39	39	41	41

Source: MPD CAD Data

Community-Generated Calls and Patrol Staffing Schedules

PFM used patrol schedules (as of July 2023) to compare the deployment of officers relative to call volume patterns. The number of officers reflected the total number of officers *scheduled* to work in a PSA each hour of each day according to patrol schedules as of July 2023. This analysis is illustrative of the deployment of staff relative to call volume patterns by day of week and hour of day.³⁹⁶

³⁹⁶ PFM reviewed PDF copies of patrol district schedules provided by MPD as of July 16, 2023. Number of officers used represent the number of officers listed as assigned to each PSA over the two-week period from July 16 through July 29, 2023. Excludes officers scheduled to work five eight-hour shifts per week rather than four ten-hour shifts, as these officers are assumed to be in administrative roles. Officers listed under PSAs but scheduled to take leave, attend training, or detailed to other assignments over the two-week period are included in the totals shown. Later in the analysis, time spent away from these scheduled posts are accounted for on an average annual basis.



MPD Patrol Officers Assigned to PSAs, as of July 16, 2023

PSA	Officers	PSA	Officers
101	22	501	30
102	22	502	29
103	19	503	31
104	22	504	24
105	27	505	26
106	29	506	32
107	19	507	35
108	17		
1D Total	177	5D Total	207
201	14	601	25
202	16	602	29
203	16	603	36
204	21	604	32
205	12	605	20
206	22	606	25
207	30	607	30
208	28	608	31
209	26		
2D Total	185	6D Total	228
301	16	701	27
302	23	702	22
303	15	703	26
304	18	704	24
305	20	705	24
306	17	706	29
307	18	707	26
308	21	708	24
3D Total	148	7D Total	202
401	25		
402	19		
403	25		
404	20		
405	22		
406	22		
407	20		
408	19		
409	21		
4D Total	193		
		MPD Total	1,340

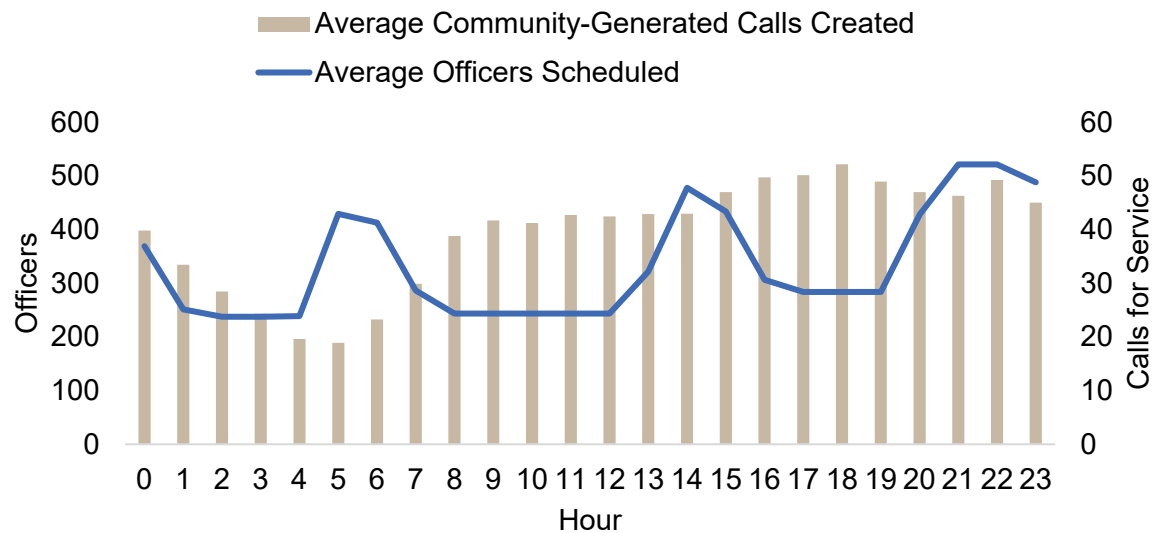
Source: MPD District Patrol Schedules, July 2023



Across MPD patrol districts, the average number of officers scheduled to work each hour changed throughout the day. Three staffing peaks were seen, in part as 10-hour officer schedules overlapped. While MPD patrol schedules varied by district, overlap periods generally occurred between 5am to 7am, 2pm to 4pm, and 8pm to 12am. During shift overlap periods, the number of officers scheduled increased sharply – to an average of about 421 officers from 5am to 7am, 456 officers from 2pm to 4pm, and 490 officers from 8pm to 12am.

During non-overlap periods, the average number of scheduled officers was approximately 238 between 2am and 5am, 244 between 8am and 1pm, and 284 between 5pm and 8pm. The gradual increase in scheduled patrol officers throughout the day was similar to the increase in call volume during the day.

Average Community-Generated Calls Created (CY 2022) and Average Officers Scheduled (July 2023), by Hour



Source: MPD CAD Data and District Patrol Schedules

Patrol officer staffing also varied by day of week. MPD patrol officers worked four consecutive days, followed by three consecutive days off. Schedules were staggered to ensure sufficient coverage throughout the week, but because all officers were scheduled to work four days per week, there are periods of overlap throughout the week, similar to the overlap periods by hour.

Overall, patrol staffing was lowest on Mondays and Tuesdays and highest on Thursday through Sunday. This pattern generally aligned with community-generated call volume being highest on Fridays and Saturdays and lowest mid-week.



MPD PSA Patrol Officers Scheduled by Hour and Day of Week, as of July 2023

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	374	346	348	366	382	387	383
1	255	238	239	245	260	267	258
2	240	225	224	233	246	253	243
3	240	225	224	233	246	253	243
4	240	225	226	235	248	255	243
5	428	408	421	423	454	451	424
6	417	398	406	397	433	428	413
7	290	278	287	273	303	293	284
8	246	237	247	232	255	247	241
9	246	237	247	232	255	247	241
10	246	237	247	232	255	247	241
11	246	237	247	232	255	247	241
12	246	237	247	232	255	247	241
13	328	315	325	315	337	326	308
14	482	462	478	478	497	481	469
15	444	417	428	432	447	435	436
16	314	293	299	311	314	306	309
17	288	269	277	293	294	285	282
18	288	269	277	293	294	285	282
19	288	269	277	293	294	285	282
20	434	405	415	438	437	438	432
21	528	494	501	526	540	538	525
22	528	494	501	526	540	538	525
23	495	460	467	490	505	504	499
Avg.	339	320	327	332	348	343	335

Source: MPD District Patrol Schedules, July 2023

Changes in both staffing levels and volume of calls received throughout the day and week impacted the availability of MPD patrol resources per call. Across all hours and days, MPD averaged 9.3 officers scheduled per community-generated call for service. This average ranged widely by hour and day of week – from 5.1 scheduled officers per community-generated call on Fridays from 6pm to 7pm (when call volume was high and scheduled officers were somewhat lower) to 24.8 scheduled officers per community-generated call on Thursdays from 5am to 6am (when call volume was low and staffing was high due to a shift overlap period). In the following table, shift overlap periods like this one are indicated by a double box.

Patrol staffing per community-generated call for service was lower during morning to mid-day hours (7am to 2pm) when an average of 6.7 officers were scheduled per call and in the early-mid-evening hours (4pm to 8pm) when an average of 5.8 officers were scheduled per call.



Average MPD PSA Patrol Officers Scheduled (July 2023) per Community-Generated Call for Service (CY 2022)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	7.8	9.5	9.9	10.2	11.0	10.5	7.3
1	5.7	8.0	8.7	8.6	9.0	8.7	5.8
2	6.2	9.1	9.9	10.3	10.4	9.1	6.1
3	6.9	10.6	11.6	12.9	13.2	11.6	6.7
4	9.1	13.3	13.7	14.9	15.0	13.9	9.0
5	20.5	22.9	24.1	23.2	24.8	23.5	20.6
6	18.3	16.9	17.5	17.5	19.1	17.3	17.8
7	11.7	8.8	9.2	8.6	9.5	9.2	10.6
8	7.6	5.8	5.9	5.7	6.2	5.9	7.3
9	7.0	5.4	5.6	5.3	5.9	5.6	6.4
10	6.7	5.6	5.8	5.4	6.2	5.6	6.1
11	6.1	5.5	5.8	5.5	5.9	5.5	5.7
12	6.0	5.5	5.9	5.3	5.9	5.8	5.6
13	8.1	7.5	7.6	7.1	7.8	7.3	7.2
14	11.6	10.1	11.7	11.4	11.6	10.6	11.0
15	10.2	8.7	8.9	8.9	9.3	8.7	10.0
16	6.9	5.7	5.9	6.0	6.3	5.7	6.7
17	6.1	5.2	5.3	5.8	5.8	5.4	6.1
18	6.2	5.2	5.1	5.5	5.6	5.1	5.6
19	6.3	5.6	5.4	5.9	5.9	5.6	5.9
20	9.7	8.5	8.9	9.4	9.1	8.7	9.6
21	11.9	10.6	11.4	11.7	11.8	10.8	10.8
22	11.3	10.6	10.7	11.5	11.2	9.7	9.5
23	12.1	10.9	11.7	11.9	11.8	9.1	9.4
Avg.	9.2	9.0	9.4	9.5	9.9	9.1	8.6

Source: MPD CAD Data, District Patrol Schedules, July 2023

Community-Generated Calls and Patrol Staffing Schedules, by District

By district, average officers per community-generated call for service each hour ranged from a low of 7.6 in 3D to a high of 10.0 in 4D. For five of seven districts, Saturday had the lowest average ratio of officers to calls. For 2D, Sunday was the lowest day, and 7D had its lowest officer to call ratio on Monday.



MPD PSA Patrol Officers per Community-Generated Call for Service per Hour, by District and Day of Week

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg
1D	8.1	9.1	11.3	8.4	11.1	9.2	7.8	9.3
2D	7.3	8.4	9.1	10.1	9.0	7.9	7.4	8.4
3D	7.2	8.4	7.7	7.9	7.9	7.4	7.1	7.6
4D	9.5	9.6	11.0	10.9	10.6	9.7	9.0	10.0
5D	9.3	8.7	9.3	9.6	9.6	8.8	8.7	9.2
6D	10.2	10.2	9.2	9.2	10.9	10.8	7.2	9.7
7D	11.4	7.4	7.6	9.1	9.2	8.6	10.9	9.2
Dept Avg	9.2	9.0	9.4	9.5	9.9	9.1	8.6	

Source: MPD CAD Data, District Patrol Schedules, July 2023

By hour of day, each district showed similar patterns of the lowest number of officers relative to call volume during mid-morning and evening hours and the highest number in late night through early morning hours.

In four of seven districts, the average number of officers per call was never below five. In 1D it was less than five during three hours (5pm through 7pm), in 2D it was less than five for during two hours (5pm through 6pm). In 3D it was less than five during eight hours, including for six consecutive hours from 8am through 1pm.

Please see Appendix E3 for full tables of officers per call by hour and day for each district.



MPD PSA Patrol Officers per Community-Generated Call for Service per Hour, by District and Hour of Day

Hour	1D	2D	3D	4D	5D	6D	7D
0	10.4	9.9	11.3	9.1	9.8	6.0	9.3
1	9.7	7.1	7.7	8.2	7.5	7.6	6.2
2	10.4	8.3	6.3	9.4	9.2	9.1	8.0
3	11.8	10.0	8.0	12.1	10.7	10.6	9.5
4	13.6	11.5	10.1	14.3	12.8	12.5	12.6
5	22.9	21.6	17.7	22.3	25.3	27.3	18.7
6	16.9	12.3	14.8	21.4	15.8	22.7	19.4
7	10.5	6.7	6.3	11.1	8.4	12.6	10.8
8	6.7	5.5	4.8	6.5	6.8	6.7	6.2
9	6.3	5.4	4.6	6.0	6.0	6.3	5.4
10	6.7	5.5	4.6	6.2	6.0	6.2	5.3
11	6.5	5.0	4.5	5.8	5.9	6.0	5.2
12	6.5	5.0	4.6	6.1	5.9	5.9	5.2
13	6.3	5.1	4.7	9.1	5.7	12.3	7.1
14	10.7	10.8	6.1	12.4	11.9	12.2	11.1
15	8.8	7.6	8.6	10.4	8.0	8.7	11.2
16	5.6	5.0	5.1	8.0	5.3	5.8	7.6
17	4.8	4.9	5.0	6.2	5.2	5.8	6.8
18	4.3	4.9	4.9	6.3	5.0	5.5	6.4
19	4.7	5.3	5.3	6.3	5.5	5.7	6.6
20	8.4	11.4	8.5	8.9	10.3	6.0	9.2
21	9.9	11.4	10.6	11.9	10.8	11.3	11.2
22	9.7	10.8	9.2	11.9	10.1	10.7	10.4
23	10.6	12.0	10.0	11.1	11.7	8.8	11.3
Avg	9.3	8.4	7.6	10.0	9.2	9.7	9.2
Min	4.3	4.9	4.5	5.8	5.0	5.5	5.2
Max	22.9	21.6	17.7	22.3	25.3	27.3	19.4

Source: MPD CAD Data, District Patrol Schedules, July 2023

Community-Generated Calls with Primary Patrol Officer Response, by Type (CY 2022)

In addition to reviewing the volume of community-generated calls for service patrol officers responded to in CY 2022, PFM analyzed the *types* of received community-generated calls for service. To do so, PFM categorized individual call types into broader categories of calls that mirrored the previously cited national study of police call type categorization.³⁹⁷ The categorization was used to better understand the nature of calls responded to by primary patrol officer units.

³⁹⁷ Lum, C., Koper, C. S., & Wu, X. (2022). Can We Really Defund the Police? A Nine-Agency Study of Police Response to Calls for Service. *Police Quarterly*, 25(3), 255-280. <https://doi.org/10.1177/10986111211035002>.



In CY 2022, the most common call category primary patrol officer units responded to was “disorder” which accounted for 23.0 percent of total calls in CY 2022. Violent calls, *including categories of “violence” and “domestic violence,”* combined to be 16.3 percent of total calls. “Traffic-related” (11.9 percent) and “follow-up/service” (10.8 percent) call categories also drove primary patrol officer units’ call volume.

- **Disorder** accounted for 23.0 percent of primary patrol unit calls. The most common call type within this category was “Disorderly-Unwanted Person (Inside or Out)” which was 44.7 percent of total calls in this category (or 10.3 percent of total CY 2022 calls). This category also includes “Investigate the Trouble” (13.6 percent of the category), “Noise/Loud Music” (13.0 percent), “Disorderly-Verbal Only” (12.0 percent), and “Disturbance-Group (More than 3)” (10.5 percent).
- **Traffic-Related** calls were 11.9 percent of CY 2022 calls. More than half (52.8 percent) were related to accidents, 29.5 percent were “parking complaints,” 9.6 percent were related to hit and run incidents, and 6.8 percent were related to driving under the influence, or reckless/aggressive driving.
- **Violence** accounted for 8.8 percent of total calls. Calls in this category were driven by fights, assaults, and aggravated assaults which were 46.1 percent of the category total, shootings or shots fired at 26.6 percent, and “person with weapon” calls at 10.9 percent.
- **Domestic Violence** was 7.4 percent of total calls, and this category consists entirely of calls with the MPD description “Domestic Violence/Family Fight.”
- **Follow-up/Service** were 10.8 percent of CY 2022 calls. Follow-up calls, including follow-ups on reports and 911 hang ups, were 30.7 percent of the category, welfare checks were 28.7 percent, 17.9 percent of calls were related to aiding motorists and others, and 13.7 percent were related to calls for assistance to Fire and EMS.



MPD Community-Generated Call Volume with Primary Patrol Unit Response by Category, CY 2022

	CY 2022 Call Volume	Pct of Total
Disorder	79,638	23.0%
Traffic-related	41,189	11.9%
Follow-up/Service	37,348	10.8%
Alarms	35,603	10.3%
Property	31,059	9.0%
Violence	30,540	8.8%
Domestic Violence	25,439	7.4%
Mental	17,003	4.9%
Suspensions	10,456	3.0%
Admin	8,860	2.6%
Interpersonal-other	8,810	2.5%
Domestic-related	6,798	2.0%
Missing Persons	4,432	1.3%
Medical	4,427	1.3%
Vice	3,931	1.1%
Department Total	345,533	

Source: MPD CAD Data

Community-Generated Calls with Primary Patrol Officer Unit Response By Patrol District - Overview

In CY 2022, on average, each MPD patrol district handled 50,605 calls; however, call volume ranged from a high of 56,219 calls in the Sixth District (6D) to a low of 44,631 in the Third District (3D).³⁹⁸

Each district generally followed the call category rankings seen department-wide (“disorder,” violent calls, “traffic-related,” and “follow-up/service” calls being most common). The largest variance from the department-wide rankings was seen in 6D and 7D. “Domestic violence” calls in these two districts were greater than the combined “domestic violence” calls in the other five districts. “Domestic violence” calls were among the top three call categories for both 6D and 7D, compared to 12th-most common across the department overall. Calls in the “Violence” category were also higher in 6D and 7D compared to the other patrol districts overall, totaling more than 40 percent of MPD calls in this category.

³⁹⁸ MPD abbreviations for patrol districts are used throughout this report. Abbreviations follow a standard presentation of “[district number][D].” For example, the Sixth District is abbreviated as “6D,” the Third District is abbreviated as “3D,” etc.



MPD Community-Generated Call Volume with Primary Patrol Unit Response by Category and Patrol District, CY 2022

	1D	2D	3D	4D	5D	6D	7D	Total
Disorder	10,682	13,023	11,334	10,178	12,847	11,302	10,272	79,638
Traffic-related	6,454	7,104	5,818	5,589	6,136	5,927	4,161	41,189
Follow-up/Service	5,013	4,861	4,184	4,784	5,602	6,694	6,210	37,348
Alarms	4,278	8,519	4,669	5,084	5,540	4,350	3,163	35,603
Property	3,868	4,990	4,655	4,415	5,052	4,586	3,493	31,059
Violence	3,669	2,886	3,693	3,435	4,462	5,918	6,477	30,540
Domestic Violence	2,114	1,147	1,968	3,014	3,742	6,360	7,094	25,439
Mental	2,585	2,796	2,445	1,957	2,491	2,443	2,286	17,003
Suspensions	1,434	1,604	1,557	1,533	1,595	1,724	1,009	10,456
Admin	1,683	1,021	1,046	1,365	1,061	1,493	1,191	8,860
Interpersonal-other	1,241	1,447	1,182	1,060	1,331	1,375	1,174	8,810
Domestic-related	632	508	636	901	992	1,574	1,555	6,798
Missing Persons	562	379	372	560	685	956	918	4,432
Medical	525	533	530	583	741	795	720	4,427
Vice	372	224	542	611	824	722	636	3,931
Total	45,112	51,042	44,631	45,069	53,101	56,219	50,359	345,533
Pct of Total	13.1%	14.8%	12.9%	13.0%	15.4%	16.3%	14.6%	

Source: MPD CAD Data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis

Community-Generated Calls with Primary Patrol Officer Unit Response By Patrol District and Category

PFM compared each district's share of total call volume to its share of each call category to examine how the nature of primary patrol unit workload varied.

During this review, PFM found that certain patrol districts had more significant shares of certain call types than other districts. PFM used a threshold of a 4.0 percentage point difference in patrol district share compared to the department all districts to identify the following findings:³⁹⁹

- **1D** accounted for an outsized portion of the department's "admin" calls.
 - This patrol district handled 13.1 percent of the department's total call volume, but 19.0 percent of the department's "admin" calls. "
 - Prisoner transport" calls largely drove the high share of call volume in this category. 1D had 818 "prisoner transport" calls in CY 2022, more than double the average of 365 across all other patrol districts.
- **2D** had an outsized portion of "alarms" calls.

³⁹⁹ Note, there were no findings within these parameters for 3D and 4D.



- The patrol district accounted for 14.8 percent of total calls in CY 2022 but 23.9 percent of “alarms” calls.
- 2D had 8,519 “alarms” calls – nearly twice the average of 4,514 across all other districts.
- **5D** accounted for 21.0 percent of “vice” calls, compared to its 15.4 percent share of total department call volume.
 - “Drug use” and “selling/buying drugs” were the major call types in this category in 5D, as they were throughout the department.
- **6D** accounted for one-quarter (25.0 percent) of “domestic violence” calls, 23.2 percent of “domestic-related” calls, and 21.6 percent of “missing persons” calls compared to its 16.3 percent share of total department call volume.
 - Within the “domestic-related” call category, assistance with property retrieval, “CPO violation,” and assistance with court papers were the top call types.
 - Among “missing persons” calls, those marked as critical due to age (under 15 years old or 65 or older), mental or medical conditions were the top call type. 6D had 706 of these calls compared to an average of 385 across all other patrol districts.
- **7D** had an outsized portion of four call categories. It accounted for 27.9 percent of the department’s “domestic violence” calls, 22.9 percent of “domestic-related” calls, 21.3 percent of “violence” calls and 20.7 percent of “missing persons” calls compared to its 14.6 percent share of total call volume.
 - Similar to 6D, 7D “missing persons” calls were driven by calls marked as critical due to age (under 15 years old or 65 and older), mental or medical conditions, with 642 calls and “domestic-related” calls were driven by assistance with property retrieval, “CPO violation,” and assistance with court papers.
- **6D and 7D** combined to account for 40.6 percent of the department’s total “violence” calls but only 30.9 percent of the department’s total calls across all categories. The type of “violence” calls also set these districts apart from the others.
 - In every other patrol district, fights and assaults were the top call types within this category.
 - In 6D and 7D, calls related to shootings and/or shots fired were the top call type in the “violence” category.⁴⁰⁰
 - 7D had 2,744 calls related to shootings and/or shots fired and 6D had 2,404 while all other districts averaged 592.

⁴⁰⁰ “Shootings and/or shots fired” includes the call types: “SOUNDS OF SHOTS FIRED-NO OTHER INFO,” “SHOTS FIRED W/INFORMATION,” “SHOOTING,” “SHOTS FIRED W/INFORMATION > 30 MINS AGO,” “SOUNDS OF SHOTS FIRED-NO OTHER INFO > 30 MINS AGO,” and “ACTIVE SHOOTER.”



- Together, 6D and 7D accounted for nearly two-thirds (63.5 percent) of the department's total shootings/shots fired calls.



Patrol District Share of Total MPD Community-Generated Call Volume with Primary Patrol Unit Response, by Category, CY 2022

	1D	2D	3D	4D	5D	6D	7D
Admin	19.0%	11.5%	11.8%	15.4%	12.0%	16.9%	13.4%
Alarms	12.0%	23.9%	13.1%	14.3%	15.6%	12.2%	8.9%
Disorder	13.4%	16.4%	14.2%	12.8%	16.1%	14.2%	12.9%
Domestic Violence	8.3%	4.5%	7.7%	11.8%	14.7%	25.0%	27.9%
Domestic-related	9.3%	7.5%	9.4%	13.3%	14.6%	23.2%	22.9%
Follow-up/Service	13.4%	13.0%	11.2%	12.8%	15.0%	17.9%	16.6%
Interpersonal-other	14.1%	16.4%	13.4%	12.0%	15.1%	15.6%	13.3%
Medical	11.9%	12.0%	12.0%	13.2%	16.7%	18.0%	16.3%
Mental	15.2%	16.4%	14.4%	11.5%	14.7%	14.4%	13.4%
Missing Persons	12.7%	8.6%	8.4%	12.6%	15.5%	21.6%	20.7%
Property	12.5%	16.1%	15.0%	14.2%	16.3%	14.8%	11.2%
Suspensions	13.7%	15.3%	14.9%	14.7%	15.3%	16.5%	9.6%
Traffic-related	15.7%	17.2%	14.1%	13.6%	14.9%	14.4%	10.1%
Vice	9.5%	5.7%	13.8%	15.5%	21.0%	18.4%	16.2%
Violence	12.0%	9.4%	12.1%	11.2%	14.6%	19.4%	21.2%
Total Calls	13.10%	14.80%	12.90%	13.00%	15.40%	16.30%	14.6%

Source: MPD CAD Data.

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Primary Patrol Officer Unit Time on Community-Generated Calls

Overview

Using unit-level CAD data provided by MPD, PFM calculated the time each responding primary patrol officer unit spent on each call for service; covering from the time a unit was dispatched to the time the unit marked itself available following the close of a call.⁴⁰¹ For the purposes of this analysis, PFM uses the term “unit time” to refer to the total amount of time all units spent responding to a call. For example, a call in which two units responded, one spending 30 minutes from dispatch to available time and one spending 15 minutes from dispatch to available time, would have a call unit time of 45 minutes.

In CY 2022, across all calls with a primary patrol officer unit response, total unit time per call averaged 69.7 minutes. The average number of units responding to a call was 1.8, with an average time per unit on each call of 39.3 minutes.

Primary Patrol Officer Unit Time by Call Category

While call volume describes the frequency of different call types, unit time is a better descriptor of officer workload because it accounts for *both* the frequency and amount of time spent handling certain call types. For example, “disorder” (the most frequent call category) call volume was about 2.6 times greater than “violence” calls, however, “violence” calls had higher total unit

⁴⁰¹ Time of dispatch was determined by the time a unit was listed with the unit status “DP” (meaning, dispatched) in the unit-level data. Available time was determined by the subsequent time the unit's status was updated to available with one of the following status codes: AM (available mobile), AE (available in the event of an emergency), AP (available pager), and AV (available voice). In the majority of cases, MPD units used the code “AM” to designate being back in service.



time in CY 2022. Each “violence” call averaged 122.6 minutes of total unit time, compared to 45.9 minutes per “disorder” call.

In CY 2022, nearly two-thirds of all unit time was spent on calls within the top-five categories (violence, disorder, traffic-related, follow-up/service, and domestic violence). Violent call categories (“violence” and “domestic violence”) accounted for more than one-quarter (26.1 percent) of unit time. The unit time was driven by the duration and the number of units dispatched for each call in these two categories. These categories had the highest average number of units (2.4 and 2.1, respectively) and had higher than average time per unit (51.8 minutes per unit per “violence” call and 48.0 minutes per unit per “domestic violence” call). “Disorder,” “traffic-related,” and “follow-up/service” calls each accounted for more than 10 percent of total unit time in CY 2022.

MPD Officer Unit Time by Call Category, CY 2022 Community-Generated Calls with Primary Patrol Unit Response

	Total Unit Time (Hours)	Pct of Total Unit Time	Call Volume	Total Unit Time per Call (Minutes)	Avg Units per Call	Avg Minutes per Unit
Violence	62,398	15.5%	30,540	122.6	2.4	51.8
Disorder	60,859	15.2%	79,638	45.9	1.8	26.0
Traffic-related	44,348	11.0%	41,189	64.6	1.4	46.1
Follow-up/Service	43,733	10.9%	37,348	70.3	1.6	43.5
Domestic Violence	42,484	10.6%	25,439	100.2	2.1	48.0
Property	37,345	9.3%	31,059	72.1	1.6	45.1
Mental	25,190	6.3%	17,003	88.9	2.0	44.6
Alarms	23,041	5.7%	35,603	38.8	1.8	21.7
Admin	13,298	3.3%	8,860	90.1	1.5	59.7
Medical	9,890	2.5%	4,427	134.0	1.9	70.3
Interpersonal-other	9,405	2.3%	8,810	64.0	1.8	36.3
Missing Persons	9,262	2.3%	4,432	125.4	1.6	76.6
Suspensions	9,062	2.3%	10,456	52.0	1.8	29.5
Domestic-related	9,023	2.2%	6,798	79.6	1.8	44.2
Vice	2,292	0.6%	3,931	35.0	1.6	21.7
Total	401,631		345,533	69.7	1.8	39.3

Source: MPD CAD data

Primary Patrol Officer Unit Time by Call Category and District

In CY 2022, average total unit time per district was 57,376 hours, ranging from a high of 70,468 hours in 6D to 46,562 hours in 1D. Rankings of categories by call volume within each district generally followed the department-wide rankings with the largest differences seen in 6D and 7D “domestic violence” and “domestic-related” time on calls. “Domestic violence” was the second-most time-consuming call category in both 6D and 7D compared to fifth across the department overall. “Domestic-related” was the ninth- and tenth-most time-consuming call category in 6D and 7D compared to 14th across the department overall.



MPD Officer Unit Time (in Hours) by Call Category and Patrol District, CY 2022
Community-Generated Calls with Primary Patrol Unit Response

	1D	2D	3D	4D	5D	6D	7D	Total
Violence	6,944	6,479	7,079	8,154	9,652	11,984	12,106	62,398
Disorder	7,358	11,171	8,003	7,884	9,977	8,749	7,718	60,860
Traffic-related	6,275	7,261	5,305	6,116	6,824	7,191	5,377	44,349
Follow-up/Service	5,119	5,994	4,807	5,914	7,096	8,006	6,798	43,734
Domestic Violence	3,382	2,448	3,286	5,564	6,293	10,655	10,856	42,484
Property	4,511	6,329	5,428	5,537	6,214	5,456	3,869	37,344
Mental	3,053	4,136	3,290	3,716	3,618	4,019	3,358	25,190
Alarms	2,364	5,809	2,821	3,473	3,798	2,802	1,974	23,041
Admin	2,379	1,629	1,555	2,395	1,461	2,160	1,721	13,300
Medical	856	1,213	990	1,442	1,826	1,935	1,628	9,890
Interpersonal-other	1,153	1,691	1,117	1,150	1,483	1,516	1,295	9,405
Missing Persons	1,112	901	687	1,302	1,408	1,966	1,886	9,262
Suspicious	1,082	1,522	1,297	1,231	1,457	1,579	895	9,063
Domestic-related	791	785	851	1,380	1,280	2,040	1,895	9,022
Vice	185	185	289	348	514	412	360	2,293
Total	46,562	57,554	46,803	55,606	62,902	70,468	61,737	401,632
Pct of Total	11.6%	14.3%	11.7%	13.8%	15.7%	17.5%	15.4%	

Source: MPD CAD data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

PFM compared each patrol district's share of the total unit time to its share of total unit time by call category. This highlighted districts that accounted for an outsized portion of unit time spent on certain call categories and demonstrated variation in the nature of patrol workload by district. During this review, PFM found that certain patrol districts had more significant shares of unit time by call category:

- **1D and 4D** combined to account for more than one-third (35.9 percent) of the department's time on "admin" calls with each at about 18.0 percent of the department total.
 - In both districts, the high share of overall time in this category was driven by "prisoner transport" calls.
 - Primary patrol officer units spent 1,170 hours and 1,202 hours in 1D and 4D, respectively on "prisoner transport" calls – more than twice the average of all other patrol districts (512 hours).
- **2D** accounted for 25.2 percent of total primary patrol officer unit time spent on "alarms" calls and 18.4 percent of time spent on "disorder" calls compared to its share of total department primary patrol officer unit time of 14.3 percent.
 - Units in 2D spent 3,076 hours on "business/commercial burglary alarms" – more than twice the average across all other districts (1,359 hours) and 2,087 hours on residential burglary alarms – nearly 1,000 hours more than the average across other patrol districts (1,175 hours).



- “Disorderly-unwanted person (inside or out)” primarily drove the district’s “disorder” unit time calls on which its units spent a total of 6,556 hours – nearly 3,000 more than the average across other patrol districts (3,788 hours).
- **6D and 7D** combined to account for 38.6 percent of “violence” calls (19.4 percent of total in 7D and 19.2 percent of total in 6D), driven by greater primary patrol officer unit time spent responding to calls related to shootings and shots fired.
 - These patrol districts accounted for more than half (55.5 percent) of total primary patrol officer unit time spent on shootings and shots fired across the department, with 30.0 percent of total in 7D and 25.5 percent of total in 6D.
 - Units in 6D and 7D spent 4,662 hours and 5,488 hours, respectively, responding to shootings and shots fired compared to an average of 1,630 across all other patrol districts.
- **6D and 7D** combined to account for more than half (50.7 percent) of the department’s total primary patrol officer unit time spent responding to “domestic violence” calls.⁴⁰²
 - 6D was 25.1 percent of total and 7D was 25.6 percent of total.
 - Units in 6D and 7D spent 10,655 hours and 10,856 hours, respectively, on “domestic violence” calls – both more than twice the average across all other patrol districts (4,195 hours).
- **6D and 7D** combined to account for 43.6 percent of the department’s total unit time spent on “domestic-related” calls – driven primarily by assistance with property retrieval, “CPO violation,” and calls to assist with court papers.

⁴⁰² In April 2023, MPD launched a Domestic Violence Liaison Program in 5D, 6D, and 7D. The program pairs MPD volunteer corps Domestic Violence Liaisons with patrol officers to respond to domestic violence calls for service. See MPD circular CIR-23-04 “Domestic Violence Liaison Program”



Share of Department Total Primary Patrol Officer Unit Time by Call Category and Patrol District, CY 2022 Community-Generated Calls with Primary Patrol Unit Response

	1D	2D	3D	4D	5D	6D	7D
Admin	17.9%	12.2%	11.7%	18.0%	11.0%	16.2%	12.9%
Alarms	10.3%	25.2%	12.2%	15.1%	16.5%	12.2%	8.6%
Disorder	12.1%	18.4%	13.2%	13.0%	16.4%	14.4%	12.7%
Domestic Violence	8.0%	5.8%	7.7%	13.1%	14.8%	25.1%	25.6%
Domestic-related	8.8%	8.7%	9.4%	15.3%	14.2%	22.6%	21.0%
Follow-up/Service	11.7%	13.7%	11.0%	13.5%	16.2%	18.3%	15.5%
Interpersonal-other	12.3%	18.0%	11.9%	12.2%	15.8%	16.1%	13.8%
Medical	8.7%	12.3%	10.0%	14.6%	18.5%	19.6%	16.5%
Mental	12.1%	16.4%	13.1%	14.8%	14.4%	16.0%	13.3%
Missing Persons	12.0%	9.7%	7.4%	14.1%	15.2%	21.2%	20.4%
Property	12.1%	16.9%	14.5%	14.8%	16.6%	14.6%	10.4%
Suspensions	11.9%	16.8%	14.3%	13.6%	16.1%	17.4%	9.9%
Traffic-related	14.1%	16.4%	12.0%	13.8%	15.4%	16.2%	12.1%
Vice	8.1%	8.1%	12.6%	15.2%	22.4%	18.0%	15.7%
Violence	11.1%	10.4%	11.3%	13.1%	15.5%	19.2%	19.4%
Total Calls	11.6%	14.3%	11.7%	13.8%	15.7%	17.5%	15.4%

Source: MPD CAD Data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Primary Patrol Unit Self-Dispatched Calls

Self-dispatched calls are initiated by an officer, rather than a community-generated call to 911. Self-dispatched calls often result from officer proactivity or observation and response. Traffic stops are a common example of self-dispatched calls.

PFM's analysis of self-dispatched calls used MPD-provided CAD data that included fields indicating whether a call was dispatched by OUC or was self-dispatched. Additionally, all calls with a dispatch to arrival of one second or less were assumed to be self-dispatched following a review with MPD of call types meeting this criterion.

Similar to the analysis of community-generated calls with primary patrol officer unit response, self-dispatched calls were reviewed to understand volume and nature of primary patrol officer unit self-dispatched calls.

Primary Patrol Officer Unit Self-Dispatched Calls by Category

In CY 2022, primary patrol unit self-dispatched calls were driven by incidents in the "admin," "traffic-related," and "follow-up/service" categories.

- **Admin** calls were 26.8 percent of total self-dispatched calls. About three-quarters of the calls within admin were "miscellaneous" calls (74.8 percent) for which further description was not available in the data provided. "Prisoner transport" accounted for nearly all of the remaining quarter of calls in the category (24.2 percent of the category total).
- **Traffic-related** calls comprised 25.2 percent of total self-dispatched calls. Nearly three-quarters (72.6 percent) of these calls were traffic stops. Accident-related incidents



accounted for 15.9 percent of calls in this category, followed by “parking complaints” which were 6.5 percent of the category total.⁴⁰³

- **Follow-up/Service** calls were 10.4 percent of total self-dispatched calls. Nearly half of these calls were related to assisting motorists and others (49.9 percent).⁴⁰⁴ Another one-third (33.8 percent) of these calls were “follow up for stolen/missing reports.”

MPD Self-Dispatched Call Volume with Primary Patrol Unit Response by Category, CY 2022

	Call Volume	Pct of Total
Admin	11,845	26.8%
Traffic-related	11,101	25.2%
Disorder	4,651	10.5%
Follow-up/Service	4,572	10.4%
Property	3,235	7.3%
Violence	2,126	4.8%
Suspicious	1,579	3.6%
Medical	1,265	2.9%
Domestic Violence	1,081	2.4%
Alarms	870	2.0%
Mental	827	1.9%
Interpersonal-other	315	0.7%
Domestic-related	259	0.6%
Missing Persons	246	0.6%
Vice	153	0.3%
Department Total	44,125	

Source: MPD CAD Data

Primary Patrol Officer Unit Self-Dispatched Calls by Category and Patrol District

In CY 2022, on average, each MPD patrol district had an average of 5,061 self-dispatched calls; however, call volume ranged from a high of 7,511 calls in 6D to a low of 5,499 in 4D. Each district’s distribution of self-dispatched calls by category generally followed the rankings seen at the department total level, with “admin,” “traffic-related,” “follow-up/service,” and “disorder” driving volume.

⁴⁰³ “Accident-related incidents include “ACCIDENT PROPERTY DAMAGE-MPD,” “ACCIDENT-GOV’T OR COMMERCIAL VEH INVOLVED,” “ACCIDENT INVOLVING PED/BIKE/MC,” “ACCIDENT INJURIES-MULTIPLE VEHS,” “ACCIDENT INJURIES-SINGLE VEH,” “ACCIDENT OTHER (EXPLAIN),” “ACCIDENT INVOLVING PED/BIKE/MC > 30 MINS AGO,” “ACCIDENT UNK INJURY/CALLER IS PASSERBY,” “ACCIDENT-ROLLOVER,” “ACCIDENT INJURIES-MULTIPLE VEHS > 30 MINS AGO,” “ACCIDENT OTHER (EXPLAIN) > 30 MINS AGO,” “ACCIDENT-ROLLOVER > 30 MINS AGO,” “ACCIDENT INJURIES-SINGLE VEH > 30 MINS AGO,” “ACCIDENT UNK INJURY/CALLER IS PASSERBY > 30 MINS AGO.”

⁴⁰⁴ Includes “ASSIST-OTHER (EXPLAIN)” and “ASSIST MOTORIST.”



MPD Self-Dispatched Call Volume, Primary Patrol Units, by Category and Patrol District, CY 2022

	1D	2D	3D	4D	5D	6D	7D	Total
Admin	1,440	1,667	1,520	1,524	1,578	2,118	1,998	11,845
Traffic-related	1,514	1,442	1,434	1,462	1,973	1,757	1,519	11,101
Disorder	657	720	709	557	713	682	613	4,651
Follow-up/Service	602	490	497	501	689	920	873	4,572
Property	374	476	547	412	567	468	391	3,235
Violence	254	163	261	226	297	424	501	2,126
Suspensions	207	161	229	160	197	269	356	1,579
Medical	158	138	181	164	223	216	185	1,265
Domestic Violence	88	52	107	129	145	242	318	1,081
Alarms	105	199	112	118	169	91	76	870
Mental	116	111	131	97	117	130	125	827
Interpersonal-other	32	45	43	41	52	51	51	315
Domestic-related	25	15	17	45	43	55	59	259
Missing Persons	37	25	24	37	39	49	35	246
Vice	14	3	17	26	27	39	27	153
Total	5,623	5,707	5,829	5,499	6,829	7,511	7,127	44,125
Pct of Total	12.7%	12.9%	13.2%	12.5%	15.5%	17.0%	16.2%	

Source: MPD CAD Data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Primary Patrol Officer Unit Time on Self-Dispatched Calls by Category

More than two thirds of total primary patrol unit time on self-dispatched calls was spent on calls in the “admin,” “traffic-related,” “follow-up/service,” and “violence” categories.

- **“Admin”** calls were 30.7 percent of this time. Nearly three quarters of this time (73.0 percent) was on “miscellaneous” calls and 25.5 percent was “prisoner transport” calls.
- **“Traffic-related”** calls were 17.9 percent of total primary patrol officer unit time on self-dispatched calls. About half (49.6 percent) of this time was on traffic stops. Calls related to accidents were 35.5 percent of total time in this category.⁴⁰⁵
- **“Follow-up/service”** calls were 11.1 percent of this time. “Follow up for stolen/missing reports” was 31.6 percent of total time in this category, followed by assistance to motorists (7.5 percent) and assistance to others (15.0 percent).

⁴⁰⁵ Calls related to accidents include “ACCIDENT PROPERTY DAMAGE-MPD,” “ACCIDENT-GOV'T OR COMMERCIAL VEH INVOLVED,” “ACCIDENT INJURIES-MULTIPLE VEHS,” “ACCIDENT INJURIES-SINGLE VEH,” “ACCIDENT UNK INJURY/CALLER IS PASSERBY,” “ACCIDENT INVOLVING PED/BIKE/MC,” “ACCIDENT-ROLLOVER,” “ACCIDENT OTHER (EXPLAIN),” “ACCIDENT INVOLVING PED/BIKE/MC > 30 MINS AGO,” “ACCIDENT INJURIES-MULTIPLE VEHS > 30 MINS AGO,” “ACCIDENT OTHER (EXPLAIN) > 30 MINS AGO,” “ACCIDENT-ROLLOVER > 30 MINS AGO,” “ACCIDENT UNK INJURY/CALLER IS PASSERBY > 30 MINS AGO.”



- **“Violence”** calls were 9.9 percent of this time. Fights and simple assaults was the leading single call type in this category (18.2 percent of the category total). Shooting and shots fired calls combined to account for 39.6 percent of this category.⁴⁰⁶

**MPD Self-Dispatched Call Volume with Primary Patrol Unit Response by Category,
CY 2022**

	Total Unit Time (Hrs)	Pct of Total Unit Time
Admin	17,045	30.7%
Traffic-related	9,907	17.8%
Follow-up/Service	6,153	11.1%
Violence	5,510	9.9%
Disorder	4,489	8.1%
Property	3,976	7.2%
Medical	1,781	3.2%
Domestic Violence	1,746	3.1%
Suspicious	1,739	3.1%
Mental	1,339	2.4%
Alarms	572	1.0%
Missing Persons	466	0.8%
Interpersonal-other	394	0.7%
Domestic-related	346	0.6%
Vice	127	0.2%
Total	55,591	

Source: MPD CAD Data

Primary Patrol Officer Unit Time on Self-Dispatched Calls by Category and District

Primary patrol officer unit time on self-dispatched calls ranged from 6,385 hours in 1D to 9,991 hours in 6D. Unit time on these calls by district was distributed similarly to the distribution at the department level.

⁴⁰⁶ Shooting and shots fired calls include “SHOOTING,” “SHOTS FIRED W/INFORMATION,” “SHOTS FIRED W/INFORMATION > 30 MINS AGO,” and “SOUNDS OF SHOTS FIRED-NO OTHER INFO > 30 MINS AGO.”



MPD Officer Unit Time (in Hours) by Call Category and Patrol District, CY 2022 Self-Dispatched Calls with Primary Patrol Unit Response

	1D	2D	3D	4D	5D	6D	7D	Total
Admin	1,969	2,148	2,036	2,317	2,502	3,125	2,948	17,045
Traffic-related	1,111	1,326	1,243	1,264	1,558	1,854	1,551	9,907
Follow-up/Service	731	567	609	674	943	1,318	1,311	6,153
Violence	591	452	666	632	905	898	1,366	5,510
Disorder	546	756	676	561	705	651	594	4,489
Property	475	608	557	535	710	560	531	3,976
Medical	253	184	219	269	322	305	229	1,781
Domestic Violence	160	121	173	228	265	379	420	1,746
Suspicious	232	208	262	181	226	301	329	1,739
Mental	132	190	187	172	195	239	225	1,340
Alarms	62	131	69	85	113	54	58	572
Missing Persons	55	50	34	59	86	92	90	466
Interpersonal-other	32	72	72	49	54	70	45	394
Domestic-related	32	19	15	54	70	96	60	346
Vice	5	3	8	20	16	48	26	126
Total	6,385	6,835	6,825	7,102	8,670	9,991	9,784	55,590
Pct of Total	11.5%	12.3%	12.3%	12.8%	15.6%	18.0%	17.6%	

Source: MPD CAD Data

Note: Values exceeding each row's median by 25 percent or more are shaded for emphasis.

Other Patrol Officer Workload

In addition to community-generated calls for service and self-dispatched calls for service, MPD primary patrol officers also perform certain other functions. In discussions with MPD staff, the demands created by non-patrol responsibilities were consistently raised as a sizable portion of primary patrol officer workload. The cited responsibilities included:

- Assisting HSB with staffing details
- Hospital guard detail for arrestees and inmates
- Responding to calls for service at the New Beginnings Facility.

Based upon this feedback from MPD personnel, ODCA requested PFM analyze and examine the primary patrol officer workload associated with each of these tasks.

MPD does not regularly collect or report data for each of the three identified areas (HSB details, hospital guarding, and New Beginnings). As a result, PFM collected available data that could inform this review, issued surveys to patrol district commanders, and held conversations with MPD personnel to better understand each task and its impact on staffing and workload.⁴⁰⁷

Based on the quantitative and qualitative data available, PFM estimated the workload associated with each activity. Descriptions of the analyses and high-level findings follow.

⁴⁰⁷ A blank copy of the survey issued to patrol district commanders can be found in appendix E4.



HSB Details

MPD personnel reported that, for years, patrol officers have been regularly asked to assist HSB's security support for presidential and other dignitary escorts, first amendment demonstrations, and other special events. MPD personnel reported that the Department has jurisdictional responsibility to provide security for these events and situations, and the Department's policies are written to ensure proper staffing of these details to preserve peace and ensure safety of those impacted by the events.⁴⁰⁸ By policy, the commander of HSB's Special Operations Division (SOD) is responsible for coordinating and managing staffing for these events and ensuring policies are followed.

MPD reported that it provides escorts for President of the United States (POTUS), Vice President of the United States (VPOTUS), and other dignitaries requiring protective measures as they move throughout the District of Columbia.⁴⁰⁹ MPD personnel estimated that staffing for escorts can require 40 to 50 officers, but requirements vary based on the type of escort and the route taken. The Department indicated that, per a memorandum of understanding with the United States Park Police and the United States Secret Service, it receives advanced notice at least 24 hours in advance of a movement requiring an MPD escort. Upon such notice, MPD indicated that it first attempts to arrange staffing for such movements through voluntary overtime, rather than by pulling staff away from their regular post assignments.⁴¹⁰

Special events include parades, walks, runs, bicycle rides, and festivals requiring temporary use of public space controlled by the District of Columbia. The Mayor's Special Events Task Group (MSETG) provides interagency reviews of operational, public safety, and logistical components of special events proposals.⁴¹¹ When the MSETG receives a proposal for a special event, SOD determines the appropriate security for the event, including the number of officers needed.⁴¹² MPD reported that staffing requirements for these events vary depending on the size and context of the event. MPD indicated that it first attempts to staff special events through voluntary overtime, rather than by pulling staff away from their regular post assignments.⁴¹³

MPD also responds to First Amendment demonstrations and civil unrest. In its policies, MPD considers this to be part of the Department's statutory responsibility to preserve public peace, prevent crime, arrest offenders, and protect rights of persons and their property.⁴¹⁴ MPD data indicated the number of demonstrations increased from 645 in 2018 to 1,176 in 2022, though the CY 2022 figure is less than the CY 2020 (1,639) and CY 2021 (1,790) demonstrations.⁴¹⁵

⁴⁰⁸ MPD General Order 801.01, "Crowd Management and Civil Unrest."

⁴⁰⁹ MPD reported the Department of State determines threat level for foreign dignitaries which determines the level of security provided by MPD. MPD General Order 801.01 defines a police escort as providing one or more marked MPD vehicles to ensure safety along a travel route, and a dignitary as a domestic or foreign individual or group that is under the protection of the U.S. Secret Service, the U.S. Department of State or any other local or federal government agency.

⁴¹⁰ Interview with MPD Leadership (2023, December 6). *Interview by PFM Team*. Virtual.

⁴¹¹ Mayor's Special Events Task Group was established by Mayor's Order 79-92.

⁴¹² Interview with MPD Leadership (2023, December 6). *Interview by PFM Team*. Virtual.

⁴¹³ Interview with MPD Leadership (2023, December 6). *Interview by PFM Team*. Virtual.

⁴¹⁴ MPD General Order 801.01, "Crowd Management and Civil Unrest"

⁴¹⁵ MPD Memorandum, "First Amendment Activities Participation Monthly Report" July 2023.



MPD's ability to pre-plan staffing for such events varies depending on the event and the circumstances surrounding the event. The Department reported that some demonstrations and assemblies are pre-planned and MPD receives sufficient notice ahead of time. For these demonstrations, the Department is generally able to develop a security and staffing plan in advance. Other assemblies and demonstrations require MPD to coordinate response and staffing on little-to-no notice.

In addition to planned and unplanned demonstrations, MPD is the primary law enforcement authority during a civil disturbance or riot situation in the District of Columbia, except on federal or congressional property.⁴¹⁶ To respond to civil disturbances or riot situations, MPD maintains a Civil Disturbance Unit (CDU) that can be rapidly assembled. The CDU consists of specially trained personnel who are distributed throughout the seven patrol districts. Each district has at least five CDU platoons, consisting of 28 officers, four sergeants, and one lieutenant. CDU personnel function as patrol officers (or in other assignments) but must be prepared to be deployed at all times while on duty. When a civil disturbance occurs, these units are activated to provide security.

Staffing HSB Escorts, Special Events, and Demonstrations

In general, SOD reported that it first attempts to fill its staffing needs for escorts, special events, and planned first amendment demonstrations by issuing a notice that voluntary overtime is available. At times, this notice is issued via teletype. If the notice of voluntary overtime does not secure required staffing, SOD attempts to fill gaps through mandatory on-duty staffing from among SOD personnel. If voluntary overtime and SOD on-duty staff are insufficient to reach necessary staffing levels, the Division then issues a mandatory announcement via teletype to the entire department requesting staff. In these instances, a certain number of staff are requested from each patrol bureau (Patrol Services North and Patrol Services South). The Patrol Bureau determines who will be assigned to meet the HSB staffing need – sometimes on an overtime basis, and sometimes by reassigning on duty staff.

SOD reported staffing escorts, special events, and demonstrations was especially challenging when unplanned events coincided with pre-planned details. For example, if 50 officers were committed to staffing a planned escort while an unplanned civil disturbance occurred and several CDU platoons were activated, its personnel needs were greater than immediately available "on duty" staff in its command. As a result, the emergent need for staff placed strain on patrol staffing resources that were sometimes used to meet the immediate SOD staffing needs.

Patrol Officer Time on Escorts, Special Events, and Demonstrations

MPD does not regularly or consistently track "on-duty" primary patrol officer time spent on these types of SOD details; however, it does track all *overtime* hours spent on these types of SOD details using overtime authorization codes.

According to MPD data, in CY 2022, officers and Master Patrol Officers assigned to PSAs recorded 256,204 hours under authorization codes associated with teletype staffing requests, reimbursable details, escorts, and special events.⁴¹⁷ Teletype requests for federally

⁴¹⁶ MPD General Order 801.01, "Crowd Management and Civil Unrest."

⁴¹⁷ MPD PeopleSoft Data.



reimbursable staffing accounted for most of these hours (224,833, 87.8 percent). Again, authorization codes were only used for hours worked on an overtime basis.

Overtime Hours Related to Teletype Requests and Special Events Worked by Officers and MPOs Assigned to PSAs, CY 2022

Authorization Code Description	Hours	Pct of Total
Federally reimbursable teletype staffing request	224,833	87.8%
Other teletype staffing request	8,666	3.4%
Reimbursable detail	8,356	3.3%
Other reimbursable staffing request	5,087	2.0%
Federally reimbursable escorts	4,660	1.8%
Federally reimbursable SOD detail	2,896	1.1%
Sport stadium staffing	1,707	0.7%
Total	256,204	

Source: MPD PeopleSoft Data

In the absence of regular and standardized data collection and reporting for primary patrol officer regular duty time spent on these SOD activities, PFM analyzed the limited available data and created a survey that was distributed to each patrol district commander. Each commander completed the survey that asked them to populate estimates regarding the frequency and duration of each type of SOD assignment for “on duty” patrol personnel under their command.

MPD’s timekeeping system allows for entry of time worked on details during regular on duty hours; however, MPD reported the use of this field by timekeepers is not standardized across patrol districts. As a result, some patrol districts used the assignment code “DETAILED” to indicate any time an officer was detailed outside their district, other patrol districts used this code for time spent in training, and some patrol districts entered only a handful of hours under this code. Furthermore, MPD reported assignments entered in the timekeeping system during regular tour of duty hours represented an officer’s assignment at the *start* of their shift. As a result, this data did not capture mid-shift reassignments.

Given the flaws in this data, it was not possible to calculate an accurate aggregate *or* individual sum of hours worked on these details. However, this data can provide a general indication of the magnitude of time officers spent on these tasks. The actual amount of time spent on these tasks may be higher than the totals presented in the following table due to inconsistent tracking across districts.

For example, 6D reported 17 hours using “DETAILED” and “CDU” assignments during regular hours, while the other six districts reported between approximately 16,000 and 55,000 such hours. Among overtime hours for which more detailed tracking was available through authorization codes, 6D recorded the third-highest hours by district. If 6D recorded the average amount of regular hours worked on these tasks as occurred across the other six districts (28,433 hours), total regular hours worked across all districts would have been 197,047 and total hours including both regular and overtime hours would have been 453,250.

It is likely that other irregularities and inconsistent data collection and reporting affect the Department’s ability to track the impact of these details on regular and overtime hours. As a



result, the preceding data are directionally informative but insufficient to definitively indicate associated MPD workload.

Hours Worked by Patrol Officers Assigned to PSAs on Details, by District, CY 2022

	Regular Hours	Overtime Hours	Total Hours
1D	18,365	35,276	53,642
2D	23,590	34,347	57,937
3D	39,846	35,378	75,224
4D	17,965	34,978	52,943
5D	16,163	36,931	53,094
6D	17	36,070	36,087
7D	54,666	43,224	97,891
Total	170,614	256,204	426,817

Source: MPD PeopleSoft Data.

Note: Due to inconsistent tracking of this time across districts, an accurate total hours worked on these details could not be calculated. These figures likely underestimate the total hours spent on these details

To provide additional insight to the associated workloads of these details, PFM developed a survey on the three types of details discussed above. The survey was sent to MPD and completed by patrol district commanders. *The results are subjective but provide insight to the communicated experiences of patrol commanders and their staff.* As with the “hours worked” data, these results are not dispositive, but provide an additional element of context that helps to frame the larger discussion of impact of the three types of details. Highlights from the survey responses included:

- All districts reported patrol officers assist with HSB teletypes outside normal working hours and all districts except 3D reported officers assist with HSB teletypes during normal working hours.
 - 3D reported due to staffing shortages in the district it was often not able to contribute staffing for HSB teletype requests during normal working hours, but its officers assist on an overtime basis.
- Annual hours spent on HSB teletypes outside normal working hours reported by the survey were greater than or equal to the hours spent during normal working hours in most districts, which aligned with available timekeeping data.
 - The number of hours spent during normal working hours, calculated using survey responses, ranged from 3,120 in 2D to 101,920 hours in 4D. Time spent outside normal working hours fell in a smaller range, from 7,488 hours in 2D to 50,960 hours in 4D.
- Each district was asked if overtime requests related to assisting HSB impede primary patrol officers’ availability or readiness to perform primary patrol responsibilities. Five of seven districts answered “yes,” indicating overtime worked on these details impeded officers’ readiness to perform patrol responsibilities. Of districts responding “yes” to this question, three indicated it was a “frequent” occurrence and two indicated it was a “regular” occurrence.



**District Commander Survey Subjective Responses Related to Patrol Officer Assistance
with HSB Teletypes During Normal Working Hours⁴¹⁸**

		1D	2D	3D	4D	5D	6D	7D	Total
1	Do your district's primary patrol officers assist with HSB teletype requests during normal working hours?	Yes	Yes	No	Yes	Yes	Yes	Yes	
2	Number of times per week, on average, any number of primary patrol officers assist with this during normal working hours	6	2	0	14	2	5	5	
3	Number of primary patrol officers, on average, committed to this task, per occurrence	6	3	0	14	3	2	14	
4	Time in hours, on average, each committed primary patrol officer spends on this task per occurrence	10	10	0	10	6	8	10	
Calculations Based on Responses									
5	Annual Occurrences (Row 2 x 52 weeks)	312	104	0	728	104	260	260	
6	Total Officer Hours per Occurrence (Row 3 x Row 4)	60	30	0	140	18	16	140	
	Estimated Annual Officer Hours	18,720	3,120	0	101,920	1,872	4,160	36,400	166,192

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District Commander Survey Subjective Responses Related to Patrol Officer Assistance with HSB Teletypes Outside Normal Working Hours

		1D	2D	3D	4D	5D	6D	7D	Total
1	Do your district's primary patrol officers assist with HSB teletype requests outside normal working hours?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
2	Number of times per week, on average, any number of primary patrol officers assist with this outside normal working hours	6	3	22	14	10	7	5	
3	Number of primary patrol officers, on average, committed to this task, per occurrence	6	6	1	7	8	10	14	
4	Time, in hours, on average, each committed primary patrol officer spends on this task per occurrence	10	8	7	10	10	8	10	
5	Number of times per week, on average, overtime is requested by your district to assist with HSB needs	3	3	0	4	3	7	1	
Calculations Based on Responses									
6	Annual Occurrences (Row 2 x 52 weeks)	312	156	1,144	728	520	364	260	
7	Total Officer Hours per Occurrence (Row 3 x Row 4)	60	48	7	70	80	80	140	
Estimated Annual Officer Hours		18,720	7,488	8,008	50,960	41,600	29,120	36,400	192,296
	Do overtime requests related to assisting HSB impede primary patrol officers' availability or readiness to perform primary patrol responsibilities?	Yes	Yes	No	Yes	Yes	Yes	No	
	If yes, please select the frequency of total OT requests related to HSB that impede primary patrol officers' availability or readiness to perform primary patrol responsibilities (Frequent, Regular, or Not Frequent)	Frequent	Regular	-	Regular	Frequent	Frequent	-	

Hospital Guard Detail

MPD policy requires the department to provide arrestees who have sustained an injury or report an illness with timely medical care to ensure their well-being.⁴¹⁹ When an arrestee reports illness or injury, officers are required to transport the arrestee to a hospital for treatment in a timely manner. Once admitted to a hospital, a hospital guard detail consisting of two officers is established.⁴²⁰

⁴¹⁹ MPD General Order 502.07 "Medical Treatment and Hospitalization of Prisoners."

Per this policy, a "prisoner" is defined as a person who has been arrested and is being held, transported, treated, booked, or otherwise detained pending arraignment, release, adjudication, transfer to another facility, or is otherwise being processed. In this section, "arrestee" is used in place of "prisoner."

⁴²⁰ Per MPD General Order 502.07 "Medical Treatment and Hospitalization of Prisoners."



Staffing Hospital Guard Details

Per MPD policy, when an arrestee is admitted to the hospital or an arrestee's hospital visit is expected to last more than two hours, hospital guard detail is to be transferred to the District of Columbia Department of Corrections (DOC). In these instances, an officer is instructed to contact their supervisor who then contacts DOC to initiate the transfer. If DOC is unable to accept the transfer of hospital guard detail, MPD assumes retains responsibility for providing the detail and the watch commander ensures it is properly staffed according to MPD policy. This policy is based on a memorandum of understanding between MPD and DOC.⁴²¹

MPD reported that, in practice, DOC is often not able to accept the transfer of hospital guard detail. The DOC is only able to handle up to five hospital guard details at any one time, according to MPD.⁴²² As a result, MPD handles most hospital guard details. MPD reported it has met with DOC leadership several times to discuss solutions to this issue, but due to staffing shortages, DOC does not have the capacity to accept transfer of hospital guard details more often.⁴²³

Patrol Officer Unit Time on Hospital Guard Details

MPD's unit-level CAD data includes tracking of this time. When a unit begins a hospital guard detail or other hospital-related response it is entered as an "out of service" status in CAD with the status type code "HOSP" or "DETL." This data was reviewed for all units identified as primary patrol officer units in CY 2022. Time spent in hospital details for these units totaled 49,014 hours – the equivalent of 23.5 full time officers.⁴²⁴ This exceeds the total amount of unit time spent on community-generated calls in the "domestic violence" category in CY 2022.

Hours spent on hospital guard detail varied by patrol district from a low of 3,363 hours in 1D to a high of 12,091 hours in 7D. The Patrol District's leadership reported its high rate of hospital details was due to the high level of violent crime in this district and that long-term hospital details, which require officers to staff guard details for sometimes weeks at a time, were common.⁴²⁵

⁴²¹ MPD was unable to locate and provide documentation of the agreement when requested. Email correspondence with MPD. MPD email correspondence January 2, 2024.

⁴²² MPD email correspondence December 1, 2023.

⁴²³ MPD email correspondence December 1, 2023.

⁴²⁴ Time in hospital detail was measured from the time a unit entered out of service status ("OS") and the next time entered available status AM (available mobile), AE (available in the event of an emergency), AP (available pager), and AV (available voice). This included all instances of out of service with a type code of "HOSP." Out of service with a type code of "DETL" was included if the comments associated with the status change included mention of a hospital or the address of a hospital.

⁴²⁵ Interview with MPD leadership (2024, January 19). *Interview by PFM Team*. Virtual.



MPD Primary Patrol Officer Unit Hours on Hospital Guard Detail, CY 2022

	Hours
1D	3,363
2D	6,037
3D	4,862
4D	7,791
5D	6,586
6D	8,284
7D	12,091
Total	49,014

Source: MPD CAD Data.

For an additional context regarding the frequency and duration of hospital guard details, patrol district commanders were surveyed. The survey was sent to MPD and completed by patrol district commanders. The results are subjective but provide insight to the communicated experiences of patrol commanders and their staff. Highlights of the survey include:

- All districts reported their patrol officers provide staffing for hospital guard details.
- All districts reported a similar number of officers involved in each hospital guard detail (2 officers per detail, matching MPD policy) and time per detail was similar ranging from 3 hours in 5D to 8 hours in 6D. Variation across districts was driven primarily by the frequency of officers being assigned to hospital guard detail – ranging from 2 times per week reported by 6D to 22 times per week reported by 1D and 7D.
- The total number of hours calculated based on district commander responses is similar to the number of hours calculated from CY 2022 CAD data, with a total of 45,656 hours based on survey responses and 49,014 hours of unit time calculated from CY 2022 CAD data.



District Commander Survey Subjective Responses Related to Patrol Officer Staffing of Hospital Guard Detail

		1D	2D	3D	4D	5D	6D	7D	Total
	District Responses								
1	Do primary patrol officers under your supervision provide supervision of arrestees or other police-involved individuals at local hospitals?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
2	Number of times per week, on average, any number of primary patrol officers in your district are reassigned to supervising arrestees or other police-involved individuals at local hospitals	22	10	9	9	6	2	22	
3	Number of primary patrol officers, on average, committed to this task, per occurrence	2	2	2	2	2	2	2	
4	Time in hours, on average, that each committed primary patrol officer spends on this task per occurrence	6	6	4	5	3	8	6	
	Calculations Based on Responses								
5	Annual Occurrences (Row 2 x 52 weeks)	1,144	520	468	468	312	104	1,144	
6	Total Officer Hours per Occurrence (Row 3 x Row 4)	12	12	8	10	6	16	12	
	Estimated Annual Officer Hours	13,728	6,240	3,744	4,680	1,872	1,664	13,728	45,656

Calls for Service at the New Beginnings Facility in Laurel, MD

MPD patrol officers also spend time responding to calls for service at the Department of Youth Rehabilitation Services' (DYRS) New Beginnings Youth Development Center facility (New Beginnings) in Laurel, Maryland. New Beginnings is a juvenile detention center focused on youth rehabilitation.

MPD reported it is required to respond to calls for service at the facility, per Mayor's Order 88-58, issued March 15, 1988.⁴²⁶ The order requires MPD to act to "protect life and property at any institution located on property titled in the United States outside the District of Columbia that is under the Director of Human Services' jurisdiction." At the time of the order, the District of Columbia's Department of Human Services operated the Oak Hill Youth Center, which was also located in Laurel, Maryland. Management and operation of the Youth Center has since been transferred to DYRS, which was established in 2005, and the Oak Hill facility was replaced by the New Beginnings facility in 2009. MPD reported its understanding is the Mayor's order continues to apply to the new facility.

Patrol Officer Time on Calls for Service at the New Beginnings Facility

These calls for service only impact 5D, which is the district closest to the New Beginnings Facility. Calls located at the facility did not appear in CAD data reviewed by PFM.⁴²⁷ The commander of 5D indicated these calls are often made directly to the watch commander who

⁴²⁶ Mayor's Order 88-58, "Designation of the Metropolitan Police Department to Provide Assistance at Department of Human Services Youth Facilities," March 15, 1988

⁴²⁷ PFM reviewed CAD data by address and latitude and longitude coordinates with neither indicating a response near the Laurel, MD facility.



then assigns officers to respond to the call. The source of these calls may explain why they did not appear in the CAD data.

The commander of 5D reported these calls occur one to two times per week, with each involving two to four officers, and that the most common call types at the facility were assaults or found property (finding marijuana in a cell, for example). Due to the distance to the facility, each call takes at least two hours and sometimes as long as four hours. The facility is also out of radio range, so backup units are often sent for officer safety which increases the number of officers involved in each call to four in many instances.

Discussion with the 5D commander and 5D's survey responses related to calls at the facility indicate this is a small share of workload for MPD. Calculated annual hours spent on this task based on 5D's survey response were less than 1,000. While the total number of hours spent on this task is relatively low, the commitment of up to four officers for up to four hours in a given shift is disruptive to staffing and decreases 5D's patrol capacity.

5D's survey response is summarized below. The results align with what the 5D commander reported during discussion of this task. In the absence of clear data recording time spent on these calls, this represents the best estimate of time spent on these calls.

MPD District Commander Survey Responses Related to Responses to Calls for Service at the New Beginnings Facility⁴²⁸

		5D
	District Responses	
1	Do your district's primary patrol officers respond to calls for service at the New Beginnings Youth Development Center in Laurel, MD?	Yes
2	Number of times this occurs per week, on average	1.5
3	Number of primary patrol officers, on average, committed to this task, per occurrence	4
4	Time in hours, on average, each committed primary patrol officer spends on this task per occurrence	3
	Calculations Based on Responses	
5	Annual Occurrences (Row 2 x 52)	78
6	Total Officer Hours per Occurrence (Row 3 x Row 4)	12
	Estimated Annual Officer Hours	936

Patrol Officer Availability – Shift Relief Factor

As noted in the patrol workload-based methodology, calculating patrol officer availability is a key step for assessing baseline staffing needs.

To begin this assessment, PFM analyzed the amount of time patrol officers were not available to staff their scheduled posts. PFM also reviewed CY 2022 time and attendance data provided by MPD, which – included an accounting of all leave time used by MPD employees. This data was cross-referenced with daily assignment data from MPD's PeopleSoft timekeeping system to identify 1,093 patrol officers who were assigned to PSAs as of both the first and last pay periods

⁴²⁸ District 5 is the only district that reported it assists with calls for service at the New Beginnings Facility



of CY 2022. PFM then calculated the average leave usage by leave type for this cohort of patrol officers.

In CY 2022, on average, the patrol officers each used 373.5 hours of leave – equivalent to 37.3 10-hour patrol shifts. Annual leave (vacation) and sick leave accounted for nearly two-thirds (66.1 percent) of leave time. Other major leave categories included performance of duty (leave for injuries or illness occurring while on duty), leave which is leave related to injuries or illnesses suffered while on duty, paid family leave, Family and Medical Leave Act-related leave (FMLA), and administrative leave.

MPD Average Patrol Officer Leave Usage, CY 2022⁴²⁹

Leave Category	Hours per Officer	Equivalent Patrol Shifts	Pct of Total
Annual Leave	148.2	14.8	39.7%
Sick Leave	98.5	9.9	26.4%
Performance of Duty	29.1	2.9	7.8%
Paid Family Leave	27.8	2.8	7.4%
FMLA	24.7	2.5	6.6%
Administrative Leave	21.0	2.1	5.6%
Time Off Award	7.5	0.8	2.0%
Military Leave	6.0	0.6	1.6%
Suspended	3.5	0.4	1.0%
Leave Without Pay	2.6	0.3	0.7%
AWOL	2.2	0.2	0.6%
Other Leave	1.3	0.1	0.4%
FLSA Leave	0.6	0.1	0.1%
Comp Time	0.4	0.0	0.1%
Total	373.4	37.3	

Source: MPD Peoplesoft and TACIS Data

In addition to leave, officers have other responsibilities and circumstances that prevent them from being available to cover a patrol post. For MPD officers, these include training, light duty or non-contact assignments, and court time.

- MPD requires officers to complete annual Professional Development Training (PDT) and other trainings. In 2023, MPD required officers to complete either Mental Health First Aid (MHFA) or Crisis Intervention Officer (CIO) trainings. The additions of these trainings increased the previous requirement of about 46 hours per year to 76 to 96 hours per year depending on whether an officer completed MHFA or CIO training.
- Officers may be placed on “limited duty/non-contact status” and not perform the full range of police duties (generally due to pending discipline). According to assignment and timekeeping data provided by MPD, officers who were assigned to PSAs on both the first and last pay periods of 2022 spent an average of 8.0 hours on “limited duty/non-contact status.”⁴³⁰

⁴²⁹ The “other leave” category includes bereavement leave, jury duty, and unplanned rest.

⁴³⁰ Time on “limited duty/non-contact status” was calculated using hours logged under the assignments “LDO,” “LIMIT DUTY,” “LIMITED,” and “NONCONTACT”



- PFM used the same data to estimate the average time spent in court per officer. The total time spent in court in 2022 for the 1,093 patrol officers included in our review was 6,797 hours. Most of this time was on an overtime basis, leaving only 1,584 hours spent in court during regular hours – an average of 1.4 hours per officer.

Collectively, these categories accounted for an average “other time away” total of 105.5 hours per officer, assuming the top of the range of training hours.

Estimated Average Other Time Away per Officer

	Hours per Officer
Training	96.0
Light Duty/Non-Contact	8.0
Court	1.4
Total	105.5

Source: MPD Email Correspondence, MPD TACIS data.

MPD’s patrol officers work four 10.5-hour shifts per week with 10 working hours and one half-hour meal period per shift, for a total of approximately 2,085.7 working hours per year. On average, when subtracting leave and other time away from annual working hours, the average patrol officer was available for about 1,607 hours. This is equivalent to each officer being available for 77.0 percent of the shifts they were scheduled to work.

Estimated Available Hours per Officer

	Hours per Officer
Annual Working Hours	2,085.7
Leave	(373.4)
Training	(96.0)
Light Duty/NC	(8.0)
Court Time	(1.4)
Available Hours	1,606.8

Source: MPD PeopleSoft and TACIS Data

Officer availability impacts the patrol shift relief factor. The shift relief factor is an estimate of the number of employees needed to cover one post. Each MPD patrol post is covered 10.5 hours per day, 365 days per year, requiring a total of 3,833 hours per year. To ensure full coverage of one post given patrol officer available hours, MPD was estimated to need 2.39 officers per post (3,833 hours per post, divided by 1,606.8 available hours per officer).

Officer availability also impacts personnel resources available to the MPD Patrol Bureau to respond to calls for service. For example, when the previous analysis showing officers scheduled per hour, per day was revisited to account for **officer availability**, the average of 9.3 officers available per call for service was reduced to 7.1, and less than four officers were available per call on average in some hours (5pm-7pm on Mondays, and 6pm Tuesdays and Fridays). These results are prior to any reductions for hospital, HSB, or New Beginnings responsibilities which could further reduce the number.



Average MPD PSA Patrol Officers Scheduled (July 2023) per Community-Generated Call for Service (CY 2022), Adjusted for Officer Availability

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	6.0	7.3	7.6	7.9	8.5	8.1	5.6
1	4.4	6.2	6.7	6.6	7.0	6.7	4.5
2	4.8	7.0	7.6	8.0	8.0	7.0	4.7
3	5.3	8.2	9.0	9.9	10.1	8.9	5.1
4	7.0	10.2	10.5	11.5	11.5	10.7	6.9
5	15.8	17.6	18.5	17.9	19.1	18.1	15.9
6	14.1	13.0	13.5	13.5	14.7	13.3	13.7
7	9.0	6.8	7.1	6.7	7.3	7.1	8.2
8	5.8	4.5	4.5	4.4	4.8	4.5	5.6
9	5.4	4.1	4.3	4.1	4.5	4.3	4.9
10	5.2	4.3	4.5	4.2	4.7	4.3	4.7
11	4.7	4.2	4.5	4.2	4.5	4.3	4.4
12	4.6	4.3	4.6	4.1	4.6	4.5	4.3
13	6.2	5.8	5.9	5.5	6.0	5.6	5.5
14	8.9	7.8	9.0	8.8	8.9	8.2	8.5
15	7.9	6.7	6.9	6.9	7.2	6.7	7.7
16	5.3	4.4	4.6	4.6	4.9	4.4	5.2
17	4.7	4.0	4.1	4.5	4.5	4.2	4.7
18	4.8	4.0	3.9	4.2	4.3	3.9	4.3
19	4.9	4.3	4.2	4.5	4.6	4.3	4.5
20	7.5	6.5	6.8	7.2	7.0	6.7	7.4
21	9.2	8.2	8.8	9.0	9.1	8.3	8.3
22	8.7	8.2	8.2	8.8	8.6	7.5	7.3
23	9.3	8.4	9.0	9.1	9.1	7.0	7.2
Avg.	7.1	6.9	7.3	7.3	7.6	7.0	6.6

Source: MPD CAD Data and Patrol District Schedules as of July 16, 2023

PATROL WORKLOAD MODEL

The goal of the MPD patrol workload model is to produce a baseline estimate of patrol officer staffing needed to handle community-generated workload based on recent experience while allowing time for proactive police work and administrative time.

The first layer of workload included in the model is workload determined by community demand for police service. This workload included inputs previously discussed in this section: community-generated call volume, unit time on community-generated calls (including those received from the New Beginnings Facility), time spent on HSB details, and hospital guard detail. The model also accounted for a target amount of time spent on proactive policing activities (40 percent), and administrative time.



Time on Community-Generated Calls for Service

To estimate the baseline patrol staffing necessary to cover community-generated demands, the workload model includes all community-generated calls for service. Unit time was also expanded to include time from all other non-supervisory patrol units in addition to primary patrol officer units.⁴³¹ These calls and unit times were added back into the analysis for two reasons.

- First, because MPD identified primary patrol officer units as those it expects to regularly answer community-generated calls for service and qualitative feedback suggested non-primary patrol units that handled community-generated calls may have done so to supplement shortages in patrol officer availability.
- Second, MPD expressed uncertainty as to whether unit IDs were consistently updated to reflect the function of each unit each day. For example, a unit with a unit ID indicating it functioned as part of a crime suppression team or crime patrol unit may have been assigned to backfill patrol in a PSA that day.

Including all non-supervisory unit time needed to respond to community-generated calls ensures the model calculated patrol staff needed to cover all community-generated calls for service with primary patrol officer resources, rather than supplementing primary patrol functions using teams that should not be responding to community-generated calls.

The addition of this call volume and unit time increased total unit time on community-generated calls for service from 401,631 hours to 522,470 hours, and the average unit time per call increased from 1.16 hours to 1.33 hours.

⁴³¹ Supervisory units include units MPD identified as sergeants and above. Non-Supervisory units may include supervisor units MPD was not able to identify.



CY 2022 Total Non-Supervisory Unit Time on Community-Generated Calls for Service (All Times in Hours)

	Total Non-Supervisory Unit Time	Average Non-Supervisory Unit Time
Admin	23,606	1.77
Alarms	28,546	0.74
Disorder	77,317	0.85
Domestic Violence	51,659	1.94
Domestic-related	10,761	1.49
Follow-up/Service	57,983	1.34
Interpersonal-other	11,689	1.21
Medical	12,428	2.43
Mental	31,285	1.67
Missing Persons	11,267	2.32
Property	47,270	1.36
Suspensions	11,739	1.00
Traffic-related	57,138	1.17
Vice	2,970	0.65
Violence	86,811	2.60
All Calls	522,470	1.33

Source: MPD CAD Data

To account for time spent writing reports associated with calls for service, a report writing time assumption is included in the calculation of community-generated calls for service workload. CAD data provided by MPD included an indication of whether a report was written for each call. This data indicated 29.1 percent of all community-generated calls for service with a non-supervisory patrol unit response resulted in a report.⁴³²

MPD does not track the amount of time officers spend writing reports. Report writing time can vary significantly depending on the complexity of an incident. In the absence of specific data, report writing time is assumed to be 30 minutes per report.⁴³³ This increased the total average unit time from 1.33 hours to 1.48 hours.

⁴³² This is generally in line with findings from an academic review of calls for service across nine policing agencies across the U.S. The review found reports were written for between 16 percent and 34 percent of calls across agencies studied. Lum, C., Koper, C. S., & Wu, X. (2022). *Can We Really Defund the Police? A Nine-Agency Study of Police Response to Calls for Service*. Police Quarterly, 25(3), 255-280.

⁴³³ MPD reported simple reports can be completed in as little as 10 to 15 minutes, but reporting writing time can be higher depending on the complexity of an incident. MPD email correspondence October 7, 2023.



Total Time on Community-Generated Calls, including Assumed Report Writing Time (All Times in Hours)

	Total Calls	Avg Non-Supervisory Unit Time	Share of Calls Resulting in a Report	Estimated Report Writing Time	Estimated Report Writing Time per Call	Total Unit Call Time
Admin	13,356	1.77	19.4%	0.5	0.10	1.86
Alarms	38,647	0.74	2.6%	0.5	0.01	0.75
Disorder	90,546	0.85	8.0%	0.5	0.04	0.89
Domestic Violence	26,685	1.94	69.3%	0.5	0.35	2.28
Domestic-related	7,237	1.49	36.0%	0.5	0.18	1.67
Follow-up/Service	43,385	1.34	28.1%	0.5	0.14	1.48
Interpersonal-other	9,687	1.21	31.5%	0.5	0.16	1.36
Medical	5,113	2.43	43.9%	0.5	0.22	2.65
Mental	18,705	1.67	25.9%	0.5	0.13	1.80
Missing Persons	4,865	2.32	66.7%	0.5	0.33	2.65
Property	34,884	1.36	56.3%	0.5	0.28	1.64
Suspensions	11,789	1.00	14.1%	0.5	0.07	1.07
Traffic-related	48,894	1.17	33.1%	0.5	0.17	1.33
Vice	4,594	0.65	4.5%	0.5	0.02	0.67
Violence	33,408	2.60	56.8%	0.5	0.28	2.88
All Calls	391,795	1.33	29.1%	0.5	0.15	1.48

Source: MPD CAD Data

MPD reported it uses two-officer units in patrol but was not able to provide data to that would determine how often two-officer units are used in practice. In the absence of data, PFM assumed the use of two-officer units to be 10 percent of all units.⁴³⁴ Unit time was thus increased by 10 percent to produce an estimate of officer time.

This average officer time, including assumed report writing time, was then applied to total community-generated call volume to estimate a total of 647,343 hours of non-supervisory patrol unit time spent on CY 2022 community-generated calls for service. Detailed tables of this time by PSA can be seen in Appendix E5.

⁴³⁴ Increased or decreased use of two-officer units would increase or decrease total officer time on calls, subsequently increasing or decreasing the model's calculated officers on each shift.



MPD Total Estimated Non-Supervisory Patrol Unit Time on Community Generated Calls, CY 2022

	Total Calls	Average Total Unit Time per Call	Average Total Officer Time per Call	Total Officer Time
Admin	13,697	1.86	2.05	28,087
Alarms	38,870	0.75	0.83	32,134
Disorder	91,483	0.89	0.98	89,945
Domestic Violence	26,781	2.28	2.51	67,240
Domestic-related	7,353	1.67	1.83	13,483
Follow-up/Service	44,453	1.48	1.62	72,221
Interpersonal-other	9,894	1.36	1.50	14,846
Medical	5,240	2.65	2.92	15,277
Mental	18,917	1.80	1.98	37,503
Missing Persons	4,955	2.65	2.91	14,442
Property	35,471	1.64	1.80	63,851
Suspensions	12,010	1.07	1.17	14,086
Traffic-related	49,409	1.33	1.47	72,509
Vice	4,747	0.67	0.74	3,493
Violence	34,135	2.88	3.17	108,228
All Calls	397,415	1.48	1.63	647,343

Source: MPD CAD Data

Allocation of Officer Time

In addition to this community-generated workload, the model considered department goals related to proactivity. This time is referenced as discretionary, or unobligated, time officers spend while not completing community-generated work.

A generally accepted best-practice for allocation of officer time is no more than 60 percent of patrol officer time should be allocated toward answering community-generated calls for service, leaving at least 40 percent of an officer's time available for all other tasks including proactive police work, administrative tasks, and breaks.⁴³⁵ The amount of discretionary time and the tasks completed during that time should reflect a department and community's goals for its police officers.

In conversations with MPD leadership, a goal of 40 to 50 percent unobligated time was noted.⁴³⁶ Importantly, MPD leadership expressed a desire to have patrol officers become more familiar with the neighborhoods and PSAs they patrol. To account for this department goal, the model allocated 40 percent of officer time toward community-generated workload, and 60 percent of officer time toward all other tasks which includes 40 percent of officer time toward proactive police activity and 20 percent of time for administrative time including roll call briefings and breaks.

⁴³⁵ International City-County Management Association (2012). *An analysis of police department staffing: How many officers do you really need?*

⁴³⁶ Interview with MPD Leadership. (2023, November 27). *Interview by PFM Team*. Virtual.



Assumed Allocation of Officer Time

	Share of Total Officer Working Time
Community-Generated Workload	40%
Proactive Time Goal	40%
Administrative Time	20%

Estimating Patrol Officer Staffing

The approach to estimating patrol officer staffing used in this review builds off a standard approach developed by Drs. Jeremy Wilson and Alexander Weiss, as discussed in the introduction to this section, and modifies it to account for additional time worked by MPD officers that is not often captured in patrol staffing workload models. This subsection reviews the approach taken to account for hospital details, calls for service at the New Beginnings facility, and time spent on HSB details, in addition to community-generated calls for service.

Community-Generated Calls for Service Only

With the inputs outlined previously, patrol officer staffing can be estimated using the standard approach developed by Drs. Jeremy Wilson and Alexander Weiss. This estimates the number of officers assigned to each shift by taking three steps:

1. **Calculate Posts** - Divide the total number of hours spent on community-generated calls for service on that shift by the total annual hours per post to calculate the number of posts needed to cover that workload if all post time is dedicated to answering calls for service.⁴³⁷
2. **Adjust for Performance Objectives** - Divide the number of posts calculated in step one by the percent of a post's time dedicated to community-generated calls for service, according to department performance objectives (40 percent).
3. **Calculate Officers Needed to Cover Posts using Shift Relief Factor** - Multiply the number of posts calculated in step two by the shift relief factor (SRF) which was calculated as 2.39 for MPD patrol officers and round up to the nearest whole number to calculate the officers needed to be assigned to the shift.

This calculation is performed for each PSA and shift to generate patrol staffing estimates. As an example, the calculation for the evening shift in PSA 102 is shown in the following table.

⁴³⁷ "Post" is used to describe a standard assigned patrol beat on a given shift and informs the number of officers that are intended to be working at any given time. Due to regular leave and days off, multiple officers are needed to consistently staff one post.



Example: Staffing Estimate Calculation for Evening Shift PSA 102, Community-Generated Calls for Service Only

	Step 1 - Calculate Posts	
1	Community-Generated Call Hours	4,395
2	Total Annual Post Coverage	3,833
3	Posts at 100% CFS (Row 1 / Row 2)	1.1
	Step 2 - Adjust for Performance Objectives	
4	Posts at 40% CFS (Row 3/40%)	2.9
	Step 3 - Calculate Officers with Shift Relief Factor	
5	Annual Patrol Officer Available Hours	1,607
6	Shift Relief Factor (Row 2 / Row 5)	2.39
7	Posts at 40% CFS x SRF (Row 4 x Row 6)	6.8
	Number of Officers (Row 7 rounded up)	7.0

Community-Generated Calls for Service, plus Hospital Guard Detail and New Beginnings Calls

To account for time on hospital guard detail and responding to calls for service at the New Beginnings facility, additional time is added to time spent on community-generated calls for service to arrive at a total estimated hours patrol officers spend on community-generated workload. Calls at the New Beginnings facility were considered in the model as another type of community-generated call for service; based on PFM's review of CAD data, these calls are not listed in dispatch records and must be added to recorded calls for service. Hospital guard details were potential administrative consequences of completing a call for service similar to report writing time. A call may result in an arrest and as a result of the interaction or other factors observed by the officer, that arrestee may require transport to a hospital for medical treatment.

A total of 49,014 hours of unit time was assumed for hospital guard detail in CY 2022, matching the total calculated using unit-level CAD data for the same year. These hours increased to 53,915 of officer time when 10 percent of units are assumed to have required two officers to staff. The model distributed hours for hospital guard details for each PSA based on the assignments of unit IDs associated with hours tracked in unit-level CAD data.⁴³⁸ To estimate the distribution of this time among the three shifts in each PSA, PFM analyzed these hours tracked in CAD in half-hour increments to align with start and end times of each shift in each PSA. Overall, these hours fell nearly evenly across all patrol shifts, with about one-third of the workload allocated to each of the daywork, evening, and midnight shifts. The distribution of these hours within PSAs varied and those specific distributions are reflected in the model.

Calls for service at New Beginnings only impacted 5D. Hours assumed in the model are based on survey responses from MPD personnel that resulted in an estimate of 936 hours per year on this call type.⁴³⁹ These total hours were distributed equally across PSAs and shifts in 5D.

This time is added to time on community-generated calls for service in step one to calculate total community-generated workload. The following table shows this modified calculation using

⁴³⁸ Patrol officer unit IDs include references to PSAs, allowing for specific distribution of hours across PSAs.

⁴³⁹ This time is already in terms of officers, so no adjustment is made due to the assumed officers per unit.



the evening shift in PSA 102 as an example.⁴⁴⁰ The inclusion of this additional community-generated workload increases the calculated number of officers from seven to eight.

Example: Staffing Estimate Calculation for Evening Shift PSA 102, with Total Community-Generated Workload

	Step 1 - Calculate Posts	
1a	Community-Generated Call Hours	4,395
1b	Hospital Detail and New Beginnings Hours	267
1	Total Community-Generated Workload (Row 1a + Row 1b)	4,662
2	Total Annual Post Coverage	3,833
3	Posts at 100% CFS (Row 1 / Row 2)	1.2
	Step 2 - Adjust for Performance Objectives	
4	Posts at 40% CFS (Row 3 / 40%)	3.0
	Step 3 - Calculate Officers with Shift Relief Factor	
5	Annual Patrol Officer Available Hours	1,607
6	Shift Relief Factor (Row 2 / Row 5)	2.39
7	Posts at 40% CFS x SRF (Row 4 x Row 6)	7.3
	Number of Officers (Row 7 rounded up)	8.0

Including time on HSB Details

Time on HSB details refers to time officers are assigned to work somewhere other their normal patrol post. Officers are not available to perform patrol duties during these details, so to account for time on HSB details in the calculation of required patrol officers on each shift, this time is deducted from patrol officer availability, increasing the shift relief factor needed to fully staff a post.

For HSB details, an average of 3,482 annual hours per PSA was assumed (totaling 198,449 hours department-wide), based on the per-PSA average calculated based on timekeeping data provided by MPD.⁴⁴¹ The per PSA average was used because actual time across districts and PSAs on this task during regular hours is not consistently tracked, and data on the actual variance among districts and PSAs was not available. To distribute this time among the three shifts in each PSA, PFM reviewed timekeeping data logged as assigned to “DETAILED” or “CDU” for officers assigned to PSAs and analyzed this data in half-hour increments to align with shift start and end times within each PSA. This review found 44.8 percent of these hours fell within daywork shift, 38.4 percent fell within evening shift, and 16.8 percent fell within midnight shift. Total assumed estimated hours worked on HSB details during regular hours were then distributed among shifts according to these percentages, then distributed on a per-officer basis across PSAs.⁴⁴²

⁴⁴⁰ Time on calls for service at the New Beginnings facility is zero for PSA 102, as this only impacts 5D.

⁴⁴¹ Average per PSA excludes 6D, which tracked only 17 hours on these tasks in timekeeping data in CY 2022.

⁴⁴² To calculate per officer hours, the total time on details for each shift is divided by the total number of officers calculated for that shift across the department when including hospital guard detail and time on calls for service at the New Beginnings facility, before rounding. Under these assumptions, that calculation resulted in about 230 hours per officer on daywork shifts, 181 hours per officer on evening shifts, and 116 hours per officer on midnight shifts.



This time was deducted from average patrol officer availability in step three, which increased the shift relief factor. In the example shown in the following table for the evening shift in PSA 102, the shift relief factor increased from 2.39 to 2.69 and the calculated number of required patrol officers from eight (in the previous example) to nine.

Example: Staffing Estimate Calculation for Evening Shift PSA 102, with Total Community-Generated Workload and Time on HSB Details

	Step 1 - Calculate Posts	
1a	Community-Generated Call Hours	4,395
1b	Hospital Detail and New Beginnings Hours	267
1	Total Community-Generated Workload (Row 1a + Row 1b)	4,662
2	Total Annual Post Coverage	3,833
3	Posts at 100% CFS (Row 1 / Row 2)	1.2
	Step 2 - Adjust for Performance Objectives	
4	Posts at 40% CFS (Row 3 / 40%)	3.0
	Step 3 - Calculate Officers with Shift Relief Factor	
5a	Annual Patrol Officer Available Hours	1,607
5b	Hours Detailed per Officer	181
5	Annual Patrol Officer Available Hours, net Detail Time (5a - 5b)	1,425
6	Shift Relief Factor (Row 2 / Row 5)	2.69
7	Posts at 40% CFS x SRF (Row 4 x Row 6)	8.2
	Number of Officers (Row 7 rounded up)	9.0

Model Output

The calculation for each PSA and shift resulted in a total 1,322 officers across all districts.⁴⁴³ This is the estimated number of officers required to cover the estimated time spent responding to community-generated calls for service (including those at the New Beginnings facility) and working hospital guard details while allowing for 60 percent of an officer's time to be spent performing other activities (a target of 40 percent proactive time plus 20 percent administrative time). It also accounts for officer availability, which is reduced by regular days off, leave usage, training, court time, light duty, and time spent assigned to HSB details during regular work hours.

The calculated 1,322 total officers was not significantly different than the number of officers assigned to PSAs as of July 2023, which totaled 1,340 officers (a difference of 1.3 percent). A closer review of the results by district and shift shows the proper takeaway is a suggested reallocation of patrol staffing among shifts, districts, and assignments, rather than a change in the total number of officers assigned to patrol.

Relative to assigned staffing as of July 2023, the workload-based model suggests additional officers in 3D (17 officers) and 7D (12 officers). In all other districts, the model calculates fewer officers than were assigned in July 2023.

⁴⁴³ Detailed model output by PSA and shift is included in Appendix E6.



Overall, the model suggests a higher number of officers should be assigned to daywork (52 additional officers) and evening (seven additional officers) shifts, and fewer officers assigned to midnight shift (77 fewer officers). Suggested reduction in midnight shift staffing is greatest in 1D (18 fewer officers), 5D (17 fewer officers), and 2D (16 fewer officers).

The lower calculated staffing on the midnight shift follows the shares of call volume and call time on each shift with 38.9 percent of community-generated call time on evening shift, 35.6 percent of community-generated call time on daywork shift, and just 25.5 percent of this time on the midnight shift. On average per PSA, midnight shifts had nearly 1,000 fewer community-generated calls than evening shifts based on 2022 call volume (1,782 compared to 2,707, respectively). Additionally, only 16.8 percent of regular hours worked on HSB detail were found to fall within midnight shift hours, compared to 43.6 percent on daywork, and 34.4 percent on evening hours.

Workload-Based Staffing Model Output Officers Compared to Assigned Officers as of July 2023, by Shift and District

	1D	2D	3D	4D	5D	6D	7D	Total
Model Output								
Daywork	63	68	60	64	73	74	77	479
Evening	67	64	63	69	70	91	80	504
Midnight	43	46	42	47	46	58	57	339
Total Model Output	173	178	165	180	189	223	214	1,322
Assigned as of July 2023								
Daywork	60	59	43	61	72	75	57	427
Evening	56	64	59	76	72	85	85	497
Midnight	61	62	46	56	63	68	60	416
Total Assigned as of July 2023	177	185	148	193	207	228	202	1,340
Difference								
Daywork	3	9	17	3	1	(1)	20	52
Evening	11	0	4	(7)	(2)	6	(5)	7
Midnight	(18)	(16)	(4)	(9)	(17)	(10)	(3)	(77)
Total Difference	(4)	(7)	17	(13)	(18)	(5)	12	(18)

Applying target span of control ratios (eight officers to one sergeant, four sergeants to one lieutenant) to the calculated number of officers resulted in the staffing shown in the following table.⁴⁴⁴ Staffing of titles ranking higher than lieutenant were not included in these estimates because, typically, ranks above lieutenant are less driven by workload and more predicated on departmental leadership, operational goals, and desired structure – in short, the number of such positions are more policy choices than workload-based decisions.

⁴⁴⁴ See Part II for a discussion of span of control targets.



Workload-Based Staffing Model Output, Staff Assigned to Primary Patrol by District and Shift

District	Assignment	Shift	Officer	Sergeant	Lieutenant
1D					
1D	PSA	Daywork	63	8	2
1D	PSA	Evening	67	9	3
1D	PSA	Midnight	43	6	2
1D Total			173	23	7
2D					
2D	PSA	Daywork	68	9	3
2D	PSA	Evening	64	8	2
2D	PSA	Midnight	46	6	2
2D Total			178	23	7
3D					
3D	PSA	Daywork	60	8	2
3D	PSA	Evening	63	8	2
3D	PSA	Midnight	42	6	2
3D Total			165	22	6
4D					
4D	PSA	Daywork	64	8	2
4D	PSA	Evening	69	9	3
4D	PSA	Midnight	47	6	2
4D Total			180	23	7
5D					
5D	PSA	Daywork	73	10	3
5D	PSA	Evening	70	9	3
5D	PSA	Midnight	46	6	2
5D Total			189	25	8
6D					
6D	PSA	Daywork	74	10	3
6D	PSA	Evening	91	12	3
6D	PSA	Midnight	58	8	2
6D Total			223	30	8
7D					
7D	PSA	Daywork	77	10	3
7D	PSA	Evening	80	10	3
7D	PSA	Midnight	57	8	2
7D Total			214	28	8
Department Total			1,322	174	51



The overall result of the model suggests a reallocation of staffing, rather than an increase or decrease in staffing. Recommended staffing includes no change to the current number of filled and vacant positions in Patrol Services as of the start of FY 2024.⁴⁴⁵

The following table summarizes recommended staffing, starting with primary patrol. The second half of the table summarizes staffing of non-primary patrol assignments. These assignments vary by district but are proactive or administrative in nature. They include crime suppression teams, crime patrol, auto theft, positions in the district station, and administrative and support positions. Officer, sergeant, and lieutenant positions in the non-primary patrol assignments category are equal to total filled and vacant positions as of the start of FY 2024, net of positions in those ranks assigned to primary patrol.

As discussed previously, recommended patrol staffing is lower than staffing assigned as of July 2023 in many districts. To the extent this reallocation of staff results in additional positions outside the primary patrol function within each district, these positions should be reassigned (within the district or to another district) in a manner aligning with department and city priorities related to crime prevention and community engagement.

Recommended Baseline Patrol Services Positions

	1D	2D	3D	4D	5D	6D	7D	PSN	PSS	Total
Primary Patrol										
Officer	173	178	165	180	189	223	214	-	-	1,322
Daywork	63	68	60	64	73	74	77	-	-	479
Evening	67	64	63	69	70	91	80	-	-	504
Midnight	43	46	42	47	46	58	57	-	-	339
Sergeant	23	23	22	23	25	30	28	-	-	174
Daywork	8	9	8	8	10	10	10	-	-	63
Evening	9	8	8	9	9	12	10	-	-	65
Midnight	6	6	6	6	6	8	8	-	-	46
Lieutenant	7	7	6	7	8	8	8	-	-	51
Daywork	2	3	2	2	3	3	3	-	-	18
Evening	3	2	2	3	3	3	3	-	-	19
Midnight	2	2	2	2	2	2	2	-	-	14
Total Primary Patrol Positions	203	208	193	210	222	261	250	-	-	1,547
Non-Primary Patrol Assignments										
Officer	81	48	93	77	85	82	91	1	3	561
Sergeant	13	10	15	12	10	6	8	5	4	83
Professional	8	9	9	9	8	7	6	2	0	58
Lieutenant	4	3	4	4	4	5	3	1	1	29
Captain	2	2	3	3	3	3	4	1	1	22
Commander	1	1	1	1	2	1	1	0	0	8
Inspector	1	0	0	1	0	1	1	0	0	4
Detective	0	1	0	0	0	0	0	0	0	1
Assistant Chief	0	0	0	0	0	0	0	1	1	2
Total Positions in Other Assignments	110	74	125	107	112	105	114	11	10	768
Total Patrol Services Positions	313	282	318	317	334	366	364	11	10	2,315

⁴⁴⁵ MPD, Schedule A Filled and Vacant Positions, October 1, 2023.



Key Findings

The following key findings were produced based on the workload-based patrol analysis:

Workload Drivers

- Community-generated calls for service are the main workload driver for patrol officers.
 - In CY 2022, primary patrol officer units spent a total of 401,631 hours responding to community-generated calls for service. Calls in the “violence,” “disorder,” “traffic-related,” and “domestic violence” categories accounted for 52.3 percent of this time.
 - Calls involving violence (including domestic violence) accounted for over one quarter (26.1 percent) of primary patrol officer unit time responding to community-generated calls for service in CY 2022.
- Staffing of HSB details and hospital guard detail were also identified as drivers of patrol officer workload
 - A review of available data on regular hours worked on HSB details found 44.8 percent of these hours fell within daywork shift, 38.4 percent fell within evening shift, and 16.8 percent fell within midnight shift.
 - Time spent working hospital detail was found to be nearly equally distributed across shifts, but total time on this task varied by district. 7D was the district with the most unit time on hospital detail with 12,091 total hours in CY 2022 compared to an average of about 6,150 in all other districts.

Current allocation of staff resources

- Current allocation of patrol officers across shifts (as of July 2023) showed a nearly equal share of officers assigned to daywork and midnight shifts (31.9 percent and 31.0 percent, respectively) with the evening shift having the greatest share of assigned officers (37.1 percent).
- By district, 6D has the highest share of officers (17.0 percent) followed by 5D (15.4 percent) and 7D (15.1 percent).

Allocation of Officers Assigned to PSAs as of July 2023

	1D	2D	3D	4D	5D	6D	7D	Total
Assigned as of July 2023								
Daywork	33.9%	31.9%	29.1%	31.6%	34.8%	32.9%	28.2%	31.9%
Evening	31.6%	34.6%	39.9%	39.4%	34.8%	37.3%	42.1%	37.1%
Midnight	34.5%	33.5%	31.1%	29.0%	30.4%	29.8%	29.7%	31.0%
Total Assigned as of July 2023	13.2%	13.8%	11.0%	14.4%	15.4%	17.0%	15.1%	

Source: MPD District Patrol Schedules, July 2023.



Allocated staffing compared to workload drivers

The workload-based staffing model suggests changes to the allocation of staff across districts and shifts based on identified workload.

- Current allocation of staff does not align with identified workload. For example, the midnight shift accounts for 24.1 percent of total estimated officer hours on community-generated calls for service (including those at New Beginnings), hospital guard details, and HSB details during normal hours, but was allocated 31.0 percent of all officers assigned to PSAs as of July 2023.
- The workload-based model suggests an allocation of 25.6 percent of officers to the midnight shift and increased shares of officers on daywork and evenings shifts.
- By district, the workload-based model suggests a 1.2 percentage point lower share of officers allocated to 5D and an increased share of officers in 3D (1.4 percent) and 7D (1.1 percent).

Allocation of Officers Assigned to PSAs, Model Output compared to July 2023 Assignments

	1D	2D	3D	4D	5D	6D	7D	Total
Model Output								
Daywork	36.4%	38.2%	36.4%	35.6%	38.6%	33.2%	36.0%	36.2%
Evening	38.7%	36.0%	38.2%	38.3%	37.0%	40.8%	37.4%	38.1%
Midnight	24.9%	25.8%	25.5%	26.1%	24.3%	26.0%	26.6%	25.6%
Total Model Output	13.1%	13.5%	12.5%	13.6%	14.3%	16.9%	16.2%	
Assigned as of July 2023								
Daywork	33.9%	31.9%	29.1%	31.6%	34.8%	32.9%	28.2%	31.9%
Evening	31.6%	34.6%	39.9%	39.4%	34.8%	37.3%	42.1%	37.1%
Midnight	34.5%	33.5%	31.1%	29.0%	30.4%	29.8%	29.7%	31.0%
Total Assigned as of July 2023	13.2%	13.8%	11.0%	14.4%	15.4%	17.0%	15.1%	
Difference								
Daywork	2.5%	6.3%	7.3%	3.9%	3.8%	0.3%	7.8%	32.0%
Evening	7.1%	1.4%	-1.7%	-1.0%	2.3%	3.5%	-4.7%	6.8%
Midnight	-9.6%	-7.7%	-5.6%	-2.9%	-6.1%	-3.8%	-3.1%	-38.8%
Total Difference	-0.1%	-0.3%	1.4%	-0.8%	-1.2%	-0.1%	1.1%	



PART VI – INVESTIGATIONS STAFFING ASSESSMENT



PART VI – INVESTIGATIONS STAFFING ASSESSMENT

WORKLOAD-BASED METHODOLOGY

ODCA requested PFM perform a workload-based staffing assessment of MPD's investigative functions. The workload-based approach to investigative staffing required analysis of four main indicators of workload through key qualitative and quantitative inputs.

Analysis of Main Indicators of Workload

1. **Break down the investigative process into stages.** To begin, the standard process for each type of investigation was separated into its discrete stages, which facilitated the analysis of the activities performed within each stage of an investigation and the variations in complexity per stage. Three stages of an investigation were used in this study:
 - a. *Initial Investigation* - this stage included all primary activities detectives performed between the moment a crime is reported, or when a detective was assigned to a case, until the initial exhaustion of preliminary leads, scene processing, initial canvassing, and/or initial interviewing. Generally, the activities executed within this stage are completed during the first 12-24 hours of an investigation (including some by officers and shown later as an assumed percentage of cases not requiring follow-up by district detectives).
 - b. *Follow-up Investigation* - this stage accounted for the main activities performed by the detective (or group of detectives) to attempt to clear the case, which included execution of search warrants, subpoenas, follow-up interviews, analysis of evidence and strategies to identify and apprehend a suspect or offender.
 - c. *Issue of Charges and Prosecution* - this stage included the main activities related to the issuance of charges, arrests, case preparation, screening and follow-up work with state attorneys, and time assisting prosecution.
 - d. *Court Time* – Investigations that result in issuing of charges will require court time which can vary depending on whether a suspect pleads guilty or not guilty. Cases that go on to trial after a “not guilty plea” can require detectives to spend a significant amount of time in court.
2. **Identify total activities per case and type of case.** Next, the analysis identified the different activities performed between when a detective was assigned to a case through case closure or prosecution. This list may include interviews, writing search warrants, processing evidence, and analyzing social media profiles. The type of activities varied per type of investigation. For example, Homicide cases may include a visit to the medical examiner, whereas robberies may include preparing “Be on the lookout” (BOLO) documents. Also, the frequency of activities per case varied by type of case. For example, the number of search warrants executed in a sex crimes case will be different from those executed in a burglary investigation.
3. **Determine touch time and number of detectives involved per activity.** The third step in the process was to estimate the time a detective spent on each discrete activity (touch time) – in every stage of an investigation – for each given case type. Estimated touch



times varied for activities based on case complexity. For example, an interview as part of a complex sexual assault investigation may have taken more time than an interview for a robbery investigation. Additionally, some activities may have required that a secondary detective be present, which was also considered as part of the total time required to perform an activity.

4. **Determine number of cases that reach each stage of an investigation.** No assigned investigation did not require all steps of an investigative process – for example, not every case proceeds beyond an initial investigation, and fewer result in issuance of charges. As a result, the fourth step in the workload analysis identified the percentage of each case type that proceeded to each of the three major investigative steps to calculate workload and staffing.

Key Terms

Touch Time: the time a detective spends on a particular case.

For example: A detective can be assigned to Case A, which takes two months to investigate from beginning to end (from the moment the crime was reported, to the day the investigation is closed); however, the detective spends 24 hours during the first three days, and then spends two hours per week during the next eight weeks following the report. The total *touch time* in Case A is 40 hours.

Case B starts after Case A, but because more leads and evidence are available, the detective spends five hours per day during eight consecutive days in investigation until closing the investigation on the eighth day.

For both Case A and Case B, the total *touch time* spent is the same (40 hours), but the time from open to close was quite different.

CALCULATION METHODOLOGY AND INPUTS

The preceding steps informed the approach to calculate an average touch time per case. Average touch time per case was defined as the average time it takes to investigate one type of case, accounting for the complexity and length of an investigation and all the activities executed throughout the process. To reach the total workload of a unit, this average touch time is then multiplied by the total number of cases assigned to a unit or squad, which represents the total case workload for a year. Additionally, workload not related to investigations is added to account for a unit's total workload. This total workload is then divided by the time detectives are available to perform their duties, which results in a Calculated Full-Time Equivalent, or the number of personnel needed to fulfill the assigned duties of a unit or squad. This calculation is represented in the following table.



Calculation Step	Description
Average Touch Time (Hrs.)	Weighted average or time per activity per percentage of cases that require such activities
X 12- Month Caseload	Number of cases assigned per unit or squad in a 12-month period
= Case Related Workload (Hrs.)	Total hours required to investigate all cases assigned to unit
+ Non-Case Related Workload (Hrs.)	Time spent by detectives not related to investigative activities
= Total Workload	All workload required to fulfill the mission of a unit or squad
÷ Available time	Time a detective is available to perform his or her duties (considers benefit time off, days off, time on leave, training time and any other time not available to contribute to the unit's mission).
Calculated FTEs	Number of detectives Full-Time equivalent needed to manage workload within a unit or squad in a 12-month period.

Qualitative and Quantitative Inputs

PFM's methodology for workload-based assessments relies on a bottom-up calculation of workload, which includes the frequency of a given activity, in this case total cases investigated (or assigned for investigation by a specialized unit) and the time it takes to investigate each case. In contrast to patrol, where workload is calculated using CAD on calls for service with specific time stamps, investigative units rarely keep a time log of time spent by detectives on each investigation. Therefore, the following methodology requires the development of multiple assumptions to estimate time on cases, which MPD does not formally document.

As part of this workload-based analysis, quantitative and qualitative inputs were used to calculate workload-based staffing needs per investigative unit (a list follows this paragraph). All information was gathered from files provided by MPD and interviews with MPD personnel. For some units, these inputs varied or were incomplete/unavailable. As a result, some inputs relied on assumptions co-developed with MPD personnel, in which case, they are detailed in the relevant unit's section that follows. All resulting model inputs and assumptions were discussed and validated with MPD personnel.⁴⁴⁶

1. **Case Types and Volume** – the number of cases assigned to a unit was calculated for most units using MPD CY 2022 (12-month period) case data extracted from the Case Management System (CMS). However, cases assigned were calculated differently for three areas of investigations. The reasons for doing so for each of the three areas follow:
 - a. *Homicide Branch*: According to branch leadership, case data for investigations conducted by Homicide Fresh Squads and Major Case Squads was most accurately represented in calendar-year-to-date data from January 2023 to October 2023, particularly due to increases in homicide offenses in the calendar. For Natural Deaths Squad, branch leadership provided data for the first half of

⁴⁴⁶ Please see Appendices F1-F5 for further information on the sources of all model inputs.



2023 (January 1, 2023, to June 30, 2023) to represent the most accurate available information on workload.

- b. *Carjacking Taskforce*: According to unit leadership, case data for investigations conducted by the Carjacking Taskforce was most accurately represented in calendar-year-to-date data from January 2023 to November 2023, due a sharp increase in year-over-year incidence in Motor Vehicle Thefts, particularly offenses committed by minors.
 - c. *Internet Crimes Against Children Branch / Human trafficking FBI Task Force (ICAC)*. According to branch leadership, case data for investigations conducted by the ICAC Branch was most accurately represented in CY 2022 case data. However, for NCMEC (National Center for Missing & Exploited Children) related cyber and human trafficking tips case data was most accurately represented from January 2022 through September 2023 (21 months), due to a backlog of internet crimes and human trafficking tips from NCMEC. As a result, a mix of time horizons was used in analyses.
2. **Case funnel** – Since MPD does not keep an activity log or a time sheet per detective, nor readily available reports of time spent in each case, the estimated percentage of cases that reach each stage of an investigation was obtained through a series of interviews with unit personnel and through responses to a survey sent to unit leadership. The assumptions and estimations pertaining to the percentage of cases that go beyond an “Initial Investigation,” as defined previously, and reach the “Follow up Stage” were co-developed between each unit’s leadership and PFM.

The percentage of cases that reached Prosecution, was gathered from CMS data provided by unit leadership. This information detailed which cases were cleared by warrant or by arrest. The percentage of cases that require a detective to spend time in court was an estimation co-developed by unit leadership and PFM. Case Management System (CMS) data was available at the division level. However, data that could provide a detailed view of each unit’s case assignment was unavailable, and therefore each unit was responsible to extrapolate the discrete data for each specialized unit or squad. As a result, assumptions for the percentage of cases that required partial follow-up time and the cases that required full follow-up time were co-developed in partnership with unit personnel based on experience.
3. **Frequency of investigative activities, touch time per activity, and number of detectives per activity** – MPD detectives do not keep sufficiently detailed/reliable time logs of all activities performed, data related to the number of activities per case, and the length of each activity; thus, this data was unavailable to the project team. Therefore, all quantitative inputs regarding number of activities (e.g., number of interviews per case) and time spent in each activity (e.g., minutes per interview), were obtained through interviews and surveys with unit personnel and validated by unit leadership.
4. **Complexity of cases** – Complexity of cases is a qualitative attribute that is defined by multiple factors which include some objective factors (i.e., type of offense investigated, among others). In units where case complexity is solely defined by the type of offense (objective factors), the percentage of cases which fall under each complexity category was defined by cases assigned and extracted from CMS Data. For units where a



definition of complexity is less objective, this definition was co-developed with unit leadership, and subsequently, the percentage of cases that fall under each definition was obtained from interviews and surveys with unit personnel. For example, in Sexual Assaults, cases where there is a known offender require more time interviewing a suspect and/or victims, but require less time trying to identify an offender through other means such as sex offender registries and other investigatory methods; in Missing Person cases, the most complex cases require all unit detectives and officers on duty to report to the scene of a kidnapping, whereas less complex cases simply require a primary investigator to respond. As part of this report, those subjective definitions will be noted as “Key Factors for Touch Time and Assumptions.”

5. **Non-Case Related Workload:** – Data related to Detective time spent in non-investigative work was not available. This workload included assignments to traffic details, support of other units, proactive work, and community outreach. Non-case related work varied by unit. Assumptions for time spent performing these duties were derived from conversations with MPD personnel. Many assumptions were calculated on a per week or per month basis.
6. **Available time** – To inform detectives’ available time, annual vacation, sick, personal, and other types of leave were calculated using actual MPD data for detectives. This calculation also included required training days. The leave and training time were deducted from available working hours. When removing leave and training, on average, detectives had 1,661.19 hours of available time.⁴⁴⁷
7. **FTE Calculation** – After completing the previously described analysis, the number of Full-Time Equivalents (FTEs) to meet the baseline workload for each unit was determined using the following formula:

$$\text{(Total Touch Time x Total Cases + Non-Case Time) / Total Available Time = Required FTEs}$$

For this analysis, one FTE is equivalent to a single detective, and decimal points are included to account for partial FTEs. Departmental discretion should be used in deciding whether to “round up,” “round down,” or address fractional workload through a part-time resource, sharing of personnel, or overtime hours. The calculation for “required FTEs” throughout this section of the report only accounts for frontline detectives. Supervision of these specialized units and any administrative or civilian support is discussed in Part II of this report.

8. **FTE GAP** - represents the difference between actual FTEs and the required number of FTEs based on the calculated workload and case volume. Actual FTEs considers only employees with the title of ‘Detective.’ In some instances, officers (as opposed to detectives) handle investigative case responsibilities; however, these are not included in

⁴⁴⁷ See Appendix F5: *Available Time Calculation* for further information on the estimated 1,661.19 hours of available time to work for detectives.



staffing figures unless otherwise noted because officers cannot fulfill all the responsibilities that are required during an investigation.

WORKLOAD-BASED INVESTIGATIVE STAFFING ASSESSMENT

Overview

This section of the report includes reviews of MPD's investigative units tasked with reactive work performed by detectives.⁴⁴⁸ Proactive investigative functions are discussed in section two of this report.⁴⁴⁹

As of November 22, 2023, the Bureau had 340 employees in the titles of detective/officer, sergeant, and lieutenant.

Sworn Staff by Unit (as of November 22, 2023)

Division	Unit / Detail	Lieutenants	Sergeants	Detectives / Officers	Total
Criminal Investigations	Homicide	3	8	59	70
	Sexual Assaults	1	2	22	25
	Financial Crimes	0	1	4	5
	Carjacking	1	1	12	14
	District Detectives	7	17	143	167
Special Operations	TSSSES – Major Crash	1	1	5	7
Youth and Family Services	Child Physical and Sexual Abuse	1	4	24	29
	ICAC/ Human Trafficking	0	0	5	5
	Missing Persons	1	1	16	18

Source: PFM interviews with unit personnel.⁴⁵⁰ See Appendix F1 for further information on interviews held.

The following pages provide an overview of the workload-based analyses for each reviewed investigative unit. Each unit overview includes: a brief description of the unit, its functions and (filled) staffing configuration, key assumptions used in projecting its workload-based staffing, and an explanation of the unit-specific analysis and results.

Criminal Investigations – Homicide Branch

Description: The Homicide Branch has investigative and case management responsibilities for all forms of murders, assumed suicides, assumed natural deaths, and other suspicious deaths.

⁴⁴⁸ The workload-based staffing model does not account for sudden influxes in case volume or personnel scheduling constraints. Quantitative and qualitative inputs capture a particular moment in time, thus, changes to any input can alter the assumptions and results. Also, this model does not account for potential improvements in operational performance. For example, implementation of a policy that requires detectives to perform additional work to submit a case, or any technological advances that reduce (or increase) workload will impact FTE calculations.

⁴⁴⁹ MPD, like most police agencies, engages in both reactive and proactive investigations. This analysis focuses on reactive work, which is driven by events rather than department policy. Proactive investigative work is critical and discussed in section two of this report. Proactive investigative work and staffing should be driven primarily by department policy, goals, and strategies.

⁴⁵⁰ PFM relied on interviews with MPD personnel for total staffing in each unit given that Schedule A data was not granular enough.



In CY 2022, there were 203 homicide cases assigned to the Homicide Unit. Through August 2023, there were 181 homicides (this trend represented a 34 percent increase year-over-year), and 753 death investigations through June.

The Homicide Branch was staffed by one Captain, three Lieutenants, eight Sergeants, 50 Detectives and nine Officers.

Detectives were assigned to one of four squads:

- The Fresh Case Squad investigated all fresh homicide cases that require a response to a crime scene.
- The Major Case squad investigated fresh cases that require more time due to complexity.
- The Natural Death Squad responded to any reported suspicious death including assumed suicides.
- The Cold Case Squad investigated previously closed cases that were reopened due to new leads.⁴⁵¹

Detectives were distributed in the branch as follows: 38 in Fresh Cases, five in Major Cases, three in Natural Deaths, two in Special Victims Unit and two in Arson.

Officers were assigned by squad as follows: one in Fresh Cases, one in Major Cases, three in Natural Deaths, and four in Cold Cases.

**Homicide Branch:
Current Personnel⁴⁵²**

Rank	Employees
Captains	1
Lieutenants	3
Sergeants	8
Detectives	50
Officers	9

Case Types and Volume⁴⁵³

⁴⁵¹ Managing workload and staffing of a Cold Case Squad is based on departmental policy and strategy. Reopening closed cases will depend on the department's interest in assigning investigators or detectives to this duty.

⁴⁵² Sources: Homicide Branch (2023, September 6). *Interview by PFM Team*. Virtual Teams meeting; Homicide Fresh Squads (2023, September 11). *Interview by PFM Team*. Virtual Teams meeting; Homicide SVU (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting; Homicide Major Squads (2023, September 20). *Interview by PFM Team*. Virtual Teams meeting; Homicide Natural Deaths (2023, September 27). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 7). *Homicide Staffing Stats*. Provided in response to information request.

⁴⁵³ Sources: Homicide Branch (2023, September 6). *Interview by PFM Team*. Virtual Teams meeting; Homicide Fresh Squads (2023, September 11). *Interview by PFM Team*. Virtual Teams meeting; Homicide SVU (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting; Homicide Major Squads (2023, September 20). *Interview by PFM Team*. Virtual Teams meeting; Homicide Natural Deaths (2023, September 27). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 7). *Homicide Staffing Stats*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



As noted, the assumed number of cases assigned to the unit in a year was 1,777, based on the CY 2023 September YTD trend. Although there was no reliable data in the CMS to segregate cases assigned to the Major Case Squad, unit leadership reported that 19 out of 271 homicide cases should be categorized as Major Cases, which included Multiple Victim cases, Arson and SVU cases.

Cases were categorized to distinguish specific investigative activities required for each case type and to determine touch time:⁴⁵⁴

Case Type	Cases Assigned (#)	Description
Fresh Cases	252	All cases involving one victim
Major Cases	19	All cases involving multiple victims
Death Investigations	1,454	All natural death investigations
Suicides	52	All apparent suicide investigations
Total	1,777	

The review and analyses of the homicide unit found that, on a weighted average basis, major cases took nearly twice as many hours to investigate as fresh cases (374 hours vs. 199 hours), while death investigations and suicides occupied minimal amounts of homicide detective time (four and five hours, respectively).

Key Aspects of Touch Time and Assumptions:

The following key assumptions were used to determine workloads for all fresh and major cases:

Case Complexity: Major and Fresh case distribution was the sole indicator of case complexity in Homicide investigations. From interviews and surveys, it was estimated that Major Cases required more than twice the time as Fresh Cases in scene response and four times as many witness interviews as Fresh Cases. Major Cases were also estimated to require more time in court per case (in those cases that reach a trial).

Case Funnel: According to unit leadership, all homicide cases required that detectives perform all the initial and follow up investigative activities, meaning that no case is closed after the Initial Investigation stage. For cases reaching the Issue of Charges and Prosecution stages, unit leadership reported that 113 cases (40 percent of fresh cases and 65 percent of major cases) were filed with the USAO/OAG and 94 cases reached the prosecution stage. Of the 94 cases that reached prosecution, 70 percent (66 cases) were resolved by plea while 30 percent (28 cases) went to trial.

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
Fresh Cases	40%	93%	Plea: 70% Trial: 30%
Major Cases	65%	13%	

⁴⁵⁴ Double slashed lines (//) are used to represent a reduction in the scale to limit the bar size within the chart.



Non-Case Related Workload: Homicide detectives do not have any non-case related responsibilities apart from providing support for natural death investigations. Only detectives handling fresh cases assist with natural or suspicious death investigations. Major case detectives solely focus on their current caseload. During interviews, fresh case detectives indicated that they spent an average of 10 hours per week supporting natural or suspicious death investigations. While MPD could not provide an exact number of natural death investigations supported annually, unit leadership provide an estimation of 10 hours per week per Fresh Case detective.

Homicide Branch: Touch Time Workload by Case Type⁴⁵⁵

The following tables show the workload distribution for homicide cases, categorized into "Total Fresh Cases" and "Total Major Cases." Each row represents a stage of the investigation process, with the number and percentage of cases that reach each stage, the respective touch time (in hours) per stage, and the calculated weighted average touch time per stage.

The weighted average touch time is calculated by multiplying the percentage of cases by the touch time for each stage. The sum of the weighted average touch times is then multiplied by the total number of cases to determine the total workload for that type of case, which is used in calculating the required full-time equivalent (FTE) staffing levels.

Based on the number of investigations that reach each stage, the weighted average time spent on Regular Cases was 198.6 hours, and for Major Cases, it was 374.1 hours.

⁴⁵⁵ Sources: Homicide Branch (2023, September 6). *Interview by PFM Team*. Virtual Teams meeting; Homicide Fresh Squads (2023, September 11). *Interview by PFM Team*. Virtual Teams meeting; Homicide SVU (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting; Homicide Major Squads (2023, September 20). *Interview by PFM Team*. Virtual Teams meeting; Homicide Natural Deaths (2023, September 27). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 7). *Homicide Staffing Stats*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.

**Total Fresh Cases (#): 252**

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	252	100%	66.0	66.0
Follow-up	252	100%	100.0	100.0
Charges and Arrest	101	40%	26.0	10.4
Plea	65	26%	24.0	6.2
Trial	28	11%	144.0	16.0
Totals			360.0	198.6

Total Major Cases (#): 19

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	19	100%	117.0	117.0
Follow-up	19	100%	231.0	231.0
Charges and Arrest	12	65%	26.0	16.9
Plea	1	5%	24.0	1.3
Trial	1	2%	344.0	7.9
Total			742.0	374.1

Staffing Study Results:

The difference in the two squads' touch times was primarily due to the major case squad requiring more frequency in activities and more time per each activity compared to the fresh case squad. For instance, the major case squad was estimated to have spent, on average, per case: twice the amount of time investigating scenes compared to the fresh case squad, conducted 17 more interviews, prepared and executed more than double the amount of search warrants, and spent nearly 200 more hours in trial.

Based on the preceding workload analysis and estimated case volume for CY 2023, the calculated staffing level required to manage the baseline Homicide Branch workload was 49.9 FTEs.



Homicide Branch: Staffing Study Results⁴⁵⁶

Workload	Volume	Touch Time (hrs.)	Total Hours
Fresh Case Workload	252	199	49,974
+ Major Case Workload	19	366	7,074
+ Natural Case Workload	1506	4	6,076
+ Total Non-Case Related Workload	52 weeks @ 38 Fresh case Detectives	10	19,760
= Total Workload Hours			82,885
÷ Available Time per FTE			1,661
Required FTEs			49.9

Criminal Investigations - Sexual Assault Unit

Description: The Sexual Assault Unit has investigative, case management, and victim advocacy responsibilities for all forms of sexual assaults, sexual abuse, sexually motivated kidnappings, and indecent exposures for victims over 18 years of age. The unit's work is divided into two squads: the Fresh Case Squad, which handles newly reported cases needing an immediate response, and the Cold Case Squad that investigates previously closed cases that have been reopened – generally, due to DNA testing. At the time of this study, the Sexual Assault Unit was staffed by one Lieutenant, two Sergeants and 22 Detectives (18 assigned to fresh cases and four assigned to cold cases).

Sexual Assault Unit: Current Personnel⁴⁵⁷

Rank	Employees
Lieutenants	1
Sergeants	2
Detectives	22

Case Types and Volume:⁴⁵⁸

In CY 2022, there were 1,215 cases assigned to the Sexual Assault Unit, of which 235 were sexual assault offenses, 621 were sexual abuse investigations, and 359 were lesser crimes and indecent exposure cases. Sexual assault offenses include 1st, 2nd, 3rd, and 4th degree sexual assaults, while sexual abuse investigations are when an offense may or may not have occurred,

⁴⁵⁶ Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.

⁴⁵⁷ Source: Sexual Assault Unit (2023, September 13). *Interview by PFM Team*. Virtual Teams meeting.

⁴⁵⁸ Source: Sexual Assault Unit (2023, September 13). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 19). *Received SAU Data*. Provided in response to information request.



but investigations are investigated (requiring staff time, effort, and case review and documentation).⁴⁵⁹

Case Type	Cases Assigned (#)	Description
First Degree Sexual Assault	155	More serious offenses that include use of weapons and other means of coercion
Second Degree Sexual Assault	47	
Third Degree Sexual Assault	25	Offenses where offenders are known by the victim or where less force is used
Fourth Degree Sexual Assault	8	
Sexual Abuse Investigation	621	Other ways of sexual contact or interaction
Other Related Crimes and Indecent Exposures	359	All other Sex Crimes felonies, misdemeanors, and indecent exposure investigations
Total	1,215	

Key Aspects of Touch Time and Assumptions:

The following key assumptions were used to determine workload per type of case:

Case complexity: For case complexity, additional to the type of offense (First to Fourth Degrees), suspect status (unknown versus known) was used to account for variance in touch time among various activities such as scene response, reviewing evidence, and prosecution hearings. First and Second Degree offenses were estimated to require more time in activities like follow ups with victims as well as greater number of search warrants executed. Known suspect cases, were estimated to require more time interviewing said known suspect, and unknown suspect cases were estimated to require more time spent in identifying a potential suspect, which may include searching in Sex Offender registries, and social media analysis.

Based on unit CY 2022 statistics and conversations with unit leadership, 17 percent of total unit cases per year were estimated to be Complex Cases (First and Second degree sexual assaults). Complex Cases required more time to investigate compared to Regular Cases (Third and Fourth degree sexual assaults).

⁴⁵⁹ In Washington D.C., sexual assault offenses are classified into degrees based on the severity and circumstances of the act: First-Degree Sexual Abuse: Engaging in a sexual act through force, threat, significant injury, or where the victim is incapacitated (severe penalties). Second-Degree Sexual Abuse: Engaging in a sexual act without consent or where the victim cannot consent due to mental incapacity or physical helplessness (serious penalties). Third-Degree Sexual Abuse: Engaging in sexual contact through force, threat, significant injury, or where the victim is incapacitated (significant penalties). Fourth-Degree Sexual Abuse: Engaging in sexual contact without consent or where the victim cannot consent due to mental incapacity or physical helplessness (less severe penalties). For detailed legal definitions, refer to D.C. Code §§ 22-3002 to 22-3006.



Activity touch time per investigative stage varied based on case complexity and suspect status. The calculated touch time for all activities⁴⁶⁰ of First- and Second-Degree case investigations was 51 hours when a suspect was known versus 71 hours when a suspect was unknown. For Third- and Fourth-Degree case investigations, the touch time varied from 34 hours when a suspect was known, to 43 hours when a suspect was unknown. The difference between the complexity of cases was due to increased time spent in information analysis and execution of search warrants or subpoenas in First- and Second-Degree sexual assault cases.

Case Funnel: The analysis considered that all 235 sexual assault cases underwent an initial investigation, 223 reached the follow-up investigation stage, and 40 percent (94) reached prosecution. Of the 40 percent reaching prosecution stage, approximately two-thirds of cases were resolved by plea and one-third went to trial.

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
First and Second Degree	40%	100%	Plea: 67% Trial: 33%
Third and Fourth Degree			
Other Related Crimes	0%	N/A	N/A
Sexual Abuse and Indecent Exposure			

Non-Case Related Workload: Sexual Assault Unit detectives' non-case related workload includes advocacy events, special details, and other administrative related responsibilities. Since there was no available data that captured the amount of non-case related workload, feedback from Department personnel yielded an assumption of 4 hours per week, per detective to account for this time.

Staffing Study Results:

The following tables present the workload distribution for all handled by the Sexual Assault Unit by type of offense. Each section breaks down the cases based on whether the suspect is known or unknown. The tables show the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time for each stage (Initial, Follow-up, Plea, and Trial). The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for that stage. The final row of the table presents the weighted average hours, which is the sum of the weighted average touch times across all stages. This weighted average is then multiplied by the total number of cases to determine the total workload for that case type, aiding in the calculation of required FTEs.

⁴⁶⁰ Activities performed throughout investigations included but were not limited to: scene response, canvassing, witness interviews, writing and executing search warrants and subpoenas, video footage analysis, consultations with prosecution, and court time.



Sexual Assault Unit: Touch Time Workload by Case Type⁴⁶¹

Total First-Degree Case Workload Cases (#): 155

Investigation Stage	Known Suspect				Unknown Suspect			
	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	139	90%	8.0	7.2	16	10%	16.0	1.7
Follow-up	139	90%	24.5	22.0	16	10%	36.5	3.8
Plea	37	24%	13.0	3.1	4	3%	13.0	0.4
Trial	18	12%	19.0	2.2	2	1%	19.0	0.3
Weighted Average Hours				34.5				6.0

Total Second-Degree Case Workload Cases (#): 47

Investigation Stage	Known Suspect				Unknown Suspect			
	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	45	96%	8.0	7.7	2	4%	16.0	0.7
Follow-up	45	96%	21.5	20.6	2	4%	33.5	1.4
Plea	12	26%	13.0	3.3	1	1%	13.0	0.1
Trial	6	13%	19.0	2.4	0	1%	19.0	0.1
Weighted Average Hours				34.0				2.4

⁴⁶¹ Sources: Sexual Assault Unit (2023, September 13). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 19). *Received SAU Data*. Provided in response to information request.



Total Third-Degree Case Workload Cases (#): 25

	Known Suspect				Unknown Suspect			
Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	14	56%	8	4.5	11	7%	12	0.9
Follow-up	9	35%	17	6	7	4%	23	1
Plea	4	15%	6.5	1	3	2%	6.5	0.1
Trial	2	7%	10.5	0.8	1	1%	10.5	0.1
Weighted Average Hours				12.2				2.1

Total Fourth-Degree Case Workload Cases (#): 8

	Known Suspect				Unknown Suspect			
Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	5	63%	8	5	3	38%	10	3.8
Follow-up	3	39%	12.5	4.9	2	24%	15.5	3.7
Plea	1	17%	6.5	1.1	1	10%	6.5	0.6
Trial	1	8%	10.5	0.9	0	5%	10.5	0.5
Weighted Average Hours				11.9				8.6

Total Lesser Crimes Case Workload Cases (#): 312

	Known Suspect				Unknown Suspect			
Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	172	55%	4	2.2	140	45%	4	1.8
Follow-up	108	35%	5.2	1.8	88	28%	6.5	1.9
Plea	46	15%	3	0.4	37	12%	3	0.4
Trial	23	7%	4.5	0.3	19	6%	4.5	0.3
Weighted Average Hours				4.8				4.3



Total Abuse Investigations Case Workload Cases (#): 668

Investigation Stage	Sex Abuse Suspect				Indecent Exposure Suspect			
	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	621	93%	8	7.4	47	7%	4	0.3
Follow-up	621	93%	24.5	22.8	30	4%	5.2	0.2
Plea	0	0%	0	0	0	0%	0	0
Trial	0	0%	0	0	0	0%	0	0
Weighted Average Hours				30.2				0.5

Based on workload analysis and case volume from 2022, the calculated staffing level required to manage the Sexual Assault Unit was 21.6 FTEs.

Sexual Assault Unit: Staffing Study Results⁴⁶²

Workload	Volume	Touch Time (hrs.)	Totals
1st Degree Known Case Workload	155	34.5	5,348
1st Degree Unknown Case Workload		6	930
2nd Degree Known Case Workload	47	34	1,598
2nd Degree Unknown Case Workload		2.4	113
3rd Degree Known Case Workload	25	12.2	305
3rd Degree Unknown Case Workload		2.1	53
4th Degree Known Case Workload	8	11.9	95
4th Degree Unknown Case Workload		8.6	69
Lesser Crimes Known Case Workload	312	4.8	1,498
Lesser Crimes Unknown Case Workload		4.3	1,342
Sexual Abuse Case Workload	668	30.2	20,174
Indecent Exposure Case Workload		0.5	334
+ Total Non-Case Related Workload	52 weeks @ 18 Detectives	4.0	3,744
= Total Workload Hours			35,883
÷ Available Time per FTE			1,661
Required FTEs			21.6

⁴⁶² Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.



Criminal Investigations - Financial Crimes Unit

Description: The Financial Crimes Unit has investigative and case management responsibilities for all forms of fraud, identify theft, and other white-collar crimes above \$50,000. In CY 2022, there were 3,796 cases received by the unit, of which, 1,003 cases (26 percent) were assigned to Financial Crimes detectives for a follow up investigation. As of September 2023, the unit was staffed by one Sergeant, three Detectives, and one Officer.

Financial Crimes Unit: Current Personnel⁴⁶³

Rank	Employees
Sergeants	1
Detectives	3
Officers	1

Case Types and Volume:^{464 465}

The Unit's CY 2022 caseload (1,003) was verified with unit leadership. Cases were categorized based on type of crime: "Regular," for cases involving forgery, fraud, and identity theft; "Complex" for crimes involving white collar crimes or other crimes that required extensive investigations. Of the 1,003 cases investigated, unit leadership estimated that 251 were "Complex" and 752 were "Regular."

Case Type	Cases Assigned (#)	Description
Regular Cases	752	Cases involving forgery, fraud, identify theft, and other more simpler investigations
Complex Cases	251	Cases involving white collar crimes and or other cases that require extensive investigation.
Total	1,003	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workloads for all Financial Crime cases:

Case Complexity: In coordination with unit leadership, the analysis estimated Regular Cases required comparatively less time spent on investigative activities than Complex Cases. Complex cases in Financial Crimes were defined as those that required time to canvass and investigate a physical location where crimes occurred. Also, it was estimated that Complex cases required

⁴⁶³ Source: Financial Crimes (2023, September 16). *Interview by PFM Team*. Virtual Teams meeting.

⁴⁶⁴ Sources: Financial Crimes (2023, September 16). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 7). *Financial Unit Case Stats*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.

⁴⁶⁵ Number of investigators considers detectives and officers as well since they fulfill all the responsibilities that are required during an investigation.



twice as many search warrants as regular cases, and twice as much time was spent analyzing financial information.

Case Funnel: Unit leadership estimated that all assigned cases (1,003) underwent the initial investigation stage, 164 proceeded through the entire follow-up investigation stage, 46 cases were sent for prosecution (of which 15 were resolved by plea and 31 went to trial).

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
Regular Cases	5%	100%	Plea: 33% Trial: 67%
Complex Cases			

Non-Case Related Workload: Financial Crimes Unit detectives also have mandated hours to support MPD's Witness Protection Unit, which provides assistance to victims and witnesses of serious crime while they are involved with processes of the criminal justice system. The Unit's detectives also provide support to outside and federal agencies (sharing intelligence, participating in joint investigations, providing back-up, surveillance during field operations, etc.). MPD does not keep track of non-case related workload. As a result, in coordination with Unit leadership, an assumption of ten hours per week, per detective was allocated for such activities.

Staffing Study Results:⁴⁶⁶

The following tables present the touch time workload for Regular Cases and Complex Cases in the Financial Crimes Unit, broken down by the distinct stages of the investigation process.

For Regular Cases, the table provides the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time for each stage - Initial, Follow-up, Charges and Arrest, Plea, and Trial. The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for that stage.

Similarly, for Complex Cases, the table shows the relevant data across the stages - Initial, Follow-up, Charges and Arrest, Plea, and Trial.

The final row in each section presents the totals, which is the sum of the weighted average touch times across all stages. This total weighted average is then multiplied by the total number of cases to determine the overall workload for Regular Cases and Complex Cases, respectively. This information aids in calculating the required full-time equivalent (FTE) staffing levels.

Based on the data, the weighted average time spent on Regular Cases was 9.3 hours, while for Complex Cases, the weighted average was 3.5 hours.

⁴⁶⁶ Source: Financial Crimes (2023, September 16). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 7). *Financial Unit Case Stats*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



Total Regular Cases (#): 752

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	752	75%	8.0	6.0
Follow-up	123	12%	21.0	2.6
Charges and Arrest	34	3%	12.0	0.4
Plea	11	1%	3.0	0.0
Trial	23	0%	11.0	0.3
Totals			45	9.3

Total Complex Cases (#): 251

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	251	25%	8.0	2.0
Follow-up	41	4%	31.2	1.3
Charges and Arrest	11	1%	12.0	0.1
Plea	4	0%	3.0	0.0
Trial	8	0%	11.0	0.1
Totals			65	3.5

Based on workload analysis and case volume from CY 2022, the calculated staffing level required to manage the Financial Crimes Unit was 9.0 FTEs.

Financial Crimes Unit: Staffing Study Results⁴⁶⁷

Workload	Volume	Touch Time (hrs.)	Totals
Regular Case Workload	752	12.3	9,290
+ Complex Case Workload	251	14.0	3,514
+ Total Non-Case Related Workload	52 weeks @ 4 Detectives	10.0	2,080
= Total Workload Hours			14,618
÷ Available Time per FTE			1,661
Required FTEs			9.0

⁴⁶⁷ Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.



Criminal Investigations - Carjacking Taskforce

Description: The Carjacking Taskforce has investigative and case management responsibilities for all Robbery/Theft I Stolen Autos and Carjackings, including both armed and unarmed cases, as well as pattern cases that cross multiple districts.

Carjacking Taskforce: Current Personnel⁴⁶⁸

Rank	Employees
Lieutenants	1
Sergeants	1
Detectives	12

Case Types and Volume:

In CY 2022, there were 967 cases assigned to the Carjacking Taskforce. Through September 2023, there were 1,134 cases assigned to the taskforce -- a 57 percent increase above the full year CY 2022 case volume. For this analysis, and developed in coordination with taskforce leadership, the assumed baseline annual caseload for the unit was 1,296. Cases were categorized as Juvenile Cases and Adult Cases. During interviews, unit leadership expressed that 75 percent of annual cases were perpetrated by juveniles and 25 percent were committed by adults.

Carjacking Taskforce: Case Types⁴⁶⁹

Case Type	Cases Assigned (#)	Description
Juvenile Cases	972	All cases involving juvenile suspects
Adult Cases	324	All cases involving adult suspects
Total	1,296	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workloads for all carjacking cases:

Case Complexity: Based on discussion and information from MPD personnel, the main complexity factor identified was that adult cases were estimated to require more time in grand jury processes and require additional trial time compared to juvenile cases.

Case Funnel: Based on case assignment data and conversations with unit leadership, it was concluded that all cases assigned (1,296) went through the initial investigation stage, and that

⁴⁶⁸ Source: Carjacking Taskforce (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting.

⁴⁶⁹ Sources: Carjacking Taskforce (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 20). *Carjacking Case Data*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



30 percent of assigned cases, or 391 cases, required additional follow-up investigation.⁴⁷⁰ The breakdown of cases that required follow-up investigation included all closed cases (165) and 20 percent of inactive/suspended cases (226). Of these, it was estimated that 142 cases were sent to the USAO/OAG of which 92 reached the Prosecution Stage (of those cases, 80 percent were assumed to be resolved by a guilty plea and 20 percent required trial).

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
Juvenile Cases	11%	70%	Plea: 80% Trial: 20%
Adult Cases		50%	

Non-Case Related Workload: Non-case related activities of Carjacking Taskforce detectives include supporting outside agencies, supervisory work for grade 1 detectives, and other non-case related activities. Examples of typical support to outside agencies included operating on joint investigations, information sharing, and resource sharing. Supervisory work for grade 1 detectives include training and case guidance to less experienced detectives. Other non-case related responsibilities included community interactions and administrative oversight. During interviews, unit detectives indicated non-case related activities were, on average, an estimated 4 hours per week, per detective.

Staffing Study Results:⁴⁷¹

The following tables show the workload distribution for juvenile and adult cases in the Carjacking Unit. Each row represents a stage of the investigation process, with the number and percentage of cases that reach each stage, the respective touch time (in hours) per stage, and the calculated weighted average touch time per stage.

The weighted average touch time is calculated by multiplying the percentage of cases by the touch time for each stage. The sum of the weighted average touch times is then multiplied by the total number of cases to determine the total workload for that type of case, which is used in calculating the required full-time equivalent (FTE) staffing levels.

Based on the number of investigations that reach each stage, the weighted average time spent on juvenile cases was 27 hours, and for adult cases, it was 27.4 hours.

⁴⁷⁰ The assumption of 391 cases requiring follow up investigation was based on the validated assumption that 20% (or 1 in every 5) inactive/suspended case requires additional follow up investigation, and all closed cases required a follow up investigation.

⁴⁷¹ Sources: Carjacking Taskforce (2023, September 15). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 20). *Carjacking Case Data*. Provided in response to information request; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



Total Juvenile Cases (#): 972

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	972	100%	8.0	8.0
Follow-up	293	30%	58.0	18.0
Charges and Arrest	106	11%	3.0	0.3
Plea	59	6%	9.0	0.5
Trial	15	2%	33.0	0.6
Totals			111	27

Total Adult Cases (#): 324

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	324	100%	8.0	8.0
Follow-up	98	30%	58.0	18.0
Charges and Arrest	35	11%	10.0	1.0
Plea	14	4%	6.0	0.3
Trial	4	1%	46.0	0.5
Totals			128	27.4

Carjacking Unit: Staffing Study Results⁴⁷²

Workload	Volume	Touch Time (hrs)	
Juvenile Case Workload	972	27.4	26,252
+ Total Non-Case Related Workload	52 weeks @ 12 detectives	4.0	2,496
+ Adult Case Workload	324	27.4	8,904
= Total Workload Hours			37,653
÷ Available Time per FTE			1,661
Required FTEs			22.7

⁴⁷² Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.



Criminal Investigations - District Detectives

Description: The District Detectives have investigative and case management responsibilities for crimes against persons and property, including assaults with deadly weapon (ADW) / assaults, robberies, domestic violence, other crimes against persons, burglaries, thefts, and other property crimes. District Detectives are distributed across all seven Districts. At the time of the study, the District Detectives Units were staffed by one Captain, seven Lieutenants, 17 Sergeants, and 143 Detectives and Officers.

District Detectives: Current Personnel⁴⁷³

Rank	Employees
Captains	1
Lieutenants	7
Sergeants	17
Detectives / Officers	143

Case Types and Volume:

There were 35,155 cases assigned to district detectives in 2022.

District Detectives: Case Types⁴⁷⁴

Case Type	Cases Assigned (#)	Description
Assault	1,553	All cases involving intentional physical harm or threat
Robbery	1,485	Cases involving theft with force or threat of force
Domestic Violence	5,386	Abuse cases within familial or intimate relationships
Other Crimes Against Persons	6,342	All other crimes against persons cases
Burglaries	2,160	Cases involving unlawful entry with intent to commit a crime
Theft	12,599	Cases involving the removal of private property with intent to deprive it from the rightful owner
Other Property Crimes	5,630	All other property crimes cases
Total	35,155	

⁴⁷³ Source: Metropolitan Police Department (2023, November 22). *DDU Staffing Levels*. Provided in response to information request.

⁴⁷⁴ Sources: District Detectives (2023, September 19). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, November 22). *DDU Staffing Levels*. Provided in response to information request; Metropolitan Police Department (2023, September 19) *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



The number of Assaults, Robbery, Domestic Violence, Burglary, Theft, and Other Crime cases assigned by district are detailed in the following table. Notably, the number of Domestic Violence cases varied across districts – aligning with the larger share of patrol calls for service for this call type in 6D and 7D.

District Detectives: Case Type by Division⁴⁷⁵

Case Type	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Total
Assault	314	99	101	119	240	316	364	1,553
Robbery	224	148	304	160	240	253	156	1,485
Domestic Violence	449	198	203	639	623	1,455	1,819	5,386
Other Crimes Against Persons	898	1,089	861	719	1,007	885	883	6,342
Burglaries	90	149	1,418	80	192	127	104	2,160
Theft	1,976	2,524	1,570	1,717	1,917	1,960	935	12,599
Other Property Crimes	539	742	608	559	815	1,328	1,039	4,591
Total	4,490	4,949	5,065	3,993	5,034	6,324	4,261	

District Detectives: Detective/Officer Count (as of November 22, 2023)

District	District 1	District 2	District 3	District 4	District 5	District 6	District 7
# of Detectives / Officers	17	16	16	20	22	27	25

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workloads for all crimes against persons and property cases:

Case Funnel: The analysis considered that all **person crimes cases** assigned went through the initial investigation stage. Based on conversations with MPD personnel, it was assumed that 50 percent of assigned assault and domestic violence cases, and 43 percent of robbery and other crimes against person cases required additional follow-up investigation. Available data for arrest rates for District Detectives was not split in a manner sufficient to isolate crimes against person from crimes against property – thus, it required estimation with input from Unit leadership and personnel. The estimated arrest rate for all crimes against persons cases was 30 percent.⁴⁷⁶ Of the CY 2022 estimated 3,986 crimes against person cases that reached the Issue

⁴⁷⁵ Sources: Metropolitan Police Department (2023, November 22). *DDU Staffing Levels*. Provided in response to information request; MPD (2023, September 19) *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.

⁴⁷⁶ This estimation was estimated based on conversations with unit detectives and validated by the Assistant Chiefs of Police.



of Charges and Prosecution Stage, an estimated 2,792 were prosecuted and resolved by either a plea deal (80 percent) or trial (20 percent).

The analysis considered that all **property crimes** cases assigned went through the initial investigation stage, and that 43 percent of assigned burglary and other property crime cases, and 16 percent of theft cases required additional follow-up investigation. Available data for arrest rates for District Detectives was not split in a manner sufficient to isolate crimes against property from crimes against person – thus, it required estimation with input from Unit leadership and personnel. [OBJ] for all crimes against property cases was 15 percent. [OBJ] Of the CY 2022 2,753 crimes against property cases estimated to reach the Issue of Charges and Prosecution Stage, 1,927 were prosecuted and resolved by either a plea deal (90 percent) or trial (10 percent).

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)	
			Plea	Trial
Crimes Against Persons	30%	70%	80%	20%
Crimes Against Property	15%		90%	10%

Managing Demand & Solvability: District detectives are tasked with the highest demand for investigative services in the MPD. In order to prioritize and determine which cases require a detective to be assigned for follow up, supervisors look at solvability factors to be more effective with the available staff. At the time of the study, District leadership had no data to show the number of cases that were not assigned to detectives, or those where detectives spend little time on. Nonetheless, assuming detectives perform investigative and follow-up work for all cases referred to these units is unlikely and unrealistic. Therefore, an assumption was co-developed with MPD. The assumption used was that 10 percent of all cases assigned to this unit required an average of 30 minutes for looking at the patrol unit report. The remaining 90 percent of cases were assumed to require an average of one to five hours for an initial investigation.

It is critical to note that the absence of data limits the detail that can inform workload estimates. However, current and future discussions related to managing demand for investigative services must be an ongoing process, which should include a clear understanding the community's expectation for investigative services, as well as a better understanding of the relationship between time spend on a case related to its clearance or outcome. Also, departments across the nation have resorted to alternative models to provide investigative services, including empowering patrol officers to follow up on some less serious offenses, as well as diverting some of the demand that is more conducive to insurance claims to online reporting.

Non-Case Related Activities: Unit personnel were unable to provide significant context or data for non-case related workload. This is an area that requires additional information and examination to better understand and contextualize. In the absence of available data or estimates, with limited information from MPD personnel, an estimate of 30 percent is used. Again, this is used to provide a preliminary estimate for contextual purposes and done in absence of necessary data.



Staffing Study Results:

The following tables present touch time workload data for several types of criminal cases - Assaults, Robberies, Domestic Violence, and Other Crimes Against Persons.

For each case type, the table provides the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time across various stages - Initial, Follow-up, Charges and Arrest, Plea, and Trial. The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for each stage. The final row in each section presents the totals, which is the sum of the weighted average touch times across all stages. The total weighted average is then multiplied by the total number of cases to determine the overall workload for that case type. This information aids in calculating the required full-time equivalent (FTE) staffing levels.

Based on the data provided:

- For Assaults Cases, the weighted average touch time was 14 hours.
- For Robbery Cases, the weighted average touch time was 9 hours.
- For Domestic Violence Cases, the weighted average touch time was 11 hours.
- For Other Crimes Against Persons Cases, the weighted average touch time was 9 hours.

The differences in touch time were mainly due to the variance in time spent on search warrants and during the prosecution process (specifically, hearing preparation and trial).

District Detectives: Touch Time Workload by Crime Against Persons Cases⁴⁷⁷

Total Assaults Cases (#): 1,398

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	1,398	100%	4.5	4.5
Follow-up	559	40%	19.0	7.6
Charges and Arrest	419	30%	2.0	0.6
Plea	235	17%	5.0	0.9
Trial	59	4%	11.0	0.4
Totals			41.5	14

⁴⁷⁷ Sources: District Detectives (2023, September 19). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDU's, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



Total Robbery Cases (#): 1,337

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	1337	100%	1.0	1.0
Follow-up	490	37%	16.0	6.0
Charges and Arrest	401	30%	4.0	1.0
Plea	225	17%	5.0	1.0
Trial	56	4%	7.0	0.0
Totals			33	9

Total Domestic Violence Cases (#): 4,847

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	4847	100%	3.0	3.0
Follow-up	1939	40%	16.0	6.0
Charges and Arrest	1454	30%	2.0	1.0
Plea	814	17%	6.0	1.0
Trial	204	4%	10.0	0.0
Totals			37	11

Total Other Crimes Against Persons Cases (#): 5,708

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	5708	100%	3.0	3.0
Follow-up	2467	43%	11.0	5.0
Charges and Arrest	1712	30%	1.0	0.0
Plea	959	17%	3.0	1.0
Trial	240	4%	3.0	0.0
Totals			21	9

District Detectives: Touch Time Workload by Crimes Against Property Cases⁴⁷⁸

The following table presents the workload distribution for burglary, theft, and other property crime cases, showing the investigative process stages, the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time.

The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for each stage. This weighted average is then multiplied by the total number of

⁴⁷⁸ Sources: District Detectives (2023, September 19). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 19). *Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime*. Provided in response to information request.



cases to determine the total workload for that stage, which is used in calculating the required full-time equivalent (FTE) staffing levels.

Based on the number of investigations that reach each stage, the weighted average time spent on burglary cases was 7 hours, for theft cases it was 4 hours, and for other property crime cases, it was 7 hours.

Total Burglaries Cases (#): 1,944

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	1944	100%	1.0	1.0
Follow-up	840	43%	12.0	5.2
Charges and Arrest	292	15%	2.0	0.3
Plea	184	9%	3.0	0.3
Trial	20	1%	3.0	0.0
Totals			21	7

Total Theft Cases (#): 11,339

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	11339	100%	1.0	1.0
Follow-up	1763	16%	12.0	2.0
Charges and Arrest	1701	15%	2.0	0.3
Plea	1072	9%	3.0	0.3
Trial	119	1%	3.0	0.0
Totals			21	4

Total Other Crimes Against Property Cases (#): 5,067

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	5067	100%	2.0	2.0
Follow-up	2190	43%	10.0	4.3
Charges and Arrest	760	15%	1.0	0.2
Plea	479	9%	3.0	0.3
Trial	53	1%	3.0	0.0
Totals			19	7



Based on workload analysis and case volume for 2022, the calculated staffing level required to manage the District Detectives Divisions was 176 FTEs.⁴⁷⁹

District Detectives: Staffing Study Results by District⁴⁸⁰

District	Total Cases	Total Workload	Admin Workload	Calculated FTEs
District 1	4,490	27,713	8,314	22
District 2	4,949	26,504	7,951	21
District 3	5,065	30,512	9,154	24
District 4	3,993	24,356	7,307	19
District 5	5,034	31,609	9,483	25
District 6	6,324	42,940	12,882	34
District 7	5,300	41,132	12,339	32
Total	35,155	224,765	67,430	176

Special Operations - Traffic Safety and Specialized Enforcement Section: Major Crash Investigations Unit

Description: The Major Crash Investigative Unit (MCIU) within the Traffic Safety and Specialized Enforcement Sections (TSSSES), has investigative and case management responsibilities for all major crashes that involve death or significant injury as well as other cases at the discretion of the Chief of Police or Office of the Homeland Security Bureau. At the time of this study, the unit was staffed by one Lieutenant, one Sergeant, and five Detectives.

Major Crash Unit: Current Personnel⁴⁸¹

Rank	Employees
Lieutenants	1
Sergeants	1
Detectives	5

Case Types and Volume:

According to information provided by unit leadership, there were 22,132 traffic crash reports generated by MPD in 2022, of which 307 reported major injuries. MPD data indicates MCIU was requested to the scene for an estimated 136 of those cases and took investigative responsibility for an estimated 60 percent (81) of those cases. Cases were categorized as either Regular Cases, which required a full investigation (the 81 cases), or Scene Response Only cases where

⁴⁷⁹ Unit leadership lacked available quantitative and qualitative data for non-case related workload -- the absence of which inhibits a robust for workload and time-on-task analyses. Calculated FTE counts assumed a 30 percent estimate for non-case related workload.

⁴⁸⁰ Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.

⁴⁸¹ Sources: Traffic Safety and Specialized Enforcement Overview (2023, August 29). *Interview by PFM Team*. Virtual Teams meeting; Major Crash Unit (2023, September 1). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request.



the response only involved responding to the scene with no follow-up investigation (an estimated 40 percent of cases, or 55 cases).

Major Crash Unit: Case Type⁴⁸²

Case Type	Cases Assigned (#)	Description
Regular Cases	81	Cases Involving a full investigation
Scene Response Only	55	Cases only involving a scene response
Total	136	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workloads for all Regular major crash cases:

Case Funnel: Unit leadership expressed that all cases investigated (81) required all the activities identified for the initial and follow-up investigation stages. In 2022, 8 cases were closed by arrests, of which it was estimated 75 percent (6) were resolved by plea deals and the remaining 25 percent (2) went to trial.

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
Investigated	10%	100%	Plea: 75% Trial: 25%
Scene Response Only	0%	N/A	N/A

Non-Case Related Workload: Non-case related activities of MCIU detectives include special details, supervisory work, and other administrative activities. During interviews, unit detectives indicated non-case related activities amounted to, on average, an estimated 10 hours per week, per detective.

Staffing Study Results:

The following tables show the workload distribution of the 81 regular major crash unit cases and the 55 scene response only cases – detailing the stages of the investigative process, the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time.

⁴⁸² Sources: Major Crash Unit (2023, September 1). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request.



The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for each stage. This weighted average is then multiplied by the total number of cases to determine the total workload for that stage, which is used in calculating the required FTE staffing levels.

Based on the number of investigations that reach each stage, the weighted average time spent on regular cases was 126 hours, while scene only responses had a weighted average touch time of 18 hours.

Major Crash Unit: Touch Time Workload by Case Type⁴⁸³

Regular Cases (#): 81

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	81	100%	31.0	31.0
Follow-up	81	100%	88.0	88.0
Charges and Arrest	8	10%	28.0	3.0
Plea	6	7%	8.0	1.0
Trial	2	2%	168.0	3.0
Totals			323	126

Scene Response Only (#): 55

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	55	100%	18.0	18.0
Follow-up	Not Applicable			
Charges and Arrest				
Plea				
Trial				
Totals			18.0	18.0

⁴⁸³ Source: Major Crash Unit (2023, September 1). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request.



Based on workload analysis and case volume from 2022, the calculated staffing level required to manage the Major Crash Investigative Unit was 8.0 FTEs.

Major Crash Unit: Staffing Study Results⁴⁸⁴

Workload	Volume	Touch Time (hrs)	Totals
Regular Case Workload	81	126	10,255
+ Scene Response Only Case Workload	55	18	990
+ Total Non-Case Related Workload	52 weeks @ 5 Detectives	10	2,600
= Total Workload Hours			13,845
÷ Available Time per FTE			1,661
Required FTEs			8.0

Youth and Family Services: Child Physical and Sexual Abuse Branch

Description: The Child Physical and Sexual Abuse Branch (PSAB) investigates all physical and sexual abuse allegations, and offenses against child victims under 18 years. At the time of this study, the unit was staffed by one Lieutenant, four Sergeants, 23 Detectives, and one Officer.

Child PSAB: Current Personnel⁴⁸⁵

Rank	Employees
Lieutenants	1
Sergeants	4
Detectives	23
Officers	1

Case Types and Volume:

In 2022, there were 3,721 cases assigned to the Physical and Sexual Abuse Branch – 2,189 were physical abuse, and 1,532 were sexual abuse.

⁴⁸⁴ Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.

⁴⁸⁵ Source: Child Physical and Sexual Abuse Branch (2023, September 18). *Interview by PFM Team*. Virtual Teams meeting; Youth and Family Overview (2023, September 6). *Interview by PFM Team*. Virtual Teams meeting.



Child Physical and Sexual Abuse Branch: Case Types⁴⁸⁶

Case Type	Cases Assigned (#)	Description
Physical Abuse	2,189	Includes all family offenses under sections 13-14, such as domestic violence, child abuse, and elder abuse involving physical harm.
Sexual Abuse	1,532	Covers all sexual offenses under sections 13-36, including rape, sexual assault, child molestation, and other forms of non-consensual sexual contact.
Total	3,721	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workloads for all physical and sexual abuse cases:

Case Funnel: All cases assigned required all the activities listed in the initial investigation stage. According to MPD data, all cases referred to court by arrest or warrants (375 cases) proceeded through the entire follow-up list of activities. In 2022, 174 cases were closed by arrests, of which 95 percent were estimated to be settled by a guilty plea and five percent by trial.

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
Physical Cases	6%	100%	Plea: 95% Trial: 5%
Sexual Cases	3%		

Non-Case Related Workload: Non-case related responsibilities of PSAB detectives include traffic details, academy trainings, community presentations, special details, and supporting the Crime Reduction Initiative. During interviews, unit leadership indicated non-case related responsibilities amounted to an estimated, on average, to consume 2-3 working days per month, per detective (approximately 20 hours per month or 5 hours per week).

Staffing Study Results:

Based on the case volumes and workload analysis, the weighted average touch time spent on child physical abuse and sexual abuse cases was 8.6 and 9.4 hours, respectively. The

⁴⁸⁶ Sources: Child Physical and Sexual Abuse Branch (2023, September 18). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 20). *PSAB Cases Data*. Provided in response to information request.



differences in total touch time were primarily due to the need for SANE kit examinations and forensic interviews in sexual abuse cases.

The following tables show the workload distribution for child physical and sexual abuse cases. Each row represents a stage of the investigation process, with the number and percentage of cases that reach each stage, the respective touch time (in hours) per stage, and the calculated weighted average touch time per stage.

For physical cases, the weighted average touch time is calculated by multiplying the percentage of cases by the touch time for each stage. The sum of the weighted average touch times is then multiplied by the total number of cases to determine the total workload for that type of case, which is used in calculating the required full-time equivalent (FTE) staffing levels. The final row sums the weighted average touch time across all phases. For physical cases, the weighted average time spent was 8.6 hours.

Similarly, for sexual cases, the table shows the relevant data across the stages—Initial, Follow-up, Charges and Arrest, Plea, and Trial – contributing to a weighted average touch time of 9.3 hours.

Child Physical and Sexual Abuse Branch: Touch Time Workload by Case Type⁴⁸⁷

Total Physical Cases (#): 2,189

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	2189	100%	5.5	5.5
Follow-up	194	9%	21.9	1.9
Charges and Arrest	126	5.8%	8.9	0.5
Plea	120	5%	11.1	0.6
Trial	6	0%	22.3	0.1
Totals			69.7	8.6

Total Sexual Cases (#): 1,532

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	1532	100%	5.5	5.5
Follow-up	181	12.0%	26.9	2.4
Charges and Arrest	48	3.1%	8.9	0.5
Plea	46	3%	11.1	0.6
Trial	2	0%	22.3	0.1
Totals			74.7	9.3

⁴⁸⁷ Sources: Child Physical and Sexual Abuse Branch (2023, September 18). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 20). *PSAB Cases Data*. Provided in response to information request.



Based on MPD data and co-developed assumptions on volume and touch times, the calculated staffing level required to manage the Physical and Sexual Abuse Branch was 22.5 FTEs.

Child Physical and Sexual Abuse Branch: Staffing Study Results

Workload	Volume	Touch Time (hrs.)	Totals
Physical Case Workload	2,189	8.6	18,835
+ Sexual Case Workload	1,532	9.3	14,251
+ Total Non-Case Related Workload	52 weeks @ 18 Detectives	4.6	4,320
= Total Workload Hours			37,406
÷ Available Time per FTE			1,661
Required FTEs			22.5

Family and Youth Services - Internet Crimes Against Children (ICAC) Branch / Human Trafficking FBI Task Force

Description: The Internet Crimes Against Children Branch / Human Trafficking FBI Task Force identifies, investigates, apprehends, and prosecutes internet sexual predators who exploit children using computers. At the time of this study four Detectives and one Officer staffed the unit.

ICAC Branch: Current Personnel⁴⁸⁸

Rank	Employees
Detectives	4
Officers	1

Case Types and Volume:

There were 288 internet crimes (IC) cases.⁴⁸⁹ In 2022, the ICAC received a total of 346 tips, 288 were assigned to a detective, 58 were reviewed and not assigned due to lack of resources or solvability factors. However, MPD stated that the referring agency, the National Center for Missing & Exploited Children (NCMEC), experienced a lag in tips referred in 2022; therefore, the volume of tips received in the CY 2022 did not represent a typical 12-month period. Data provided by MPD showed that, from January 1, 2023 through October 31, 2023, the unit received 561 tips that were reviewed and had not been assigned in the calendar year.

Given the disparity in tips, in consultation with the Task Force, the 22-month total was used to calculate a 12-month average that was used as a baseline for the caseload analysis.

⁴⁸⁸ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; ICAC/Child Exploitation Unit (2023, September 12). *Interview by PFM Team*. Virtual Teams meeting.

⁴⁸⁹ Through September 2023, ICAC had 364 IC and 41 HT cases assigned.



In addition to the IC Tips, in CY 2022, ICAC detectives received a total of 79 Human Trafficking tips, of which 39 were assigned for follow up and 40 were reviewed but not assigned due to lack of resources of solvability factors.

ICAC Branch / HT FBI Task Force: Case Types⁴⁹⁰

Case Type	Cases Assigned (#)	Description
IC Tips	338	Internet Crimes tips reviewed and not investigated
IC Assigned	288	Internet Crimes cases investigated
HT Tips	40	Human Trafficking tips reviewed and not investigated
HT Assigned	39	Human Trafficking cases investigated
Total	705	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workload for all IC and HT cases assigned:

Unit leadership estimated that all cases assigned to ICAC required the entire initial investigation stage and 40 percent of IC cases proceeded to the follow-up investigation. Given the frequency of challenges to engage victims in HT cases, it was assumed that the HT cases that underwent the follow up investigation stage were the cases classified as “open” and “closed by arrest” in the CMS. Using this assumption, fifteen cases estimated to be sent to the USAO/OAG in 2022, and eight were estimated to be prosecuted. It was estimated that 33 percent of prosecuted cases (two to three) were solved by plea and 67 percent by trial (five to six).

Case Type	Arrest Rate (As a percentage of total assigned cases)	Prosecution Rate (As a percentage of total arrest cases)	Plea vs Trial Distribution (As a percentage of total prosecuted cases)
IC Cases	5%	100%	Plea: 33% Trial: 67%
HT Cases			

Non-Case Related Workload: Non-case related activities of ICAC detectives included proactive investigation work, special details, supporting other units, and other administrative activities. During interviews, unit leadership indicated time spent on proactive worked per week was, on average, 8 hours per week per detective, while time spent on other non-case related activities was, on average, 1 hour per week, per detective. Therefore, the non-case related workload amounted to, on average, an estimated 9 hours per week, per detective.

⁴⁹⁰ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; ICAC/Child Exploitation Unit (2023, September 12). *Interview by PFM Team*. Virtual Teams meeting.



Staffing Study Results:

Based on the estimated number of tips, cases assigned, and workload analysis, the weighted average touch time spent reviewing IC and HT tips was 0.25 hours, while for IC and HT cases assigned was 35 hours, and 18 hours, respectively.

The following table shows the workload distribution for the ICAC Branch/HT FBI Task, detailing touch time workload by case type for ICAC and Human Trafficking cases.

ICAC Branch/HT FBI Task Force: Touch Time Workload by Case Type⁴⁹¹

Total Internet Crime Cases (#): 288

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	288	100%	3.3	3.3
Follow-up	115	40%	74.7	29.5
Charges and Arrest	14	5%	38.0	1.8
Plea	2	1%	11.0	0.1
Trial	5	2%	19.0	0.0
Totals			145	35.0

Total Human Trafficking Cases (#): 39

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	39	100%	4.9	4.9
Follow-up	4	10%	110.6	11.3
Charges and Arrest	1	3%	58.0	1.5
Plea	0.3	1%	11.0	0.1
Trial	1	2%	19.0	0.3
Totals			204	18

For Internet Crime cases, the table outlines each stage of the investigation process, showing the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time. The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for each stage. This weighted average is then multiplied by the total number of cases to determine the total workload for that stage, used in calculating the required full-time equivalent (FTE) staffing levels. The final row sums the weighted average touch time across all phases. For Internet Crime cases, the weighted average time spent was 35 hours. Similarly, for Human Trafficking Cases, the table shows the relevant data across the

⁴⁹¹ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; ICAC/Child Exploitation Unit (2023, September 12). *Interview by PFM Team*. Virtual Teams meeting; Metropolitan Police Department (2023, September 29). *ICAC Case Stats*. Provided in response to information request.



stages - Initial, Follow-up, Charges and Arrest, Plea, and Trial -contributing to a weighted average touch time of 18 hours.

Based on MPD data and co-developed assumptions on volume and touch times, the calculated staffing level required to manage the Internet Crimes Against Children Branch/Human Trafficking FBI Taskforce was 7.7 FTEs.

ICAC Branch / HT FBI Task Force: Staffing Study Results⁴⁹²

Workload	Volume	Touch Time (hrs.)	
Internet Crimes Case Workload	288	35	10,162
+ Human Trafficking Case Workload	39	18	717
+ Tips Reviewed but not investigated	378	0.25	95
+ Total Non-Case Related Workload	52 weeks @ 4 detectives	9	1,872
= Total Workload Hours			12,750
÷ Available Time per FTE			1,661
Required FTEs			7.7

Youth and Family Services - Missing Persons Branch

Description: The Missing Persons Branch has investigative and case management responsibilities for all reports of missing persons. As of the time of this report, the branch was staffed with one Lieutenant, one Sergeant, 10 Detectives, and six Officers. Within the Missing Persons Branch, Detectives and Officers have investigative responsibilities.

Missing Persons Branch: Current Personnel⁴⁹³

Rank	Employees
Lieutenants	1
Sergeants	1
Detectives	10
Officers	6

Case Types and Volume:

In CY 2022, there were 1,930 cases and investigations – 1,376 Missing Person cases, 195 Attempt to Locate cases, 175 Welfare Check cases, and four Parental Kidnapping cases. For this analysis, which was developed in consultation with branch leadership, cases were

⁴⁹² Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.

⁴⁹³ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; Missing Persons (2023, September 26). *Interview by PFM Team*. Virtual Teams meeting.



categorized as Low-Effort, Medium-Effort, High-Effort, Parental Kidnapping, and Attempt to Locate. The unit assigned 1,930 cases in 2022.

Missing Persons Branch: Case Types and Volumes^{494 495}

Case Type	Cases Assigned (#)	Description
Low-Effort Cases	386	Missing persons cases that are solved within the First Call to incident reporter
Medium-Effort Cases	990	Standard missing adult and juvenile cases
High-Effort Cases	180	Also known as “Command Post Cases,” includes cases where all detectives and officers on duty are requested to support
Parental Kidnapping	4	Cases where non-custodial parents of minors refuse to return minors to their legal guardians
Attempt to Locate	370	Attempt to Locate and Welfare Checks
Total	1,930	

Key Aspects of Touch Time and Assumptions:

The following assumptions were used to determine workload for missing persons cases:

Case Complexity: Based on 2022 case data and conversations with unit leadership, the estimated percentage of High-Effort or Command Post cases (cases that required attention by all unit detectives and officers on duty) was nine percent while the remaining missing person cases comprised 51 percent of caseload. The remaining 40 percent of workload was estimated to be split between Low-Effort Cases that were solved as soon as the detective or officer called back to the incident reporter, Parental Kidnapping Cases, and Attempt to Locate Cases.

Variance in case complexity between High-Effort and Medium-Effort cases were driven by the need to response to a scene where a kidnapping occurred, as well as by the number of detectives and/or officers that dedicated to the recovery effort.

Case Funnel: According to the data provided, none of the missing persons cases, except Parental Kidnapping cases, ended in charges issued or arrests warrants being executed. In Parental Kidnapping cases, data indicated that half of cases required time beyond the follow up investigation, mostly in cases with arrests that did not result in charges being issued.

Non-Case Related Workload: Non-case related activities of MPB detectives included updating reports, team communication, and other administrative activities. During interviews, unit

⁴⁹⁴ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; Missing Persons (2023, September 26). *Interview by PFM Team*. Virtual Teams meeting.

⁴⁹⁵ Number of investigators considers detectives and officers as well since they fulfill all the responsibilities that are required during an investigation.



detectives and officers indicated, on average, they spent 4 hours per week on all non-case related duties.

Staffing Study Results:

The following table shows the workload distribution for the Missing Persons Branch, detailing touch time workload by case phase.

For Missing Persons cases, the table outlines each stage of the investigation process, showing the number of cases, percentage of cases, total touch time (in hours), and weighted average touch time. The weighted average touch time is calculated by multiplying the percentage of cases by the total touch time for each stage. This weighted average is then multiplied by the total number of cases to determine the total workload for that stage, used in calculating the required FTEs. The final row sums the weighted average touch time across all phases.

- For Low-Effort Missing Persons cases, the weighted average time spent was 0.1 hours (five minutes)
- For Medium-Effort Missing Persons cases, the weighted average touch time was 15 hours
- For High-Effort Missing Persons cases, the weighted average touch time was 36.8 hours.
- For Parental Kidnapping cases, the weighted average touch time was 36 hours.
- For Attempt to Locate cases, the weighted average touch time was 10 hours.

Missing Persons Branch: Touch Time Workload by Case Type⁴⁹⁶

Total Low-Effort Missing Persons Cases (#): 386

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	386	100%	0.8	0.8
Follow-up	NOT APPLICABLE			
Charges and Arrest				
Plea				
Trial				
Totals			1	0.8

⁴⁹⁶ Sources: Metropolitan Police Department (2023, August 3). *Criminal Investigations Data request response (2022 Only)*. Provided in response to information request; Missing Persons (2023, September 26). *Interview by PFM Team*. Virtual Teams meeting.



Total Medium-Effort Missing Persons Cases (#): 990

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	990	100%	4.0	4.0
Follow-up	990	100%	11.0	11.0
Charges and Arrest	NOT APPLICABLE			
Plea				
Trial				
Totals			15	15

Total High Effort Missing Persons Cases (#): 180

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	180	100%	3.8	3.8
Follow-up	180	100%	33.0	33.0
Charges and Arrest	NOT APPLICABLE			
Plea				
Trial				
Totals			36.8	36.8

Parental Kidnapping Cases (#): 180

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	4	100%	3.8	3.8
Follow-up	4	100%	25.0	25.0
Charges and Arrest	2	50%	14.0	7.0
Plea				
Trial				
Totals			43	36

Attempt to Locate Cases (#): 370

Investigation Stage	Cases	% of Cases	Touch Time (hrs.)	Weighted Avg. Touch time (hrs.)
Initial	370	100%	1.8	1.8
Follow-up	370	100%	8.0	8.0
Charges and Arrest	NOT APPLICABLE			
Plea				
Trial				
Totals			10	10



Based on workload analysis and case volume from 2022, the calculated staffing level required to manage the Missing Persons Branch was 17.2 FTEs.

Missing Persons Branch: Staffing Study Results⁴⁹⁷

Workload	Volume	Touch Time (hrs.)	Totals
Low-Effort Missing Persons Case Workload	386	0.8	290
+ Total Non-Case Related Workload	52 weeks @16 detectives	4	3,328
+ Medium-Effort Missing Persons Case Workload	990	15	14,850
+ High-Effort Missing Persons (Command Post) Cases	180	36.8	6,660
+ Parental Kidnapping Cases	4	36	144
+ Attempt to locate Cases	370	10	3,700
= Total Workload Hours			28,585
÷ Available Time per FTE			1,661
Required FTEs			17.2

⁴⁹⁷ Note: Totals in the table may have arithmetic discrepancies due to case volume being rounded to the nearest integer and touch times being rounded to the nearest decimal.



STAFFING MODEL RESULTS

The following “Summary of Calculated Staffing Levels for Investigative Units” table shows a comprehensive summary of the current and calculated staffing levels of detectives for each of the analyzed units.⁴⁹⁸

Summary of Calculated Staffing Levels for Investigative Units

Section	Unit	Total Cases	Actual FTEs (Nov 2023)	Calculated FTEs	FTE Gap
Criminal Investigations	Homicide	1,777	50	49.9	+0.1
	Sexual Assaults	1,215	18	21.6	-3.6
	Financial Crimes	1,003	4	9.0	-5.0
	Carjacking	1,296	12	22.7	-10.7
	District Detectives	35,155	143	176.0	-33.0
Special Operations	TSSSES - Major Crash	136	5	8.0	-3.0
Youth and Family Services	Child Physical and Sexual Abuse	3,721	18	22.5	-4.5
	ICAC/ Human Trafficking	705	4	7.7	-3.7
	Missing Persons	1,930	16	17.2	-1.2
Total		46,938	270	334.9	-64.9

Note: Actual FTEs considered only employees with the title of ‘Detective’ within all units except for the Financial Crimes Unit and Missing Persons Branch which both included Officers as well, because officers currently manage some of the investigative workload of these units. The Sexual Assault Unit analysis intentionally omitted four detectives who worked cold cases, which are assigned proactively based on unit availability and strategic priority. The Child Physical and Sexual Abuse Branch omitted five detectives that are not assigned PSAB cases. In some instances, officers (as opposed to detectives) in the reviewed units handled investigative case responsibilities; however, for the purposes of this analysis, they were not included in the staffing figures unless otherwise noted because officers cannot fulfill all the responsibilities that are required during an investigation.

Based on the preceding analyses and workload measures, there is a need for 64.9 additional FTEs for the units reviewed.

- For Criminal Investigations, there is a need for 52.2 additional FTEs based on an annual caseload of 40,446 across its units.
- For Special Operations, there is a need for 3.3 additional FTEs based on an annual caseload of 136 for Major Crash.
- For Youth and Family Services, there is a need for 9.4 FTE’s based on an annual caseload of 6,356 across its units.

⁴⁹⁸ For each unit, the FTE gap column represents the calculated number of FTEs based on the calculated workload and case volume: a (-) sign represents additional FTEs are required in the number that follows; a (+) sign represents a surplus of current FTEs.



It is important to note that these figures can and should change as crime, caseloads volume, and departmental prerogatives change. A continual reassessment of touch time, workload, and personnel will allow the Department, elected and appointed leaders, and stakeholders to assess the current versus desired/needed number of detectives.

The “Summary of Calculated Staffing Levels for District Detectives” table that follows provides a summary of the actual and calculated staffing levels of detectives and senior police officers who have investigative responsibility by District, as well as the number of cases investigated for the purpose of this study.

Summary of Calculated Staffing Levels for District Detectives

District	Total Cases	Actual FTEs (Nov 2023)	Calculated FTEs	FTE Gap
District 1	4,490	17	22	-5
District 2	4,949	16	21	-5
District 3	5,065	16	24	-8
District 4	3,993	20	19	+1
District 5	5,034	22	25	-3
District 6	6,324	27	34	-7
District 7	5,300	25	32	-7
Total	35,155	143	176	-33



PART VII – SUMMARY OF WORKLOAD-BASED STAFFING



PART VII – SUMMARY OF WORKLOAD-BASED STAFFING

As part of ODCA's requested scope of services, PFM developed workload-based staffing estimates for *reactive* units within patrol and investigations. Workload-based proactive and administrative segments of MPD were not part of the requested scope of services.⁴⁹⁹

- Among **investigative units**, reactive units included the Criminal Investigations Division's Homicide unit, District Detectives, Sexual Assaults unit, Financial Crimes unit, Carjacking unit, the Special Operations Division's Major Crash unit, and the Youth and Family Services Division's Child Physical and Sexual Abuse unit, Internet Crimes Against Children unit, and Missing Persons unit. Current staffing of these reactive units accounted for nearly three-quarters of total MPD detective positions as of the start of FY 2024.⁵⁰⁰
- Within **patrol services**, staffing estimates were produced for positions performing primary patrol responsibilities (defined as officers assigned to Patrol Service Areas).⁵⁰¹ As of the start of FY 2024, these officers accounted for about half of total MPD officer positions.⁵⁰²

The calculation of frontline staff (officers and detectives) in these units was rooted in the amount of workload identified in the assessments of reactive investigative and primary patrol units. To calculate associated supervisory positions and spans of control for sergeants and lieutenants, target span of control ratios were applied.⁵⁰³ Staffing of titles ranking higher than lieutenant were not included in these estimates because, typically, ranks above lieutenant are less driven by workload and more predicated on departmental leadership, operational goals, and desired structure – in short, those positions are more policy choices than workload-based decisions.

As with any baseline workload-based analysis, the inputs in the current model reflect the available data during the reviewed period. Such changes could increase or decrease the

⁴⁹⁹ A workload analysis of MPD's proactive functions was not included in the requested scope of services. Proactive functions have an important role to play in police department operations and public safety when executed well. "[P]roactive policing..." is used "...to refer to all policing strategies that have as one of their goals the prevention or reduction of crime and disorder and that are not reactive in terms of focusing primarily on uncovering ongoing crime or on investigating or responding to crimes once they have occurred." Sourced from: National Academies of Sciences, Engineering, and Medicine 2018. *Proactive Policing: Effects on Crime and Communities*. Washington, DC: The National Academies Press. Additionally, "[t]here is now substantial evidence that proactive policing can have meaningful effects on crime, especially when it is focused at crime hot spots—small areas, such as street segments that produce a substantial part of the crime problem." Sourced from: *Reforming the police through procedural justice training: A multicity randomized trial at crime hot spots* David Weisburd, Cody W. Telep, Heather Vovak, and Brandon Turchan March 28, 2022, <https://doi.org/10.1073/pnas.2118780119>; see also: https://www.policinginstitute.org/wpcontent/uploads/2015/07/PF_FiveThings_HotSpotsPolicing_Handout_Rev6.23.15.pdf; Weisburd, D., Wilson, D. B., Petersen, K., & Telep, C. W., 2023; and Does police patrol in large areas prevent crime? Revisiting the Kansas City Preventive Patrol Experiment. *Criminology & Public Policy*, 22, 543–560. <https://doi.org/10.1111/1745-9133.12623>.

⁵⁰⁰ Based on staffing estimates for filled and vacant positions as of September 2023, according to Schedule A staffing data provided by MPD.

⁵⁰¹ Staffing estimates by district and PSA can be seen in Part V of this report.

⁵⁰² Based on estimates of officers assigned to PSAs produced using patrol schedules as of July 2023, as a share of total filled and vacant officer positions as of the start of FY 2024, according to Schedule A staffing data provided by MPD.

⁵⁰³ For reactive investigative units: target ratios of detectives to sergeant were: 5:1 for Criminal Investigations and Youth and Family Services Division and 6:1 for Special Operations Division. Target ratios for sergeants to lieutenant were 3:1 for all reactive investigative units. For patrol: target ratio of officers to sergeant was 8:1 and sergeants to lieutenant was 4:1. For further discussion of target span of control ratios, please see Part II



Department's projected staffing needs. Workload data can (and will) change and critical data that is currently unavailable should be collected, analyzed, and reported to better inform future workload-based staffing projections.⁵⁰⁴ As a result, it is important that the District and Department use the figures from these analyses as a guide to help elected and appointed leaders make informed choices and ask detailed questions to form organizational, operational, public safety, and fiscal policy decisions – the results from these analyses are not intended to be dispositive.

Going forward, the District and the Department should regularly update workload-based inputs to assess the impact of newly collected (currently unavailable) data, quantify the impact of changes to currently available workload inputs to model outputs, *and* update assumptions based on new or changing District and Departmental operational and policy goals. Future changes to inputs will likely affect the associated outputs of the staffing model and, most importantly, should be tied to the desired outcomes of the District and the Department.

Baseline Staffing Recommended by Workload-Based Staffing Assessments of Reactive Investigative Units and Primary Patrol

	Officer/ Detective	Sergeant	Lieutenant	Total
Reactive Investigative Units				
Investigative Services Bureau				
Criminal Investigations Division	280	56	19	355
Homeland Security Bureau				
Special Operations Division	9	2	1	12
Youth and Family Engagement Bureau				
Youth and Family Services Division	48	10	4	62
Reactive Investigative Units Total	337	68	24	429
Primary Patrol				
Daywork	479	63	18	560
Evening	504	65	19	588
Midnight	339	46	14	399
Primary Patrol Positions Total	1,322	174	51	1,547

Note: in the "Officer/Detective" column, number shown is detectives for investigative units and officers for primary patrol. For investigative units, in the "Officer/Detective" column, the figures assumed FTEs calculated by the workload model to be detective positions, and therefore round up to the nearest whole number. If MPD changes policies or practices for certain units, it is understood that some of these positions could be filled, in part, by other job titles or professional staff; however, that is not assumed for this baseline calculation. For specific FTE calculations, please see Part VI – Investigations Staffing Assessment

⁵⁰⁴ Examples of workload-based data that were unavailable or unreliable as part of this study are detailed in the preceding sections of this report and include, but are not limited to: HSB details, guarding inmates at hospitals, the number of patrol units that have more than one officer, and time of task data for investigations, among others.



PART VIII – APPENDICES



PART VIII – APPENDICES

APPENDIX A: EXECUTIVE SUMMARY AND INTRODUCTION

Appendix A1: Contracted Scope of Work⁵⁰⁵

1. Finalize confirmation of gap between authorized and filled staffing levels over the past ten years upon receipt of personnel data from MPD.
2. Complete a detailed log of all requested and received data detailing date, requested entity, status, etc.
 - a. Categories of data and information requested include:
 - i. Computer Aided Dispatch (CAD) data;
 - ii. Criminal investigations caseload, policies, and estimates of time spent on specific activities;
 - iii. Personnel rosters, time and attendance data, overtime data, and related documents;
 - iv. Operational and organizational documents including, but not limited to, organizational charts, shift schedules, and policies; and
 - v. Responses to follow-up questions regarding operations, policy, and workload.
3. Complete the detailed methodological process and descriptions for workload-based patrol staffing analysis, time-on-task investigations analysis, specialty-units analysis, and administrative unit analysis consistent with tasks two (2) and five (5) of the FY 23 Agreement (see Attachment A).
4. Include staffing-related feedback/perspectives through interviews with three randomly selected officers from each Police District, an interview with representatives of the DC Police Union, and an interview with MPD's Acting Chief, Pamela Smith.
5. Complete Calendar Years (CYs) 2021 and 2022 (to the extent that data is available 60 days prior to PFM's submission of draft report to ODCA on or before February 29, 2024). analysis of crime rate per resident with updated comparable statistics from benchmark jurisdictions to provide additional context.
6. Clarify joint responsibilities for the National Mall and Pennsylvania Avenue shared with Capitol Police and Secret Service, and the existence of formal agreements or requirements associated with these joint responsibilities.
7. Create appendices listing identified District law enforcement agencies.

⁵⁰⁵ ODCA & PFM both noted the error that Task 45 in the contract for the MPD Staffing Study currently references elements of Task 44. ODCA & PFM both agreed that Task 45 should reference Task 43, not Task 44. This wording was inadvertently missed when ODCA and PFM reviewed the final version of the contract. Both ODCA and PFM intended that Task 45 be referenced to Task 43. Both ODCA & PFM supported this minor change in the contract.



8. Quantify, to the extent possible, the amount of time that MPD becomes the backstop for other agencies when those agencies lack staff, capacity, or jurisdiction. If incidents involving these other agencies fall outside of their regular operating hours; include associated findings or findings describing the absence of sufficient data in the final report.
9. Confirm whether it is MPD policy or practice to respond to all requests to support the District Fire and EMS Department and Community Supervision Officers with security escorts, welfare checks, and other tasks.
10. Complete analysis and line of questions to MPD that is currently underway to assess whether there is a difference between MPD and other jurisdictions regarding the structure for criminal case prosecutions, including but not limited to the concerns of Investigative Services Bureau commanders and supervisors that procedures and requirements for case prosecutions are more rigorous than those in neighboring counties and assess potential impact on workload.
11. Examine any relevant, available quantitative or qualitative information to analyze MPD's workload related to firearm-registration responsibilities.
12. Include a detailed analysis of key demographics for each jurisdiction and analyze residential population adjusted for commuter in- and out-flow.
13. Provide comparative and contextual analysis of MPD relative to benchmark departments for absolute sworn, professional, and total staff; percent of employees who are sworn or professional; sworn, professional, and total staff per 100,000 residents; and sworn, professional, and total staff per 100,000 persons in the commuter-adjusted population.
14. Provide analysis with comparative and contextual analysis of MPD relative to benchmark departments for violent and property crimes reported per 100,000 residents and violent and property crimes reported per sworn officer.
15. Provide an analysis of current and historical staffing levels by bureau, division, rank, and position for all sworn and professional staff.
16. Complete a table analyzing span of control at the bureau level with deeper analysis of the span of control within each patrol division.
17. Explore the reasons for the differing percentages of sworn to professional staff amongst districts and address any reasons for this disparity.
18. Analyze and review preliminary findings (including with MPD) to better understand the reason for the lower number of officers per Patrol Services Areas (PSAs) and lower span of control (at the officer to sergeant level).
19. Explore district staffing levels relative to the Calls for Service (CFS) workload in the patrol workload-based staffing analysis.
20. Provide content related to the concern that the Violent Crime Suppression Division (VCSD) staff are regularly pulled from one unit to another within VCSD because existing staffing levels are insufficient to fill the staffing schedule.



21. Describe how staffing levels may be a factor in MPD's investigation turn-around times.
22. Investigate whether the division of responsibilities for sworn recruiting division personnel conducting background investigations is policy or practice through questions to MPD and review of available policies.
23. Quantify the workload of the Internal Affairs Bureau (IAB) in conducting investigations for other agencies.
24. State the frequency of HSB special detail assignments undertaken by IAB.
25. Use historical rosters to verify and adjust any finding related to Special Operations Division (SOD) staff reductions causing SOD to request staff from other bureaus and precincts to help provide coverage.
26. Examine key issues for current staffing to meet workload demands in more detail pending further exploration of questions raised during PFM's site visit and preliminary data review.
27. Provide information regarding adequacy of current staffing to meet workload demands for the IAB.
28. Within the scope of the FY 23 Agreement (see Attachment A) Task 3, explore the compensation and retirement rules on the use of retirees in lieu of sworn officers as part of the requested 10-year review of MPD civilianization efforts.
29. Within the scope of the FY 23 Agreement (see Attachment A) Task 3, describe findings and observations regarding any decreases in authorized sworn or civilian positions that may correspond to reductions in MPD's budget within the same fiscal year (over a 10-year review of MPD's use of civilian positions) as part of the requested 10-year review of MPD civilianization efforts.
30. Within the scope of the FY 23 Agreement (see Attachment A) Task 3, provide budget requests and composition of professional positions for FY23 and FY24 as part of the requested 10-year review of MPD civilianization efforts.
31. Provide additional information related to the functions transferred from MPD to DDOT Traffic Control Operators (TCO) over the past ten years of civilianization, including any available documentation regarding the allocation of responsibilities and specific changes.
32. Distinguish community-generated calls for service from officer-initiated calls including calculations of total officer time spent on each call type.
33. Analyze and compare community-generated call volume by type relative to national sample averages upon receipt of data.
34. Provide analysis of call volume per capita by call type to understand recent trends in officer workload.
35. Provide analysis of average call volumes by hour and day of week.



36. Provide comparison of call volume by hour and day of week to the number of officers scheduled to work at those times; include calculation of officers scheduled per average number of calls received at those times at the department and district level.
37. Provide analysis of call volume by type separated by officer-initiated calls from community-generated calls.
38. Provide an analysis of officer time spent on each community-generated call for service type and compare MPD officer time on community-generated calls to national sample averages for additional context.
39. Provide analysis and findings related to leave usage types.
40. Produce key findings for the patrol workload-based staffing analysis in the following thematic categories: workload drivers; current allocation of staff resources (deployment and scheduling); and workload and allocated staffing compared to identified workload drivers.
41. Document any discrepancies between Investigations case data provided by the department and feedback/data provided by MPD members obtained during interviews as part of the workload-based assessment (to be included only if those discrepancies are not resolved prior to the draft report). If discrepancies are resolved, inform ODCA how they were resolved.
42. For the Investigations workload-based assessment, after receiving responses from selected unit representatives, provide model inputs of MPD's touch-time-analysis-per-unit to MPD for their review and confirmation or correction.
43. Data Collection Related to Three Special Details: Estimate a range of hours used for homeland security special details, hospital details, and New Beginnings patrol responses per week and how these details vary throughout the year. This will be accomplished by:
 - a. Surveying commanders and supervisors in each district, asking them to estimate the number of officers and shifts used for these details. PFM will review individual responses from commanders and supervisors in each district to ensure data quality.
 - i. If MPD participation is lacking or does not meet the necessary standards for analysis, PFM will alert ODCA, and ODCA will attempt to address it. If a solution cannot be agreed upon that would allow PFM to reasonably complete the task in the contracted timeframe with use of the additional information provided after ODCA intervention, PFM will note these limitations in its report as well as the impact of such limitations on assessing the number of officers and shifts used for these details.
 - b. Work with MPD to collect available data related to homeland security special details, hospital details, and New Beginnings patrol responses. If such data exists but does not meet the necessary standards for accurate analysis that would allow PFM to reasonably complete the task in the contracted timeframe



with use of the additional information provided after ODCA intervention, PFM will explain the data deficiencies in its report.

44. Expanded Benchmarking: Assess six benchmarked jurisdictions to determine the number of sworn and civilian staff, crime rates, population, and sworn staffing ratios to crime and population. In addition, PFM will expand the benchmarking scope by:
- a. Conducting surveys and follow-up interviews within the benchmarked departments to determine the number of budgeted staff (FTEs) allocated to primary police functions (such as patrol, investigations, internal affairs, and special operations) and assess the number of budgeted FTEs allocated to other unique activities (such as airport, forensics, or towing and impound duties).
 - i. If lack of engagement by benchmark departments limits data availability for this analysis, PFM will notify ODCA of anticipated limitations approximately 60 days ahead of submission of the draft report on or before February 29, 2024.
 - b. Gathering information from the benchmarked jurisdictions about their responsibilities and assigned personnel (sworn FTEs) related to security details and public safety risk mitigation for public events, hospital security duties for arrestees and inmates, contracted patrol services, and other primary patrol duties outside of the city or county limits.
45. Identification and Analysis of Patrol Officer Time Spent on “Non-Primary” Responsibilities: Identify and analyze time spent on these responsibilities specified in task 44 by:
- a. Reviewing and describing any referenced or identified legal and policy basis that calls for MPD to perform these “non-primary” activities.
 - b. Identifying and reviewing relevant laws, policies, memoranda of understanding, and any other relevant documents that address the following questions:
 - i. Are there any MPD policies or General Orders that currently exist (or that existed in the past) related to each of these practices, including their dates of issuance and revision?
 - ii. Are there any laws requiring MPD to engage in these practices?
 - iii. If MPD policies exist related to these practices, who within MPD is responsible for ensuring these policies are followed?
 - iv. What updates or revisions would be required to alleviate the workload burden as it currently exists?
 - c. Determining if any attempts have been made to create policies or otherwise change existing practices related to these activities, and if so, when and by whom.
 - d. Reviewing these findings and providing analysis on how they might provide greater context and insight into alternative approaches to department staffing.



46. Expanded Analysis of MPD's Overtime Data: Based on 2022 overtime data, analyze the impact of the Department's current workload and staffing arrangements by:
 - a. Reviewing overtime use by employee name, rank, bureau, and type, and providing a general profile of employees who generate the most overtime.
 - b. Identifying specific events or activities that required the most significant volume of overtime as documented in MPD's time and attendance system.
47. Forensic Crime Scene Services External Coordination, Management, and Efficiency Assessment: Assess the external coordination, management, and efficiency of Forensic Crime Scene Services by conducting interviews with Department of Forensic Sciences (DFS) and MPD personnel and by thoroughly reviewing relevant policies and data from both departments.
48. Produce draft and final reports providing the results of the above analyses with a recommended range for police staffing levels based on the results of the study, including factors such as response time.
49. Prepare and provide up to four (4) briefings for Councilmembers, other D.C. officials, the press, and the community as needed and as directed by the D.C. Auditor. These briefings may be a combination of in-person or virtual briefings. ODCA will not require PFM to be physically present in Washington D.C. for more than two (2) business days for these briefings.



Appendix A2: Requested and Received Data

		Date Requested	Data or Response Received on	Status
Computer-Aided Dispatch/Record Management System:⁵⁰⁶				
Initial PFM data request 6/26/2023 (email from Kevin Watters)				
1.	Calls for service data (CFS) and/or Computer Aided Dispatch (CAD) records for each of the last three to five years, as available, for all calls resulting in Police dispatch.	6/26/2023	6/30/2023; 10/30/2023; 11/29/2023	Completed
A.	<i>Please include both dispatched and self-initiated calls (with a noted distinction between the two).</i>	6/26/2023	10/30/2023; 11/9/23	Completed
B.	<i>At a minimum, provided fields should include:</i>			
i.	<i>Available time intervals related to call response (time initiated, dispatched, en route, arrived, scene time, call closed, etc.)</i>	6/26/2023	6/30/2023; 10/30/2023; 11/29/2023	Completed
ii.	<i>Location of the call</i>	6/26/2023	6/30/2023; 10/30/2023; 11/29/2023	Completed
iii.	<i>Information identifying the primary unit dispatched or additional units dispatched (if applicable)</i>	6/26/2023	10/30/2023	Not available
iv.	<i>Initial call type/reason for the call⁵⁰⁷</i>	6/26/2023	6/30/2023	Completed
v.	<i>Information regarding call priority level</i>	6/26/2023	6/30/2023	Complete
vi.	<i>Any available information regarding call disposition or result of the call</i>	6/26/2023	6/30/2023	Complete
vii.	<i>Any additional fields tracking officer(s) time on calls (i.e., support units, crime lab, detectives, etc.).</i>	6/26/2023	11/5/2023	Not available
C.	<i>Please include a legend of CFS or CAD categories of information defining each field and field entries, if available.</i>	6/26/2023	9/15/2023; 11/16/2023	Complete
D.	<i>Please provide any department policies related to call response.</i>			
i.	<i>For example, the standard number of units sent to calls, including support, detective, etc., units, the number of officers per unit, any call types or priority levels that require additional units/back up.</i>	6/26/2023	6/30/2023	Complete
ii.	<i>Any policies that direct resource allocation for special events, and CAD/CFS data field that corresponds (i.e., Presidential Movement; Dignitary Protection; Demonstrations, etc.)⁵⁰⁸</i>	6/26/2023	11/5/2023	Not available
Supplemental CAD Request following 9/15/2023 meeting with MPD (email from Kevin Watters)				
1.	Data for CY 2022 showing, for each incident that patrol units responded to, a row for each responding unit with columns showing the time the unit entered each of the following statuses, for a list of specified Unit IDs representing patrol units assigned to a PSA.	9/18/2023	10/30/2023	Completed
A.	<i>Dispatched (DP – Dispatched)</i>	9/18/2023	10/30/2023	Completed
B.	<i>En Route (ER – En Route)</i>	9/18/2023	10/30/2023	Completed

⁵⁰⁶ PFM also requested records management system (RMS) data for all calls included in the CAD request, but this information was subsequently determined to no longer be needed.

⁵⁰⁷ PFM also requested finalized call types, but this information was subsequently determined to no longer be needed.

⁵⁰⁸ These special events are not included in CAD data, but policies directing resource allocation to these events, generally, was provided.



		Date Requested	Data or Response Received on	Status
C.	Arrival (AR – Arrived)	9/18/2023	10/30/2023	Completed
D.	Available/Close (AM – Available)	9/18/2023	10/30/2023	Completed
2.	We understand there is a flag the CAD data system identifying whether a call was self (officer)-initiated. Can that field be added to the data provided?	9/18/2023	10/30/2023; 11/9/2023	Completed
3.	Are the fields “Area” and “DGroup_original” populated based on the location of the call, where the responding unit is based, or something else?	9/18/2023	10/16/2023	Completed
4.	Can a location (address) column be added to the data? We may want to use this to identify frequent call locations.	9/18/2023	10/30/2023; 11/29/2023	Completed
5.	During our call with MPD, we heard there have been some instances in data analyzed in the past in which a unit appears to be assigned to two or more different calls at the same time. We can hypothesize potential operational reasons or data entry errors but would appreciate any insight OUC can provide about what that might mean in the data. ⁵⁰⁹	9/18/2023	10/30/2023	Not available
6.	Can OUC provide a complete list of event type codes “tycode” that indicate a unit is out of service? Please advise this request does not correspond to that field or if that is not the field name, and we would like OUC’s guidance on the correct field.	9/18/2023	10/30/2023	Complete
7.	PFM provided a preliminary list and analysis approach to identifying patrol units for officers assigned to PSAs from the unique UnitID list provided by OCU on 9/28/2023 immediately following a meeting with MPD, PFM, and OUC. Please review and work with PFM to finalize the list of appropriate Unit IDs to include. The list should exclude units for sgts and higher ranks and exclude units for other bureaus or sections not assigned to primary patrol duties.	9/28/2023	10/4/23; 10/16/23; 10/30/23; 10/30/23; 11/9/2023	Complete
A.	Is there a way to indicate in the CAD data whether a report was written for each call? If this is not a column that can easily be added to the data, we may be able to estimate this using event types. We have reviewed the publicly available General Order regarding the Field Reporting System, which has a list of event types that require a report to be completed. This list was published in 2012 – is there an updated list available or is this the best list to use?	10/4/2023	10/7/2023	Complete
Criminal Investigations.⁵¹⁰				
1.	Policy and procedure for investigative units	6/26/2023	7/19/2023	Complete
2.	Process for deciding which cases are assigned for follow-up and how assignments to detectives/investigators are determined	6/26/2023	7/19/2023	Complete
3.	Procedures for supervisory oversight of assigned cases (and if there is any system in place)	6/26/2023	7/19/2023	Complete
4.	Statistics by unit, by type for the last three to five years, as available:	6/26/2023	7/18/2023, 9/19/2023	
A.	Cases received	6/26/2023	7/18/2023, 9/19/2023	Complete
B.	Cases assigned (and investigated if that number is different)	6/26/2023	7/18/2023, 9/19/2023	Complete

⁵⁰⁹ No clear answer was available for this question. PFM reviewed CAD data and did not find instances of this issue.

⁵¹⁰ PFM also requested three to five years of reported offenses (UCR or NIBERS) that apply to investigations, but this information was subsequently determined to not be needed.



		Date Requested	Data or Response Received on	Status
C.	Cases closed (i.e., those cases not cleared per UCR/NIBRS rules that are inactive pending new/further information)	6/26/2023	7/18/2023, 9/19/2023	Complete
D.	Open Cases (initial or Initial + Follow Up)	6/26/2023	7/18/2023, 9/19/2023	Complete
E.	Unfounded Cases (where applicable)	6/26/2023	7/18/2023, 9/19/2023	Complete
F.	Arrests Rate / Cases cleared by arrest per unit	6/26/2023	7/18/2023, 9/19/2023	Complete
G.	Number and types of cases assigned for follow up (to a detective) per unit	6/26/2023	7/18/2023, 9/19/2023	Complete
H.	Summary of overtime usage per unit	6/26/2023	7/18/2023, 9/19/2023, 10/5/2023, 11/5/2023	Complete
5.	Any information available that is helpful in calculating the amount of time spent in court per unit/officer (to include Overtime Hours assigned to Court duties of any kind).	6/26/2023	7/18/2023, 9/19/2023, 10/5/2023, 11/5/2023	Complete
A.	Follow up clarification and new runs of the Court Liaison Hours report	11/8/2023	11/9/2023	Complete
6.	Time spent on required trainings per year	6/26/2023	9/18/2023	Complete
Personnel:				
Initial PFM data request 6/26/2023 (email from Kevin Watters)				
1.	Personnel data for all department employees as of latest month-end available including, for each employee: ⁵¹¹	6/26/2023	8/3/2023	Complete
A.	Rank/classification/title	6/26/2023	8/3/2023	Complete
B.	Location/assignment (unit)	6/26/2023	8/3/2023	Complete
C.	Base salary and any additional compensation (longevity, uniform, etc.)	6/26/2023	8/3/2023	Complete
2.	Annual leave usage per employee by leave type, last three to five years, including employee assignment. Please include any available accounting of other time taken by staff, including:	6/26/2023	8/4/2023, 8/24/2023	Complete
A.	Court time	6/26/2023		Complete
B.	Injury time	6/26/2023	8/4/2023, 8/24/2023	Complete
C.	Training time	6/26/2023	9/18/2023	Complete
D.	Sick time	6/26/2023	8/4/2023, 8/24/2023	Complete
3.	Overtime hours and compensation per employee, last three to five years, including employee assignment and type of overtime	6/26/2023	7/21/2023	Complete
4.	Job classifications for civilian personnel in use by Metro PD and access to job classifications in use by DC Government generally	6/26/2023	8/1/2023	Complete
5.	A list of all filled positions with job title and indication of whether each was sworn or civilian for each of the last 10 years	6/26/2023	11/25/2023	Complete

⁵¹¹ PFM also requested regularly scheduled working hours and shift assignments, but this information was subsequently determined to no longer be needed.



		Date Requested	Data or Response Received on	Status
6.	Most recent Collective Bargaining Agreement (and any necessary underlying agreements (MOUs, etc.) if current agreement is not a comprehensive document and references prior agreements)	6/26/2023	6/30/2023	Complete
Follow-up email following meetings with MPD HR (email from Chloe Bohm)				
1.	I've attached a list of the top 142 authcodes in the 2022 OT data that represent 90% of all OT hours in the 2022 report we received. Please define the letter codes or create a crosswalk we can use to understand the authorization codes in the attached spreadsheet.	8/30/2023	9/5/2023	Complete
2.	We are requesting a roster of active employees as of Jan 1, 2022 roster and Dec 31 2022 roster. Please include employee ppsft ID (for crosswalk to leave data), rank, and work location (Bureau, District, Sector, Section, and Squad). If the PS and PN officers include anyone in the academy, please include a field that identifies those individuals so we can exclude.	8/30/2023	10/5/2023	Complete
Follow-up email following meetings with MPD regarding HR data (email from Kevin Watters)				
1.	FY 2013-FY 2022, FY start and end roster of active employees with position, rank, and bureau/division. Sworn and professional.	9/11/2023; Follow-up questions submitted 11/15/2023	10/4/2023, 10/27/2023; 11/25/2023	Complete
2.	Jan 1, 2022 and Dec 31, 2022, active roster with PeopleSoft ID, position, rank, and bureau/division allowing us to identify employee assigned to patrol function. Sworn only (ok if it includes all).	9/11/2023	10/5/2023	Complete
3.	Detail of all hours worked by patrol officers in CY 2022 for the below assignment types from the TMA system with PeopleSoft ID, assignment, start date/time, and end date/time for the following assignment types. I have attached an excel file with suggested fields, as discussed, but please include any other fields we're missing that the team thinks are helpful.	9/11/2023	10/5/2023	Complete
A.	<i>Training</i>	9/11/2023	9/18/2023	Complete
B.	<i>Court Time</i>	9/11/2023	10/5/2023	Complete
C.	<i>Detail</i>	9/11/2023	10/5/2023	Complete
D.	<i>Limited Duty</i>	9/11/2023	10/5/2023	Complete
E.	<i>If there are other frequently used assignments that take patrol officers away from their regular duties please include.</i>	9/11/2023	10/5/2023	Complete
4.	From OCFO, FY 2013-FY 2022, FY start and end budgeted FTE counts by position and bureau/division (requested to fulfilled original request	9/11/2023	10/4/2023; 11/27/2023	Complete
Operational:				
Initial PFM data request 6/26/2023 (email from Kevin Watters)				
1.	Current Departmental Table of Organization	6/26/2023	6/30/2023	Complete
A.	<i>Bureaus, divisions, sections, squads, task forces, units, details</i>	6/26/2023	6/30/2023	Complete
2.	Copy of recent daily shift assignments	6/26/2023	7/21/2023	Complete
3.	Map of patrol district boundaries and/or car sectors/subsectors (patrol beats)	6/26/2023	6/30/2023	Complete
4.	Overtime Policies for the Department	6/26/2023	6/30/2023	Complete



		Date Requested	Data or Response Received on	Status
5.	Copy of all policies related to off-duty and outside employment related to the use of police authority (e.g.: policies covering off-duty work providing police services for a business or entity <u>NOT</u> outside employment, with no relationship to police authority)	6/26/2023	6/30/2023	Complete
6.	Shift schedules for all patrol and non-patrol units, including shift start and end times	6/26/2023	7/21/2023	Complete
7.	A summary of MPD's efforts in position civilianization and transfer of functions to other District departments/agencies that have occurred in the last 10 years (e.g., traffic control, crime scene investigators, behavioral health).	6/26/2023	10/3/2023	Complete
A.	<i>In addition to the summary(ies), please provide backup documents that help to identify the organizational, operational, and fiscal impact of the detailed civilianization and/or transfer of functions to other District departments/agencies</i>	6/26/2023	10/3/2023	Complete
8.	For units other than patrol and criminal investigations, at MPD's discretion, please provide available data summarizing the workload (e.g., caseload) for the last three to five years and staffing approach (e.g., one community affairs officer per precinct on day shift). ⁵¹²	6/26/2023	10/30/2023	Complete
9.	Any available reports or summaries of alternative response, burden reduction, or call reduction efforts	6/26/2023	10/7/2023	Complete
Follow-up email following site-visit meetings with MPD (email from Chloe Bohm)				
Homeland Security Bureau				
1.	In our interviews with HSB (SOD) we heard that one of the activities that takes MPD officer time, which may be different from other jurisdictions, is time spent securing/patrolling Pennsylvania Ave. in coordination with the Secret Service. Can you clarify: are there officers placed on fixed posts near White House grounds or any other building at the Secret Services' request that do not respond to calls for service? Is this primarily in reference to HSB officers, patrol officers (as part of routine duties), or officers from the Department overall when they are assigned to HSB special details? Is there available data, such as CFS or OT codes, that captures work like this when it is done?	8/24/2023	10/11/2023	Complete
2.	In our interviews with HSB (JSTACC and Intel) it was suggested that the number of bulletins issued by the Intelligence Office could provide a useful datapoint to measure HSB workload. Can this data be provided for 2022 and 2023 YTD? Would this data show an approximate number of 1st amendment demonstrations, large events, and special mitigation efforts required of the Department?	8/24/2023	10/3/2023	Complete
3.	In our interviews with HSB (JSTACC and Intel) we heard that MPD provides protection for officers and their families after officer-involved shootings in the District regardless of which law enforcement agency was involved. Can you clarify if this is done as part of a cooperative agreement or MOU, or perhaps a request of Council? We'd like to better understand the impact on workload. How often does this occur, and how much officer time (e.g., two officers, 24/7 for five days) is typically used?	8/24/2023	10/3/2023	Complete
4.	In our interviews, we heard that NCIC and warrant checks are a primary workload driver for the Telephone Reporting Unit. Is there available data to quantify this workload and/or the overall workload of the TRU?	8/24/2023	10/3/2023	Complete

⁵¹² This was completed as part of follow-up questions following PFM's site visit with MPD.



		Date Requested	Data or Response Received on	Status
5.	Based on our review of the shift schedules provided for HSB:	8/24/2023	10/3/2023	Complete
A.	<i>It appears that the Command Information Center (about 60 of HSB's approximately 200 employees) is staffed to ensure coverage 24/7. Is there a Department-set target or minimum number of officers required for each shift to maintain CIC operations? If so, can you share any available information or describe past analysis that was used to set that target staffing level? We have job descriptions for all civilian employees in the department, could the job descriptions for sworn staff in CIC also be uploaded?</i>	8/24/2023	10/3/2023	Complete
B.	<i>We see a Patrol Unit in HSB with approximately 30 officers (10 per squad, 1 squad per shift, includes K9). What are the primary responsibilities of the HSB Patrol Unit? Do these officers respond to CFS?</i>	8/24/2023	10/11/2023	Complete
C.	<i>How are officers in specialized units (such as ERT/SWAT, EOD/Bomb Unit, Air Support) utilized between response to specific incidents? E.g., do they patrol, take CFS, or backfill other HSB functions?</i>	8/24/2023	10/11/2023	Complete
D.	<i>Would it be possible to walk through a couple of the HSB unit shift schedules such as the Teletype Unit as an example to ensure we understand and interpret the information correctly?</i>	8/24/2023	10/11/2023	Complete
Investigative Services Bureau				
6.	In our interviews with ISB, we heard that compliance with the Brady Rule and Jencks Act takes additional time compared to what other police departments would experience. Can you elaborate on the amount of time being spent? Can you provide specific examples or additional context about how this plays out differently for MPD than it would in other city police departments?	8/24/2023	10/30/2023	Complete
7.	In our interviews with ISB, we heard that the District's U.S. Attorney's Office requires longer, more detailed, warrant requests than local prosecutors in neighboring jurisdictions. For example, we were told that a typical MPD homicide warrant may be 40 pages, whereas neighboring counties such as Prince George's County may require only a 1.5 page homicide warrant. Can you clarify how representative that example is of MPD warrants for homicide and for other types of cases? Specifically, we are hoping to understand the average amount of time that each type of warrant report takes for MPD personnel.	8/24/2023	10/30/2023	Complete
8.	In our interviews with ISB, we heard that MPD encounters difficulty getting cases prosecuted if they originate at the New Beginnings juvenile facility. Although the property is owned by D.C., and therefore MPD responds to CFS and reported crimes, we heard one example of a recent case in which it went between the District's U.S. Attorney's Office and the Greenbelt U.S. Attorney's Office, with each saying they did not have jurisdiction. Can you clarify how often this question of prosecutorial jurisdiction for the property has come up, how it is being resolved (if so), and how this impacts MPD time and workload?	8/24/2023	10/30/2023	Complete
9.	In our interviews with ISB, we discussed the specific responsibilities of each VCSD unit or section. Because these are primarily proactive units, we understand workload measures depend, in part, on Department and Division performance objectives. Does MPD have specific performance objectives for VCSD or the specific units therein? Is there available data to quantify the workload? E.g., the number of investigations undertaken by VRU and VCIT and average hours spent per	8/24/2023	9/26/2023	Complete



		Date Requested	Data or Response Received on	Status
	case, or the number of investigations, tips, and complaints received by the Narcotics Enforcement Unit?			
A.	<i>In our interviews with ISB, we heard that VCSD units often pull staff from one unit to cover another (within the division) due to current staffing levels being lower than what is necessary to staff all units as currently configured. Please provide data on how many (how often) VCSD staff were pulled to support other VCSD units in 2022. If this is not available but can be provided for a different timeframe, please advise.</i>	10/11/2023	10/30/2023	Complete
Patrol Services North and Patrol Services South				
10.	In our interviews with Patrol, we heard that officers accompany probation (CSOSA) officers on home visits for security purposes because District probation officers do not carry firearms. Does MPD have any data (such as CFS codes) to quantify the number of such home visits MPD officers participate in or the amount of time consumed? Are there other entities for which MPD performs a substantially similar service?	8/24/2023	9/22/2023	Not available
11.	In multiple interviews, we heard that hospital details for arrestees and DOC inmates are a substantial workload driver, but would be difficult to quantify because of limited (if any) existing data. Other than reviewing daily rollcall sheets which may be time prohibitive, is there another dataset available to measure this that we should be aware of? In our interviews we heard there may be codes for "hospital" or "held out" in the CFS data. These did not appear in the data we received, are there other relevant codes in the data?	8/24/2023	9/22/2023	Complete
A.	<i>In on-site interviews, report writing came up as a task that contributes to patrol officer workload. To incorporate this time into our analysis: Is MPD able to provide an estimate of the time it takes an officer to complete a report, on average? We understand this can vary significantly depending on the type of report but are seeking an overall average.</i>	10/4/2023	10/7/2023	Complete
Technical and Analytical Services Bureau				
12.	We understand MPD is responsible for firearm registration for D.C., a function typically performed by a state agency in other parts of the country. Does MPD have any data to quantify the associated workload for TASB personnel? Are there any financial reimbursements to the MPD to do this work from the licensure process?	8/24/2023	9/26/2023	Complete
13.	In our interviews with TASB we heard that one of the primary workload drivers, particularly in the Customer Support section, is BWC video reports and repairs. Is there available data to quantify the workload associated with pulling BWC video? Is there available data to quantify the workload associated with repairing BWCs, including travel time for IT staff to go to an officer's location or various district locations? Are there electronic systems that allow prosecutors or other appropriate agencies to view MPD BWC on their own initiative?	8/24/2023	9/26/2023; 10/25/2023	Complete
Internal Affairs Bureau				
14.	In our interview with IAB, we heard IAB conducts investigations for other agencies (outside of MPD) as well as internal MPD investigations. Is there data available to quantify the number of investigations conducted for different agencies (and is there an MOU or other formal agreement to do so?) and the approximate # and time spent on investigations for each of MPD cases vs. external agency cases?	8/24/2023	10/3/2023; 10/5/2023	Complete



		Date Requested	Data or Response Received on	Status
15.	In our interview with IAB, we heard that IAB personnel are assigned to special details and prisoner transports frequently, which takes officers from their routine duties. Is there available data to quantify how often this occurs for IAB officers?	8/24/2023	10/3/2023	Complete
Professional Development Bureau				
16.	In our interviews we asked about the amount of time spent on training and professional development throughout the year per employee. We are specifically interested in estimating the average the number of hours patrol officers are unavailable for normal duties per year due to required training and professional development activities. Estimates were provided in our interviews that ranged from 32 hours per year to 60 hours per year. We would like to discuss this with the appropriate personnel to identify the best available estimate or available data to quantify the average hours for use in our analysis.	8/24/2023	9/18/2023; 10/5/2023	Complete
17.	We understand there are specific targets for the turn-around time on background investigations conducted by the Recruiting Division. Is data available to quantify the number of background investigations conducted by the division and the percent completed within the target timeframes? If a different metric, (e.g., average time to complete) is more readily available that would also be helpful.	8/24/2023	9/18/2023	Complete
Youth and Family Engagement Bureau				
18.	In our interview with YFEB, we heard that the vast majority (90-95%) of cases received by YFEB for investigation from the D.C. Child and Family Services Agency. Is there specific data available regarding the number of case referrals received and number of cases assigned for investigation?	8/24/2023	10/5/2023	Complete
19.	In our interviews with patrol districts, we heard that missing persons command posts can be a significant workload driver. Is there available data to quantify the number of missing persons reports, number of missing persons command posts, and/or associated staff time required? Are there CFS codes that we could use to identify the time spent on these activities?	8/24/2023	10/5/2023	Complete
20.	MPD leadership noted tracking data on officers in the division that are pulled for special detail related for 1 st amendment demonstrations. Understanding this may be available for only a short period and will not be representative of the entire department, if it is readily available, can this data be shared?	8/24/2023	10/5/2023	Complete
21.	Can you provide a list of all DC schools served by the School Safety Division, including school address and the number of assigned staff MPD staff?	8/24/2023	9/12/2023	Complete
Executive Office of the Chief of Police				
22.	From data provided (EOCOP Staffing List) we see there are 28 employees assigned to the Agency of the CFO. In it our understanding that these employees, although included in MPD's personnel and budget, report directly to the ACFO and that MPD does not have specific insight into their workload. Is this an accurate interpretation?	8/24/2023	9/6/2023	Complete
Additional Documents:				
Initial PFM data request 6/26/2023 (email from Kevin Watters)				
1.	Most recent annual report	6/26/2023	6/30/2023	Complete
2.	Any existing Department Strategic Planning documents	6/26/2023	7/17/2023	Complete
3.	Electronic Copy of current Operations Manual	6/26/2023	6/30/2023	Complete



		Date Requested	Data or Response Received on	Status
4.	Audits or other external reviews the Department from the last three years	6/26/2023	6/30/2023	Complete
Additional Questions:				
<i>PFM Information Request 10/18/2023</i>				
1.	In interviews, MPD personnel noted MPD is one of more than 36 law enforcement agencies in the District, many of which MPD may be called upon to provide back-up or support for. Please provide the list of entities MPD includes in that description. If preferred, PFM can provide a list sourced from our team's research to which MPD may add or remove entities that are relevant in this context.	10/18/2023	11/5/2023	Complete
2.	To complete Task 1 of this engagement, PFM analyzed crime and staffing rates for six benchmark jurisdictions. The common data available is UCR Part I offenses reported, by offense and NIBRS offenses reported for crimes against persons, crimes against property, and crimes against society. Of these UCR comparable data is the higher priority because it is more consistently available for the benchmarks. PFM has reviewed data published by the District online at https://crimecards.dc.gov/ as well as data published by MPD in its past annual report. In both locations, specific caveats are given indicating data is not counted in a way that is directly comparable to data that follows UCR or NIBRS reporting guidelines. Please provide CY 2021 and CY 2022 offenses for MPD following UCR reporting categories for the 8 Part I offenses and CY. Please also provide CY 2021 and CY 2022 offenses following NIBRS reporting guidelines for crimes against persons, crimes against property, and crimes against society.	10/18/2023	10/20/2023; 11/22/2023	Complete
3.	In MPD's 9/22 email MPD clarified that the Department works in close partnership with CSOSA, which includes more than security escorts for home visits. Is there any policy, general order, MOU, or similar agreement describing the role of MPD with respect to CSOSA or EMS support and coordination?	10/18/2023	11/5/2023	Complete
4.	During PFM's site visit, MPD stated it is in the process of transitioning proactive recruiting functions from PDB to the Office of Communications within EOCOP. Please provide an update on the status of that transition, and any written documentation of related updates to SOPs or organizational charts.	10/18/2023	10/19/2023	Complete
5.	We understand that sworn staff in the Recruiting Division do background checks for nonsworn applicants and cadets, and nonsworn staff do background checks for sworn applicants. Is this division of duties set in policy or SOPs. Is it simply a matter of practice?	10/18/2023	10/24/2023	Complete
6.	MPD's 9/26 response to questions for TASB stated "For repairs to BWC, it is just part of their daily tasks and each element has an assigned coordinator on site so there is no travel time or otherwise." This differs from our interview notes that state the BWC team physically travels from location to location to repair BWCs. Please review and confirm.	10/18/2023	10/25/2023	Complete
7.	Is there a policy or SOP that describes the expectations for specialized patrol units (such as motors) to respond to CFS? This may include guidelines regarding the type, priority level, or circumstances in which they should or should not be dispatched. If so, please provide. Is there a policy or SOP that describes the expectations for sergeants and/or more senior personnel responding to CFS? This may include guidelines regarding the	10/18/2023	11/5/2023	Complete



		Date Requested	Data or Response Received on	Status
type, priority level, or circumstances in which they should or should not be dispatched. If so please provide.				
Additional Questions:				
Related to Newly Expanded Scope (Nov. 6, 2023 Contract)				
1.	Senior Police Officers			
A.	Does the MPD have a specific strategy for the assignment of Senior Police Officers (and Senior Detectives/SGTs) throughout the agency? If so, can that be provided? If not, what is the general priority for their placement?	11/15/2023	11/16/2023	Complete
B.	What is the application process for Senior Police Officers? Do applicants request their preferred assignments?	11/15/2023	11/16/2023	Complete
C.	Can MPD provide the number of applicants for the SPO position in the past ten years? Or at least from 2022 and 2023? Is there a limit on the number of SPOs that can be hired? Has MPD reached that limit or are there a significant number of vacancies?	11/15/2023	11/16/2023	Complete
2.	Department of Forensic Sciences			
A.	PFM is requesting 3 virtual meetings with DFS as follows:			
i.	Leadership team meeting (# of personnel as determined by DFS) (to assess coordination at the executive level) (30-45 min)	11/15/2023	11/16/2023; 11/27/2023	Complete
ii.	Manager/Supervisor team meeting (between 2-4 personnel) (to assess coordination at the operational level) (30-45 min)	11/15/2023	11/16/2023; 11/27/2023	Complete
iii.	Evidence collection personnel meeting (between 4-8 personnel) (to collect info on their day-to-day experience) (45-60 min)	11/15/2023	11/16/2023; 11/27/2023	Complete
B.	The following data and/or documents from DFS:			
i.	Copies of all policies, SOPs, and manuals describing crime scene investigation duties and coordination with MPD.	11/15/2023	12/11/2023	Complete
ii..	Any annual performance data (that is already generated or provided) for 2022 and 2023 YTD	11/15/2023	11/21/2023	Complete
iii.	Number of FTEs, by position title (or function) that are allocated to crime scene investigation. If available, please provide the authorized and filled position counts for FY 2013-FY 2023 and budgeted for FY 2024. If older years in this date range are not readily, please provide the more recent years for which data is available.	11/15/2023	1/4/2023	Complete
iv.	Any staffing plans, workload analysis, or other available information describing how DFS gauges its workload related to crime scene investigation.	11/15/2023	1/4/2023	Complete
C.	Follow-up Questions for DFS:			
i.	DFS procedure requires drugs to be collected and processed by MPD when it does not require testing and requires DFS personnel to collect when there is testing required. Who is responsible for making the decision to require testing? Is it not the case that most, if not all, drug evidence requires testing to prove it's actually a controlled substance for the purposes of prosecution? If not, what circumstances would arise when drugs are not required to be tested?	12/14/2023	12/18/2023	Complete
ii.	Is there written guidance provided to DFS personnel on which calls they are and are not required to answer? If so, please provide that guidance document. We have General Order 304.8 which provides guidance provided to MPD officers. Is there a	12/14/2023	12/18/2023	Complete



		Date Requested	Data or Response Received on	Status
	<i>similar document authorized by DFS policy? (It was not found in the materials provided.)</i>			
iii.	<i>In reference to General Order 304.8 (attached) does DFS agree with the categories of required response by DFS vs. MPD as outlined in the Appendix?</i>	12/14/2023	12/18/2023	Complete
3.	Time spent on HSB SOD details, hospital details, and New Beginnings patrol responses ⁵¹³			
A.	<i>PFM will administer a survey. Draft provided as attachment. Please advise appropriate dissemination method and specific personnel to provide responses. We are requesting to administer by end of Nov and have responses collected by 12/14</i>	11/15/2023	12/8/2023; 12/11/2023	Complete
B.	<i>PFM has received the following data to attempt to quantify time spent on these tasks. To answer the question "What other data is available?" and obtain such available data PFM requests support with the following three steps: PFM recommends identifying the appropriate MPD points of contact and scheduling one or more virtual meetings with those personnel to discuss this matter. A follow-up meeting with MPD and OUC may be needed.</i>			
i.	<i>Please identify the appropriate MPD points of contact and schedule one or more virtual meetings with those personnel to discuss this matter. PFM requests the individuals be identified by 11/30, and meetings be scheduled by 12/8.</i>	11/15/2023	12/6/2023	Complete
ii.	<i>Following PFM's 11/28 meeting with MPD leadership, there are several questions we have about processes and operations relating to SOD details, implementation of the hospital detail policy. These are provided by email attachment to this 11/29 data request along with follow-up questions for MPD leadership. Please direct these to the appropriate HSB, Patrol, or other MPD representatives. If possible, PFM would like to extend meeting with command staff that is scheduled for 12/5 from 30 minutes to 1 hour to discuss the SOD questions in addition to the potentially available data.</i>	11/29/2023	12/1/2023; 12/4/2023; 12/5; 12/6	Complete
iii.	<i>MPD and OUC should provide all identified available data.</i>	11/15/2023	12/1/2023	Complete
C.	<i>PFM is requesting a virtual interview with the appropriate MPD personnel to discuss relevant policies, practices, and/or laws related to these identified tasks. The following questions may be answered ahead of the interview.</i>	11/15/2023	11/28/2023	Complete
i.	<i>Are there any MPD policies or General Orders that currently exist (or that existed in the past) related to each of these practices, including their dates of issuance and revision?</i>	11/15/2023	12/4/2023	Complete
ii.	<i>Are there any laws requiring MPD to engage in these practices?</i>	11/15/2023	12/1/2023; 12/4/2023; 12/20/2023	Complete
iii.	<i>If MPD policies exist related to these practices, who within MPD is responsible for ensuring these policies are followed?</i>	11/15/2023	11/28/2023; 12/5/2023; 12/6/2023	Complete
iv.	<i>What updates or revisions would be required to alleviate the workload burden as it currently exists?</i>	11/15/2023	11/28/2023; 12/5/2023; 12/6/2023	Complete
4.	Additional Interviews			

⁵¹³ PFM also requested a follow-up meeting including the relevant MPD personnel and OUC personnel to clarify questions related to data that OUC manages, and to develop a single data request for OUC that can be completed by the end of CY 2024. However, this was subsequently determined to no longer be needed.



		Date Requested	Data or Response Received on	Status
A.	<i>PFM requests the following virtual interviews and roundtables to gather staffing-related feedback and perspectives. PFM requests all meetings be scheduled for a date on or before December 22, 2023.</i>			
i.	<i>Three staffing roundtables with 21 patrol officers to include three randomly selected officers from each patrol district.</i>	11/15/2023	12/26/2023	Written answers were provided in response to PFM questions
ii.	<i>One interview with representatives of the D.C. Police Union</i>	11/15/2023	12/26/2023	Written answers were provided in response to PFM questions
iii.	<i>One Interview with Acting Chief, Pamela Smith</i>	11/15/2023	11/16/2023	Complete
Follow-Up Questions:				
<i>In Support of Ongoing Analysis (Dec 6, 2023)</i>				
1.	Under new training requirement, Is 77-96 hours the correct range of minimum annual training hours per employee for Detectives 1 - 3? For context, on Oct 5, MPD confirmed that the range of training hours per sworn member under new training requirements is 77-96 hours per year. See attached email (on 12/6 dated request tracker email), page 2, question and response #2 for the Professional Development Bureau. We also note that an earlier response provided via word document uploaded to OneDrive in July stated the minimum for sworn officers is 40 hours per year (also attached for reference).	12/6/2023	12/12/2023	Complete
2.	Is this range of hours (77-96) the yearly desired number of hours to be completed or actual hours completed by sworn personnel? For context, we are attaching the training hours file provided as of September 14. Full year 2022 data in this file showed CID training hours for Detectives Grade 1-3 averaged 48.9 hours per member in 2022, and 58.7 from Jan 1 through Sep 14, 2023. The same file showed officers in PSN and PSS (excluding administration and individuals with >1000 hours in year assumed to be academy trainees averaged 65.5 hours in 2022- and 58.1- hours Jan 1 - Sep 14 2023.	12/6/2023	12/12/2023	Complete
<i>In Support of Ongoing Analysis (Dec 13, 2023)</i>				
1.	The following questions are regarding "REG" type time for "OFF" and "MPO" employees assigned to PSAs as determined by "PSA" in the "SECTR" column.	12/13/2023	12/14/2023	Complete
2.	Please confirm that rows with "REG" in the "Type" column are hours spent during a regularly scheduled shift.	12/13/2023	12/14/2023	Complete
3.	Analysis of the ODCA 2022 file shows officers assigned to PSAs had a total of 8,072 hours of "COURT" time. Only 1,917 hours of these were "REG" hours while remaining majority of hours were overtime. Does this align with what MPD would expect to see?	12/13/2023	12/14/2023	Complete
4.	In comparing the ODCA 2022 file to the TMA overtime file provided, we found the universe of employees included were different. 329 employees appear in the OT data that do not appear in the ODCA 2022 file. If known, please explain the reason for this difference.	12/13/2023	12/14/2023; 12/22/2023	Complete



		Date Requested	Data or Response Received on	Status
5.	In the TMA Overtime file, some bureaus appear only in certain months. This appears to be the result of the same district codes being assigned to different bureaus. We reviewed an unduplicated list of all bureau-district-sector-section combinations that appear in the data and proposed "Corrected Bureaus" in a new column based on the district description. Please review the "For MPD Review" tab and fill in any corrections in the last two columns.	12/13/2023	12/21/2023	Complete
6.	In both the "ODCA 2022" and "TACIS-LeaveHistory-2021-2022" files, leave hours are whole numbers, even when an employee regularly works 10.5 hours shifts. For example, when an officer assigned to a PSA, regularly working a 10.5 hour shift from 0500-1530 takes a day off using annual leave, they appear as taking only 10 hours that day instead of 10.5.	12/13/2023	12/14/2023	Complete
7.	Please provide brief descriptions of the leave types included in the "TACIS-LeaveHistory-2021-2022" file.	12/13/2023		Complete
8.	From ODCA: Is time spent "papering" (having reports reviewed by a prosecutor) included in court time recorded in the Peoplesoft or TMA files? Is time spent on this primarily by the arresting officer or detective?	12/14/2023	12/18/2023	Complete
<i>In Support of Ongoing Analysis (Dec 27, 2023)</i>				
1.	The dataset included a field, "Hour Type Code" with the following values and descriptions provided by MPD. For this analysis, PFM is including O/T, CO/T and COMP categories and excluding time in the "non-worked" categories. This approach aims to quantify the time worked as it relates to workload and staffing needs. Please let us know if you believe non-worked hours should be included. See attachment sent with 12/27 update.	12/27/2023	12/29/2023	Complete
2.	Please fill in descriptions for the 58 auth codes that fit the following criteria and for which we do not already have descriptions: appear more than 100 times in the data, account for more than 500 hours of OT/C worked. See attachment sent with 12/27 update.	12/27/2023		Complete
3.	Please provide additional detail to describe the following authorization codes. These include the top 20 auth codes by number of hours OT/C worked, as well as auth codes with descriptions related to police initiatives/special projects, about which PFM would like more detail. Specifically, for the police initiatives, partnerships, and projects, we would like to know when the initiative was active (and if it still is), what division ran it and staffed it, and it's primary purpose. For teletype requests, please provide available detail including but not limited to the specific event it was related to (if applicable), the bureau/division requesting, person/position authorizing (e.g., COP or Bureau head), and the bureaus/divisions that it was issued to. See attachment sent with 12/27 update.	12/27/2023	1/11/2024; 2/9/2024	Complete
4.	Descriptions included the following 31 unique notes. Based on the authorization codes associated with each and the note description, PFM has categorized these into groups. Please review and confirm or provide suggested changes to the groupings(level 1 and level 2).	12/27/2023	1/11/2024	Complete
5.	Two descriptions for authorization codes provided by MPD use the term "penalty hours" or "penalty payment." These are shown in red below and on the Grouping Review tab. What does this mean? Is it appropriate to classify this as an administrative transaction and exclude it from the analysis of overtime and comp hours worked?	12/27/2023	12/29/2023	Complete



		Date Requested	Data or Response Received on	Status
6.	Data associated with a bureau, district, division, or unit that is identified by MPD as "no longer exists" per 12/21 email will be shown in analysis as location other or unknown noted that the payroll location in the system of records no longer exists per MPD. Please advise MPD does not agree with this approach.	12/27/2023	12/29/2023	Complete
In Support of Ongoing Analysis (Jan 3, 2024)				
1.	MPD previously provided data for the number of firearm registration and conceal carry applications processed in 2022 and for Jan 1-Aug 14, 2023. If available, please provide updated information to include previous years (beginning 2018) and the full year (2023).	1/3/2024	1/9/2024	Complete
2.	During a follow-up call with MPD leadership and staff on 10/30/2023, we discussed earlier comments from ISB commanders/supervisors about VCSD staff frequently being pulled from one unit to fill in for others. As of 10/30/2023, MPD confirmed this was happening daily and described two ways the Bureau was working to address it. First, they established a daily 2pm call with Lts to discuss staffing needs and personnel allocation. Second, in October 2023 they submitted a proposal to restructure VCSD and consolidate smaller units for more efficiency. As of the 10/30/2023 call that proposal was under discussion with the union. What is the current status of that proposal or any other changes to the org/structure of VCSD related to staffing needs?	1/3/2024	1/3/2024	Complete
3.	Request for CAD comments data for HOSP and DETL "OS" status codes for the full calendar year 2022	1/3/2024		Complete
4.	Schedule A data assumptions for verification			
A.	<i>Is it appropriate to exclude data rows in the Schedule A reports that are designated as "N" in the Adds to FTE Count field?</i>	1/3/2024	1/12/2024	Complete
B.	<i>Are officer recruits (in the academy or awaiting entry into the academy) labeled as "Officer" in the schedule A data. If so, what is the recommended method of differentiating these positions? We posit the following options or a combination thereof: Grade = 0 Hire date within past 7 months Job Code = 565432 Department Name = Metropolitan Police Academy</i>	1/3/2024	1/12/2024	Complete
5.	Recruits and Cadets			
A.	<i>Is it correct to classify officer recruits as sworn?</i>	1/3/2024	1/4/2024	Complete
B.	<i>We understand cadets are professional positions. We further understand that members of the Cadet Corps program are not awaiting a place in the academy, and that cadets would need to apply as officers and be hired as officer recruits before joining a future officer recruit class. Is this all accurate?</i>	1/3/2024	1/12/2024	Complete
C.	<i>We further understand that a goal of the cadet program is for cadets to matriculate into officer positions. Is this correct?</i>	1/3/2024	1/12/2024	Complete
D.	<i>Does MPD consider officer recruits and cadets to both be trainees, or would including the two in one category by that name misrepresent the nature of the positions?</i>	1/3/2024	1/4/2024	Complete
6.	Senior Officers			
A.	<i>We see in the schedule A data that senior sergeants are assigned to supervise officers or detectives in some instances. Is it appropriate to classify senior officers and senior detectives as front-line workers and senior sergeants as first-line supervisors?</i>	1/3/2024	1/4/2024	Complete



		Date Requested	Data or Response Received on	Status
B.	<i>For the purpose of calculating the average number of officers reporting to each sergeant in a bureau, district, or division, would it be most accurate to include senior officers and senior sergeants even though those are professional (not sworn) positions? (Note: this is in reference to calculations of span of control.)</i>	1/3/2024	1/4/2024	Complete
7.	Other Questions:			
A.	<i>The PFM team has grouped position titles into categories (attached). Please review and confirm or revise these categorizations as needed. The attachment also includes a brief description of each category.</i>	1/3/2024	1/12/2024	Complete
B.	<i>There are columns for Job Department Name (which includes entries only for filled positions) and Department Name (which includes entries for filled and vacant positions). In most instances these are the same, but they differ in a small number of instances (copied below). What is the difference in the data represented in these columns? Is it appropriate to use the Department Name field to count the number of filled and vacant positions by bureau and division or district?</i>	1/3/2024	1/12/2024	Complete
C.	<i>It is our understanding that in the schedule A roster data, all positions that have a Position Dept ID which begins with the letters FA and follows this format – FA##### - are positions within MPD. PFM consolidated and analyzed all schedule A roster data for each fiscal year from FY 2013 – FY 2024. In FY 2024 alone, there were 36 total positions with IDs that deviated from the format above. Of these, 35 were assigned to the Office of the Chief Financial Officer and 1 was assigned to the Forensic Services Division (see table below). Based on this information, is it correct to assume that all positions with a Position Dept ID that does not begin with FA are positions that fall outside of MPD? How should positions that fall under each of the above IDs be grouped for our analysis? Which, if any should be excluded?</i>	1/3/2024	1/12/2024	Complete
D.	<i>During our analysis of historical staffing levels, PFM found a link to the mayor's executive order which implemented a District hiring freeze on Apr 6, 2020 in response to the COVID-19 pandemic. However, it does not include an effective through date, nor were we able to find anything online about when the freeze officially ended. The executive order also states that the freeze did not extend to "Uniformed officers of the Metropolitan Police Department". When did the hiring freeze officially end? Based on this information, did the hiring freeze technically not apply to MPD sworn staff?</i>	1/3/2024	1/12/2024	Complete
In Support of Ongoing Analysis (Jan 10, 2024)				
1.	The following are questions regarding filled and vacant positions by rank in patrol districts as of October 1, 2023 as shown in Schedule A data:			
B.	<i>Community outreach coordinators are only part of the staff of 2D and 3D. Why are these positions only in 2D and 3D?</i>	1/10/2024	1/12/2024	Complete
C.	<i>The numbers of customer service reps, admin ops clerks, and staff assistants vary by district. What are the reasons for the variations by district?</i>	1/10/2024	1/12/2024	Complete
D.	<i>Training coordinators are assigned to all districts except 1D and 2D. Why are these positions only in 1D and 2D?</i>	1/10/2024	1/12/2024	Complete
E.	<i>5D has 2 commander positions, one filled, one vacant. Why does 5D have two Commander positions (and, is there a plan to fill both?)?</i>	1/10/2024	1/12/2024	Complete



		Date Requested	Data or Response Received on	Status
F.	<i>There are inspectors currently assigned in 1D, 4D, 6D, and 7D. Is it accurate to state that these positions are assigned in districts with a substation to provide additional command/supervisory support?</i>	1/10/2024	1/12/2024	Complete
G.	<i>The number of captains assigned varies from 2 (1D, 2D) to 4 (7D); all others are 3. What is the basis for the number of captains assigned to each District?</i>	1/10/2024	1/12/2024	Complete
H.	<i>The number of lieutenants assigned varies from 10 (2D, 3D), to 13 (6D), others are 11 or 12. What is the basis for the number of lieutenants assigned to each District?</i>	1/10/2024	1/12/2024	Complete
I.	<i>Only D1, D2, D3 have senior sergeants. Why is this?</i>	1/10/2024	1/12/2024	Complete
J.	<i>There are 1-2 detectives and/or crime scene search officers assigned to each district except 6D and 7D (none); why is this?</i>	1/10/2024	1/12/2024	Complete
2.	Request for clarification of district commander survey responses	1/8/2024	1/19/2024	Complete
A.	<i>Please confirm or correct the following: District commanders are given discretion to set their district's roll call and shift overlap times, with the approval of the assistant chief.</i>	1/10/2024	1/12/2024	Complete
B.	<i>Please describe MPD's method of assigning sergeants within districts. For example, is there a minimum level of coverage or span of control ratio MPD aims to achieve on each shift, in each sector and/or PSA?</i>	1/10/2024	1/12/2024	Complete
In Support of Ongoing Analysis (Jan 17, 2024)				
1.	Our understanding is the Recruiting Division held a weekly Prospect Day to facilitate the recruitment and hiring process. What division currently does this, now that the Recruitment Division has changed to Applicant Investigations?	1/17/2024	1/19/2024	Complete
A.	<i>As part of this change, did any functions from the previous recruiting division move to EOCOP? If so, which functions, and where in EOCOP?</i>	1/17/2024	1/19/2024	Complete
2.	In our current and historical staffing analysis we are showing positions in each bureau/division. The Schedule A data provided shows the 8 positions listed below in "Crime Scene Investigations Div."			
A.	<i>Is it accurate to show these titles in Bureau-ISB and Division-Crime Scene Investigations?</i>	1/17/2024	1/19/2024	Complete
B.	<i>We do not see a Crime Scene Investigations Division in the most recent ISB org chart. Why is there a division by that name in the Schedule A data? For example, was there such a division in the past?</i>	1/17/2024	1/19/2024	Complete
C.	<i>We understand MPD does collect evidence for some crimes, is it accurate to interpret these positions as the personnel performing that function?</i>	1/17/2024	1/19/2024	Complete
D.	<i>In practice, do these positions operate as a centralized unit in ISB, or are they managed by the individual patrol districts or other areas?</i>	1/17/2024	1/19/2024	Complete
In Support of Ongoing Analysis (Jan 24, 2024)				
1.	Please describe the U Street Initiative. This is an initiative included in the OT data for 2022.	1/24/2024	2/9/2024	Complete
2.	CY 2022 HSB TELETYPE REQUESTS WITH NUMBER OF OFFICERS SOUGHT PER EVENT. Command staff recommended we review the number of teletype requests made by HSB department-wide and the number of officers requested for each, which she suggested HSB would be able to provide. Is this data readily available for CY 2022 and, if so, is it possible to provide this by 1/26/2024?	1/19/2024	1/25/2024	Complete



		Date Requested	Data or Response Received on	Status
<i>In Support of Ongoing Analysis (Jan 31, 2024)</i>				
1.	Please review and provide any corrections to the bureau and division assignments assigned to Schedule A data	1/26/2024	2/9/2024	Complete
2.	Please describe the EEO Division's transition out of the Internal Bureau after FY 2021, where that function has moved and where it resides in the current org chart	1/26/2024	2/9/2024	Complete
3.	Please provide an assumption to be used for how often two-officer units are used for patrol PSAs.	1/29/2024	2/9/2024	Not available
4.	In TMA OT data, are authcodes labeled "Sport Stadium Overtime" reimbursable? These authcodes include "DAUDI22," "DCAPONE22," and "DNATS22."	1/31/2024	2/9/2024	Complete
5.	Please describe the reason the total positions in historical schedule A data (FY 2015 through FY 2023) is significantly higher than the number of budgeted positions each year, and what caused FY 2024 Schedule A data to be more in line with budgeted positions.	1/31/2024	2/9/2024	Complete
6.	Per our site visit notes, we understand that operating Prospect Days requires 15 civ and 2 sworn staff. Further that the sworn staff are filled via teletype request. Is this (still) accurate?	1/31/2024	2/1/2024	Complete
7.	For positions budgeted to MPD but assigned to OCFO, please confirm or correct our understanding from previous conversations that MPD does not have direct insight into the day-to-day responsibilities of these positions and is not aware of the share of those their workload that is related to MPD.	1/31/2024	2/9/2024	Complete
<i>In Support of Ongoing Analysis (Feb 8, 2024)</i>				
1.	Among the patrol unit IDs we've analyzed, some were defined as "Crime Patrol" while others were "Crime Suppression." Please provide definitions for each of these unit type categories.	2/8/2024	2/9/2024	Complete
2.	During our conversation with MPD leadership, an MOU was mentioned that requires 24-hour notice to be provided in advance of an MPD dignitary escort. Please confirm who MPD entered this MOU with.	2/8/2024	2/9/2024	Complete
3.	Our understanding is that if an officer makes an arrest while responding to a call for service, the arresting officer would be assigned to that call until they mark themselves available following the completion of the booking process, and therefore arrest time would be included in CAD call time. Is this accurate?	2/8/2024	2/9/2024	Complete



Appendix A3: Interviews and Roundtable Discussions

Interviews and Roundtable Discussions

Interview	Participants	Date
Chief of Police Meet & Greet	Chief Smith, Executive Assistant Chief Benedict, Chief of Staff Haiman, Deputy Chief of Staff Daniels-Shpall	7/24/2023
Homeland Security Bureau Command Staff	Commander Conboy, Joint Strategic and Tactical Analysis Command Center; Lieutenant Copeland, Office of Intelligence; Commander Bagshaw, Special Operations Division	7/24/2023
Patrol Services North Command Staff	Captain Savoy, Second District; Captain Moore, Third District; Commander Heraud, Fourth District; Commander Altieri, Fifth District; Inspector Caron, Fourth District	7/24/2023
Patrol Services South Command Staff	Commander Bryant, First District; Assistant Chief Wright, Sixth District; Commander Robinson, Sixth District; Commander Makal, Seventh District	7/24/2023
Patrol Services Supervisors	Captain Harding, First District; Lieutenant Danho, First District; Lieutenant Garvin, Second District; Lieutenant Devlin, Fifth District; Lieutenant Thomas, Sixth District; Captain Barnes-Tutt, Sixth District; Captain Hamelin, Seventh District	7/24/2023
Professional Development Bureau Command Staff	Assistant Chief Coligan; Inspector Hong, Metropolitan Police Academy; Captain Jones, Recruiting Division; Director Hong, Disciplinary Review Division; Commander Dickerson, Human Resources Management Division	7/24/2023
Criminal Investigations Division Supervisors	Captain Kentish, Homicide Branch; Lieutenant Dowling, District Investigations Branch North; Captain Dorsey, District Investigations Division Branch South; Captain Archer, Special Investigations Branch	7/25/2023
Executive Office of the Chief of Police	Chief of Staff Haiman, Deputy Chief of Staff Daniels-Shpall	7/25/2023
Internal Affairs Bureau Command Staff	Assistant Chief Carroll, Internal Affairs Bureau; Commander Knutsen, Internal Affairs Division	7/25/2023
Investigative Services Bureau Command Staff	Assistant Chief Parsons, Investigative Services Bureau; Commander Haines, Criminal Investigations Division; Commander Kyle, Violent Crime Suppression Division	7/25/2023
Technical & Analytical Service Bureau Command Staff	Assistant Chief Emerman, Technical and Analytical Services Bureau; Director Dasgupta, IT Infrastructure and Engineering; Director Johnson, Customer Support; Director Johri, Applications Management; Record and Systems Manager Sutton, Evidence Control Division; Lieutenant Amodeo, Records Division; Lieutenant O'Harran, Records Division; Fleet Maintenance Supervisor Lazo, Fleet Services Division	7/25/2023
Violent Crime Suppression Division Supervisors	Commander Kyle, Violent Crime Suppression Division; Captain Rooney, Strategic Intelligence and Tactical Branch	7/25/2023
Youth and Family Engagement Bureau Command Staff	Commander Godin, Youth and Family Services Division; Lieutenant Lee, School Safety Division	7/25/2023
MPD Human Resources and Office of the Chief Financial Officer (OCFO)	Commander Kimberly Dickerson; Deputy Director Ashley Whittington, HR Operations; IT Specialist Venkata Gunturu	8/30/2023
Office of Uniform Communications	Systems Expert Brian Mondeel; Systems Expert Joe Covington; CAD/Telecommunications Program Manager Selena McArthur; Data Analyst Evan Gidney	9/28/2023
District Crime Data	Director Brandy Cramer, Analytical Services, JSTACC; Rosa Balarezo, Business Applications Division, TASB	11/13/2023



Interview	Participants	Date
Policy and Standards	Director Maureen O'Connell, Policy and Standards Branch, Strategic Change Division, EOCOP	11/28/2023
Department of Forensic Services	DFS Leadership	12/11/2023
Department of Forensic Services	DFS Supervisors	12/18/2023
Benchmark Interview: Metro Nashville-Davidson Police Department	Chief Christopher Glider; Research Manager Danielle Groff, Strategic Development Division, Crime Analysis Unit	12/21/2023
Benchmark Interview: Atlanta Police Department	Chief Administrative Officer Peter Aman; Deputy Chief Administrative Officer Marshall Freeman	12/21/2023
Department of Forensic Services	DFS Staff	12/22/2023
Benchmark Interview: Philadelphia Police Department	Chief Strategy Officer Blake Norton; Deputy Commissioner Krista Dahl-Campbell; Deputy Commissioner James Kelly	1/4/2023
Benchmark Interview: Prince George's County Police Department	Assistant Chief Vernon Hale	1/4/2023
Benchmark Interview: San Francisco Police Department	Assistant Chief David Lazar	2/5/2024

Note: Additional follow-up discussions occurred with individuals throughout the engagement and may be cited throughout the report, but each instance of a discussion is not listed individually in this table.



APPENDIX B: OVERVIEW

Appendix B1: Largest City and County Law Enforcement Agencies in the U.S., 2022

Largest City and County Law Enforcement Agencies in the U.S., 2022

City or County	Locality Name	Total law enforcement employees	Total officers	Total civilians	Sworn Rank	Civilian Rank	Overall Rank	City Rank	County Rank
City	New York	48,584	34,012	14,572	1	1	1	1	
County	Los Angeles	14,573	9,185	5,388	4	2	2		1
City	Chicago	12,263	11,678	585	2	20	3	2	
City	Los Angeles	11,894	9,226	2,668	3	4	4	3	
City	Philadelphia	7,184	5,800	1,384	5	13	5	4	
City	Houston	6,271	5,243	1,028	6	14	6	5	
City	Las Vegas	5,686	4,102	1,584	7	11	7	6	
County	Cook	5,002	1,564	3,438	19	3	8		2
County	Harris	4,637	2,260	2,377	14	5	9		3
City	Washington	4,059	3,425	634	8	19	10	7	
County	San Diego	3,977	2,343	1,634	13	10	11		4
County	Riverside	3,953	1,659	2,294	18	6	12		5
City	Dallas	3,733	3,060	673	9	18	13	8	
County	Palm Beach	3,646	1,677	1,969	17	8	14		6
City	Phoenix	3,614	2,599	1,015	10	15	15	9	
County	Orange	3,580	1,896	1,684	15	9	16		7
County	Nassau	3,390	2,494	896	11	16	17		8
County	San Bernardino	3,325	1,875	1,450	16	12	18		9
County	Hillsborough	3,308	1,315	1,993	20	7	19		10
City	San Antonio	3,126	2,373	753	12	17	20	10	

Source: FBI Uniform Crime Reporting (UCR) Program (2022). *Law Enforcement Employees Data*



Appendix B2: Washington D.C. Crime Data, Supplemental Tables

Data reported from D.C. Crime Cards is preliminary data reported according to the Washington, D.C. criminal code; it is not directly comparable to offense data reported by MPD to the FBI via the Uniform Crime Reporting (UCR) program or National Incident Based Reporting System (NIBRS). Offense categories differ slightly between the D.C. Crime Cards data and FBI UCR Offenses Known to Law Enforcement data. Categories for each are described below:

Crime Cards	FBI UCR
Homicide	Murder and Nonnegligent Manslaughter
Sex Abuse	Rape
Robbery	Robbery
Assault w/ Dangerous Weapon	Aggravated Assault
Burglary	Burglary
Larceny-Theft	Larceny-Theft
Motor Vehicle Theft	Motor Vehicle Theft
Arson	Arson

Comparison of Violent Offenses Reported by MPD as Published in D.C. Crime Cards and the FBI's Crime Data Explorer, CY 2018 – 2022

	Homicide		Rape/Sex Abuse		Robbery		Agg Assault		Violent Total		
	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Difference
2018	160	160	276	445	2,027	2,157	1,664	3,851	4,127	6,613	2,486
2019	165	166	199	342	2,231	2,359	1,569	4,029	4,164	6,896	2,732
2020	197	198	176	307	1,995	2,208	1,628	4,115	3,996	6,828	2,832
2021	223	Unk.	180	Unk.	2,030	Unk.	1,657	Unk.	4,090	Unk.	N/A
2022	202	197	160	275	2,063	2,175	1,378	2,356	3,803	5,003	1,200

Source: Washington D.C. CrimeCards.DC.gov; Federal Bureau of Investigation Crime Data Explorer (2018 – 2022).
Offenses Known to Law Enforcement Data from the Crime in the US Annual Reports.

Comparison of Property Offenses Reported by MPD as Published in D.C. Crime Cards and the FBI's Crime Data Explorer, CY 2018 – 2022

	Burglary		Larceny – Theft		Motor Vehicle Theft		Arson		Property Total		
	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Crime Cards	FBI UCR	Difference
2018	1,416	1,786	25,811	25,658	2,395	2,549	5	Unk.	29,627	29,993	366
2019	1,271	1,840	26,270	25,827	2,180	2,298	8	Unk.	29,729	29,965	236
2020	1,440	1,963	19,173	19,126	3,258	3,370	13	Unk.	23,884	24,459	575
2021	1,172	Unk.	19,503	Unk.	3,473	Unk.	4	Unk.	24,152	Unk.	N/A
2022	1,045	1,350	18,487	18,265	3,719	3,793	4	0	23,255	23,408	153

Source: Washington D.C. CrimeCards.DC.gov; Federal Bureau of Investigation Crime Data Explorer (2018 – 2022).
Offenses Known to Law Enforcement Data from the Crime in the US Annual Reports.



Appendix B3: Benchmark Comparison of Census and FBI Data, Supplemental Tables

Benchmark Demographic Characteristics (Total Population), 2021

	White	Black	Asian	Hispanic	Other	Total
Washington, D.C.	244,063	285,945	26,908	76,919	36,215	670,050
Atlanta	194,428	218,831	26,141	28,976	28,104	496,480
Baltimore	154,743	342,151	14,262	34,810	30,532	576,498
Nashville-Davidson	369,699	175,831	24,661	73,826	34,828	678,845
Philadelphia	520,349	608,357	117,519	250,485	79,541	1,576,251
Prince George's	110,928	567,267	36,095	194,430	46,586	955,306
San Francisco	302,182	40,955	286,518	128,030	57,516	815,201
Median (excl. D.C.)	248,305	280,491	31,118	100,928	40,707	747,023
D.C. Rank	4 of 7	4 of 7	4 of 7	4 of 7	4 of 7	5 of 7

Source: U.S. Census American Community Survey, one-year population estimates, 2021

Benchmark Demographic Characteristics (Percent of Total Population), 2021

	White	Black	Asian	Hispanic	Other
Washington, D.C.	36.4%	42.7%	4.0%	11.5%	5.4%
Atlanta	39.2%	44.1%	5.3%	5.8%	5.7%
Baltimore	26.8%	59.3%	2.5%	6.0%	5.3%
Nashville-Davidson	54.5%	25.9%	3.6%	10.9%	5.1%
Philadelphia	33.0%	38.6%	7.5%	15.9%	5.0%
Prince George's	11.6%	59.4%	3.8%	20.4%	4.9%
San Francisco	37.1%	5.0%	35.1%	15.7%	7.1%
Median (excl. D.C.)	35.0%	41.3%	4.5%	13.3%	5.2%
D.C. Rank	4 of 7	4 of 7	4 of 7	4 of 7	3 of 7

Source: U.S. Census American Community Survey, one-year population estimates, 2021



UCR Offenses Known to Law Enforcement, 2021

	Washington, D.C.	Atlanta	Baltimore	Nashville Davidson	Philadelphia	Prince George's	San Francisco
Violent Offenses	Unk.	4,609	Unk.	8,057	Unk.	Unk.	Unk.
Murder/nonnegligent manslaughter	Unk.	159	Unk.	99	Unk.	Unk.	Unk.
Rape	Unk.	150	Unk.	404	Unk.	Unk.	Unk.
Robbery	Unk.	835	Unk.	1,591	Unk.	Unk.	Unk.
Aggravated assault	Unk.	3,465	Unk.	5,963	Unk.	Unk.	Unk.
Property Offenses	Unk.	19,167	Unk.	25,019	Unk.	Unk.	Unk.
Burglary	Unk.	1,689	Unk.	3,429	Unk.	Unk.	Unk.
Larceny-theft	Unk.	14,272	Unk.	18,657	Unk.	Unk.	Unk.
Motor vehicle theft	Unk.	3,193	Unk.	2,857	Unk.	Unk.	Unk.
Arson	Unk.	13	Unk.	76	Unk.	Unk.	Unk.
Total Offenses	Unk.	23,776	Unk.	33,076	Unk.	Unk.	Unk.

Source: Federal Bureau of Investigation Crime Data Explorer (2021). *Offenses Known to Law Enforcement Data from the Crime in the US Annual Reports.*

UCR Offenses Known to Law Enforcement, 2022

	Washington, D.C.	Atlanta	Baltimore	Nashville Davidson	Philadelphia	Prince George's	San Francisco
Violent Offenses	5,003	4,167	8,861	7,491	16,202	2611	5323
Murder/nonnegligent manslaughter	197	168	287	83	514	79	55
Rape	275	157	259	385	785	149	308
Robbery	2,175	711	3,172	1,224	5,763	1,250	2,371
Aggravated assault	2,356	3,131	5,143	5,799	9,140	1,133	2,589
Property Offenses	23,408	18,597	18,775	26,079	67,761	13,684	48,103
Burglary	1,350	1,839	3,333	3,470	6,485	1,185	5,947
Larceny-theft	18,265	13,437	11,940	19,534	48,067	8,690	35,530
Motor vehicle theft	3,793	3,303	3,426	2,987	12,681	3,809	6,282
Arson	0	18	76	88	528	0	344
Total Offenses	28,411	22,764	27,636	33,570	83,963	16,295	53,426

Source: Federal Bureau of Investigation Crime Data Explorer (2022). *Offenses Known to Law Enforcement Data from the Crime in the US Annual Reports.*



NIBRS Offenses Reported by Law Enforcement, 2021

	Washington, D.C.	Atlanta	Baltimore	Nashville Davidson	Philadelphia	Prince George's	San Francisco
Total Crimes Against Persons	Unk.	8,567	Unk.	22,322	Unk.	Unk.	Unk.
Homicide	Unk.	184	Unk.	104	Unk.	Unk.	Unk.
Rape	Unk.	124	Unk.	276	Unk.	Unk.	Unk.
Aggravated assault	Unk.	3,517	Unk.	6,007	Unk.	Unk.	Unk.
Total Crimes Against Property	Unk.	27,778	Unk.	39,573	Unk.	Unk.	Unk.
Robbery	Unk.	839	Unk.	1,599	Unk.	Unk.	Unk.
Burglary	Unk.	1,658	Unk.	3,296	Unk.	Unk.	Unk.
Larceny-theft	Unk.	14,388	Unk.	19,218	Unk.	Unk.	Unk.
Motor vehicle theft	Unk.	3,180	Unk.	2,984	Unk.	Unk.	Unk.
Arson	Unk.	13	Unk.	76	Unk.	Unk.	Unk.
Total Crimes Against Society	Unk.	5,206	Unk.	7,459	Unk.	Unk.	Unk.
Total NIBRS Offenses	Unk.	41,551	Unk.	69,354	Unk.	Unk.	Unk.

Source: Federal Bureau of Investigation Crime Data Explorer (2021). *State Tables, Offenses by Agency Data from the National Incident-Based Reporting System (NIBRS) Tables.*

NIBRS Offenses Reported by Law Enforcement, 2022

	Washington, D.C.	Atlanta	Baltimore	Nashville Davidson	Philadelphia	Prince George's	San Francisco
Total Crimes Against Persons	19,517	8,740	15,949	20,642	35,902	2,954	Unk.
Homicide	197	191	287	86	578	84	Unk.
Rape	235	119	208	261	546	99	Unk.
Aggravated assault	2,428	3,182	5,229	5,831	9,324	1,158	Unk.
Total Crimes Against Property	44,127	28,181	31,093	39,655	105,377	24,489	Unk.
Robbery	2,177	714	3,183	1,232	5,792	1,252	Unk.
Burglary	1,374	1,785	3,417	3,413	5,995	1,206	Unk.
Larceny-theft	18,560	13,529	12,286	20,062	48,375	8,924	Unk.
Motor vehicle theft	3,824	3,287	3,440	3,151	12,550	3,751	Unk.
Arson	0	18	76	88	528	0	Unk.
Total Crimes Against Society	5,449	5,347	4,049	7,017	10,943	2,128	Unk.
Total NIBRS Offenses	69,093	42,268	51,091	67,314	152,222	29,571	Unk.

Source: Federal Bureau of Investigation Crime Data Explorer (2022). *State Tables, Offenses by Agency Data from the National Incident-Based Reporting System (NIBRS) Tables.*



Appendix B4: Law Enforcement Agencies in Washington D.C.

The following is a list of 47 law enforcement agencies with a presence in Washington D.C. Per MPD, the entities with which the Department partners most frequently are the U.S. Capitol Police, U.S. Park Police, and U.S. Secret Service.

Federal Agencies

1. Amtrak Police Department
2. Bureau of Engraving and Printing Police
3. Bureau of Alcohol, Tobacco, Firearms, and Explosives
4. Central Intelligence Agency Security Protective Service
5. Department of State Diplomatic Security
6. District of Columbia National Guard
7. Drug Enforcement Administration
8. Federal Bureau of Investigation Police
9. Federal Bureau of Prisons
10. Federal Protective Service
11. Government Publishing Office Police
12. Internal Revenue Service Criminal Investigation Division
13. National Gallery of Art Office of Protective Services
14. National Zoo Police
15. Naval Criminal Investigative Service
16. Naval District of Washington Police
17. Pentagon Force Protection Agency
18. Smithsonian Office of Protective Services
19. Supreme Court Police
20. United States Army Criminal Investigative Division
21. United States Capitol Police
22. United States Customs and Border Protection
23. United States Department of Veterans Affairs Police
24. United States Federal Reserve Police
25. United States Marshal Service
26. United States Mint Police



- 27. United States Park Police
- 28. United States Postal Inspection Service
- 29. United States Secret Service Uniformed Division

College and University Agencies

- 30. American University Police Department
- 31. Catholic University Department of Public Safety
- 32. George Washington University Police
- 33. Gallaudet University Department of Public Safety
- 34. Georgetown University Police Department
- 35. Howard University Campus Police
- 36. Johns Hopkins Public Safety
- 37. Trinity Washington University Department of Public Safety
- 38. University of the District of Columbia Police Department

Washington D.C. Agencies

- 39. District of Columbia Housing Authority Police Department
- 40. District of Columbia Protective Services Police Department
- 41. District of Columbia Public Library Police Department
- 42. Humane Rescue Alliance Law Enforcement
- 43. Metropolitan Police Department
- 44. Metropolitan Washington Airports Authority Police Department (note: Reagan National Airport is not located in the District, but functions may occur in the District)
- 45. Washington Metropolitan Area Transit Authority Police Department
- 46. Washington National Cathedral Police Force



APPENDIX C: ORGANIZATIONAL AND STAFFING ANALYSIS

Appendix C1: Tables for Appendix C

Appendix C1: Breakdown of differences between the authorized position total in the Schedule A reports for each year from the total authorized position count shown in annual budgets.

Fiscal Year	Total Approved Operating Budget (Table FA0-3)	Schedule A (Filled + Vacant)	Difference
FY 2015	4,568	5,163	595
FY 2016	4,620	5,267	647
FY 2017	4,644	5,409	765
FY 2018	4,726	5,472	746
FY 2019	4,756	5,593	837
FY 2020	4,754	5,630	876
FY 2021	4,746	5,609	863
FY 2022	4,772	5,629	857
FY 2023	4,759	5,616	857
FY 2024*	4,783	4,771	-12

Source: MPD, Schedule A Filled Positions, October 1, FY 2015 – FY 2024; Washington, D.C., Office of the Chief Financial Officer, Approved Operating Budget (Table FA0-3), FY 2015 – FY 2024.



Appendix C2: PFM questions submitted to the DC Police Union and Union responses.

- 1. In the experiences of the patrol officers and sergeants in the Department, what aspects of the current staffing and shift schedule work well to enable them to respond promptly and safely to calls for service and spend time on community engagement and proactive functions?**

The current staffing and shift schedule is based on a four-day / ten-hour work schedule (4/10s). This was a scheduling system that was adopted around 2015/16. I should begin by saying this schedule is one of the most important conditions to our members. Policing can be difficult, traumatic, stressful, and exhausting. Striking a balance between work and personal life is a persistent struggle for police officers, as the job's demands often infringe upon personal time, affecting relationships and overall wellbeing. The combination of these factors underscores the importance of having a schedule that gives them the ability to have a work/life balance that supports them in the face of these challenges.

Having a 4/10 schedule allows members some guarantee that they will have time to spend away from work. The 4/10 schedule also allows the MPD to schedule overlaps in staffing to maximize the number of officers on the street at certain times of day, while also minimizing gaps in coverage during a shift change that normally occurs when one shift relieves the next.

Community engagement and proactive functions have been enhanced by the switch to 4/10's because officers have more time during their tours of duty to engage the community, although, without the proper number of officers on the MPD, these engagements are more difficult to keep up with.

- 2. In the experiences of the patrol officers and sergeants in the Department, what are the most impactful staffing issues that affect them on a day-today basis?**

Since the Comprehensive Policing and Justice Act was passed in 2020, we have lost nearly 1,400 officers. Almost half of those separations are resignations. During that same time frame, we only hired 900, giving the MPD a net loss of nearly 500 members. This bill was the most misguided and detrimental thing that MPD has ever seen. Being short 500 members at a time when crime is reaching 25-year highs and the demand for police officers is greater than ever is the MOST impactful issue we face daily. Until the CPJRAA is repealed, we will continue to have a net loss of officers every year, making the city more dangerous, and more difficult for the remaining officers to do their jobs.

- 3. In the experiences of the patrol officers and sergeants, what are the most time-consuming activities currently carried out by patrol officers?**

NEAR Act reporting requirements. (D.C. Official Code § 5-113.01), requires officers to generate lengthy reports, just for conducting a stop based on Reasonable Suspicion. These requirements should be eliminated. Hospital Details. When detained subjects report an injury or illness, they must be transported to a medical facility. These visits require two officers to be present to maintain custody of the subject. These visits can last several hours, or even days.



4. In the experiences of the patrol officers and sergeants in the Department, are there time- consuming activities or types of calls that would be better handled by other parts of DC government, agencies outside of DC government, or non-sworn members of MPD?

No. Our members are some of the most highly trained, effective police officers in the Country. All we need is the proper number of officers on the department in order to effectively carry out the functions of the agency. Every time the city has farmed out a police responsibility to a different or new agency, the result has been a disaster. DFS, OUC, DBH, the list goes on and on. The failure of these agencies creates even more of a burden and demand on our members. These are the real areas where an audit should take place.

5. In the experiences of the patrol officers and sergeants, over the course of a regular week, how many patrol officers are detailed to secure arrestees, other police-involved individuals, or persons being committed for mental health while they are transported to, or detained in a medical or mental health facility?

The total number of hours expended on these assignments would need to be gleaned from MPD. Officers are required to list the amount of time spent on assignments in their "Run Sheets." (Officer's run sheets are now digitized through the VALOR system and through the MDTs in their cruisers). MPD should be able to quantify this data.

6. In the experiences of the patrol officers and sergeants in the Department, over the course of a regular week, how many patrol officers are detailed to support the Homeland Security Bureau?

We're not sure exactly what is being asked here, but the number of personnel and the number of times they are detailed for special events would be gleaned through the Teletype system. These teletypes show, in detail, how many officers are being deployed and for how many days.

7. In the experiences of the patrol officers and sergeants, over the course of a regular week, how many patrol officers from District 5 are dispatched to respond to a call for service at the New Beginnings juvenile facility or surrounding property in Anne Arundel County?

Please see the answer to #5.

8. In the experiences of officers, detectives, and sergeants, how does MPD collaborate with the Department of Forensic Science related to crime scenes?

Once again, the removal of the responsibility for processing evidence from MPD has been a complete disaster. It has been widely reported that DFS has lost accreditation twice, directors have resigned due to rampant systemic failures, and the processing of evidence and DNA has been repeatedly fraught with consistent mistakes. DFS should be a case study in why police responsibilities should remain with the police.

9. In the experiences of the patrol officers and sergeants, how does MPD collaborate with DDOT related to functions of Traffic Control?



We are not aware of the “collaborations” that take place between MPD and DDOT. The only interactions we are aware of is that DDOT spends its time ticketing officers in the line of duty and officers spend countless hours responding to tickets and justifying their conduct. We could provide the Auditor with the litigation awards we have received in this area and show how dozens of sworn members all through the ranks are tasked with the work of processing these tickets. The evidence shows that members spend countless hours tracking and processing tickets that are issued erroneously.

Final Note from the Union:

In closing, we would offer to assemble panels of members who are the most knowledgeable on these subjects so there could be further inquiry by the Auditor. Our concerns about "Auditor Surveys" are that taking a random selection of officers that do not have a broader understanding of the issues will result in unreliable results.



Appendix C3: Crosswalk of sworn and professional position titles to position level.

Crosswalk of Sworn Position Titles by Position Level

Executive Staff	Management Staff	Supervisory Staff	Front Line Staff
<u>Titles Including:</u>	<u>Titles Including:</u>	<u>Titles Including:</u>	<u>Titles Including:</u>
• Chief of Police • Executive Assistant Chief • Assistant Chief	• Commander • Inspector • Captain • Lieutenant	• Sergeant • Senior Sergeant • Detective Sergeant • ERT Sergeant • Scuba Diver Sergeant	• Detective Grade I • Detective Grade II • Detective Grade III • Senior Detective • Investigator (Sworn) • Officer • Senior Police Officer • Air Support Mechanic • Bomb Squad Tech • Bomb Technician/Dog Handler • Crime Scene Search Officer • Dog Handler • Electronics Surveillance Tech • EOD Dog Handler • Executive Protection Officer • Master Patrol Officer⁵¹⁴ • Officer ERT • Officer Helicopter • Scuba Diver • Officer Recruit

⁵¹⁴ Master Patrol Officers are not a separate rank – but police officers receiving certain pay for performing extra functions.



Crosswalk of Professional Position Titles by Position Level

Executive Staff	Management Staff	Supervisory Staff ⁵¹⁵	Front Line Staff
<u>Titles Including:</u>	<u>Titles Including:</u>	<u>Titles Including:</u>	<u>Titles Including:</u>
• Agency Fiscal Officer • Chief Admin Officer • Chief of Staff • Chief People & Equity Officer • Deputy Chief of Staff • Deputy General Counsel • Director, Office of Communications • Executive Director, Strategic Change • General Counsel	• Accounts Payable Director • Deputy Director, Communication • Deputy Director, Curriculum • Deputy Director, HR Administration • Deputy Director, HR Operations • Deputy Director, IT • Director, Analytical Services • Director, Business Application • Director, Cadet Corps • Director, Court Liaison • Director, Criminal Intelligence • Director, Curriculum • Director, Disciplinary Review • Director, EEO & Diversity • Director, Employee Wellbeing • Director, Engineering • Director, IT Customer Support • Director, Medical Services • Director, Policy & Standards • Director, Records • Director, Risk Management • Director, Victim Services	• Lead/Leader <i>i.e., Lead EEO Specialist, Motor Vehicle Operator Leader, etc.</i> • Manager/Program Manager <i>i.e., Human Resources Manager, IT Program Manager, etc.</i> • Supervisor/Supervisory <i>i.e., Accounts Payable Supervisor, Supervisory Crime Analyst, etc.</i> • Other titles not included above <i>i.e., Diversity Equity & Inclusion, Crash Review Board Coordinator, Motor Pool Coordinator, Uniform Crime Reporting Coordinator</i>	• Analyst <i>i.e., Data Analyst, etc.</i> • Assistant <i>i.e., Staff Assistant, etc.</i> • Coordinator <i>BWC Coordinator, etc.</i> • Examiner <i>i.e., Fingerprint Examiner, etc.</i> • Investigator <i>i.e., Accident Investigator, etc.</i> • Mechanic/Service <i>i.e., Electronics Mechanic, Fleet Service, etc.</i> • Monitor <i>i.e., AFIS Monitor, etc.</i> • Officer <i>i.e., FOIA Officer, etc.</i> • Operator/Pilot <i>i.e., Equipment Operator, Helicopter Pilot, etc.</i> • Representative/Rep <i>i.e., Hearing Representative, Customer Service Rep</i> • Specialist/Spec <i>i.e., IT Specialist, Payroll Spec, etc.</i> • Technician/Tech <i>i.e., Supply Technician, Payroll Tech, etc.</i> • Trainer/Instructor <i>i.e., Athletic Trainer, Training Instructor, etc.</i>

⁵¹⁵ MPD noted that “leads” are not supervisors in MPD. For the purposes of this analysis, PFM categorized “leads” with supervisors because the positions have some level of supervisory or additional responsibilities that distinguish them from front line workers.



Executive Staff	Management Staff	Supervisory Staff ⁵¹⁵	Front Line Staff
	• Strategic Projects Advisor • Training Administrator (Continuing Studies)		• Other titles not included above <i>i.e., Accountant, Admin Operations Clerk, Attorney, Boat Vessel Registrar, Behavioral Health Partnerships, Community Safety Ambassador, Data Scientist, Health/Wellness Program Associate, Instructional Designer, Kennel Master, Materials Handler, Photographer, Weapons Armorer</i>

Crosswalk of MPD Professional Position Titles Containing “Lead” or “Leader” to Position Level as of October 1, 2023

Supervisory Staff	Front Line Staff
<u>Titles Including:</u> Lead Policy Writer Lead Human Resource Specialist Lead HR Spec (Perf & Career Dev) Lead Program Analyst (Finance) Lead Property & Evidence Control Tech Motor Vehicle Operator Leader Lead Payroll Specialist Lead IT Specialist (CCTV) Lead Program Coordinator (Recruitment) Lead Curriculum Specialist Lead Investigator (Applicant) Lead IT Specialist (BWC) Lead Marketing Specialist Lead Visual Information Specialist Lead EEO Specialist Lead DEI Specialist	<u>Titles Including:</u> Lead Criminal Research Specialist Lead Gun Crime Strategy Specialist Lead File Assistant Lead Training Instructor Lead Investigator (Background) Lead Crime Analyst Lead Technical Writer

Note: MPD noted that “leads” are not supervisors in MPD. For analysis purposes, PFM categorized some “leads” or “leaders” with supervisors because the positions have some level of supervisory or additional responsibilities that distinguish them from front line workers.



Appendix C4: Staffing totals by bureau/division and rank (i.e., sworn line staff, sergeants, and lieutenants) used to calculate span of control ratios.

Filled and Vacant Positions by Bureau/Division and Rank (Sworn Line Staff, Sergeants, and Lieutenants) Used to Calculate Span of Control Ratios.

Bureau/Division	Lt.	Sgt.	Det.	Ofc.	Total
Patrol Services	80	257	1	1,883	2,257
First District	11	36	0	254	305
Second District	10	33	1	226	273
Third District	10	37	0	258	309
Fourth District	11	35	0	257	308
Fifth District	12	35	0	274	326
Sixth District	13	36	0	305	359
Seventh District	11	36	0	305	358
Patrol Administration and Other Positions	2	9	0	4	19
Professional Development	21	67	42	493	649
Metropolitan Police Academy	18	57	42	490	626
Human Resources Management Division	1	1	0	0	4
Applicant Investigation Division	0	2	0	3	6
Disciplinary Review Division	1	2	0	0	5
PDB Administration and Other Positions	1	2	0	0	5
Medical Services Division	0	3	0	0	3
Investigative Services	19	72	360	87	547
Criminal Investigations Division	13	47	267	44	376
Violent Crime Suppression Division	5	21	93	37	159
Crime Scene Investigations Division	0	2	0	6	8
ISB Administration and Other Positions	1	2	0	0	4
Homeland Security	17	41	9	165	244
Special Operations Division	11	30	6	141	193
JSTACC Division	5	8	2	21	39
HSB Administration and Other Positions	1	3	1	3	12
Executive Office of the Chief	8	5	0	39	60
EOCOP Administration and Other Positions	4	1	0	2	13
Strategic Change Division	2	2	0	18	24
Office of the Chief Financial Officer	0	0	0	0	0
Office of Communications	1	1	0	4	6
Executive Protection Unit	*	*	*	*	*
Technical and Analytical Services	4	4	0	8	19
Evidence Control Division	1	0	0	0	2
Records Division	2	3	0	2	7
IT Infrastructure and Engineering Division	0	0	0	2	2
Applications Management Division	0	0	0	1	1
TASB Administration and Other Positions	1	1	0	0	4
Fleet Services Division	0	0	0	2	2
Customer Support Division	0	0	0	1	1
Youth and Family Engagement	7	20	38	90	161
Youth and Family Services Division	4	10	38	26	80



Bureau/Division	Lt.	Sgt.	Det.	Ofc.	Total
School Safety and Engagement Division	3	8	0	64	77
YFEB Administration and Other Positions	0	2	0	0	4
Internal Affairs	7	27	11	9	60
Internal Affairs Division	4	21	11	6	45
Risk Management Division	1	1	0	1	3
Court Liaison Division	1	3	0	1	6
IAB Administration and Other Positions	1	2	0	1	6
Total	163	493	461	2,774	3,997

* Precise staffing levels for Executive Protection were provided, but are not included herein given the sensitive nature of their work.



Appendix C5: Historical analysis of filled and vacant positions by type – sworn (including sworn retiree positions) and professional positions, FY 2015 – FY 2018; Historical analysis of filled positions by bureau and division as of October 1 (Start of Each Fiscal Year), FY 2019 - FY 2024

Total Filled and Vacant Positions by Rank/Position Type, FY 2015 – FY 2018

	FY 2015	FY 2016	FY 2017	FY 2018	FY 19-24 CAGR
Sworn	4,403	4,402	4,407	4,420	0.1%
Chief of Police	1	1	1	1	0.0%
Assistant Chief	9	9	10	11	6.9%
Commander	27	29	30	29	2.4%
Inspector	12	12	10	11	-2.9%
Captain	62	60	62	63	0.5%
Lieutenant	174	168	176	171	-0.6%
Sergeant	501	503	518	520	1.2%
Detective	322	356	384	365	4.3%
Officer	3,295	3,264	3,216	3,249	-0.5%
Professional	773	875	1,011	1,062	11.2%
Total Filled and Vacant	5,176	5,277	5,418	5,482	1.9%

Filled Positions by Bureau and Division as of October 1 (Start of Each Fiscal Year), FY 2019 - FY 2024

Bureau/Division	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 19-24 CAGR
Patrol Services	2,577	2,565	2,586	2,476	2,293	2,202	-3.1%
First District	374	360	344	333	299	297	-4.5%
Second District	334	336	336	313	289	271	-4.1%
Third District	352	353	347	334	298	296	-3.4%
Fourth District	357	357	357	344	317	302	-3.3%
Fifth District	380	374	377	361	341	318	-3.5%
Sixth District	376	381	409	388	364	348	-1.5%
Seventh District	384	383	398	385	364	349	-1.9%
Patrol Administration and Other Positions	20	21	18	18	21	21	1.0%
Professional Development	424	440	446	330	403	412	-0.6%
Metropolitan Police Academy	341	357	364	262	331	336	-0.3%
Human Resources Management Division	21	23	25	21	23	24	2.7%
Applicant Investigation Division	32	33	24	19	23	26	-4.1%
Disciplinary Review Division	10	8	8	7	9	9	-2.1%
PDB Administration and Other Positions	12	12	17	13	9	9	-5.6%
Medical Services Division	8	7	8	8	8	8	0.0%
Investigative Services	556	547	533	509	553	531	-0.9%
Criminal Investigations Division	387	388	383	385	379	375	-0.6%
Violent Crime Suppression Division	163	153	144	120	169	152	-1.4%
ISB Administration and Other Positions	6	6	6	4	5	4	-7.8%
Homeland Security	340	338	327	295	288	298	-2.6%



Bureau/Division	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 19-24 CAGR
Special Operations Division	223	213	208	188	198	195	-2.6%
JSTACC Division	106	115	109	94	81	92	-2.8%
HSB Administration and Other Positions	11	10	10	13	9	11	0.0%
Executive Office of the Chief	127	138	131	155	165	166	5.5%
EOCOP Administration and Other Positions	37	42	36	59	70	61	10.5%
Strategic Change Division	28	28	29	29	29	32	2.7%
Office of the Chief Financial Officer	34	30	28	31	32	30	-2.5%
Office of Communications	17	25	24	21	20	28	10.5%
Executive Protection Unit	*	*	*	*	*	*	6.4%
Technical and Analytical Services	212	199	197	178	168	168	-4.5%
Evidence Control Division	55	57	54	44	41	41	-5.7%
Records Division	42	28	30	42	40	37	-2.5%
IT Infrastructure and Engineering Division	50	49	53	48	43	39	-4.8%
Applications Management Division	46	46	40	27	25	27	-10.1%
TASB Administration and Other Positions	13	13	14	8	10	12	-1.6%
Fleet Services Division	6	6	6	9	9	8	5.9%
Customer Support Division	0	0	0	0	0	4	N/A
Youth and Family Engagement	243	239	221	198	171	160	-8.0%
Youth and Family Services Division	116	114	111	104	111	86	-5.8%
School Safety and Engagement Division	127	125	110	90	57	71	-11.0%
YFEB Administration and Other Positions	0	0	0	4	3	3	N/A
Internal Affairs	88	92	87	80	83	80	-1.9%
Internal Affairs Division	38	35	35	44	43	47	4.3%
Risk Management Division	14	19	18	14	19	15	1.4%
Court Liaison Division	23	24	21	14	14	11	-13.7%
EEO Division	7	6	5	0	0	0	-100.0%
IAB Administration and Other Positions	6	8	8	8	7	7	3.1%
Total Staff	4,567	4,558	4,528	4,221	4,124	4,017	-2.5%

Source: MPD, Schedule A Filled and Vacant Positions, as of October 1, FY 2019 – FY 2024

* Precise staffing levels for Executive Protection were provided, but are not included herein given the sensitive nature of their work.



Appendix C6: List of OT authorization codes included in each categorization, and total hours for each.⁵¹⁶

Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
EPS0206122	Trucker Convoy Demonstration	Reimbursable Detail	Federally reimbursable teletype staffing request	182,345
EPS1104422	Africa Leaders Summit	Reimbursable Detail	Federally reimbursable teletype staffing request	116,395
DCNTCID22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	97,140
EPS0501022	Dobbs v. Jackson Women's Health Organization Demonstrations	Reimbursable Detail	Federally reimbursable teletype staffing request	55,228
EPS0606422	Dobbs v. Jackson Women's Health Organization Demonstrations	Reimbursable Detail	Federally reimbursable teletype staffing request	54,225
DROBBERY22	Staffing related to Robbery Initiative	Other	Staffing for police initiatives	50,520
EPS0104322	Multiple demonstrations, including: Declare Emergency Climate, Defeat the Mandates (COVID-related), March for Life and other abortion-related	Reimbursable Detail	Federally reimbursable teletype staffing request	33,680
DCNTCID23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	30,500
DCID22	Day off code	Performance of Regular Duties	Day Off	14,159
DHRP22	Staffing related to Homicide Reduction Partnership	Other	Staffing for police initiatives	13,641
EPSSOD1A22	EPSF Code - Standing code for SOD response	Reimbursable Detail	Federally reimbursable SOD detail	11,137
RDET220119	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	11,086
DVCP2D22	Staffing related to Violent Crime Prevention Project	Other	Staffing for police initiatives	10,758
EPS0910222	IMF and World Bank Fall Meetings	Reimbursable Detail	Federally reimbursable teletype staffing request	10,379
DHRP23	Staffing related to Homicide Reduction Partnership	Other	Staffing for police initiatives	9,768
DTT1205522	Staffing related to referenced TT	Other	Other teletype staffing request	9,214
DCNTNSI22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	8,996
EPS0700922	Multiple demonstrations, including: Women's March, climate-related, Ethiopia-related, and Iranian-related demonstrations	Reimbursable Detail	Federally reimbursable teletype staffing request	8,019
DNATS22	Sport Stadium Overtime	Other	Sport stadium staffing	7,865
DCNTSOD22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	7,776
EPS1206121	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	7,614
DCNTYFS22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	7,066
DCNT1D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	6,905

⁵¹⁶ Excludes codes not identified by MPD and codes identified as non-worked administrative time which were excluded from the analysis.



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
EPS0401722	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	6,608
DCNT6D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	6,364
RESA22	Reimbursable detail - EventsDC	Reimbursable Detail	Other reimbursable staffing request	6,330
EPCDUTR22A	EPSF Code - CDU Training	Reimbursable Detail	Federally reimbursable training	6,328
DCOVID22	OT related to COVID staffing shortages	Performance of Regular Duties	COVID staffing shortages	5,212
EPSSOD1A23	EPSF Code - Standing code for SOD response	Reimbursable Detail	Federally reimbursable SOD detail	5,177
EPS0703222	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	5,119
DCBKSOD22	Call back codes	Performance of Regular Duties	Call Back	5,037
EPS0603622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	4,978
CPCNTCID22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	4,655
DCBKCID22	Call back codes	Performance of Regular Duties	Call Back	4,582
RSPEA22N	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	4,560
GIDCSCS22N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	4,536
D1D23	Day off code	Performance of Regular Duties	Day Off	4,447
DCID23	Day off code	Performance of Regular Duties	Day Off	4,402
EPGRENTR23	EPSF Code - Grenadier Training	Reimbursable Detail	Federally reimbursable training	4,349
EPS0609222	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	4,171
EPERTAS22	EPSF Code - ERT Active Shooter Countermeasures	Reimbursable Detail	Federally reimbursable training	4,155
DSOD22	Day off code	Performance of Regular Duties	Day Off	4,063
EPS0600422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	3,967
DVCP4D22	Staffing related to Violent Crime Prevention Project	Other	Staffing for police initiatives	3,865
DCNT3D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,805
DCNT7D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,722
D3D23	Day off code	Performance of Regular Duties	Day Off	3,665
DCNTSOD23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,613
DCNTVCSD23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,590
RESCORTS22	EPSF reimbursement - Dignitary Escorts	Reimbursable Detail	Federally reimbursable escorts	3,548
DCNT7D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,506
RDET220065	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	3,504
RRFK22	Reimbursable detail - EventsDC	Reimbursable Detail	Other reimbursable staffing request	3,339



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
RFPT092422	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	3,313
CPCNTSOD22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3,299
DAUDI22	Sport Stadium Overtime	Other	Sport stadium staffing	3,183
EPS0705922	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	3,076
DOPENST22	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	3,041
DDDOT123N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	3,003
DCNT4D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2,820
DCNT3D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2,801
EPS0707022	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,789
RFPT120322	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	2,762
DCNT4D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2,736
EPS0104422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,730
EPS0601822	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,657
D0801222	Non EPSF - Tied to TT staffing need	Other	Other teletype staffing request	2,560
EPS0706722	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,547
DCNTYFS23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2,500
EPS0702422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,496
EPS0403122	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	2,279
EPGRENTR22	EPSF Code - Grenadier Training	Reimbursable Detail	Federally reimbursable training	2,264
RCL9THST22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	2,231
EPSVPOUS22	EPSF Code - Daily escort for Vice President	Reimbursable Detail	Federally reimbursable escorts	2,160
GIHSALE22N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	2,100
DVCP3D22	Staffing related to Violent Crime Prevention Project	Other	Staffing for police initiatives	2,069
DCNT2D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2,054
D4D23	Day off code	Performance of Regular Duties	Day Off	1,998
EPS0505022	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,984
RESCORTS23	EPSF reimbursement - Dignitary Escorts	Reimbursable Detail	Federally reimbursable escorts	1,955
EPS0500522	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,953
GIHOCP22N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,930
RFPT093022	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,866



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
DEPU22	Day off code	Performance of Regular Duties	Day Off	1,866
DCNTJSTA22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,846
GIHSPBE22N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,833
GIHSPTS22N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,824
RSPEF22N	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,804
DCNTIT22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,745
DCBKCID23	Call back codes	Performance of Regular Duties	Call Back	1,728
DSOD23	Day off code	Performance of Regular Duties	Day Off	1,681
DNSID22	Day off code	Performance of Regular Duties	Day Off	1,645
D1108621	Non EPSF - Tied to TT staffing need	Other	Other teletype staffing request	1,578
RCLECHO22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	1,573
RSPEK22N	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,454
RESA23	Reimbursable detail - EventsDC	Reimbursable Detail	Other reimbursable staffing request	1,452
GIVAWCA22N	OVSJGA Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,447
GFDMCSG22F	Federal Grant Reimbursement	Reimbursable Detail	Federally reimbursable grant funded staffing	1,440
RDET230068	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	1,417
RDET230036	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	1,413
D3D22	Day off code	Performance of Regular Duties	Day Off	1,413
RFPT110522	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,403
DCNT5D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,391
RDET230004	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	1,384
DJSTACC22	Day off code	Performance of Regular Duties	Day Off	1,377
EPS0800222	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,376
GIDCSCS23N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,375
EPS0510422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,363
DCAPONE22	Sport Stadium Overtime	Other	Sport stadium staffing	1,337
CPSOD22	Day off code	Performance of Regular Duties	Day Off	1,331
DIT22	Day off code	Performance of Regular Duties	Day Off	1,328
RFPT050722	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,308
RFPT042322	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,305
DCNT1D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,279



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
EPS0604322	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,256
DHOLMAR23	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,249
CPCNTCID23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,247
EPS0600622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,223
GSPICAC22T	State/Federal Reimbursement	Reimbursable Detail	Federal Task Force Participation	1,207
DCBKSD23	Call back codes	Performance of Regular Duties	Call Back	1,205
DEPU23	Day off code	Performance of Regular Duties	Day Off	1,199
DYFS22	Day off code	Performance of Regular Duties	Day Off	1,182
EPS0904622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,148
DUSTREET22	Staffing related to U Street Initiative	Other	Staffing for police initiatives	1,140
EPS0803122	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,136
RFPT032622	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,120
DCNTEPU22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,114
GIHSALE23N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,103
DCNTJSTA23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,093
DCNT2D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,086
DDMPEDA22	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	1,051
EPS0605622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	1,043
CPCNTYFS22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	1,037
RFPT021222	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	1,030
EPERTAS23	EPSF Code - ERT Active Shooter Countermeasures	Reimbursable Detail	Federally reimbursable training	1,026
D0800722	Non EPSF - Tied to TT staffing need	Other	Other teletype staffing request	1,009
RGEOTNHV22	Reimbursable Detail	Reimbursable Detail	Other reimbursable staffing request	994
RFPT121722	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	989
RFPT011522	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	965
EPSVPOUS23	EPSF Code - Daily escort for Vice President	Reimbursable Detail	Federally reimbursable escorts	950
DDOT110523	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	931
DCNTIT23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	901
RFPT082722	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	884
RCL9THST23	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	879



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
EPS1006422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	871
DVCSD23	Day off code	Performance of Regular Duties	Day Off	865
DVCP22	Staffing related to Violent Crime Prevention Project	Other	Staffing for police initiatives	851
RDET220116	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	844
RCLRZBAR22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	836
D2D042222	Staffing related to 4/22/22 Edmund Burke School shooting	Performance of Regular Duties	Continuation of tour	835
DSCHZONE23	Staffing related to School Zone Initiative	Other	Staffing for police initiatives	832
DCBKIB22	Call back codes	Performance of Regular Duties	Call Back	826
RFPT040922	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	809
DDMPED323	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	809
EPS0503822	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	802
GSPARFT22T	State/Federal Reimbursement	Reimbursable Detail	Federal Task Force Participation	798
RCLECHO23	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	797
RSPEH22N	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	791
GFDBOSG22F	Federal Grant Reimbursement	Reimbursable Detail	Federally reimbursable grant funded staffing	762
DJSTAC23	Day off code	Performance of Regular Duties	Day Off	755
DCFPU22	Day off code	Performance of Regular Duties	Day Off	753
GFDMCSG23F	Federal Grant Reimbursement	Reimbursable Detail	Federally reimbursable grant funded staffing	733
DCNTMPA22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	732
RCLFLASH22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	718
EPS0703622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	711
RFPT031222	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	706
CPCNT1D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	701
RFPT052122	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	684
DCBKNSI22	Call back codes	Performance of Regular Duties	Call Back	684
EPSTATTR22	EPSF Code - Special Threat Action Team training	Reimbursable Detail	Federally reimbursable training	660
DCAPONE23	Sport Stadium Overtime	Other	Sport stadium staffing	651
EPS1001422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	644
RSPEG22N	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	637
DDMPEDB22	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	636
DAUDI23	Sport Stadium Overtime	Other	Sport stadium staffing	633



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
EPS0809722	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	633
RDET220106	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	620
DCNT5D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	616
RDET220102	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	616
CPCID22	Day off code	Performance of Regular Duties	Day Off	614
GIHSPTS23N	DDOT Reimbursement	Reimbursable Detail	Other reimbursable staffing request	612
RFPT071622	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	611
EPS0904322	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	605
RDET230005	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	601
RCLASSET22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	597
RDET220114	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	594
CPCNTSOD23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	594
CPCNTIAB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	594
EPS0405322	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	579
DCNT6D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	579
EPS1100122	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	566
RFPT102222	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	557
CPCNT4D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	547
RDET220051	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	547
RDET220125	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	538
DTESTING22	Staffing related to promotional testing	Other	Staffing for police initiatives	537
RCLBAR22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	524
RDET230032	Reimbursable detail	Reimbursable Detail	Other reimbursable staffing request	515
CPCNT5D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	502
RCLRZBAR23	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	496
DCNTPIO22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	493
CPCNT3D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	491
RGEOTNHV23	Reimbursable Detail	Reimbursable Detail	Other reimbursable staffing request	488
DCNTCOP22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	484
CPCNTJST22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	463
RCLBLISS22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	453
DSSDEVTS23	Staffing related to School Safety Events	Other	Staffing for police initiatives	453



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
CPCNTNSI22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	445
EPS0908022	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	440
RCLOPERA22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	437
DCNTFAB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	416
RCLAQUA22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	411
DEVENT123	DMPED Reimbursement	Reimbursable Detail	Other reimbursable staffing request	408
DIT23	Day off code	Performance of Regular Duties	Day Off	407
RFPT070222	EPSF Reimbursement - POTUS/FLOTUS escorts	Reimbursable Detail	Federally reimbursable escorts	406
CPCBKIAB22	Call back codes	Performance of Regular Duties	Call Back	395
CPCNT2D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	392
CPCNTPSS22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	384
DCNTCSB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	383
RCLULTRA22	Reimbursable detail - Clubs/ABRA	Reimbursable Detail	Other reimbursable staffing request	382
DSNOW22	Staffing related to Snow Event	Other	Staffing for police initiatives	377
GSPOPUE22T	State/Federal Reimbursement	Reimbursable Detail	Federal Task Force Participation	368
DCNTEPU23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	353
EPS0110822	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	341
CPCNT3D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	338
DCNTMPA23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	328
CPCNTYFS23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	296
DCNTSSD22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	295
CPCNT7D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	226
CPCNTIAB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	221
CPCNT5D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	187
EPS0100422	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	186
DCNTPDB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	177
CPCNT6D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	171
CPCNTPSN22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	170
CPCNT6D22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	169
DCNTHR22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	166



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
DCNTCOP23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	157
CPCNT1D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	150
DCNTHR23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	142
DCNTOI23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	135
CPCNTPSN23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	129
DCNTINT22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	129
CPCNT4D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	127
CPCNTJST23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	123
CPCNTVCS23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	122
DCNTIAB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	119
DCNTTASB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	114
DCNTFAB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	105
CPCNTOI23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	95
DCNTHSB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	92
CPCNTEPU22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	85
DCNTPIO23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	82
CPCNTINT22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	82
DCNTISB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	81
EPS0809822	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	81
DCNTPSS22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	81
CPCNTCOP22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	67
EPSFLOUS22	EPSF Code - Daily escort for FLOTUS	Reimbursable Detail	Federally reimbursable escorts	67
CPCNTEPU23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	59
CPCNTPIO22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	56
CPCNT2D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	48
CPCNT7D23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	47
DCNTHSB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	43
DCNTIAB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	42
DCNTCSI22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	42



Authorization Code	MPD Description	Category	Sub-Category	Total OT/C Hours Worked
CPCNTPSS23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	33
DCNTSSD23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	32
CPCNTFAB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	31
DCNTCSI23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	31
CPCNTPIO23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	29
DCNTPDB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	28
CPCNTIT22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	25
EPSFLOUS23	EPSF Code - Daily escort for FLOTUS	Reimbursable Detail	Federally reimbursable escorts	23
CPCNTCOP23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	18
DCNTSLU23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	17
EPS0601622	EPSF Code - Tied to TT number prompting the staffing need)	Reimbursable Detail	Federally reimbursable teletype staffing request	16
DCNTSLU22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	13
CPCNTPDB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	11
DCNTYFE23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	8
DCNTPSN23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	8
CPCNTCSI22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	7
DCNTPSS23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	6
CPCNTPDB23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	6
CPCNTYFE23	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	4
CPCNTMPA22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	4
CPCNTFAB22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	3
CPCNTSSD22	These are continuation of tour codes.	Performance of Regular Duties	Continuation of tour	2



Appendix C7: Overtime worked by bureau, division, and rank.

Overtime and Compensatory Hours Worked by Bureau, Division, and Rank, 2022⁵¹⁷

Bureau / Division	Dist. Cmdr.	Insp.	Cpt.	Lt.	Sgt.	Det.	Ofc.	Swrn Rank Unk	Prof.	Total
1st	0	0	854	3,198	13,936	157	76,274	1,120	199	95,737
2nd	0	95	397	1,725	12,354	208	56,326	352	311	71,765
3rd	0	0	657	3,909	10,288	79	57,758	1,400	102	74,192
4th	0	9	343	1,542	7,721	115	62,235	1,079	170	73,214
5th	0	0	357	2,445	9,522	0	62,562	764	412	76,062
6th	0	229	375	1,661	8,785	119	79,279	953	104	91,504
7th	0	78	248	1,441	10,955	227	85,128	628	23	98,727
Patrol Services North	0	0	130	134	720	0	580	0	5	1,568
Patrol Services South	0	196	41	477	651	0	1,898	0	11	3,273
Patrol Services Total	0	605	3,401	16,531	74,932	903	482,039	6,294	1,337	586,041
CID (Carjacking)	0	0	0	0	517	3,115	0	0	0	3,631
CID (Homicide)	0	0	285	1,569	7,659	58,179	5,566	0	265	73,522
CID (NIBIN, Ballistics)	0	0	0	0	638	2,450	460	0	0	3,547
CID (Other)	318	0	816	1,900	2,907	9,328	3,503	0	536	19,305
CID (Patrol Divisions)	0	0	256	4,519	8,499	81,131	1,124	0	789	96,317
CID (Pawn)	0	0	0	0	0	0	328	0	0	328
CID (Sex Assault)	0	0	0	507	439	10,905	34	0	20	11,905
CID (Special Investigations)	0	0	0	0	187	425	1,114	0	0	1,726
Crime Scene Investigations Division	0	0	0	0	163	0	1,256	0	0	1,419
Criminal Investigations Division	0	0	343	35	676	96	195	0	46	1,390
Investigative Services Bureau	0	0	0	21	4	0	0	0	0	25
Violent Crime Suppression Division	0	0	736	1,412	9,731	10,265	57,231	0	335	79,710
Investigative Services Total	318	0	2,435	9,961	31,418	175,893	70,809	0	1,991	292,824
Applicant Investigations Division (formerly Recruiting Division)	0	0	41	60	254	0	1,229	0	217	1,801
Human Resources Management Division	0	0	95	128	347	6	346	0	366	1,287
Medical Services Division	0	0	0	0	301	0	69	0	74	443
MPA	0	0	35	4	401	0	392	12	37	880
MPA (Cadet Corps)	0	0	0	0	0	0	0	317	865	1,182
MPA (Continuing Studies)	0	0	0	173	4,192	0	4,129	0	87	8,581
MPA (Recruit Training)	0	0	0	0	0	0	2,000	3,752	54	5,806
MPA (Specialized Training)	0	0	36	311	2,121	0	8,593	17	472	11,549
Professional Development Total	0	0	206	676	7,615	6	16,757	4,098	2,172	31,528
Homeland Security Bureau	353	572	886	796	959	0	300	0	128	3,992

⁵¹⁷ Overtime is only available for Captains and below (and civilian equivalents). MPD noted that residual hours shown in the District Commander and Inspector titles may be due to individuals accruing overtime earning at a lower rank prior to promotion and being shown in the system with current rank (instead of former rank).



Joint Strategic and Tactical Analysis Command Center	0	0	193	645	738	0	6,290	2	2,646	10,514
Office of Intelligence	0	0	0	781	1,897	2,056	2,462	0	577	7,772
Special Operations Division	0	379	1,569	7,128	24,291	3,034	91,584	0	3,345	131,329
Homeland Security Total	353	950	2,647	9,349	27,884	5,090	100,637	2	6,696	153,607
Internal Affairs Bureau	0	0	705	1,175	1,816	1,069	2,367	0	69	7,199
Internal Affairs Division	0	0	60	506	1,413	541	262	0	74	2,855
Court Liaison Division	0	0	0	0	610	0	613	0	11	1,234
Risk Management Division	0	0	0	0	156	0	1,171	0	0	1,327
Internal Affairs Total	0	0	765	1,681	3,995	1,610	4,412	0	154	12,615
Applications Management Division	0	0	0	0	58	0	110	0	2,097	2,265
Evidence Control Division	0	0	47	100	0	0	7	0	1,996	2,149
Fleet Services Division	0	0	0	0	0	0	785	0	424	1,209
Records Division	0	0	0	149	584	0	724	0	261	1,717
Technical & Analytical Services Bureau	0	0	0	31	190	0	179	0	1,860	2,259
Technical & Analytical Services Total	0	0	47	279	832	0	1,804	0	6,637	9,598
DEI (Chief Equity Office)	0	0	0	0	42	0	0	0	8	49
EOCOP	0	0	198	64	0	0	45	0	45	352
Executive Protection Unit	0	0	0	207	290	0	4,397	0	0	4,893
Office of Communications	0	0	0	69	142	0	466	0	1,415	2,091
Office of General Counsel	0	0	0	0	0	0	542	0	29	571
Strategic Change Division	0	41	0	54	742	242	1,415	0	47	2,540
EOCOP Total	0	41	198	393	1,215	242	6,864	0	1,543	10,495
School Safety & Engagement Division	0	0	130	92	2,560	13	20,245	0	19	23,058
Youth and Family Services Division	0	0	33	1,250	4,986	15,243	21,048	0	517	43,077
Youth and Family Engagement Total	0	0	163	1,342	7,546	15,256	41,293	0	536	66,135
Department Total	671	1,596	9,859	40,210	155,436	199,000	724,615	10,393	21,064	1,162,843

Source: Metropolitan Police Department, TMA Overtime Records, 2022.

Note: Bureau, and district or division show the assigned work location of the employee during the pay period in which overtime or compensatory time hours were worked. Hours may have been worked in another section of the Department. Non-worked hours are excluded.



Appendix C8: List of positions (as of the start of FY 2024) not assigned to a specific division grouped by PFM into “Bureau Administration and Other Positions” category.

	Patrol Admin and Other	ISB Admin and Other	PDB Admin and Other	HSB Admin and Other	TASB Admin and Other	YFEB Admin and Other	EOCOP Admin and Other	IAB Admin and Other
Sworn Titles	19	4	5	12	4	4	13	6
Chief of Police	-	-	-	-	-	-	1	-
Executive Assistant Chief of Police	-	-	-	-	-	-	1	-
Assistant Chief	2	1	1	2	1	2	-	2
Commander	-	-	-	2	1	-	1	-
Inspector	-	-	1	-	-	-	-	-
Captain	2	-	-	-	-	-	3	-
Lieutenant	2	1	1	1	1	-	4	1
Sergeant/Senior Sergeant	9	2	2	2	1	1	1	2
Detective Sergeant	-	-	-	1	-	1	-	-
Detective (Grade I)	-	-	-	1	-	-	-	-
Officer/Senior Officer	4	-	-	3	-	-	2	1
Professional Titles	2	0	6	1	8	1	66	4
Chief Administrative Officer	-	-	-	-	-	-	1	-
Chief of Staff	-	-	-	-	-	-	1	-
Chief People and Equity Officer	-	-	-	-	-	-	1	-
Deputy Chief of Staff	-	-	-	-	-	-	1	-
Deputy General Counsel	-	-	-	-	-	-	1	-
General Counsel	-	-	-	-	-	-	1	-
Deputy Director IT	-	-	-	-	1	-	-	-
Director EEO and Diversity	-	-	-	-	-	-	1	-
Director Employee Wellbeing	-	-	-	-	-	-	1	-
Director IT Customer Support	-	-	-	-	1	-	-	-
Strategic Projects Advisor	-	-	-	-	-	-	1	-
Diversity Equity and Inclusion	-	-	-	-	-	-	1	-
Grants Program Manager	-	-	-	-	-	-	1	-
IT Program Manager (Customer Support)	-	-	-	-	1	-	-	-
Lead DEI Specialist	-	-	-	-	-	-	1	-
Lead EEO Specialist	-	-	-	-	-	-	1	-
Lead Program Analyst (Finance)	-	-	-	-	-	-	1	-
Program Manager (Community Safety)	-	-	-	-	-	-	1	-
Program Manager (Reserve Corps)	-	-	-	-	-	-	1	-
Supervisory Community Safety Ambassador	-	-	-	-	-	-	1	-
Supervisory FOIA Specialist	-	-	-	-	-	-	1	-
Attorney Advisor	-	-	-	-	-	-	7	-
Community Safety Ambassador	-	-	-	-	-	-	1	-
Customer Service Representative	-	-	2	-	-	-	-	-
Data Analyst	-	-	-	-	-	-	-	1



	Patrol Admin and Other	ISB Admin and Other	PDB Admin and Other	HSB Admin and Other	TASB Admin and Other	YFEB Admin and Other	EOCOP Admin and Other	IAB Admin and Other
DEI Specialist	-	-	-	-	-	-	2	-
Equity and Engagement Specialist	-	-	-	-	-	-	1	-
FOIA Officer	-	-	-	-	-	-	1	-
FOIA Specialist	-	-	-	-	-	-	8	-
Grants Management Specialist	-	-	-	-	-	-	1	-
Health and Wellness Coordinator	-	-	-	-	-	-	3	-
Health and Wellness Program Associate	-	-	-	-	-	-	1	-
Industrial Organizational Specialist	-	-	1	-	-	-	-	-
Inventory Technician	-	-	-	-	-	-	1	-
IT Specialist (Project Mgmt)	-	-	-	-	1	-	-	-
Management Analyst	-	-	-	-	-	-	2	-
Management Analyst (CEO)	-	-	-	-	-	-	1	-
Motor Vehicle Operator	-	-	-	-	-	-	1	-
Paralegal Specialist	-	-	-	-	-	-	2	-
Program Analyst	-	-	1	-	-	-	-	-
Program Analyst (Finance)	1	-	-	-	1	-	1	-
Program Coordinator	-	-	-	-	-	-	2	-
Program Coordinator (IAB)	-	-	-	-	-	-	-	1
Property and Evidence Control Tech	-	-	-	-	-	-	2	-
Senior Organizational Development	-	-	-	-	-	-	1	-
Special Assistant	-	-	-	-	-	-	1	-
Staff Assistant	1	-	1	1	2	1	5	2
Supply Management Officer	-	-	-	-	-	-	1	-
Supply Technician	-	-	-	-	1	-	2	-
Testing and Assessment Specialist	-	-	1	-	-	-	-	-
Volunteer Coordinator	-	-	-	-	-	-	1	-
Total	21	4	11	13	12	5	79	10



APPENDIX D: REVIEW OF OUTSOURCING OR TRANSITIONING FUNCTIONS

Appendix D1: Source Data Used in Review of Evidence Collection and Crime Lab Functions in Other Major Cities

1. (New York) Based on EJM Advisory Firm review of services provided by the New York Police Department Forensics Investigation Division within the Detectives Bureau: <https://www.nyc.gov/site/nypd/bureaus/investigative/detectives.page>
2. (Los Angeles) Based on EJM Advisory Firm review of the Los Angeles Police Department's organizational chart: <https://www.lapdonline.org/lapd-organization-chart/>
3. (Chicago) Based on EJM Advisory Firm review of the Chicago Police Department's organizational chart: <https://www.chicago.gov/content/dam/city/depts/cpb/SuperintendentSearch/CPDOrgChart.pdf>
4. (Houston) Based on Houston Police Department description of transfer of services to the Houston Forensic Science Center: <https://www.houstontx.gov/police/crimelab/> and EJM Advisory Firm review of descriptions provided by the Houston Forensic Science Center <https://hfscctx.gov/>
5. (Phoenix) Based on EJM Advisory Firm review of sections within the Phoenix Police Department's Laboratory Services Bureau: <https://www.phoenix.gov/police/resources-information/crime-lab>
6. (Philadelphia) Based on EJM Advisory Firm review of sections within the Philadelphia Police Department's Office of Forensic Sciences: <https://www.phillypolice.com/units/forensics/>
7. (San Antonio) Based on EJM Advisory Firm review of San Antonio Police Department's organizational chart: <https://www.sa.gov/files/assets/main/v/3/sapd/leadership-chart.pdf> and services provided by the Bexar County Criminal Investigation Laboratory: <https://www.bexar.org/3550/Criminal-Investigation-Lab>
8. (San Diego) Based on EJM Advisory Firm review of services provided by the San Diego Police Department Crime Lab: <https://www.sandiego.gov/police/about/crime-lab>
9. (Dallas) Based on EJM Advisory Firm review of services provided by the Dallas Police Department Crime Scene Response Section: <https://dallaspolice.net/division/crimeagainstpersons/crimesceneresponse> and provided by the Dallas County Criminal Investigation Laboratory: <https://www.dallascounty.org/departments/swifs/>
10. (Austin) Based on EJM Advisory Firm review of services offered by the Austin Forensic Sciences Department: <https://www.austintexas.gov/page/forensic-services>
11. (Jacksonville) Based on EJM Advisory Firm review of Jacksonville Sheriff's Office organizational chart: <https://www.jaxsheriff.org/Your-Sheriff-s-Office/docs/JSO-Organizational-Chart.aspx> and based on descriptions of forensic sciences disciplines for the Jacksonville Regional Laboratory: <https://www.fdle.state.fl.us/LABS/JROC.htm>



12. (San Jose) Based on EJM Advisory Firm review of services provided by the San Jose Crime Scene Unit: <https://www.sjpd.org/about-us/organization/bureau-of-investigations/investigations-division-ii/homicide/crime-scene-unit>
13. (Fort Worth) Based on EJM Advisory Firm review of Fort Worth Police Department's organizational chart and its Investigative and Support Command: <https://police.fortworthtexas.gov/About/investigative-and-support-command>
14. (Columbus) Based on EJM Advisory Firm review of services provided by the Columbus Division of Police Forensic Services Bureau: <https://www.columbus.gov/police-crimelab/>
15. (Charlotte) Based on EJM Advisory Firm review of Charlotte-Mecklenburg Police Department organizational structure and components that report to the Deputy Chief over Special Operations: <https://www.charlottenc.gov/cmpd/Our-Organization>
16. (Indianapolis) Based on EJM Advisory Firm of services provided by the Marion County Forensic Services Agency: <https://www.indy.gov/agency/marion-county-forensics-services-agency>
17. (San Francisco) Based on EJM Advisory Firm review of San Francisco Police Department Investigations Bureau organizational chart: <https://www.sanfranciscopolice.org/your-sfpd/explore-department/investigations>
18. (Seattle) Based on EJM Advisory Firm review of Washington State Patrol Crime Scene Response Team services <https://www.wsp.wa.gov/crime/crime-and-forensic-laboratory-services/>
19. (Denver) Based on EJM Advisory Firm review of Denver Police Department directory of services: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Police-Department/Police-Directory>
20. (Oklahoma City) Based on EJM Advisory Firm review of Oklahoma City Police Department description of services <https://www.okc.gov/departments/police/about-us>
21. (Nashville) Based on EJM Advisory Firm review of services provided by Metropolitan Nashville Police Crime Laboratory <https://www.nashville.gov/departments/police/administrative-services/forensic-services/crime-lab>
22. (El Paso) Based on EJM Advisory Firm review of services provided by the El Paso Police Department Criminalistics Bureau and Crime Scene Unit outlined in its 2022 Annual Report (pg. 39) <https://online.flippingbook.com/view/991215559/39/>. El Paso uses contracted services to maintain its in-house capability for lab analysis <https://www2.elpasotexas.gov/municipal-clerk/agenda/07-23-19/21.1.pdf> but also receives support services from the Texas Department of Public Safety Crime Laboratory Division <https://www.dps.texas.gov/section/crime-laboratory>
23. (Washington, DC) Based on EJM Advisory Firm review of services provided by Department of Forensic Sciences <https://dfs.dc.gov/>



24. (Las Vegas) Based on EJM Advisory Firm review of services provided by Las Vegas Metropolitan Police Department Bureaus: Crime Scene Investigations and Forensic Laboratory <https://www.lvmpd.com/about/bureaus/>
25. (Boston) Based on EJM Advisory Firm review of services provided by the Boston Police Department Criminal Investigation Division: <https://police.boston.gov/bis/>
26. (Portland) Based on EJM Advisory Firm review of Portland Police Bureau Divisions and Units: <https://www.portland.gov/police/divisions> and services provided by the Oregon Forensics Services Division Portland Lab <https://www.oregon.gov/osp/programs/forensics/pages/lablocations.aspx>
27. (Louisville) Based on EJM Advisory Firm review of Louisville Metro Police Forensics Investigation Section <https://www.louisville-police.org/199/Forensic-Investigations> and Kentucky Forensics Laboratory System <https://www.kentuckystatepolice.ky.gov/forensic-laboratory-system>
28. (Memphis) Based on EJM Advisory Firm review of Memphis Police Department organizational chart https://memphispolice.org/wp-content/uploads/2023/10/10_23_23-MPD-ORGANIZATION-CHART.pdf and Action News 5 Staff: “Shelby Co. DA says a crime lab would be a ‘game changer’ for Memphis” *Action 5 News*. Published January 9, 2024, <https://www.actionnews5.com/2024/01/10/shelby-co-da-says-crime-lab-would-be-game-changer-memphis/>
29. (Detroit) Based on EJM Advisory Firm review of Detroit Police Department organizational chart <https://detroitmi.gov/sites/detroitmi.localhost/files/events/2023-11/5.30.23%20Org%20Chart.pdf> and the Michigan State Police Forensic Sciences Division: <https://www.michigan.gov/msp/divisions/forensic-science/laboratories/metropolitan-detroit>
30. (Baltimore) Based on EJM Advisory Firm review of Baltimore Police Department organizational chart: <https://www.baltimorepolice.org/about/about-department/organizational-chart>



Appendix D2: DFS-Required Responses and Responsibility for Processing Incidents and Crime Scenes

DFS shall be notified to process:

- A) All crime scenes and incidents involving potential items of evidence that may require forensic testing other than fingerprints, cartridge casings, and/or buccal swabs.
- B) All of the following crimes scenes regardless of the type of evidence present:
 - 1) All deaths and aggravated assaults, including traffic fatalities.
 - 2) Unconscious persons where the cause of the injury and commission of a crime are unknown.
 - 3) All physical abuse, sexual assaults, and attempted sexual assaults investigated by the Adult Sexual Assault Unit or the Youth and Family Services Division.
 - 4) The following types of robberies and carjackings:
 - i) Financial institutions, armored cars, and United States Postal facilities.
 - ii) Resulting in serious bodily injury.
 - iii) Where the complainant's recovered property involves potential items of evidence that may require forensic testing (other than fingerprints, cartridge casings, and/or buccal swabs).
 - iv) Where evidence containing potential DNA is present.
 - v) Where forensic evidence is present that cannot be processed using photographs
 - 5) Recovered stolen automobiles (local and interstate) used in carjackings.
 - 6) Missing persons where the scene dictates a serious bodily injury has occurred or foul play is suspected (e.g., kidnappings).
 - 7) Incident involving a firearm or the recovery of a firearm, except those recovered by the Violent Crime Suppression Division.
 - 8) All firearm discharges by MPD members and other law enforcement agencies within the District of Columbia.
 - 9) MPD and government-owned vehicle traffic crashes resulting in significant or serious injuries or substantial vehicle damage.
 - 10) All serious use of force investigations as defined in GO-RAR-901.07 (Use of Force) and use of force investigations resulting in significant or serious injuries to officers or subjects.
 - 11) Serious bodily injuries to MPD officers.
 - 12) Assaults on police officers resulting in serious bodily injuries.
 - 13) Other major offenses (e.g., burglaries with serious bodily injury, bombings, arsons, explosions, extortion,)
 - 14) Suspected bias-related and connected events where evidence may link multiple incidents, regardless of crime or incident type.

Source: MPD General Order 304.8, Crime Scene Response and Evidence Collection



APPENDIX E: PATROL WORKLOAD-BASED STAFFING ASSESSMENT

Appendix E1: Call Categories

National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Admin	Admin	ASSTFDNON	FEMS REQUEST (NON-EMERGENCY)
Admin	Admin	ASSTGOVNON	ASSIT OTHER GOVT AGENCY (NON-EMERGENCY)
Admin	Admin	ASSTLENON	ASSIST OTHER LE AGENCY (NON-EMERGENCY)
Admin	Admin	MISC	MISCELLANEOUS
Admin	Admin	TRANPRIS	PRISONER TRANSPORT
Admin	Admin	TRANSOTH	TRANSPORT-OTHER (EXPLAIN)
Alarms	Alarms	ALMBUS	BUSINESS/COMMERCIAL BURGLARY ALARM
Alarms	Alarms	ALMGOV	GOV'T BUILDING BURGLARY ALARM
Alarms	Alarms	ALMHU	ROBBERY/HOLD UP ALARM
Alarms	Alarms	ALMOTH	ALARM-OTHER (EXPLAIN)
Alarms	Alarms	ALMPAN	PANIC/DURESS ALARM
Alarms	Alarms	ALMRES	RESIDENTIAL BURGLARY ALARM
Alarms	Alarms	ALMSCH	SCHOOL ALARM
Alarms	Alarms	ALMVEH	VEHICLE ALARM
Disorder	Disorder	ANATCK	ANIMAL ATTACK IP
Disorder	Disorder	ANBARK	BARKING DOG
Disorder	Disorder	ANBARKRPT	BARKING DOG > 30 MINS AGO
Disorder	Disorder	ANBITE	ANIMAL BITE
Disorder	Disorder	ANLOOSE	LOOSE DOG (OR ANIMAL)
Disorder	Disorder	ANOTH	ANIMAL COMPLAINT OTHER (EXPLAIN)
Disorder	Disorder	ASSTBN	ASSIST W/BARRING NOTICES
Disorder	Disorder	CITYOTH	OTHER CITY ORDINANCE VIOLATIONS (EXPLAIN)
Disorder	Disorder	CONSTR	CONSTRUCTION BEFORE OR AFTER HRS
Disorder	Disorder	CURFEW	CURFEW
Disorder	Disorder	DISGRP	DISTURBANCE-GROUP (MORE THAN 3)
Disorder	Disorder	DISGRPRPT	DISTURBANCE-GROUP (MORE THAN 3) > 30 MINS AGO
Disorder	Disorder	DISOTH	DISTURBANCE/DISORDERLY-OTHER (EXPLAIN)
Disorder	Disorder	DISUNW	DISORDERLY-UNWANTED PERSON (INSIDE OR OUT)
Disorder	Disorder	DISUNWRPT	DISORDERLY-UNWANTED PERSON (INSIDE OR OUT) > 30 MINS AGO
Disorder	Disorder	DISVER	DISORDERLY-VERBAL ONLY
Disorder	Disorder	DISVERRPT	DISORDERLY-VERBAL ONLY > 30 MINS AGO
Disorder	Disorder	FIREWORKS	FIREWORKS
Disorder	Disorder	ITT	INVESTIGATE THE TROUBLE
Disorder	Disorder	NOISE	NOISE/LOUD MUSIC
Disorder	Disorder	TRUANT	TRUANCY
Domestic-related	Domestic-related	ABUSECH	ABUSE/NEGLECT/FOUND CHILD
Domestic-related	Domestic-related	ABUSECHRPT	ABUSE/NEGLECT/FOUND CHILD > 30 MINS AGO
Domestic-related	Domestic-related	ABUSEDIS	ABUSE/NEGLECT/FOUND DISABLED
Domestic-related	Domestic-related	ABUSEDISRPT	ABUSE/NEGLECT/FOUND DISABLED > 30 MINS AGO
Domestic-related	Domestic-related	ABUSEELD	ABUSE/NEGLECT/FOUND ELDERLY
Domestic-related	Domestic-related	ABUSEELDRPT	ABUSE/NEGLECT/FOUND ELDERLY > 30 MINS AGO
Domestic-related	Domestic-related	ABUSEOTH	ABUSE/NEGLECT/FOUND OTHER (EXPLAIN)
Domestic-related	Domestic-related	ASSTCP	ASSIST W/COURT PAPERS



National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Domestic-related	Domestic-related	ASSTPR	ASSIST W/PROPERTY RETRIVAL
Domestic-related	Domestic-related	CPOVIOL	CPO VIOLATION
Domestic-related	Domestic-related	CPOVIOLRPT	CPO VIOLATION > 30 MINS AGO
Domestic-related	Domestic-related	CUSTODY	CUSTODIAL ISSUE/COMPLAINT
Domestic-related	Domestic-related	CUSTODYRPT	CUSTODIAL ISSUE/COMPLAINT > 30 MINS AGO
Follow-up/Service	Follow-up/Service	911	9-1-1 HANG UP/OPEN LINE
Follow-up/Service	Follow-up/Service	ASSTFDEMR	FEMS REQUEST-EMERGENCY
Follow-up/Service	Follow-up/Service	ASSTGOVEMR	ASSIT OTHER GOVT AGENCY-EMERGENCY
Follow-up/Service	Follow-up/Service	ASSTLEEMR	ASSIST OTHER LE AGENCY EMERGENCY
Follow-up/Service	Follow-up/Service	ASSTMOTO	ASSIST MOTORIST
Follow-up/Service	Follow-up/Service	ASSTOTH	ASSIST-OTHER (EXPLAIN)
Follow-up/Service	Follow-up/Service	BENCHWRT	BENCH WARRANT
Follow-up/Service	Follow-up/Service	BOLO	BOLO
Follow-up/Service	Follow-up/Service	CITYWIDE	MPD SPECIAL REQUEST FOR CITYWIDE CHANNEL
Follow-up/Service	Follow-up/Service	COURTESY	COURTESY TRANSPORT (OFFICER INITIATED ONLY)
Follow-up/Service	Follow-up/Service	FOLLOWUP	FOLLOW UP FOR STOLEN/MISSING REPORTS
Follow-up/Service	Follow-up/Service	MEET	MEET OTHER AGENCY OR OFFICIAL
Follow-up/Service	Follow-up/Service	MISCRPT	MISCELLANEOUS REPORT
Follow-up/Service	Follow-up/Service	NOTIFY	NOTIFICATION/MESSAGE DELIVERY
Follow-up/Service	Follow-up/Service	PD	REQUESTED BY FEMS
Follow-up/Service	Follow-up/Service	PERSON	CRIME/INCIDENT/AGAINST PERSON FROM ALL CALLERS
Follow-up/Service	Follow-up/Service	REPORT	REPORT FROM ALL CALLERS CARD
Follow-up/Service	Follow-up/Service	RESWATER	RESCUE-WATER
Follow-up/Service	Follow-up/Service	SEECOMP	SEE THE COMPLAINANT
Follow-up/Service	Follow-up/Service	WANT2ND	2ND SIGHTING
Follow-up/Service	Follow-up/Service	WANTOTH	WANTED-OTHER (EXPLAIN)
Follow-up/Service	Follow-up/Service	WANTUNC	WANTED-UNCONFIRMED INFO
Follow-up/Service	Follow-up/Service	WELFARE	CHECK ON THE WELFARE
Interpersonal-other	Interpersonal-other	HARASOTH	HARASSMENT-ALL OTHER MEANS
Interpersonal-other	Interpersonal-other	HARASPER	HARASSMENT-IN PERSON (STALKING)
Interpersonal-other	Interpersonal-other	HARASPERRPT	HARASSMENT-IN PERSON (STALKING) > 30 MINS AGO
Interpersonal-other	Interpersonal-other	LEWD	LEWD/INDECENT EXPOSURE
Interpersonal-other	Interpersonal-other	LEWDRPT	LEWD/INDECENT EXPOSURE > 30 MINS AGO
Interpersonal-other	Interpersonal-other	THRTOTH	THREAT-ALL OTHER MEANS
Interpersonal-other	Interpersonal-other	THRTPER	THREAT-IN PERSON
Medical	Medical	PERDOWN	PERSON DOWN
Medical	Medical	UNCONPD	UNCON PERSON/MEDICS ENR-POLICE NEEDED
Mental	Mental	ASSTGOVNONAHL	REFER TO DBH
Mental	Mental	JUMPER	JUMPER
Mental	Mental	MENTAL	MENTAL HEALTH CONSUMER
Mental	Mental	SUICATT	SUICIDE ATTEMPTED
Mental	Mental	SUICATTRPT	SUICIDE ATTEMPTED > 30 MINS AGO



National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Mental	Mental	SUICIP	SUICIDE IN PROGRESS (HANGING ETC)
Mental	Mental	SUICOTH	SUICIDE-OTHER (EXPLAIN) (NOT DUAL SLIP)
Mental	Mental	SUICTHR	SUICIDE THREAT
Mental	Mental	SUICTHRPT	SUICIDE THREAT > 30 MINS AGO
Missing Persons	Missing Persons	MISADLT	MISSING PERSON-ADULT (OVER 21 YOA)
Missing Persons	Missing Persons	MISCRIT	MISSING CRITICAL DUE TO AGE(UNDER 15/65+)/MENTAL/MEDICAL CONDITIONS
Missing Persons	Missing Persons	MISOTH	MISSING PERSON-OTHER (EXPLAIN)
Missing Persons	Missing Persons	MISSING	MISSING PERSON BTWN 16-21 YOA (SUZANNE'S LAW)
Missing Persons	Missing Persons	MP	MISSING PERSON
Property	Property	BADCHK	BAD CHECK
Property	Property	BADCHKRPT	BAD CHECK > 30 MINS AGO
Property	Property	BURGBUS	BURGLARY OF A BUSINESS/COMMERCIAL BLDG
Property	Property	BURGBUSRPT	BURGLARY OF A BUSINESS/COMMERCIAL BLDG > 30 MINS AGO
Property	Property	BURGGOVT	BURGLARY OF A GOVT BLDG
Property	Property	BURGGOVTRPT	BURGLARY OF A GOVT BLDG > 30 MINS AGO
Property	Property	BURGMACH	BURGLARY OF A MACHINE
Property	Property	BURGMACHRPT	BURGLARY OF A MACHINE > 30 MINS AGO
Property	Property	BURGOCC	BURGLARY OF AN OCCUPIED RESIDENCE
Property	Property	BURGOCCRPT	BURGLARY OF AN OCCUPIED RESIDENCE > 30 MINS AGO
Property	Property	BURGOTH	BURGLARY-OTHER (EXPLAIN)
Property	Property	BURGOTHRPT	BURGLARY-OTHER (EXPLAIN) > 30 MINS AGO
Property	Property	BURGRES	BURGLARY OF A RESIDENCE - UNOCCUPIED
Property	Property	BURGRESRPT	BURGLARY OF A RESIDENCE - UNOCCUPIED > 30 MINS AGO
Property	Property	COUNTER	COUNTERFEIT MONEY
Property	Property	COUNTERRPT	COUNTERFEIT MONEY > 30 MINS AGO
Property	Property	CREDIT	CREDIT CARD
Property	Property	FORGE	FORGED CHECK/UTTERING
Property	Property	FORGERPT	FORGED CHECK/UTTERING > 30 MINS AGO
Property	Property	IDENTITY	IDENTITY THEFT
Property	Property	PROPDAM	DAMAGE TO PROPERTY
Property	Property	PROPDAMRPT	DAMAGE TO PROPERTY > 30 MINS AGO
Property	Property	PROPDES	VANDALISM-CRIMINAL MISCHIEF-DESTRUCTION OF PROPERTY
Property	Property	PROPDES RPT	VANDALISM-CRIMINAL MISCHIEF-DESTRUCTION OF PROPERTY > 30 MINS AGO
Property	Property	PROPERTY	CRIME/INCIDENT/AGAINST PROPERTY FROM ALL CALLERS
Property	Property	PROPFOUND	FOUND PROPERTY (EXCEPT WEAPONS & DRUGS)
Property	Property	PROPLOSTRPT	LOST PROPERTY > 30 MINS AGO
Property	Property	PROPTH	PROPERTY-OTHER (EXPLAIN)
Property	Property	SHOPLIFT	SHOPLIFTER
Property	Property	STOLENVEH	STOLEN VEHICLE
Property	Property	STOLENVEHRPT	STOLEN VEHICLE > 30 MINS AGO
Property	Property	STOLENVEHTRU	STOLEN VEHICLE > 30 MINS AGO - TRU
Property	Property	THFTAUTO	THEFT FROM AUTO
Property	Property	THFTAUTORPT	THEFT FROM AUTO > 30 MINS AGO



National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Property	Property	THFTOTH	THEFT-OTHER (EXPLAIN)
Property	Property	THFTPROP	THEFT OF PROPERTY
Property	Property	THFTPROPRPT	THEFT OF PROPERTY > 30 MINS AGO
Property	Property	WEAPFOU	FOUND WEAPON
Property	Property	WEAPOTH	WEAPON-OTHER (EXPLAIN)
Property	Property	WEAPSUR	WEAPON SURRENDER
Suspicious	Suspicious	OPENDOOR	OPEN DOOR
Suspicious	Suspicious	OPENDOORRPT	OPEN DOOR > 30 MINS AGO
Suspicious	Suspicious	SPUR	SUBJECT PURSUIT
Suspicious	Suspicious	STOP	STOP / FRISK
Suspicious	Suspicious	SUSOTH	SUSPICIOUS-OTHER (EXPLAIN)
Suspicious	Suspicious	SUSPACK	SUSPICIOUS PACKAGE
Suspicious	Suspicious	SUSPER	SUSPICIOUS PERSON
Suspicious	Suspicious	SUSVEH	SUSPICIOUS VEHICLE
Traffic-related	Traffic-related	ACCGOVT	ACCIDENT-GOV'T OR COMMERCIAL VEH INVOLVED
Traffic-related	Traffic-related	ACCHRIJ	HIT & RUN W/INJURIES
Traffic-related	Traffic-related	ACCHRIJRPT	HIT & RUN W/INJURIES > 30 MINS AGO
Traffic-related	Traffic-related	ACCHRMPT	HIT & RUN-MPD
Traffic-related	Traffic-related	ACCHRMPDRPT	HIT & RUN-MPD > 30 MINS AGO
Traffic-related	Traffic-related	ACCMPT	ACCIDENT PROPERTY DAMAGE-MPD
Traffic-related	Traffic-related	ACCMULTI	ACCIDENT INJURIES-MULTIPLE VEHs
Traffic-related	Traffic-related	ACCMULTIRPT	ACCIDENT INJURIES-MULTIPLE VEHs > 30 MINS AGO
Traffic-related	Traffic-related	ACCOTH	ACCIDENT OTHER (EXPLAIN)
Traffic-related	Traffic-related	ACCOTHRPT	ACCIDENT OTHER (EXPLAIN) > 30 MINS AGO
Traffic-related	Traffic-related	ACCPED	ACCIDENT INVOLVING PED/BIKE/MC
Traffic-related	Traffic-related	ACCPEDRPT	ACCIDENT INVOLVING PED/BIKE/MC > 30 MINS AGO
Traffic-related	Traffic-related	ACCROLL	ACCIDENT-ROLLOVER
Traffic-related	Traffic-related	ACCROLLRPT	ACCIDENT-ROLLOVER > 30 MINS AGO
Traffic-related	Traffic-related	ACCSNGL	ACCIDENT INJURIES-SINGLE VEH
Traffic-related	Traffic-related	ACCSNGLRPT	ACCIDENT INJURIES-SINGLE VEH > 30 MINS AGO
Traffic-related	Traffic-related	ACCUNK	ACCIDENT UNK INJURY/CALLER IS PASSERBY
Traffic-related	Traffic-related	ACCUNKRPT	ACCIDENT UNK INJURY/CALLER IS PASSERBY > 30 MINS AGO
Traffic-related	Traffic-related	DRIVEOTH	DRIVING COMPLAINT-OTHER (EXPLAIN)
Traffic-related	Traffic-related	DRIVERAGE	AGGRESSIVE DRIVER/ROAD RAGE
Traffic-related	Traffic-related	DRIVERECK	RECKLESS DRIVER
Traffic-related	Traffic-related	DUI	SUSPECTED DUI
Traffic-related	Traffic-related	PARKING	PARKING COMPLAINTS
Traffic-related	Traffic-related	PVIOL	PLACEMENT_VIOLATION
Traffic-related	Traffic-related	TRAS	TRAFFIC STOP
Traffic-related	Traffic-related	VEHP	VEHICULAR PURSUIT
Vice	Vice	DRUGBUY	SELLING/BUYING DRUGS
Vice	Vice	DRUGFND	FOUND DRUGS OR PARAPHERNALIA
Vice	Vice	DRUGOTH	DRUGS-OTHER (EXPLAIN)
Vice	Vice	DRUGUSE	DRUG USE
Violence	Domestic Violence	ASLTDV	DOMESTIC VIOLENCE/FAMILY FIGHT
Violence	Domestic Violence	ASLTDVRPT	DOMESTIC VIOLENCE/FAMILY FIGHT > 30 MINS AGO



National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Violence	Violence	1033	OFFICER ASSIST MPD
Violence	Violence	1033AMR	OFFICER ASSIST AMR
Violence	Violence	1033F	OFFICER ASSIST FEMS
Violence	Violence	1089EXPL	BOMB EXPLOSION
Violence	Violence	1089EXPLRPT	BOMB EXPLOSION > 30 MINS AGO
Violence	Violence	1089OTH	BOMB-OTHER (EXPLAIN)
Violence	Violence	1089THRT	BOMB THREAT
Violence	Violence	1089THTRPT	BOMB THREAT > 30 MINS AGO
Violence	Violence	ACTIVESHOOTER	ACTIVE SHOOTER
Violence	Violence	ASLTAGG	AGGRAVATED ASSAULT
Violence	Violence	ASLTAGGRPT	AGGRAVATED ASSAULT > 30 MINS AGO
Violence	Violence	ASLTFIGHT	FIGHT/SIMPLE ASSAULT
Violence	Violence	ASLTFIGHT4	FIGHT INVOLVING MORE THAN 3 SUBJECTS
Violence	Violence	ASLTFIGHT4RPT	FIGHT INVOLVING MORE THAN 3 SUBJECTS > 30 MINS AGO
Violence	Violence	ASLTOTH	ASSAULT / FIGHT-OTHER (EXPLAIN)
Violence	Violence	ASLTOTHRPT	ASSAULT / FIGHT-OTHER (EXPLAIN) > 30 MINS AGO
Violence	Violence	ASLTSINJ	AGGRAVATED ASSAULT W/SERIOUS INJURIES
Violence	Violence	ASLTSINJRPT	AGGRAVATED ASSAULT W/SERIOUS INJURIES > 30 MINS AGO
Violence	Violence	ASLTSX	SEXUAL ASSAULT
Violence	Violence	ASLTSXRPT	SEXUAL ASSAULT > 30 MINS AGO
Violence	Violence	CARJACKF	CARJACKING-FORCE
Violence	Violence	CARJACKFRPT	CARJACKING-FORCE > 30 MINS AGO
Violence	Violence	CARJACKW	CARJACKING-WEAPON INVOLVED
Violence	Violence	CARJACKWRPT	CARJACKING-WEAPON INVOLVED > 30 MINS AGO
Violence	Violence	KIDFAM	KIDNAP/ABDUCT-PARENTAL(CUSTODIAL OR NON) FAMILY MEMBER
Violence	Violence	KIDFAMRPT	KIDNAP/ABDUCT-PARENTAL (CUST OR NON-CUST)-FAMILY MEMBER > 30 MINS AGO
Violence	Violence	KIDKNW	KIDNAP/ABDUCT-KNOWN SUSPECT/OTHER THAN FAMILY
Violence	Violence	KIDKNWRPT	KIDNAP/ABDUCT-KNOWN SUSPECT/OTHER THAN FAMILY > 30 MINS AGO
Violence	Violence	KIDOTH	KIDNAP/ABDUCT-OTHER (EXPLAIN)
Violence	Violence	KIDOTHRPT	KIDNAP/ABDUCT-OTHER (EXPLAIN) > 30 MINS AGO
Violence	Violence	KIDUNK	KIDNAP/ABDUCT-STRANGER OR RELATIONSHIP UNKNOWN
Violence	Violence	KIDUNKRPT	KIDNAP/ABDUCT-STRANGER OR RELATIONSHIP UNKNOWN > 30 MINS AGO
Violence	Violence	PERWITH	PERSON WITH WEAPON
Violence	Violence	PERWITHRPT	PERSON WITH WEAPON > 30 MINS AGO
Violence	Violence	ROBARM	ROBBERY-ARMED
Violence	Violence	ROBARMRPT	ROBBERY-ARMED > 30 MINS AGO
Violence	Violence	ROBFOR	ROBBERY-FORCE/PURSE SNATCHING
Violence	Violence	ROBFORRPT	ROBBERY-FORCE/PURSE SNATCHING > 30 MINS AGO
Violence	Violence	ROBOTH	ROBBERY-OTHER (EXPLAIN)
Violence	Violence	ROBOTHRPT	ROBBERY-OTHER (EXPLAIN) > 30 MINS AGO
Violence	Violence	ROBPICK	PICK POCKET
Violence	Violence	ROBPICKRPT	PICK POCKET > 30 MINS AGO



National Sample Category	PFM-Modified Category	Event_Type_Code (MPD)	Event_Type_Description (MPD)
Violence	Violence	ROBTHR	ROBBERY-THREAT OF WEAPON (NOT SEEN)
Violence	Violence	ROBTHRRPT	ROBBERY-THREAT OF WEAPON (NOT SEEN) > 30 MINS AGO
Violence	Violence	SHOT	SHOOTING
Violence	Violence	SHOTINFO	SHOTS FIRED W/INFORMATION
Violence	Violence	SHOTINFORPT	SHOTS FIRED W/INFORMATION > 30 MINS AGO
Violence	Violence	SHOTNFI	SOUNDS OF SHOTS FIRED-NO OTHER INFO
Violence	Violence	SHOTNFIRPT	SOUNDS OF SHOTS FIRED-NO OTHER INFO > 30 MINS AGO
Violence	Violence	STABBING	STABBING



Appendix E2: Unit Type Information

Unit Type	Rank	Type Identifier	Should Regularly Answer Calls for Service
Administration	Unknown	ADMIN	No
Auto Theft	Unknown	AUTO	No
Chinatown beat	Sergeant	CT, followed by 1	No
Chinatown beat	Officer	CT, followed by number greater than 1	No
Club Zone	Unknown	CZ	No
Crime Patrol	Unknown	CP	No
Crime Suppression	Unknown	CST	No
Critical Incident Response Vehicle	Unknown	CIRV	No
Cruiser	Unknown	CR	No
Curfew	Unknown	CURF	No
Detail	Unknown	DETAIL	No
Environmental Crimes	Unknown	ENVIRO	No
Focus Patrol	Unknown	FOCUS	No
Foot Beat	Officer	FS or FB	Yes
H Street Beat	Sergeant	HST, followed by 1	No
H Street Beat	Officer	HST, followed by number greater than 1	No
Motorcycle	Officer	MOTOR	Yes
Mountain Bike	Officer	MB or MBTACT	Yes
Night Life	Unknown	NL	No
Outreach	Unknown	OUTREACH	No
Overtime	Unknown	OT	No
Patrol District	Watch Commander	District number followed by two zeroes	No
PSA	Sergeant	Starts with PSA number, followed by zero	No
PSA		Starts with PSA number, followed by number greater than zero	Yes
PSA	Lieutenant	PSA number only	No
Robbery Suppression	Officer	ROBSUP	No
Special Beat	Officer	SB	No
Special Event	Officer	SPEVENT	No
Take-home	Officer	N/A	No
Traffic	Officer	TRAF	No
Truancy	Officer	TRUANT	No
Wagon	Officer	WAG	No

Note: Does not include "unknown" units MPD was not able to identify by function.



Appendix E3: Officers Scheduled per Community-Generated Call for Service with Primary Patrol Unit Response by Hour, Day of Week, and District

1D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	7.5	10.0	14.6	9.3	13.2	11.2	7.1
1	5.8	8.2	12.9	10.2	14.0	11.0	5.7
2	6.6	9.7	13.1	10.7	16.6	10.0	6.0
3	7.2	10.3	13.4	13.0	19.8	12.8	5.8
4	9.2	13.3	18.1	13.0	19.1	13.7	8.9
5	20.7	24.4	28.3	18.5	25.1	20.5	22.5
6	17.8	16.6	18.8	15.0	18.8	16.2	14.6
7	10.6	10.2	12.2	8.7	9.5	10.1	12.2
8	6.8	7.0	7.6	5.5	7.4	5.9	6.8
9	6.7	6.5	6.8	5.4	6.1	5.9	6.7
10	6.6	6.6	8.0	5.1	7.0	6.0	7.3
11	6.4	7.3	6.7	5.1	6.7	6.9	6.6
12	5.7	7.1	8.2	5.5	6.2	6.8	5.9
13	6.4	6.5	7.5	4.8	7.1	6.3	5.8
14	8.6	10.2	13.2	9.5	12.0	11.7	9.4
15	8.5	8.7	10.6	7.8	9.4	8.1	8.8
16	5.3	5.3	7.8	4.5	5.6	5.4	5.3
17	4.1	4.7	5.6	4.4	5.4	5.0	4.4
18	3.9	4.2	5.4	3.7	4.8	4.4	3.9
19	4.1	5.0	5.7	3.9	5.0	5.0	4.2
20	8.1	7.9	9.5	7.5	10.4	8.8	6.7
21	8.8	9.1	11.4	9.4	11.7	10.4	8.2
22	9.3	9.7	11.4	9.7	11.6	9.5	6.8
23	10.4	9.6	13.5	10.5	13.1	9.7	7.5
Avg.	8.1	9.1	11.3	8.4	11.1	9.2	7.8

2D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	6.0	11.1	12.2	12.3	10.7	10.1	6.4
1	4.0	7.7	7.6	9.0	8.7	8.2	4.5
2	4.2	7.9	10.5	11.3	9.2	9.6	5.3
3	4.2	10.5	10.7	14.4	12.4	12.2	5.5
4	6.0	11.2	10.8	16.5	15.0	13.2	7.6
5	15.2	18.9	24.2	28.2	22.6	23.1	19.1
6	11.9	11.4	12.6	13.7	12.6	10.8	13.3
7	7.1	6.4	6.9	6.9	6.5	5.4	7.7
8	6.1	5.1	5.2	5.6	4.9	4.8	6.5
9	6.0	4.7	5.4	5.7	5.3	4.6	6.1
10	5.8	5.2	5.9	5.6	5.4	5.0	5.4
11	5.1	5.1	5.1	5.3	5.2	4.1	5.0
12	4.6	4.7	6.2	5.5	4.9	4.3	5.0
13	4.7	5.3	5.3	5.3	5.9	4.4	4.5
14	10.8	10.4	11.5	11.9	10.7	8.7	11.7
15	8.0	7.5	7.8	8.4	7.5	6.2	7.9
16	4.6	5.0	5.6	5.5	5.5	4.4	4.5
17	4.7	5.0	5.0	5.5	4.9	4.2	5.0
18	5.0	5.0	4.7	5.6	5.2	4.1	4.4
19	5.6	5.5	5.6	5.3	5.4	4.4	5.2
20	11.6	11.3	11.3	13.1	11.6	9.8	10.8
21	11.8	10.9	12.7	13.5	11.5	10.2	9.0
22	10.3	11.7	12.3	12.6	11.2	9.4	7.9
23	11.8	14.1	13.5	15.2	12.3	8.9	8.3
Avg.	7.3	8.4	9.1	10.1	9.0	7.9	7.4



3D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	8.0	12.5	11.4	12.7	13.1	12.9	8.4
1	5.2	8.2	8.3	9.6	7.8	8.5	6.1
2	4.3	7.6	6.6	6.8	7.6	7.1	4.4
3	4.4	9.5	8.7	9.3	8.9	10.7	4.8
4	6.1	13.0	8.2	10.6	12.9	12.5	7.1
5	14.3	23.4	18.2	20.0	17.1	15.9	14.9
6	14.2	14.9	14.1	15.6	15.8	13.6	15.2
7	6.9	5.6	6.5	6.3	6.2	5.9	6.6
8	4.9	4.7	4.6	4.6	5.1	4.1	5.5
9	5.0	3.8	4.7	4.8	4.8	4.2	4.8
10	4.9	4.4	4.7	4.4	4.8	4.3	4.7
11	4.4	4.2	5.2	4.5	4.8	4.2	4.4
12	5.0	4.2	5.5	4.3	4.7	4.3	4.2
13	4.5	4.5	5.2	4.8	4.7	4.6	4.3
14	6.1	5.8	7.3	6.0	6.3	5.5	5.6
15	8.7	8.6	9.5	8.2	8.2	8.0	8.7
16	5.9	5.2	4.9	4.9	5.1	4.2	5.6
17	5.6	5.1	4.8	4.7	4.7	4.1	5.7
18	5.7	5.0	4.7	4.6	4.7	4.3	5.6
19	6.3	5.8	4.7	5.5	5.1	4.7	5.2
20	8.3	10.3	8.3	8.0	8.0	7.8	8.9
21	11.4	11.8	9.2	9.8	9.8	10.4	11.6
22	10.8	10.7	8.2	10.0	8.2	7.5	8.9
23	11.3	11.7	10.5	9.7	10.4	7.8	8.3
Avg.	7.2	8.4	7.7	7.9	7.9	7.4	7.1

4D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	7.2	9.4	10.4	10.9	9.3	9.7	6.7
1	5.6	8.4	10.8	10.0	9.3	8.0	5.4
2	6.4	9.1	12.2	14.0	9.5	9.1	5.8
3	7.9	11.2	15.6	18.5	15.2	10.1	6.5
4	9.4	14.1	19.6	19.3	15.3	15.0	7.4
5	19.6	19.3	25.7	23.9	27.7	22.8	16.9
6	18.5	18.7	24.7	23.0	24.0	19.7	21.5
7	12.7	10.9	10.7	9.4	10.0	10.3	13.9
8	8.4	5.9	5.2	5.7	6.3	6.4	7.9
9	6.8	5.8	5.5	5.2	6.1	6.3	6.6
10	6.9	6.9	5.6	5.3	6.4	6.2	6.4
11	6.2	5.4	5.8	5.2	5.8	6.1	5.8
12	7.1	5.9	5.1	5.6	6.4	6.1	6.2
13	9.0	8.9	8.5	9.5	9.5	8.8	9.3
14	12.7	12.3	12.6	11.5	12.5	12.4	12.5
15	10.9	11.1	9.3	9.4	9.7	10.6	11.8
16	8.8	7.1	7.6	6.8	8.0	8.0	9.7
17	6.2	6.2	5.9	6.4	6.2	6.0	6.6
18	6.8	5.7	5.8	6.3	6.3	5.9	7.0
19	6.3	5.7	5.9	6.7	6.6	6.3	6.8
20	9.9	7.7	9.5	9.4	8.1	8.8	8.9
21	11.3	11.6	14.0	14.0	11.7	11.0	9.9
22	11.4	11.9	13.4	13.2	12.5	10.8	9.7
23	11.1	11.4	14.0	12.6	11.2	9.0	8.2
Avg.	9.5	9.6	11.0	10.9	10.6	9.7	9.0



5D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	8.7	9.7	10.9	10.4	11.0	10.2	7.5
1	6.7	8.0	8.9	8.1	8.1	7.3	5.7
2	7.1	10.2	11.8	10.6	8.8	8.9	7.1
3	7.6	9.2	12.9	12.7	11.4	13.5	7.5
4	11.2	13.3	16.6	14.6	12.7	12.4	8.6
5	25.8	23.2	26.5	25.8	27.6	24.5	23.6
6	15.7	14.4	15.2	17.5	15.4	15.0	17.5
7	10.5	7.4	7.4	7.3	9.7	7.9	8.6
8	8.4	5.9	6.0	5.9	7.2	6.2	7.8
9	7.5	5.9	6.0	4.9	6.2	5.6	6.3
10	6.9	5.9	5.4	5.4	6.6	5.8	5.8
11	6.3	5.5	6.0	5.8	6.8	5.3	5.6
12	5.8	5.6	5.5	5.3	6.3	6.4	6.4
13	6.2	6.0	5.6	5.1	5.9	5.5	5.9
14	12.1	10.5	11.8	13.5	12.7	11.3	11.5
15	9.3	7.7	6.9	8.3	8.3	7.4	8.0
16	5.8	4.7	4.6	5.7	5.4	5.1	5.8
17	5.5	4.4	4.5	5.7	5.1	5.6	5.5
18	5.4	4.8	4.6	5.7	4.9	4.6	5.3
19	5.9	5.2	4.7	6.3	5.7	5.2	5.7
20	10.7	9.5	8.9	10.9	10.2	10.0	12.1
21	12.6	9.6	9.6	10.6	11.4	10.0	11.4
22	9.9	9.9	9.7	12.2	10.3	8.8	10.1
23	12.8	13.0	12.6	12.7	11.8	8.6	10.5
Avg.	9.3	8.7	9.3	9.6	9.6	8.8	8.7

6D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	5.9	6.2	4.9	5.6	7.6	7.5	4.2
1	5.9	8.4	7.1	6.8	9.7	10.4	5.2
2	7.6	10.8	7.1	8.5	12.6	10.9	5.8
3	9.2	12.9	9.9	10.4	13.2	12.0	6.6
4	10.2	14.1	12.3	13.8	14.0	14.4	8.5
5	24.3	34.1	23.9	23.3	31.0	35.9	18.8
6	24.4	25.8	19.0	18.2	27.2	27.5	17.1
7	16.5	10.5	11.8	10.8	12.9	14.6	11.3
8	8.1	5.9	6.3	5.9	6.8	7.6	6.5
9	8.1	5.3	5.4	5.6	6.7	7.4	5.3
10	6.9	5.6	5.7	5.8	7.3	7.0	5.3
11	6.5	5.4	6.3	5.7	6.4	7.1	4.6
12	5.9	5.7	6.6	5.3	6.5	6.9	4.6
13	14.2	12.0	12.7	11.2	13.3	13.2	9.5
14	12.9	12.1	13.2	13.3	12.9	12.4	8.6
15	10.1	8.0	8.7	9.3	9.1	8.7	7.1
16	6.8	6.2	5.7	5.9	5.9	5.5	4.5
17	6.8	5.8	5.6	6.1	6.4	5.6	4.4
18	7.3	5.6	5.5	5.6	5.5	5.0	4.0
19	6.5	6.1	5.8	6.1	5.8	5.6	4.2
20	6.4	6.2	6.4	7.2	5.7	5.8	4.4
21	11.8	12.4	12.4	11.1	12.7	10.7	8.1
22	12.1	11.5	10.2	10.4	12.8	10.4	7.7
23	10.4	8.2	9.1	9.2	10.3	8.1	6.3
Avg.	10.2	10.2	9.2	9.2	10.9	10.8	7.2



7D							
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat
0	10.6	7.3	7.1	9.9	10.9	10.3	8.8
1	6.2	5.9	5.9	6.4	6.1	6.4	6.3
2	7.5	7.2	7.7	10.2	8.6	7.5	6.9
3	8.9	9.4	8.9	11.7	10.7	8.9	8.3
4	11.8	11.4	11.1	14.4	13.4	13.5	12.4
5	20.9	16.2	16.8	18.2	19.1	19.3	20.8
6	23.3	16.9	18.2	17.9	19.8	17.8	22.0
7	17.5	9.5	8.4	9.9	9.5	8.7	12.0
8	9.3	5.2	5.4	5.5	5.2	5.1	8.2
9	7.7	4.7	4.3	4.9	4.7	4.4	7.5
10	7.8	4.2	5.0	5.3	4.7	4.0	6.4
11	6.8	4.5	4.4	5.5	4.4	4.2	6.2
12	6.9	4.7	4.1	5.0	5.0	4.6	5.8
13	9.8	6.3	6.3	6.8	5.6	6.0	8.6
14	15.5	7.6	9.3	10.8	10.7	9.6	14.4
15	14.2	8.3	8.5	9.2	11.9	10.7	15.4
16	10.4	5.3	4.9	7.1	7.7	6.8	10.9
17	8.5	4.5	4.8	6.5	7.0	6.5	10.0
18	8.8	4.6	4.3	5.8	7.0	6.2	8.1
19	8.6	4.5	4.5	6.1	6.8	7.0	8.6
20	11.3	6.2	7.3	8.3	9.0	9.1	12.9
21	13.6	7.8	8.8	11.4	11.7	11.0	14.2
22	13.0	7.7	8.5	10.1	10.3	10.0	13.2
23	14.6	8.8	8.4	11.5	11.5	9.7	14.2
Avg.	11.4	7.4	7.6	9.1	9.2	8.6	10.9



Appendix E4: Patrol District Commander Survey

SPECIAL DETAIL DATA COLLECTION SURVEY - DISTRICT COMMANDERS

1) Please provide the following information:

Name:	
Rank:	
District:	

***Note: For all questions below, "primary patrol" refers to being assigned to a PSA/beat with primary responsibility to respond to community-generated calls for service**

2) Do primary patrol officers under your supervision provide supervision of arrestees or other police-involved individuals at local hospitals?

Please select yes or no from the dropdown in cell H15.

- a) If yes, please complete the following table by providing estimates regarding this task's frequency and duration for officers working primary patrol in your district. For each item, please enter a number representing your overall estimate in column K. If the frequency and/or duration of this task typically changes throughout a year, please enter estimates by month in column L through W.

	Overall Estimate	Monthly Estimates											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of times per week, on average, any number of primary patrol officers in your district are reassigned to supervising arrestees or other police-involved individuals at local hospitals													
Number of primary patrol officers, on average, committed to this task, per occurrence													
Time in hours, on average, that each committed primary patrol officer spends on this task per occurrence													

3) Do your district's primary patrol officers assist with HSB teletype requests during normal working hours?

Please select yes or no from the dropdown in cell H27.

- a) If yes, please complete the following table by providing estimates regarding this task's frequency and duration for officers working primary patrol in your district. For each item, please enter a number representing your overall estimate in column K. If the frequency and/or duration of this task typically changes throughout a year, please enter estimates by month in column L through W.

	Overall Estimate	Monthly Estimates											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of times per week, on average, any number of primary patrol officers assist with this during normal working hours													
Number of primary patrol officers, on average, committed to this task, per occurrence													
Time in hours, on average, each committed primary patrol officer spends on this task per occurrence													

4) Do your district's primary patrol officers assist with HSB teletype requests outside normal working hours?

Please select yes or no from the dropdown in cell H39.

If yes, please complete a and b below:

- a) Please complete the following table by providing estimates regarding this task's frequency and duration for officers working primary patrol in your district. For each item, please enter a number representing your overall estimate in column K. If the frequency and/or duration of this task typically changes throughout a year, please enter estimates by month in column L through W.

	Overall Estimate	Monthly Estimates											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of times per week, on average, any number of primary patrol officers assist with this outside normal working hours													
Number of primary patrol officers, on average, committed to this task, per occurrence													
Time, in hours, on average, each committed primary patrol officer spends on this task per occurrence													
Number of times per week, on average, overtime is requested by your district to assist with HSB needs													

b) Do overtime request related to assisting HSB impede primary patrol officers' availability or readiness to perform primary patrol responsibilities?

Please select yes or no from the dropdown in cell H53.

If yes, please select the frequency of total OT requests related to HSB that impede primary patrol officers' availability or readiness to perform primary patrol responsibilities in cell H55.



- 5) Do your district's primary patrol officers respond to calls for service at the New Beginnings Youth Development Center in Laurel, MD?

Please select yes or no from the dropdown in cell H59

- a) If yes, please complete the following table by providing estimates regarding this task's frequency and duration for officers working primary patrol in your district. For each item, please enter a number representing your overall estimate in column K. If the frequency and/or duration of this task typically changes throughout a year, please enter estimates by month in column L through W.

	Overall Estimate	Monthly Estimates											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of times this occurs per week, on average													
Number of primary patrol officers, on average, committed to this task, per occurrence													
Time in hours, on average, each committed primary patrol officer spends on this task per occurrence													



Appendix E5: Time on Community-Generated Call Time by Call Time by Call Category and PSA (All Times in Hours)⁵¹⁸

PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
101	Admin	194	1.6	40%	0.5	0.2	1.8	2.0	388
101	Alarms	686	0.7	3%	0.5	0.0	0.7	0.8	518
101	Disorder	2,880	0.9	6%	0.5	0.0	0.9	1.0	2,791
101	Domestic Violence	235	2.2	54%	0.5	0.3	2.4	2.7	633
101	Domestic-related	70	1.2	14%	0.5	0.1	1.3	1.4	101
101	Follow-up/Service	680	1.2	19%	0.5	0.1	1.3	1.4	984
101	Interpersonal-other	270	1.3	23%	0.5	0.1	1.4	1.5	407
101	Medical	103	1.2	32%	0.5	0.2	1.4	1.5	159
101	Mental	508	1.3	16%	0.5	0.1	1.4	1.5	755
101	Missing Persons	34	1.3	38%	0.5	0.2	1.5	1.7	58
101	Property	763	1.4	53%	0.5	0.3	1.6	1.8	1,363
101	Suspicious	203	1.0	16%	0.5	0.1	1.1	1.2	245
101	Traffic-related	966	1.1	32%	0.5	0.2	1.3	1.4	1,375
101	Vice	175	0.7	3%	0.5	0.0	0.7	0.8	136
101	Violence	749	2.5	42%	0.5	0.2	2.8	3.0	2,269
101	Total	8,518	1.2	21%	0.5	0.1	1.3	1.4	12,182
102	Admin	307	1.5	23%	0.5	0.1	1.6	1.7	531
102	Alarms	494	0.7	2%	0.5	0.0	0.7	0.7	361
102	Disorder	1,842	0.8	6%	0.5	0.0	0.9	0.9	1,736
102	Domestic Violence	261	2.2	65%	0.5	0.3	2.5	2.8	726
102	Domestic-related	83	1.4	24%	0.5	0.1	1.5	1.7	137
102	Follow-up/Service	1,118	1.1	15%	0.5	0.1	1.2	1.3	1,488
102	Interpersonal-other	231	1.0	20%	0.5	0.1	1.1	1.2	279
102	Medical	127	1.4	31%	0.5	0.2	1.6	1.8	224
102	Mental	514	1.5	17%	0.5	0.1	1.5	1.7	870
102	Missing Persons	90	2.3	48%	0.5	0.2	2.6	2.8	254
102	Property	579	1.4	45%	0.5	0.2	1.6	1.8	1,019
102	Suspicious	156	0.9	10%	0.5	0.1	0.9	1.0	159
102	Traffic-related	1,189	1.2	34%	0.5	0.2	1.4	1.5	1,787
102	Vice	43	0.7	14%	0.5	0.1	0.8	0.9	37
102	Violence	641	2.6	45%	0.5	0.2	2.8	3.1	1,990
102	Total	7,677	1.3	23%	0.5	0.1	1.4	1.5	11,599
103	Admin	127	1.4	28%	0.5	0.1	1.5	1.7	215
103	Alarms	322	0.7	1%	0.5	0.0	0.7	0.8	253
103	Disorder	960	1.0	9%	0.5	0.0	1.1	1.2	1,123
103	Domestic Violence	243	2.2	63%	0.5	0.3	2.5	2.8	669
103	Domestic-related	79	1.5	23%	0.5	0.1	1.7	1.8	144
103	Follow-up/Service	1,048	1.1	16%	0.5	0.1	1.2	1.4	1,419
103	Interpersonal-other	119	1.1	31%	0.5	0.2	1.2	1.3	160

⁵¹⁸ "Total Officer Time" is calculated as unit time, increased 10 percent based on the assumption that 10 percent of patrol units are two-officer units.



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
103	Medical	66	2.1	36%	0.5	0.2	2.2	2.5	163
103	Mental	261	1.5	22%	0.5	0.1	1.6	1.8	466
103	Missing Persons	61	2.5	44%	0.5	0.2	2.7	3.0	183
103	Property	395	1.3	45%	0.5	0.2	1.6	1.7	684
103	Suspicious	130	0.8	8%	0.5	0.0	0.9	1.0	126
103	Traffic-related	1,855	1.1	26%	0.5	0.1	1.2	1.3	2,454
103	Vice	20	0.8	11%	0.5	0.1	0.9	0.9	19
103	Violence	340	2.7	44%	0.5	0.2	2.9	3.2	1,103
103	Total	6,027	1.3	24%	0.5	0.1	1.4	1.5	9,181
104	Admin	163	1.5	31%	0.5	0.2	1.6	1.8	292
104	Alarms	925	0.7	3%	0.5	0.0	0.8	0.8	771
104	Disorder	1,684	0.8	7%	0.5	0.0	0.9	0.9	1,597
104	Domestic Violence	243	2.0	67%	0.5	0.3	2.3	2.5	617
104	Domestic-related	96	1.6	31%	0.5	0.2	1.8	2.0	189
104	Follow-up/Service	646	1.3	25%	0.5	0.1	1.4	1.6	1,023
104	Interpersonal-other	207	1.4	29%	0.5	0.1	1.5	1.7	345
104	Medical	85	2.4	41%	0.5	0.2	2.6	2.8	240
104	Mental	328	1.6	26%	0.5	0.1	1.8	1.9	632
104	Missing Persons	166	2.3	77%	0.5	0.4	2.7	2.9	489
104	Property	756	1.4	55%	0.5	0.3	1.7	1.9	1,401
104	Suspicious	226	0.9	16%	0.5	0.1	1.0	1.1	252
104	Traffic-related	769	1.1	27%	0.5	0.1	1.2	1.3	1,004
104	Vice	83	0.6	1%	0.5	0.0	0.6	0.6	53
104	Violence	570	2.7	46%	0.5	0.2	3.0	3.3	1,870
104	Total	6,949	1.3	26%	0.5	0.1	1.4	1.6	10,776
105	Admin	1,153	1.6	6%	0.5	0.0	1.6	1.8	2,080
105	Alarms	199	0.7	2%	0.5	0.0	0.7	0.7	147
105	Disorder	1,237	0.9	9%	0.5	0.0	0.9	1.0	1,264
105	Domestic Violence	441	2.0	67%	0.5	0.3	2.3	2.6	1,138
105	Domestic-related	140	1.7	25%	0.5	0.1	1.8	2.0	280
105	Follow-up/Service	785	1.4	25%	0.5	0.1	1.5	1.7	1,323
105	Interpersonal-other	152	1.3	29%	0.5	0.1	1.4	1.5	235
105	Medical	102	2.2	34%	0.5	0.2	2.4	2.6	264
105	Mental	312	1.9	21%	0.5	0.1	2.0	2.2	684
105	Missing Persons	92	2.8	65%	0.5	0.3	3.2	3.5	319
105	Property	436	1.4	50%	0.5	0.2	1.6	1.8	784
105	Suspicious	135	0.9	13%	0.5	0.1	1.0	1.1	146
105	Traffic-related	625	1.0	22%	0.5	0.1	1.1	1.2	762
105	Vice	53	0.7	4%	0.5	0.0	0.7	0.8	43
105	Violence	482	2.8	46%	0.5	0.2	3.0	3.3	1,609
105	Total	6,346	1.5	24%	0.5	0.1	1.6	1.7	11,078
106	Admin	270	1.9	34%	0.5	0.2	2.0	2.3	608
106	Alarms	1,189	0.7	2%	0.5	0.0	0.7	0.7	888
106	Disorder	2,659	0.8	7%	0.5	0.0	0.8	0.9	2,447
106	Domestic Violence	525	2.0	63%	0.5	0.3	2.3	2.5	1,310



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
106	Domestic-related	156	1.5	25%	0.5	0.1	1.6	1.8	283
106	Follow-up/Service	1,294	1.1	21%	0.5	0.1	1.2	1.4	1,779
106	Interpersonal-other	293	1.2	32%	0.5	0.2	1.3	1.4	424
106	Medical	113	1.7	35%	0.5	0.2	1.9	2.1	233
106	Mental	597	1.4	17%	0.5	0.1	1.4	1.6	948
106	Missing Persons	138	2.1	59%	0.5	0.3	2.4	2.6	359
106	Property	1,000	1.4	60%	0.5	0.3	1.7	1.9	1,920
106	Suspicious	391	1.0	17%	0.5	0.1	1.1	1.2	462
106	Traffic-related	1,813	1.1	30%	0.5	0.1	1.3	1.4	2,513
106	Vice	74	0.6	0%	0.5	0.0	0.6	0.6	47
106	Violence	854	2.9	49%	0.5	0.2	3.1	3.4	2,931
106	Total	11,368	1.2	25%	0.5	0.1	1.4	1.5	17,153
107	Admin	131	1.7	21%	0.5	0.1	1.8	2.0	256
107	Alarms	677	0.8	2%	0.5	0.0	0.8	0.9	588
107	Disorder	1,505	0.9	6%	0.5	0.0	0.9	1.0	1,559
107	Domestic Violence	273	2.0	71%	0.5	0.4	2.4	2.6	711
107	Domestic-related	81	1.7	22%	0.5	0.1	1.8	2.0	163
107	Follow-up/Service	673	1.5	24%	0.5	0.1	1.6	1.7	1,168
107	Interpersonal-other	182	1.3	25%	0.5	0.1	1.5	1.6	294
107	Medical	80	2.7	46%	0.5	0.2	2.9	3.2	257
107	Mental	377	1.5	19%	0.5	0.1	1.6	1.8	674
107	Missing Persons	53	1.8	58%	0.5	0.3	2.1	2.3	122
107	Property	576	1.6	53%	0.5	0.3	1.8	2.0	1,161
107	Suspicious	260	1.0	10%	0.5	0.1	1.1	1.2	309
107	Traffic-related	731	1.2	30%	0.5	0.2	1.3	1.5	1,067
107	Vice	70	0.7	4%	0.5	0.0	0.7	0.8	53
107	Violence	464	3.1	52%	0.5	0.3	3.4	3.7	1,727
107	Total	6,134	1.4	24%	0.5	0.1	1.5	1.6	10,109
108	Admin	62	1.4	21%	0.5	0.1	1.5	1.6	100
108	Alarms	539	0.8	1%	0.5	0.0	0.8	0.8	453
108	Disorder	694	0.8	6%	0.5	0.0	0.9	0.9	659
108	Domestic Violence	145	2.4	70%	0.5	0.3	2.7	3.0	431
108	Domestic-related	52	1.6	20%	0.5	0.1	1.7	1.8	96
108	Follow-up/Service	368	1.2	25%	0.5	0.1	1.4	1.5	548
108	Interpersonal-other	82	1.0	23%	0.5	0.1	1.1	1.2	102
108	Medical	65	1.5	17%	0.5	0.1	1.6	1.7	113
108	Mental	173	1.4	15%	0.5	0.1	1.4	1.6	275
108	Missing Persons	52	2.4	55%	0.5	0.3	2.7	3.0	156
108	Property	343	1.3	56%	0.5	0.3	1.6	1.7	599
108	Suspicious	239	0.8	8%	0.5	0.0	0.8	0.9	217
108	Traffic-related	503	1.0	28%	0.5	0.1	1.2	1.3	649
108	Vice	31	0.6	17%	0.5	0.1	0.7	0.8	25
108	Violence	246	3.6	52%	0.5	0.3	3.9	4.2	1,045
108	Total	3,595	1.3	23%	0.5	0.1	1.4	1.5	5,466
201	Admin	25	3.2	40%	0.5	0.2	3.4	3.8	94



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
201	Alarms	584	0.9	4%	0.5	0.0	0.9	1.0	599
201	Disorder	297	1.1	9%	0.5	0.0	1.2	1.3	382
201	Domestic Violence	56	3.0	67%	0.5	0.3	3.3	3.6	204
201	Domestic-related	37	1.7	36%	0.5	0.2	1.9	2.1	77
201	Follow-up/Service	229	1.8	41%	0.5	0.2	2.0	2.2	493
201	Interpersonal-other	28	1.2	25%	0.5	0.1	1.4	1.5	42
201	Medical	52	3.3	40%	0.5	0.2	3.5	3.8	200
201	Mental	110	2.7	38%	0.5	0.2	2.9	3.2	350
201	Missing Persons	34	3.5	68%	0.5	0.3	3.8	4.2	142
201	Property	244	1.5	61%	0.5	0.3	1.8	1.9	475
201	Suspicious	107	1.0	10%	0.5	0.0	1.0	1.1	120
201	Traffic-related	307	1.7	36%	0.5	0.2	1.9	2.0	626
201	Vice	5	0.8	0%	0.5	0.0	0.8	0.9	4
201	Violence	69	3.6	57%	0.5	0.3	3.9	4.3	297
201	Total	2,185	1.6	28%	0.5	0.1	1.7	1.9	4,104
202	Admin	74	2.1	15%	0.5	0.1	2.2	2.4	176
202	Alarms	774	0.8	4%	0.5	0.0	0.8	0.9	666
202	Disorder	922	1.1	6%	0.5	0.0	1.1	1.2	1,130
202	Domestic Violence	55	2.0	51%	0.5	0.3	2.3	2.5	139
202	Domestic-related	35	3.2	31%	0.5	0.2	3.3	3.7	128
202	Follow-up/Service	372	1.4	28%	0.5	0.1	1.6	1.7	647
202	Interpersonal-other	130	1.5	30%	0.5	0.2	1.7	1.8	240
202	Medical	44	2.0	34%	0.5	0.2	2.2	2.4	105
202	Mental	234	1.9	21%	0.5	0.1	2.0	2.3	528
202	Missing Persons	31	2.0	60%	0.5	0.3	2.3	2.5	78
202	Property	378	1.4	58%	0.5	0.3	1.7	1.9	704
202	Suspicious	141	1.2	12%	0.5	0.1	1.3	1.4	197
202	Traffic-related	482	1.3	37%	0.5	0.2	1.5	1.6	773
202	Vice	46	0.7	5%	0.5	0.0	0.7	0.7	34
202	Violence	238	2.7	46%	0.5	0.2	2.9	3.2	760
202	Total	3,957	1.3	22%	0.5	0.1	1.4	1.6	6,306
203	Admin	73	2.0	27%	0.5	0.1	2.2	2.4	175
203	Alarms	509	0.8	3%	0.5	0.0	0.8	0.9	468
203	Disorder	1,021	1.0	6%	0.5	0.0	1.1	1.2	1,187
203	Domestic Violence	204	2.9	66%	0.5	0.3	3.2	3.5	720
203	Domestic-related	87	2.0	28%	0.5	0.1	2.2	2.4	208
203	Follow-up/Service	548	1.6	36%	0.5	0.2	1.7	1.9	1,050
203	Interpersonal-other	118	1.5	33%	0.5	0.2	1.7	1.8	217
203	Medical	45	3.0	55%	0.5	0.3	3.3	3.6	164
203	Mental	190	2.0	25%	0.5	0.1	2.2	2.4	455
203	Missing Persons	52	3.8	64%	0.5	0.3	4.1	4.5	234
203	Property	515	1.5	60%	0.5	0.3	1.8	1.9	1,003
203	Suspicious	179	1.0	13%	0.5	0.1	1.1	1.2	218
203	Traffic-related	660	1.1	27%	0.5	0.1	1.3	1.4	915
203	Vice	20	0.7	10%	0.5	0.1	0.8	0.8	17



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203	Violence	214	4.8	54%	0.5	0.3	5.1	5.6	1,203
203	Total	4,437	1.5	28%	0.5	0.1	1.7	1.9	8,232
204	Admin	718	2.1	6%	0.5	0.0	2.2	2.4	1,704
204	Alarms	865	0.8	2%	0.5	0.0	0.8	0.9	770
204	Disorder	1,665	1.0	6%	0.5	0.0	1.0	1.1	1,812
204	Domestic Violence	246	2.3	67%	0.5	0.3	2.6	2.9	717
204	Domestic-related	104	1.7	31%	0.5	0.2	1.9	2.1	215
204	Follow-up/Service	767	1.6	34%	0.5	0.2	1.7	1.9	1,451
204	Interpersonal-other	196	1.3	22%	0.5	0.1	1.4	1.5	298
204	Medical	81	3.1	35%	0.5	0.2	3.3	3.6	293
204	Mental	378	2.1	31%	0.5	0.2	2.3	2.5	940
204	Missing Persons	69	2.2	71%	0.5	0.4	2.6	2.8	195
204	Property	518	1.4	52%	0.5	0.3	1.7	1.8	947
204	Suspicious	248	1.1	12%	0.5	0.1	1.1	1.2	310
204	Traffic-related	824	1.0	24%	0.5	0.1	1.2	1.3	1,054
204	Vice	22	1.8	14%	0.5	0.1	1.9	2.1	45
204	Violence	222	3.0	55%	0.5	0.3	3.3	3.6	800
204	Total	6,925	1.4	21%	0.5	0.1	1.5	1.7	11,550
205	Admin	82	2.0	22%	0.5	0.1	2.1	2.3	190
205	Alarms	1,014	0.9	3%	0.5	0.0	0.9	1.0	1,023
205	Disorder	463	1.1	9%	0.5	0.0	1.1	1.2	577
205	Domestic Violence	90	2.7	72%	0.5	0.4	3.0	3.3	301
205	Domestic-related	38	1.8	29%	0.5	0.1	2.0	2.2	83
205	Follow-up/Service	438	1.6	28%	0.5	0.1	1.7	1.9	829
205	Interpersonal-other	44	1.9	50%	0.5	0.3	2.2	2.4	106
205	Medical	37	2.8	38%	0.5	0.2	2.9	3.2	120
205	Mental	139	1.5	23%	0.5	0.1	1.7	1.8	254
205	Missing Persons	28	5.3	39%	0.5	0.2	5.5	6.1	170
205	Property	168	1.8	65%	0.5	0.3	2.2	2.4	400
205	Suspicious	137	1.2	14%	0.5	0.1	1.2	1.4	187
205	Traffic-related	529	1.4	30%	0.5	0.2	1.6	1.7	904
205	Vice	8	1.0	14%	0.5	0.1	1.1	1.2	10
205	Violence	86	2.8	59%	0.5	0.3	3.1	3.4	293
205	Total	3,302	1.4	22%	0.5	0.1	1.5	1.6	5,447
206	Admin	122	1.5	30%	0.5	0.1	1.6	1.8	221
206	Alarms	1,514	0.6	3%	0.5	0.0	0.7	0.7	1,104
206	Disorder	1,582	0.9	4%	0.5	0.0	0.9	1.0	1,587
206	Domestic Violence	66	2.2	58%	0.5	0.3	2.5	2.7	181
206	Domestic-related	29	1.9	24%	0.5	0.1	2.1	2.3	66
206	Follow-up/Service	579	1.4	19%	0.5	0.1	1.5	1.6	936
206	Interpersonal-other	168	1.2	20%	0.5	0.1	1.3	1.5	244
206	Medical	43	2.5	40%	0.5	0.2	2.7	3.0	127
206	Mental	292	1.5	18%	0.5	0.1	1.6	1.8	513
206	Missing Persons	50	3.4	54%	0.5	0.3	3.7	4.1	204
206	Property	625	1.5	55%	0.5	0.3	1.8	2.0	1,220



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206	Suspicious	256	1.0	11%	0.5	0.1	1.1	1.2	306
206	Traffic-related	995	0.9	25%	0.5	0.1	1.1	1.2	1,173
206	Vice	23	1.0	14%	0.5	0.1	1.1	1.2	27
206	Violence	315	3.2	53%	0.5	0.3	3.5	3.8	1,203
206	Total	6,659	1.2	18%	0.5	0.1	1.2	1.4	9,113
207	Admin	296	1.7	24%	0.5	0.1	1.8	2.0	602
207	Alarms	1,412	0.7	2%	0.5	0.0	0.7	0.8	1,144
207	Disorder	3,382	0.9	5%	0.5	0.0	0.9	1.0	3,418
207	Domestic Violence	160	2.3	54%	0.5	0.3	2.5	2.8	449
207	Domestic-related	89	1.3	15%	0.5	0.1	1.4	1.5	137
207	Follow-up/Service	1,120	1.1	16%	0.5	0.1	1.2	1.3	1,506
207	Interpersonal-other	365	1.2	22%	0.5	0.1	1.3	1.4	508
207	Medical	118	2.2	35%	0.5	0.2	2.4	2.7	314
207	Mental	594	1.4	17%	0.5	0.1	1.5	1.7	995
207	Missing Persons	73	1.4	37%	0.5	0.2	1.6	1.7	125
207	Property	1,112	1.3	47%	0.5	0.2	1.5	1.7	1,858
207	Suspicious	264	1.2	12%	0.5	0.1	1.2	1.4	359
207	Traffic-related	2,093	1.0	30%	0.5	0.1	1.2	1.3	2,685
207	Vice	42	1.7	37%	0.5	0.2	1.9	2.1	89
207	Violence	693	2.4	47%	0.5	0.2	2.6	2.9	1,994
207	Total	11,814	1.1	20%	0.5	0.1	1.2	1.4	16,183
208	Admin	173	2.0	32%	0.5	0.2	2.1	2.4	408
208	Alarms	1,652	0.7	3%	0.5	0.0	0.7	0.8	1,310
208	Disorder	2,356	0.9	6%	0.5	0.0	0.9	1.0	2,352
208	Domestic Violence	192	2.2	65%	0.5	0.3	2.5	2.7	527
208	Domestic-related	69	1.6	16%	0.5	0.1	1.7	1.9	131
208	Follow-up/Service	831	1.3	25%	0.5	0.1	1.4	1.6	1,316
208	Interpersonal-other	245	1.3	27%	0.5	0.1	1.4	1.5	375
208	Medical	126	2.3	44%	0.5	0.2	2.5	2.8	353
208	Mental	597	1.3	19%	0.5	0.1	1.4	1.5	921
208	Missing Persons	39	1.4	41%	0.5	0.2	1.6	1.8	71
208	Property	899	1.4	52%	0.5	0.3	1.7	1.8	1,649
208	Suspicious	274	1.0	13%	0.5	0.1	1.1	1.2	328
208	Traffic-related	1,467	1.0	28%	0.5	0.1	1.1	1.2	1,776
208	Vice	55	0.5	0%	0.5	0.0	0.5	0.6	33
208	Violence	675	2.8	48%	0.5	0.2	3.0	3.3	2,258
208	Total	9,651	1.2	22%	0.5	0.1	1.3	1.4	13,808
209	Admin	129	1.5	23%	0.5	0.1	1.6	1.8	227
209	Alarms	789	0.8	2%	0.5	0.0	0.8	0.9	701
209	Disorder	2,549	0.9	4%	0.5	0.0	0.9	1.0	2,536
209	Domestic Violence	94	2.2	53%	0.5	0.3	2.5	2.7	256
209	Domestic-related	47	1.0	6%	0.5	0.0	1.0	1.1	52
209	Follow-up/Service	662	1.3	14%	0.5	0.1	1.4	1.5	1,009
209	Interpersonal-other	262	1.2	19%	0.5	0.1	1.3	1.4	364
209	Medical	70	1.5	33%	0.5	0.2	1.6	1.8	124



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209	Mental	486	1.3	13%	0.5	0.1	1.4	1.6	754
209	Missing Persons	25	2.0	46%	0.5	0.2	2.2	2.4	61
209	Property	960	1.4	44%	0.5	0.2	1.6	1.8	1,688
209	Suspicious	192	1.1	17%	0.5	0.1	1.1	1.3	243
209	Traffic-related	925	1.2	32%	0.5	0.2	1.4	1.5	1,410
209	Vice	43	0.7	7%	0.5	0.0	0.7	0.8	33
209	Violence	588	2.6	49%	0.5	0.2	2.8	3.1	1,817
209	Total	7,823	1.2	19%	0.5	0.1	1.3	1.4	11,275
301	Admin	652	1.8	4%	0.5	0.0	1.8	2.0	1,327
301	Alarms	587	0.6	2%	0.5	0.0	0.7	0.7	422
301	Disorder	1,114	0.8	6%	0.5	0.0	0.8	0.9	1,018
301	Domestic Violence	185	1.5	61%	0.5	0.3	1.8	2.0	372
301	Domestic-related	44	1.3	20%	0.5	0.1	1.4	1.5	66
301	Follow-up/Service	427	1.3	30%	0.5	0.2	1.4	1.6	673
301	Interpersonal-other	118	1.0	24%	0.5	0.1	1.1	1.2	145
301	Medical	60	2.1	39%	0.5	0.2	2.3	2.6	154
301	Mental	225	1.4	29%	0.5	0.1	1.6	1.7	388
301	Missing Persons	23	2.7	32%	0.5	0.2	2.8	3.1	71
301	Property	443	1.2	56%	0.5	0.3	1.5	1.7	735
301	Suspicious	181	1.0	14%	0.5	0.1	1.1	1.2	212
301	Traffic-related	749	0.9	21%	0.5	0.1	1.0	1.1	798
301	Vice	29	0.6	0%	0.5	0.0	0.6	0.7	21
301	Violence	270	2.6	50%	0.5	0.3	2.9	3.2	860
301	Total	5,109	1.2	21%	0.5	0.1	1.3	1.4	7,261
302	Admin	188	2.1	36%	0.5	0.2	2.3	2.6	482
302	Alarms	848	0.7	2%	0.5	0.0	0.7	0.8	672
302	Disorder	2,569	0.8	8%	0.5	0.0	0.9	1.0	2,453
302	Domestic Violence	525	2.2	69%	0.5	0.3	2.5	2.8	1,470
302	Domestic-related	145	1.5	29%	0.5	0.1	1.6	1.8	257
302	Follow-up/Service	1,007	1.4	30%	0.5	0.1	1.5	1.7	1,673
302	Interpersonal-other	293	1.2	32%	0.5	0.2	1.4	1.5	443
302	Medical	138	2.6	48%	0.5	0.2	2.8	3.1	427
302	Mental	428	1.8	27%	0.5	0.1	1.9	2.1	894
302	Missing Persons	102	2.2	60%	0.5	0.3	2.5	2.7	280
302	Property	934	1.4	44%	0.5	0.2	1.6	1.7	1,633
302	Suspicious	253	1.1	11%	0.5	0.1	1.1	1.2	310
302	Traffic-related	870	1.0	25%	0.5	0.1	1.1	1.2	1,033
302	Vice	145	0.5	6%	0.5	0.0	0.6	0.6	92
302	Violence	885	2.8	50%	0.5	0.3	3.0	3.3	2,926
302	Total	9,332	1.3	26%	0.5	0.1	1.5	1.6	15,045
303	Admin	104	1.5	30%	0.5	0.2	1.6	1.8	189
303	Alarms	623	0.6	2%	0.5	0.0	0.6	0.7	445
303	Disorder	1,900	0.8	7%	0.5	0.0	0.8	0.9	1,710
303	Domestic Violence	212	2.0	66%	0.5	0.3	2.4	2.6	552
303	Domestic-related	67	1.6	20%	0.5	0.1	1.7	1.9	127



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
303	Follow-up/Service	636	1.3	30%	0.5	0.2	1.4	1.6	1,010
303	Interpersonal-other	183	1.0	22%	0.5	0.1	1.1	1.3	230
303	Medical	71	2.1	48%	0.5	0.2	2.3	2.6	182
303	Mental	373	1.3	23%	0.5	0.1	1.5	1.6	600
303	Missing Persons	35	2.0	64%	0.5	0.3	2.4	2.6	91
303	Property	666	1.3	52%	0.5	0.3	1.6	1.8	1,179
303	Suspicious	221	0.8	13%	0.5	0.1	0.9	1.0	220
303	Traffic-related	853	0.8	18%	0.5	0.1	0.9	1.0	836
303	Vice	93	0.5	3%	0.5	0.0	0.6	0.6	57
303	Violence	454	2.4	45%	0.5	0.2	2.6	2.9	1,302
303	Total	6,492	1.1	22%	0.5	0.1	1.2	1.3	8,728
304	Admin	92	1.8	30%	0.5	0.2	2.0	2.2	201
304	Alarms	388	0.7	2%	0.5	0.0	0.7	0.8	304
304	Disorder	1,340	0.8	6%	0.5	0.0	0.8	0.9	1,192
304	Domestic Violence	280	1.8	66%	0.5	0.3	2.2	2.4	665
304	Domestic-related	110	1.3	24%	0.5	0.1	1.4	1.6	175
304	Follow-up/Service	571	1.5	28%	0.5	0.1	1.6	1.8	1,001
304	Interpersonal-other	122	1.0	31%	0.5	0.2	1.2	1.3	161
304	Medical	64	2.2	57%	0.5	0.3	2.5	2.8	178
304	Mental	330	1.6	26%	0.5	0.1	1.7	1.9	612
304	Missing Persons	61	1.9	70%	0.5	0.4	2.3	2.5	153
304	Property	482	1.3	53%	0.5	0.3	1.5	1.7	806
304	Suspicious	178	1.3	11%	0.5	0.1	1.3	1.4	256
304	Traffic-related	806	1.1	31%	0.5	0.2	1.2	1.4	1,107
304	Vice	78	0.5	5%	0.5	0.0	0.6	0.6	48
304	Violence	447	2.8	52%	0.5	0.3	3.0	3.3	1,488
304	Total	5,351	1.3	27%	0.5	0.1	1.4	1.6	8,348
305	Admin	224	1.7	35%	0.5	0.2	1.9	2.0	457
305	Alarms	740	0.7	3%	0.5	0.0	0.8	0.8	611
305	Disorder	2,115	0.7	6%	0.5	0.0	0.8	0.8	1,791
305	Domestic Violence	124	1.6	53%	0.5	0.3	1.9	2.1	258
305	Domestic-related	53	1.6	29%	0.5	0.1	1.7	1.9	100
305	Follow-up/Service	542	1.2	24%	0.5	0.1	1.3	1.5	790
305	Interpersonal-other	164	1.1	17%	0.5	0.1	1.2	1.3	208
305	Medical	108	1.4	40%	0.5	0.2	1.6	1.7	189
305	Mental	397	1.2	20%	0.5	0.1	1.3	1.4	571
305	Missing Persons	31	1.5	42%	0.5	0.2	1.7	1.9	57
305	Property	1,144	1.3	53%	0.5	0.3	1.5	1.7	1,921
305	Suspicious	306	0.9	17%	0.5	0.1	1.0	1.1	342
305	Traffic-related	1,178	0.9	28%	0.5	0.1	1.0	1.1	1,292
305	Vice	54	0.6	6%	0.5	0.0	0.7	0.7	40
305	Violence	699	2.5	45%	0.5	0.2	2.8	3.1	2,136
305	Total	7,881	1.1	24%	0.5	0.1	1.2	1.4	10,763
306	Admin	216	1.7	20%	0.5	0.1	1.8	2.0	425
306	Alarms	447	0.7	2%	0.5	0.0	0.7	0.8	357



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
306	Disorder	788	0.9	7%	0.5	0.0	0.9	1.0	790
306	Domestic Violence	169	2.3	72%	0.5	0.4	2.7	2.9	493
306	Domestic-related	71	1.9	38%	0.5	0.2	2.1	2.3	161
306	Follow-up/Service	499	1.5	26%	0.5	0.1	1.6	1.8	874
306	Interpersonal-other	100	1.2	26%	0.5	0.1	1.3	1.4	142
306	Medical	51	2.0	34%	0.5	0.2	2.2	2.4	124
306	Mental	263	1.9	29%	0.5	0.1	2.1	2.3	595
306	Missing Persons	41	2.1	56%	0.5	0.3	2.4	2.6	108
306	Property	403	1.5	57%	0.5	0.3	1.7	1.9	773
306	Suspicious	185	1.1	12%	0.5	0.1	1.2	1.3	243
306	Traffic-related	537	1.1	37%	0.5	0.2	1.3	1.4	754
306	Vice	58	0.6	2%	0.5	0.0	0.6	0.7	41
306	Violence	478	2.9	54%	0.5	0.3	3.2	3.5	1,662
306	Total	4,308	1.4	29%	0.5	0.1	1.6	1.8	7,541
307	Admin	133	1.5	30%	0.5	0.2	1.6	1.8	239
307	Alarms	1,015	0.7	2%	0.5	0.0	0.7	0.8	778
307	Disorder	2,347	0.8	6%	0.5	0.0	0.8	0.9	2,056
307	Domestic Violence	282	2.2	55%	0.5	0.3	2.4	2.7	758
307	Domestic-related	120	1.6	25%	0.5	0.1	1.7	1.9	228
307	Follow-up/Service	744	1.4	25%	0.5	0.1	1.5	1.6	1,212
307	Interpersonal-other	262	1.1	20%	0.5	0.1	1.2	1.3	333
307	Medical	103	1.9	45%	0.5	0.2	2.2	2.4	245
307	Mental	458	1.5	20%	0.5	0.1	1.6	1.7	795
307	Missing Persons	68	2.2	58%	0.5	0.3	2.5	2.7	184
307	Property	875	1.3	56%	0.5	0.3	1.6	1.7	1,531
307	Suspicious	326	0.9	13%	0.5	0.1	1.0	1.1	363
307	Traffic-related	988	1.1	32%	0.5	0.2	1.3	1.4	1,383
307	Vice	164	0.6	2%	0.5	0.0	0.6	0.6	106
307	Violence	584	2.3	46%	0.5	0.2	2.5	2.7	1,596
307	Total	8,471	1.2	23%	0.5	0.1	1.3	1.4	11,808
308	Admin	150	2.0	26%	0.5	0.1	2.1	2.4	354
308	Alarms	632	0.7	2%	0.5	0.0	0.7	0.8	486
308	Disorder	1,745	0.8	6%	0.5	0.0	0.8	0.9	1,520
308	Domestic Violence	363	2.2	69%	0.5	0.3	2.5	2.8	1,007
308	Domestic-related	90	1.5	28%	0.5	0.1	1.7	1.8	166
308	Follow-up/Service	699	1.2	23%	0.5	0.1	1.4	1.5	1,041
308	Interpersonal-other	154	1.0	25%	0.5	0.1	1.1	1.2	190
308	Medical	81	2.1	36%	0.5	0.2	2.3	2.5	204
308	Mental	360	1.5	16%	0.5	0.1	1.5	1.7	607
308	Missing Persons	76	2.4	54%	0.5	0.3	2.6	2.9	221
308	Property	666	1.4	51%	0.5	0.3	1.7	1.8	1,211
308	Suspicious	244	0.9	13%	0.5	0.1	0.9	1.0	250
308	Traffic-related	1,337	1.1	32%	0.5	0.2	1.3	1.4	1,878
308	Vice	106	0.5	7%	0.5	0.0	0.6	0.6	68
308	Violence	551	2.9	50%	0.5	0.2	3.2	3.5	1,925



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308	Total	7,256	1.3	25%	0.5	0.1	1.4	1.5	11,129
401	Admin	65	1.6	35%	0.5	0.2	1.8	2.0	130
401	Alarms	825	0.8	2%	0.5	0.0	0.8	0.9	720
401	Disorder	1,143	0.9	10%	0.5	0.0	1.0	1.0	1,198
401	Domestic Violence	243	2.1	68%	0.5	0.3	2.4	2.6	644
401	Domestic-related	95	1.8	29%	0.5	0.1	2.0	2.2	208
401	Follow-up/Service	592	1.4	29%	0.5	0.1	1.6	1.7	1,036
401	Interpersonal-other	130	1.1	25%	0.5	0.1	1.2	1.3	170
401	Medical	63	2.7	43%	0.5	0.2	3.0	3.2	205
401	Mental	211	1.7	22%	0.5	0.1	1.8	2.0	418
401	Missing Persons	55	2.0	67%	0.5	0.3	2.4	2.6	144
401	Property	550	1.4	64%	0.5	0.3	1.7	1.9	1,039
401	Suspicious	247	1.0	15%	0.5	0.1	1.0	1.2	284
401	Traffic-related	696	1.2	34%	0.5	0.2	1.3	1.5	1,020
401	Vice	42	0.5	5%	0.5	0.0	0.6	0.6	25
401	Violence	322	2.2	54%	0.5	0.3	2.5	2.8	891
401	Total	5,281	1.3	28%	0.5	0.1	1.4	1.5	8,132
402	Admin	952	1.9	4%	0.5	0.0	1.9	2.1	1,983
402	Alarms	517	0.7	1%	0.5	0.0	0.7	0.8	397
402	Disorder	1,156	0.7	7%	0.5	0.0	0.8	0.9	994
402	Domestic Violence	332	2.1	76%	0.5	0.4	2.5	2.8	922
402	Domestic-related	90	1.6	34%	0.5	0.2	1.8	2.0	179
402	Follow-up/Service	615	1.5	23%	0.5	0.1	1.6	1.8	1,093
402	Interpersonal-other	150	1.0	24%	0.5	0.1	1.1	1.2	184
402	Medical	88	2.1	44%	0.5	0.2	2.3	2.5	221
402	Mental	177	1.9	32%	0.5	0.2	2.0	2.2	397
402	Missing Persons	64	2.2	57%	0.5	0.3	2.5	2.8	178
402	Property	525	1.3	49%	0.5	0.2	1.5	1.6	865
402	Suspicious	167	0.9	10%	0.5	0.0	0.9	1.0	166
402	Traffic-related	707	1.1	34%	0.5	0.2	1.3	1.4	977
402	Vice	45	0.5	8%	0.5	0.0	0.6	0.6	28
402	Violence	434	2.3	48%	0.5	0.2	2.6	2.8	1,229
402	Total	6,021	1.4	24%	0.5	0.1	1.5	1.6	9,813
403	Admin	113	1.9	36%	0.5	0.2	2.1	2.3	257
403	Alarms	588	0.7	3%	0.5	0.0	0.7	0.8	450
403	Disorder	1,559	0.7	7%	0.5	0.0	0.8	0.9	1,342
403	Domestic Violence	436	2.2	71%	0.5	0.4	2.6	2.8	1,232
403	Domestic-related	125	1.4	26%	0.5	0.1	1.5	1.7	210
403	Follow-up/Service	643	1.5	33%	0.5	0.2	1.7	1.9	1,190
403	Interpersonal-other	123	1.2	27%	0.5	0.1	1.3	1.4	175
403	Medical	87	2.7	47%	0.5	0.2	2.9	3.2	281
403	Mental	211	1.8	32%	0.5	0.2	2.0	2.2	456
403	Missing Persons	78	3.4	67%	0.5	0.3	3.8	4.2	325
403	Property	488	1.3	58%	0.5	0.3	1.6	1.8	855
403	Suspicious	212	0.9	13%	0.5	0.1	1.0	1.1	228



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403	Traffic-related	736	1.1	31%	0.5	0.2	1.3	1.4	1,030
403	Vice	126	0.5	1%	0.5	0.0	0.5	0.6	75
403	Violence	503	3.6	57%	0.5	0.3	3.8	4.2	2,128
403	Total	6,029	1.4	29%	0.5	0.1	1.5	1.7	10,233
404	Admin	129	1.9	33%	0.5	0.2	2.0	2.3	291
404	Alarms	809	0.8	4%	0.5	0.0	0.8	0.9	739
404	Disorder	2,196	0.9	7%	0.5	0.0	0.9	1.0	2,240
404	Domestic Violence	424	1.9	63%	0.5	0.3	2.2	2.5	1,047
404	Domestic-related	107	1.8	33%	0.5	0.2	2.0	2.2	230
404	Follow-up/Service	746	1.1	22%	0.5	0.1	1.2	1.4	1,023
404	Interpersonal-other	185	1.2	30%	0.5	0.1	1.3	1.5	270
404	Medical	90	3.1	58%	0.5	0.3	3.4	3.7	335
404	Mental	291	2.0	31%	0.5	0.2	2.2	2.4	705
404	Missing Persons	63	3.3	71%	0.5	0.4	3.7	4.1	256
404	Property	792	1.4	56%	0.5	0.3	1.7	1.8	1,441
404	Suspicious	236	1.0	14%	0.5	0.1	1.1	1.2	282
404	Traffic-related	695	1.2	27%	0.5	0.1	1.3	1.4	999
404	Vice	173	0.6	6%	0.5	0.0	0.6	0.7	116
404	Violence	494	2.7	57%	0.5	0.3	3.0	3.3	1,613
404	Total	7,432	1.3	25%	0.5	0.1	1.4	1.6	11,587
405	Admin	223	2.2	24%	0.5	0.1	2.3	2.6	569
405	Alarms	596	0.9	3%	0.5	0.0	0.9	1.0	575
405	Disorder	1,103	1.0	12%	0.5	0.1	1.1	1.2	1,330
405	Domestic Violence	577	2.1	69%	0.5	0.3	2.4	2.6	1,524
405	Domestic-related	162	1.7	31%	0.5	0.2	1.9	2.1	333
405	Follow-up/Service	1,016	1.4	28%	0.5	0.1	1.6	1.7	1,763
405	Interpersonal-other	161	1.5	38%	0.5	0.2	1.7	1.9	302
405	Medical	94	3.3	51%	0.5	0.3	3.5	3.9	365
405	Mental	419	2.7	37%	0.5	0.2	2.9	3.2	1,351
405	Missing Persons	141	2.2	61%	0.5	0.3	2.5	2.8	393
405	Property	537	1.5	58%	0.5	0.3	1.8	1.9	1,038
405	Suspicious	225	0.8	11%	0.5	0.1	0.9	1.0	215
405	Traffic-related	956	1.4	38%	0.5	0.2	1.5	1.7	1,626
405	Vice	44	0.9	5%	0.5	0.0	0.9	1.0	42
405	Violence	642	3.0	53%	0.5	0.3	3.3	3.6	2,309
405	Total	6,898	1.6	34%	0.5	0.2	1.8	2.0	13,735
406	Admin	111	1.8	40%	0.5	0.2	2.0	2.2	245
406	Alarms	808	0.9	2%	0.5	0.0	0.9	1.0	822
406	Disorder	965	0.9	9%	0.5	0.0	1.0	1.1	1,044
406	Domestic Violence	367	2.5	74%	0.5	0.4	2.8	3.1	1,141
406	Domestic-related	132	1.7	39%	0.5	0.2	1.9	2.1	276
406	Follow-up/Service	683	1.6	33%	0.5	0.2	1.7	1.9	1,298
406	Interpersonal-other	113	1.1	34%	0.5	0.2	1.3	1.4	162
406	Medical	59	2.8	45%	0.5	0.2	3.0	3.3	194
406	Mental	264	2.3	35%	0.5	0.2	2.5	2.8	730



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406	Missing Persons	82	2.6	75%	0.5	0.4	2.9	3.2	265
406	Property	729	1.4	53%	0.5	0.3	1.7	1.9	1,365
406	Suspicious	191	1.0	11%	0.5	0.1	1.0	1.1	211
406	Traffic-related	749	1.4	39%	0.5	0.2	1.5	1.7	1,276
406	Vice	14	1.0	8%	0.5	0.0	1.1	1.2	16
406	Violence	358	3.2	59%	0.5	0.3	3.5	3.8	1,377
406	Total	5,627	1.5	32%	0.5	0.2	1.7	1.9	10,422
407	Admin	89	1.6	28%	0.5	0.1	1.7	1.9	170
407	Alarms	712	0.8	2%	0.5	0.0	0.8	0.9	621
407	Disorder	1,012	0.9	7%	0.5	0.0	0.9	1.0	1,029
407	Domestic Violence	325	2.3	73%	0.5	0.4	2.7	3.0	970
407	Domestic-related	127	1.7	34%	0.5	0.2	1.9	2.1	267
407	Follow-up/Service	570	1.5	31%	0.5	0.2	1.7	1.9	1,061
407	Interpersonal-other	122	1.2	37%	0.5	0.2	1.4	1.5	188
407	Medical	75	2.9	49%	0.5	0.2	3.2	3.5	262
407	Mental	200	2.0	28%	0.5	0.1	2.1	2.3	466
407	Missing Persons	66	4.2	72%	0.5	0.4	4.6	5.0	333
407	Property	406	1.7	59%	0.5	0.3	2.0	2.2	881
407	Suspicious	216	1.0	13%	0.5	0.1	1.1	1.2	257
407	Traffic-related	709	1.3	35%	0.5	0.2	1.5	1.7	1,189
407	Vice	37	0.6	0%	0.5	0.0	0.6	0.7	26
407	Violence	417	3.5	59%	0.5	0.3	3.8	4.2	1,752
407	Total	5,085	1.5	30%	0.5	0.1	1.7	1.9	9,472
408	Admin	70	1.9	46%	0.5	0.2	2.2	2.4	167
408	Alarms	167	0.8	2%	0.5	0.0	0.8	0.9	156
408	Disorder	1,005	0.9	8%	0.5	0.0	0.9	1.0	1,001
408	Domestic Violence	225	2.0	61%	0.5	0.3	2.3	2.6	574
408	Domestic-related	53	1.8	30%	0.5	0.2	2.0	2.2	116
408	Follow-up/Service	344	1.5	35%	0.5	0.2	1.6	1.8	623
408	Interpersonal-other	67	1.2	30%	0.5	0.1	1.4	1.5	102
408	Medical	48	2.3	48%	0.5	0.2	2.5	2.8	134
408	Mental	158	2.0	36%	0.5	0.2	2.2	2.4	374
408	Missing Persons	35	2.0	69%	0.5	0.3	2.3	2.6	90
408	Property	293	1.4	57%	0.5	0.3	1.7	1.9	549
408	Suspicious	108	0.8	11%	0.5	0.1	0.9	0.9	101
408	Traffic-related	514	1.1	27%	0.5	0.1	1.2	1.3	680
408	Vice	110	0.6	0%	0.5	0.0	0.6	0.7	77
408	Violence	275	2.9	51%	0.5	0.3	3.2	3.5	963
408	Total	3,473	1.4	28%	0.5	0.1	1.5	1.6	5,708
409	Admin	67	2.4	29%	0.5	0.1	2.5	2.8	187
409	Alarms	406	0.8	2%	0.5	0.0	0.8	0.8	341
409	Disorder	1,196	0.8	6%	0.5	0.0	0.8	0.9	1,097
409	Domestic Violence	190	2.1	64%	0.5	0.3	2.4	2.6	498
409	Domestic-related	65	1.5	23%	0.5	0.1	1.6	1.7	113
409	Follow-up/Service	360	1.4	29%	0.5	0.1	1.5	1.7	605



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
409	Interpersonal-other	92	1.3	30%	0.5	0.2	1.5	1.6	152
409	Medical	47	2.7	67%	0.5	0.3	3.0	3.3	156
409	Mental	166	1.6	26%	0.5	0.1	1.7	1.9	311
409	Missing Persons	31	1.6	68%	0.5	0.3	1.9	2.1	65
409	Property	458	1.4	48%	0.5	0.2	1.7	1.8	845
409	Suspicious	108	0.7	7%	0.5	0.0	0.8	0.8	90
409	Traffic-related	749	1.1	19%	0.5	0.1	1.2	1.3	962
409	Vice	132	0.6	5%	0.5	0.0	0.6	0.7	92
409	Violence	315	3.1	54%	0.5	0.3	3.3	3.7	1,152
409	Total	4,384	1.3	23%	0.5	0.1	1.4	1.5	6,667
501	Admin	158	1.0	23%	0.5	0.1	1.1	1.2	197
501	Alarms	513	0.7	4%	0.5	0.0	0.7	0.8	415
501	Disorder	2,352	0.9	7%	0.5	0.0	0.9	1.0	2,349
501	Domestic Violence	369	1.9	69%	0.5	0.3	2.2	2.5	913
501	Domestic-related	146	1.5	32%	0.5	0.2	1.7	1.8	265
501	Follow-up/Service	918	1.4	26%	0.5	0.1	1.5	1.7	1,533
501	Interpersonal-other	297	1.1	28%	0.5	0.1	1.2	1.4	406
501	Medical	94	2.3	57%	0.5	0.3	2.6	2.8	264
501	Mental	494	1.5	23%	0.5	0.1	1.6	1.7	861
501	Missing Persons	34	2.7	47%	0.5	0.2	2.9	3.2	109
501	Property	1,149	1.3	65%	0.5	0.3	1.6	1.8	2,048
501	Suspicious	281	0.9	15%	0.5	0.1	1.0	1.1	314
501	Traffic-related	1,525	1.1	34%	0.5	0.2	1.3	1.4	2,123
501	Vice	86	0.7	8%	0.5	0.0	0.7	0.8	67
501	Violence	768	2.5	52%	0.5	0.3	2.7	3.0	2,314
501	Total	9,185	1.3	30%	0.5	0.1	1.4	1.5	14,180
502	Admin	116	1.5	35%	0.5	0.2	1.7	1.9	219
502	Alarms	1,208	0.7	2%	0.5	0.0	0.7	0.8	993
502	Disorder	1,999	0.8	9%	0.5	0.0	0.8	0.9	1,836
502	Domestic Violence	830	1.8	70%	0.5	0.4	2.2	2.4	1,985
502	Domestic-related	196	1.3	32%	0.5	0.2	1.4	1.6	312
502	Follow-up/Service	964	1.4	35%	0.5	0.2	1.6	1.7	1,680
502	Interpersonal-other	199	1.3	38%	0.5	0.2	1.5	1.6	322
502	Medical	91	2.9	59%	0.5	0.3	3.2	3.5	321
502	Mental	381	1.6	32%	0.5	0.2	1.8	2.0	752
502	Missing Persons	129	2.0	69%	0.5	0.3	2.3	2.5	328
502	Property	809	1.3	61%	0.5	0.3	1.6	1.8	1,443
502	Suspicious	247	1.0	12%	0.5	0.1	1.0	1.1	277
502	Traffic-related	976	1.1	31%	0.5	0.2	1.2	1.3	1,305
502	Vice	78	0.6	9%	0.5	0.0	0.6	0.7	56
502	Violence	763	2.4	54%	0.5	0.3	2.6	2.9	2,201
502	Total	8,988	1.3	31%	0.5	0.2	1.4	1.6	14,030
503	Admin	555	1.9	11%	0.5	0.1	1.9	2.1	1,167
503	Alarms	1,334	0.8	1%	0.5	0.0	0.8	0.9	1,226
503	Disorder	1,531	0.9	9%	0.5	0.0	1.0	1.1	1,658



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
503	Domestic Violence	513	2.2	66%	0.5	0.3	2.5	2.8	1,414
503	Domestic-related	146	1.6	31%	0.5	0.2	1.8	1.9	282
503	Follow-up/Service	1,184	1.4	28%	0.5	0.1	1.5	1.7	1,990
503	Interpersonal-other	174	1.5	35%	0.5	0.2	1.6	1.8	315
503	Medical	169	2.7	48%	0.5	0.2	2.9	3.2	546
503	Mental	357	1.9	35%	0.5	0.2	2.1	2.3	832
503	Missing Persons	139	2.6	68%	0.5	0.3	2.9	3.2	443
503	Property	791	1.4	65%	0.5	0.3	1.7	1.9	1,470
503	Suspicious	272	1.2	18%	0.5	0.1	1.2	1.4	373
503	Traffic-related	1,264	1.4	41%	0.5	0.2	1.6	1.8	2,256
503	Vice	46	1.1	13%	0.5	0.1	1.2	1.3	59
503	Violence	487	2.9	61%	0.5	0.3	3.2	3.6	1,740
503	Total	8,964	1.4	30%	0.5	0.1	1.6	1.8	15,772
504	Admin	70	1.8	39%	0.5	0.2	2.0	2.2	154
504	Alarms	686	0.8	3%	0.5	0.0	0.9	0.9	644
504	Disorder	866	0.9	7%	0.5	0.0	0.9	1.0	898
504	Domestic Violence	222	2.2	73%	0.5	0.4	2.6	2.8	632
504	Domestic-related	75	1.3	35%	0.5	0.2	1.5	1.6	122
504	Follow-up/Service	431	1.6	33%	0.5	0.2	1.8	2.0	856
504	Interpersonal-other	96	1.5	28%	0.5	0.1	1.6	1.8	170
504	Medical	48	3.1	44%	0.5	0.2	3.3	3.7	177
504	Mental	195	2.1	30%	0.5	0.1	2.3	2.5	484
504	Missing Persons	95	2.3	77%	0.5	0.4	2.7	3.0	285
504	Property	372	1.6	63%	0.5	0.3	1.9	2.1	773
504	Suspicious	203	1.0	14%	0.5	0.1	1.1	1.2	238
504	Traffic-related	527	1.2	34%	0.5	0.2	1.4	1.5	814
504	Vice	68	1.0	3%	0.5	0.0	1.0	1.1	73
504	Violence	274	2.3	49%	0.5	0.2	2.6	2.8	777
504	Total	4,230	1.4	28%	0.5	0.1	1.5	1.7	7,095
505	Admin	118	2.0	38%	0.5	0.2	2.2	2.4	285
505	Alarms	442	0.8	3%	0.5	0.0	0.8	0.9	387
505	Disorder	1,572	0.9	7%	0.5	0.0	1.0	1.1	1,676
505	Domestic Violence	298	1.8	71%	0.5	0.4	2.2	2.4	721
505	Domestic-related	99	1.7	32%	0.5	0.2	1.9	2.1	208
505	Follow-up/Service	554	1.4	27%	0.5	0.1	1.5	1.7	920
505	Interpersonal-other	157	1.1	25%	0.5	0.1	1.2	1.4	214
505	Medical	102	2.3	41%	0.5	0.2	2.5	2.7	276
505	Mental	305	1.7	33%	0.5	0.2	1.8	2.0	613
505	Missing Persons	30	2.5	60%	0.5	0.3	2.8	3.0	91
505	Property	551	1.3	60%	0.5	0.3	1.6	1.8	991
505	Suspicious	145	1.0	10%	0.5	0.1	1.1	1.2	175
505	Traffic-related	689	1.3	42%	0.5	0.2	1.6	1.7	1,176
505	Vice	83	0.8	4%	0.5	0.0	0.8	0.8	71
505	Violence	528	2.7	56%	0.5	0.3	3.0	3.3	1,741
505	Total	5,674	1.4	30%	0.5	0.2	1.5	1.7	9,545



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506	Admin	221	1.6	35%	0.5	0.2	1.8	1.9	431
506	Alarms	783	0.7	2%	0.5	0.0	0.7	0.7	572
506	Disorder	3,008	0.7	7%	0.5	0.0	0.8	0.8	2,488
506	Domestic Violence	533	1.7	70%	0.5	0.4	2.1	2.3	1,225
506	Domestic-related	127	1.2	30%	0.5	0.2	1.3	1.5	188
506	Follow-up/Service	1,079	1.3	28%	0.5	0.1	1.5	1.6	1,734
506	Interpersonal-other	232	1.0	24%	0.5	0.1	1.1	1.2	278
506	Medical	158	2.3	56%	0.5	0.3	2.5	2.8	440
506	Mental	463	1.3	25%	0.5	0.1	1.5	1.6	745
506	Missing Persons	122	2.0	72%	0.5	0.4	2.4	2.6	319
506	Property	832	1.2	61%	0.5	0.3	1.5	1.7	1,405
506	Suspicious	293	0.9	13%	0.5	0.1	1.0	1.1	319
506	Traffic-related	1,110	1.3	41%	0.5	0.2	1.5	1.6	1,822
506	Vice	294	0.5	2%	0.5	0.0	0.5	0.6	173
506	Violence	859	2.3	54%	0.5	0.3	2.6	2.9	2,476
506	Total	10,117	1.2	28%	0.5	0.1	1.3	1.4	14,613
507	Admin	334	1.5	27%	0.5	0.1	1.6	1.8	596
507	Alarms	860	0.7	4%	0.5	0.0	0.8	0.8	719
507	Disorder	2,717	0.8	10%	0.5	0.0	0.8	0.9	2,420
507	Domestic Violence	1,099	1.7	72%	0.5	0.4	2.1	2.3	2,480
507	Domestic-related	247	1.3	33%	0.5	0.2	1.5	1.6	403
507	Follow-up/Service	1,195	1.4	32%	0.5	0.2	1.5	1.7	1,994
507	Interpersonal-other	277	1.1	35%	0.5	0.2	1.3	1.4	399
507	Medical	169	2.6	55%	0.5	0.3	2.9	3.2	538
507	Mental	482	1.3	27%	0.5	0.1	1.5	1.6	783
507	Missing Persons	183	2.4	73%	0.5	0.4	2.7	3.0	548
507	Property	962	1.2	54%	0.5	0.3	1.5	1.7	1,605
507	Suspicious	309	0.9	17%	0.5	0.1	1.0	1.1	331
507	Traffic-related	938	1.1	37%	0.5	0.2	1.2	1.4	1,278
507	Vice	239	0.6	4%	0.5	0.0	0.6	0.7	164
507	Violence	1,111	2.6	60%	0.5	0.3	2.9	3.2	3,533
507	Total	11,125	1.3	33%	0.5	0.2	1.5	1.6	17,792
601	Admin	126	1.2	22%	0.5	0.1	1.3	1.4	175
601	Alarms	182	0.8	3%	0.5	0.0	0.8	0.9	164
601	Disorder	619	0.9	10%	0.5	0.1	1.0	1.1	680
601	Domestic Violence	492	2.1	64%	0.5	0.3	2.5	2.7	1,336
601	Domestic-related	107	1.3	36%	0.5	0.2	1.5	1.6	174
601	Follow-up/Service	651	1.3	27%	0.5	0.1	1.4	1.6	1,019
601	Interpersonal-other	77	1.3	47%	0.5	0.2	1.5	1.6	126
601	Medical	47	2.8	46%	0.5	0.2	3.0	3.3	156
601	Mental	137	2.1	29%	0.5	0.1	2.2	2.5	338
601	Missing Persons	93	2.8	78%	0.5	0.4	3.2	3.5	326
601	Property	326	1.4	52%	0.5	0.3	1.6	1.8	582
601	Suspicious	91	1.3	17%	0.5	0.1	1.4	1.5	135
601	Traffic-related	535	1.1	31%	0.5	0.2	1.3	1.4	765



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601	Vice	3	0.2	0%	0.5	0.0	0.2	0.3	1
601	Violence	472	2.8	68%	0.5	0.3	3.2	3.5	1,638
601	Total	3,959	1.6	37%	0.5	0.2	1.7	1.9	7,617
602	Admin	246	1.6	40%	0.5	0.2	1.8	2.0	494
602	Alarms	1,062	0.7	2%	0.5	0.0	0.7	0.8	814
602	Disorder	2,092	0.9	10%	0.5	0.0	0.9	1.0	2,069
602	Domestic Violence	956	1.8	66%	0.5	0.3	2.2	2.4	2,273
602	Domestic-related	287	1.6	40%	0.5	0.2	1.8	2.0	583
602	Follow-up/Service	1,448	1.3	28%	0.5	0.1	1.4	1.6	2,287
602	Interpersonal-other	235	1.2	40%	0.5	0.2	1.4	1.5	351
602	Medical	129	2.3	38%	0.5	0.2	2.5	2.7	348
602	Mental	465	1.9	25%	0.5	0.1	2.0	2.2	1,040
602	Missing Persons	198	2.1	69%	0.5	0.3	2.4	2.7	533
602	Property	863	1.2	60%	0.5	0.3	1.5	1.7	1,455
602	Suspensions	352	1.1	18%	0.5	0.1	1.2	1.3	448
602	Traffic-related	1,032	1.3	41%	0.5	0.2	1.5	1.7	1,735
602	Vice	113	0.6	3%	0.5	0.0	0.6	0.6	71
602	Violence	1,008	2.6	64%	0.5	0.3	2.9	3.2	3,230
602	Total	10,488	1.4	33%	0.5	0.2	1.5	1.7	17,732
603	Admin	197	1.8	34%	0.5	0.2	2.0	2.2	432
603	Alarms	560	0.7	4%	0.5	0.0	0.7	0.8	452
603	Disorder	2,907	0.8	8%	0.5	0.0	0.9	0.9	2,759
603	Domestic Violence	1,409	1.9	65%	0.5	0.3	2.2	2.4	3,391
603	Domestic-related	325	1.3	43%	0.5	0.2	1.6	1.7	558
603	Follow-up/Service	1,220	1.3	32%	0.5	0.2	1.5	1.6	1,997
603	Interpersonal-other	258	1.3	43%	0.5	0.2	1.5	1.6	424
603	Medical	142	2.8	47%	0.5	0.2	3.1	3.4	479
603	Mental	423	2.0	33%	0.5	0.2	2.1	2.3	986
603	Missing Persons	162	2.3	73%	0.5	0.4	2.7	3.0	478
603	Property	937	1.3	58%	0.5	0.3	1.6	1.7	1,624
603	Suspensions	288	1.1	16%	0.5	0.1	1.2	1.3	382
603	Traffic-related	1,054	1.2	40%	0.5	0.2	1.4	1.5	1,624
603	Vice	191	0.6	3%	0.5	0.0	0.7	0.7	137
603	Violence	1,256	2.3	65%	0.5	0.3	2.6	2.9	3,646
603	Total	11,331	1.4	36%	0.5	0.2	1.6	1.7	19,371
604	Admin	202	1.7	31%	0.5	0.2	1.8	2.0	404
604	Alarms	888	0.7	2%	0.5	0.0	0.7	0.8	692
604	Disorder	1,683	0.9	12%	0.5	0.1	1.0	1.1	1,803
604	Domestic Violence	1,328	1.9	66%	0.5	0.3	2.2	2.5	3,285
604	Domestic-related	292	1.4	39%	0.5	0.2	1.6	1.8	515
604	Follow-up/Service	1,197	1.3	29%	0.5	0.1	1.4	1.6	1,890
604	Interpersonal-other	279	1.4	50%	0.5	0.2	1.6	1.8	504
604	Medical	138	2.8	41%	0.5	0.2	3.0	3.3	460
604	Mental	430	2.1	32%	0.5	0.2	2.2	2.4	1,053
604	Missing Persons	162	2.3	80%	0.5	0.4	2.7	3.0	487



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604	Property	823	1.4	63%	0.5	0.3	1.7	1.9	1,563
604	Suspicious	253	1.2	18%	0.5	0.1	1.3	1.4	361
604	Traffic-related	683	1.5	39%	0.5	0.2	1.7	1.8	1,257
604	Vice	162	0.7	5%	0.5	0.0	0.7	0.8	124
604	Violence	1,020	2.6	67%	0.5	0.3	3.0	3.3	3,320
604	Total	9,542	1.5	38%	0.5	0.2	1.7	1.9	17,716
605	Admin	103	1.9	36%	0.5	0.2	2.1	2.3	239
605	Alarms	567	0.7	2%	0.5	0.0	0.7	0.8	459
605	Disorder	946	0.8	10%	0.5	0.1	0.8	0.9	867
605	Domestic Violence	502	1.9	71%	0.5	0.4	2.2	2.5	1,242
605	Domestic-related	148	1.4	46%	0.5	0.2	1.7	1.8	269
605	Follow-up/Service	707	1.4	28%	0.5	0.1	1.5	1.7	1,169
605	Interpersonal-other	123	1.3	38%	0.5	0.2	1.5	1.6	199
605	Medical	92	2.9	45%	0.5	0.2	3.1	3.4	316
605	Mental	264	1.9	34%	0.5	0.2	2.1	2.3	597
605	Missing Persons	84	2.0	74%	0.5	0.4	2.3	2.6	215
605	Property	450	1.3	61%	0.5	0.3	1.6	1.8	814
605	Suspicious	221	0.9	11%	0.5	0.1	0.9	1.0	227
605	Traffic-related	1,069	1.5	45%	0.5	0.2	1.7	1.9	2,008
605	Vice	34	0.6	3%	0.5	0.0	0.6	0.7	22
605	Violence	628	2.4	67%	0.5	0.3	2.7	3.0	1,872
605	Total	5,940	1.4	37%	0.5	0.2	1.6	1.8	10,516
606	Admin	90	1.1	31%	0.5	0.2	1.3	1.4	126
606	Alarms	369	0.8	4%	0.5	0.0	0.8	0.9	325
606	Disorder	917	1.1	7%	0.5	0.0	1.1	1.2	1,110
606	Domestic Violence	330	1.9	69%	0.5	0.3	2.3	2.5	833
606	Domestic-related	114	1.5	33%	0.5	0.2	1.6	1.8	205
606	Follow-up/Service	430	1.5	30%	0.5	0.1	1.6	1.8	777
606	Interpersonal-other	91	1.8	43%	0.5	0.2	2.1	2.3	206
606	Medical	48	2.7	43%	0.5	0.2	3.0	3.3	156
606	Mental	149	1.9	23%	0.5	0.1	2.1	2.3	338
606	Missing Persons	47	1.9	60%	0.5	0.3	2.2	2.4	112
606	Property	442	1.3	60%	0.5	0.3	1.6	1.8	780
606	Suspicious	209	0.9	14%	0.5	0.1	1.0	1.1	233
606	Traffic-related	567	1.3	35%	0.5	0.2	1.4	1.6	901
606	Vice	25	0.7	4%	0.5	0.0	0.8	0.8	21
606	Violence	313	2.4	60%	0.5	0.3	2.7	2.9	921
606	Total	4,142	1.4	32%	0.5	0.2	1.5	1.7	7,044
607	Admin	221	2.1	30%	0.5	0.1	2.2	2.4	536
607	Alarms	557	0.7	4%	0.5	0.0	0.7	0.8	420
607	Disorder	2,078	0.8	9%	0.5	0.0	0.9	1.0	1,992
607	Domestic Violence	914	1.9	68%	0.5	0.3	2.3	2.5	2,265
607	Domestic-related	240	1.4	37%	0.5	0.2	1.6	1.8	423
607	Follow-up/Service	1,108	1.3	32%	0.5	0.2	1.4	1.6	1,741
607	Interpersonal-other	261	1.1	33%	0.5	0.2	1.2	1.4	354



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
607	Medical	150	2.5	50%	0.5	0.3	2.7	3.0	451
607	Mental	458	1.6	31%	0.5	0.2	1.8	2.0	900
607	Missing Persons	165	2.0	69%	0.5	0.3	2.3	2.6	425
607	Property	738	1.3	60%	0.5	0.3	1.6	1.7	1,290
607	Suspicious	293	0.9	16%	0.5	0.1	0.9	1.0	305
607	Traffic-related	1,084	1.3	34%	0.5	0.2	1.4	1.6	1,694
607	Vice	178	0.6	2%	0.5	0.0	0.6	0.7	124
607	Violence	847	2.6	61%	0.5	0.3	2.9	3.2	2,704
607	Total	9,294	1.4	34%	0.5	0.2	1.5	1.7	15,624
608	Admin	1,398	1.8	5%	0.5	0.0	1.8	2.0	2,787
608	Alarms	518	0.7	3%	0.5	0.0	0.8	0.8	428
608	Disorder	1,488	0.9	9%	0.5	0.0	0.9	1.0	1,477
608	Domestic Violence	684	1.9	66%	0.5	0.3	2.2	2.4	1,665
608	Domestic-related	170	1.2	36%	0.5	0.2	1.4	1.5	262
608	Follow-up/Service	1,096	1.5	30%	0.5	0.1	1.7	1.9	2,038
608	Interpersonal-other	171	1.2	25%	0.5	0.1	1.3	1.4	243
608	Medical	142	3.1	44%	0.5	0.2	3.4	3.7	524
608	Mental	329	1.8	24%	0.5	0.1	1.9	2.1	682
608	Missing Persons	135	2.4	74%	0.5	0.4	2.8	3.0	409
608	Property	523	1.6	62%	0.5	0.3	1.9	2.1	1,083
608	Suspicious	223	1.0	13%	0.5	0.1	1.1	1.2	262
608	Traffic-related	860	1.2	36%	0.5	0.2	1.3	1.5	1,272
608	Vice	118	0.6	3%	0.5	0.0	0.6	0.6	76
608	Violence	939	2.1	64%	0.5	0.3	2.4	2.7	2,510
608	Total	8,795	1.5	30%	0.5	0.1	1.6	1.8	15,717
701	Admin	138	1.3	28%	0.5	0.1	1.4	1.6	217
701	Alarms	416	0.9	6%	0.5	0.0	0.9	1.0	406
701	Disorder	1,428	0.9	13%	0.5	0.1	1.0	1.1	1,531
701	Domestic Violence	744	1.8	72%	0.5	0.4	2.2	2.4	1,799
701	Domestic-related	166	1.5	55%	0.5	0.3	1.8	2.0	327
701	Follow-up/Service	799	1.3	33%	0.5	0.2	1.4	1.6	1,254
701	Interpersonal-other	187	1.2	37%	0.5	0.2	1.4	1.5	280
701	Medical	131	2.8	42%	0.5	0.2	3.0	3.3	438
701	Mental	334	1.7	35%	0.5	0.2	1.9	2.1	700
701	Missing Persons	120	2.7	69%	0.5	0.3	3.1	3.4	406
701	Property	474	1.2	62%	0.5	0.3	1.5	1.7	800
701	Suspicious	143	1.2	15%	0.5	0.1	1.2	1.4	194
701	Traffic-related	611	1.2	43%	0.5	0.2	1.4	1.5	916
701	Vice	81	0.7	9%	0.5	0.0	0.8	0.8	68
701	Violence	801	2.2	59%	0.5	0.3	2.5	2.8	2,208
701	Total	6,574	1.4	38%	0.5	0.2	1.6	1.8	11,544
702	Admin	723	1.8	7%	0.5	0.0	1.8	2.0	1,448
702	Alarms	330	0.8	2%	0.5	0.0	0.8	0.9	290
702	Disorder	1,472	0.8	14%	0.5	0.1	0.9	1.0	1,456
702	Domestic Violence	1,133	1.8	75%	0.5	0.4	2.2	2.4	2,705



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
702	Domestic-related	240	1.3	49%	0.5	0.2	1.5	1.7	401
702	Follow-up/Service	1,020	1.2	31%	0.5	0.2	1.3	1.5	1,508
702	Interpersonal-other	155	1.3	42%	0.5	0.2	1.5	1.7	259
702	Medical	94	2.3	36%	0.5	0.2	2.5	2.7	256
702	Mental	277	1.7	40%	0.5	0.2	1.9	2.1	576
702	Missing Persons	103	2.2	67%	0.5	0.3	2.6	2.8	293
702	Property	466	1.3	60%	0.5	0.3	1.6	1.7	799
702	Suspicious	124	1.1	19%	0.5	0.1	1.2	1.3	165
702	Traffic-related	611	1.5	46%	0.5	0.2	1.7	1.9	1,174
702	Vice	51	0.5	4%	0.5	0.0	0.5	0.6	31
702	Violence	856	2.1	66%	0.5	0.3	2.5	2.7	2,324
702	Total	7,657	1.4	39%	0.5	0.2	1.6	1.8	13,687
703	Admin	163	2.0	27%	0.5	0.1	2.2	2.4	387
703	Alarms	577	0.7	2%	0.5	0.0	0.7	0.8	473
703	Disorder	1,433	0.9	15%	0.5	0.1	1.0	1.1	1,606
703	Domestic Violence	1,006	1.7	73%	0.5	0.4	2.1	2.3	2,341
703	Domestic-related	237	1.4	56%	0.5	0.3	1.7	1.9	444
703	Follow-up/Service	1,112	1.3	33%	0.5	0.2	1.4	1.6	1,741
703	Interpersonal-other	166	1.4	54%	0.5	0.3	1.7	1.9	314
703	Medical	102	2.6	51%	0.5	0.3	2.9	3.2	325
703	Mental	378	1.5	31%	0.5	0.2	1.7	1.9	709
703	Missing Persons	108	2.1	70%	0.5	0.4	2.4	2.7	288
703	Property	587	1.2	64%	0.5	0.3	1.5	1.7	997
703	Suspicious	161	1.0	18%	0.5	0.1	1.1	1.2	199
703	Traffic-related	953	1.4	40%	0.5	0.2	1.6	1.8	1,720
703	Vice	70	0.8	13%	0.5	0.1	0.9	1.0	68
703	Violence	1,101	2.3	64%	0.5	0.3	2.7	2.9	3,222
703	Total	8,156	1.4	41%	0.5	0.2	1.7	1.8	14,835
704	Admin	184	1.6	35%	0.5	0.2	1.8	2.0	369
704	Alarms	415	0.7	2%	0.5	0.0	0.7	0.7	303
704	Disorder	1,912	0.9	12%	0.5	0.1	0.9	1.0	1,962
704	Domestic Violence	1,148	1.8	79%	0.5	0.4	2.2	2.4	2,729
704	Domestic-related	239	1.4	57%	0.5	0.3	1.7	1.9	452
704	Follow-up/Service	916	1.3	39%	0.5	0.2	1.5	1.7	1,530
704	Interpersonal-other	147	1.0	52%	0.5	0.3	1.3	1.4	205
704	Medical	87	2.8	45%	0.5	0.2	3.0	3.3	291
704	Mental	253	1.9	42%	0.5	0.2	2.1	2.3	586
704	Missing Persons	157	2.2	75%	0.5	0.4	2.6	2.9	453
704	Property	564	1.3	62%	0.5	0.3	1.6	1.8	1,015
704	Suspicious	159	1.0	26%	0.5	0.1	1.1	1.3	200
704	Traffic-related	528	1.5	50%	0.5	0.2	1.8	2.0	1,030
704	Vice	69	0.8	6%	0.5	0.0	0.9	0.9	65
704	Violence	1,077	2.1	69%	0.5	0.3	2.4	2.7	2,862
704	Total	7,857	1.4	44%	0.5	0.2	1.6	1.8	14,052
705	Admin	104	1.9	37%	0.5	0.2	2.1	2.3	242



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
705	Alarms	338	0.8	3%	0.5	0.0	0.8	0.9	291
705	Disorder	846	0.8	14%	0.5	0.1	0.9	1.0	833
705	Domestic Violence	684	1.8	72%	0.5	0.4	2.2	2.4	1,628
705	Domestic-related	139	1.4	43%	0.5	0.2	1.6	1.7	243
705	Follow-up/Service	536	1.2	35%	0.5	0.2	1.4	1.6	832
705	Interpersonal-other	124	1.1	39%	0.5	0.2	1.3	1.5	182
705	Medical	80	2.4	43%	0.5	0.2	2.7	2.9	234
705	Mental	211	1.5	31%	0.5	0.2	1.6	1.8	379
705	Missing Persons	103	2.5	76%	0.5	0.4	2.9	3.2	325
705	Property	390	1.4	61%	0.5	0.3	1.7	1.9	732
705	Suspicious	113	1.4	19%	0.5	0.1	1.5	1.6	182
705	Traffic-related	414	1.4	45%	0.5	0.2	1.6	1.7	719
705	Vice	52	0.6	0%	0.5	0.0	0.6	0.7	35
705	Violence	648	2.5	65%	0.5	0.3	2.8	3.1	2,024
705	Total	4,784	1.5	42%	0.5	0.2	1.7	1.9	8,883
706	Admin	217	1.9	30%	0.5	0.2	2.0	2.3	489
706	Alarms	422	0.6	2%	0.5	0.0	0.6	0.7	281
706	Disorder	1,682	0.8	11%	0.5	0.1	0.9	1.0	1,626
706	Domestic Violence	881	1.7	77%	0.5	0.4	2.1	2.3	2,063
706	Domestic-related	235	1.4	45%	0.5	0.2	1.7	1.8	428
706	Follow-up/Service	1,037	1.2	34%	0.5	0.2	1.4	1.6	1,617
706	Interpersonal-other	156	1.3	48%	0.5	0.2	1.5	1.7	264
706	Medical	132	2.2	35%	0.5	0.2	2.4	2.6	345
706	Mental	386	1.6	27%	0.5	0.1	1.8	1.9	744
706	Missing Persons	116	1.8	64%	0.5	0.3	2.2	2.4	275
706	Property	551	1.2	54%	0.5	0.3	1.4	1.6	878
706	Suspicious	171	0.7	19%	0.5	0.1	0.8	0.9	158
706	Traffic-related	610	1.4	42%	0.5	0.2	1.7	1.8	1,114
706	Vice	270	0.7	1%	0.5	0.0	0.7	0.8	211
706	Violence	1,015	2.5	64%	0.5	0.3	2.8	3.1	3,101
706	Total	7,883	1.4	37%	0.5	0.2	1.6	1.7	13,592
707	Admin	108	1.9	45%	0.5	0.2	2.2	2.4	258
707	Alarms	394	0.7	2%	0.5	0.0	0.7	0.8	311
707	Disorder	1,330	0.8	12%	0.5	0.1	0.9	1.0	1,305
707	Domestic Violence	686	1.8	75%	0.5	0.4	2.1	2.3	1,609
707	Domestic-related	158	1.3	57%	0.5	0.3	1.6	1.7	271
707	Follow-up/Service	780	1.2	36%	0.5	0.2	1.4	1.5	1,176
707	Interpersonal-other	207	1.3	44%	0.5	0.2	1.5	1.6	339
707	Medical	86	2.5	53%	0.5	0.3	2.8	3.1	264
707	Mental	291	1.9	32%	0.5	0.2	2.0	2.2	648
707	Missing Persons	175	1.7	68%	0.5	0.3	2.1	2.3	400
707	Property	522	1.2	60%	0.5	0.3	1.5	1.7	877
707	Suspicious	116	1.2	20%	0.5	0.1	1.3	1.4	160
707	Traffic-related	483	1.4	43%	0.5	0.2	1.6	1.8	848
707	Vice	66	0.5	0%	0.5	0.0	0.5	0.5	34



PSA	Call Category	Total Calls	Average Unit Time	Share of Calls Resulting in a Report	Assumed Time to Write Each Report	Average Report Writing Time per Call	Total Average Unit Time per Call	Total Officer Time per Call	Total Call Time
707	Violence	746	2.3	62%	0.5	0.3	2.6	2.9	2,156
707	Total	6,150	1.4	40%	0.5	0.2	1.6	1.7	10,656
708	Admin	183	1.8	45%	0.5	0.2	2.0	2.2	405
708	Alarms	600	0.6	2%	0.5	0.0	0.6	0.7	421
708	Disorder	1,685	0.8	12%	0.5	0.1	0.9	1.0	1,627
708	Domestic Violence	1,233	1.7	75%	0.5	0.4	2.1	2.3	2,878
708	Domestic-related	272	1.3	44%	0.5	0.2	1.5	1.7	458
708	Follow-up/Service	1,169	1.3	38%	0.5	0.2	1.5	1.6	1,928
708	Interpersonal-other	194	1.2	43%	0.5	0.2	1.4	1.6	302
708	Medical	125	2.4	43%	0.5	0.2	2.6	2.8	354
708	Mental	431	1.7	32%	0.5	0.2	1.9	2.1	893
708	Missing Persons	155	2.3	79%	0.5	0.4	2.7	3.0	466
708	Property	684	1.4	63%	0.5	0.3	1.7	1.9	1,279
708	Suspensions	199	1.0	21%	0.5	0.1	1.1	1.2	236
708	Traffic-related	713	1.3	40%	0.5	0.2	1.5	1.7	1,205
708	Vice	107	0.5	7%	0.5	0.0	0.6	0.6	65
708	Violence	1,029	2.5	71%	0.5	0.4	2.8	3.1	3,215
708	Total	8,781	1.4	42%	0.5	0.2	1.6	1.8	15,732



Appendix E6: Workload-Based Staffing Model Output by PSA and Shift

PSA	Shift	Calls for Service	Time on Calls for Service	Hospital Detail and New Beginnings Call Hours	Total Community-Generated Workload	Posts at 100% Calls for Service	Posts at 40% Calls for Service	Annual Available Hours per Officer	Hours Detailed per Officer	Available Hours, Net Detail Hours	Shift Relief Factor	Officers, Rounded
101	Daywork	2,837	4,057	153	4,209	1.1	2.7	1,607	230	1,377	2.78	8
101	Evening	3,362	4,809	208	5,016	1.3	3.3	1,607	181	1,425	2.69	9
101	Midnight	2,319	3,317	253	3,570	0.9	2.3	1,607	116	1,491	2.57	6
102	Daywork	2,908	4,393	174	4,567	1.2	3.0	1,607	230	1,377	2.78	9
102	Evening	2,909	4,395	267	4,662	1.2	3.0	1,607	181	1,425	2.69	9
102	Midnight	1,860	2,811	220	3,030	0.8	2.0	1,607	116	1,491	2.57	6
103	Daywork	2,084	3,175	190	3,365	0.9	2.2	1,607	230	1,377	2.78	7
103	Evening	2,424	3,693	224	3,917	1.0	2.6	1,607	181	1,425	2.69	7
103	Midnight	1,519	2,313	196	2,509	0.7	1.6	1,607	116	1,491	2.57	5
104	Daywork	2,728	4,231	91	4,321	1.1	2.8	1,607	230	1,377	2.78	8
104	Evening	2,638	4,092	54	4,146	1.1	2.7	1,607	181	1,425	2.69	8
104	Midnight	1,582	2,454	53	2,507	0.7	1.6	1,607	116	1,491	2.57	5
105	Daywork	1,907	3,329	130	3,459	0.9	2.3	1,607	230	1,377	2.78	7
105	Evening	2,699	4,712	195	4,907	1.3	3.2	1,607	181	1,425	2.69	9
105	Midnight	1,740	3,037	257	3,294	0.9	2.1	1,607	116	1,491	2.57	6
106	Daywork	3,852	5,812	132	5,944	1.6	3.9	1,607	230	1,377	2.78	11
106	Evening	4,592	6,929	161	7,090	1.9	4.6	1,607	181	1,425	2.69	13
106	Midnight	2,924	4,412	137	4,549	1.2	3.0	1,607	116	1,491	2.57	8
107	Daywork	2,572	4,239	105	4,344	1.1	2.8	1,607	230	1,377	2.78	8
107	Evening	2,375	3,914	86	4,000	1.0	2.6	1,607	181	1,425	2.69	8
107	Midnight	1,186	1,955	155	2,110	0.6	1.4	1,607	116	1,491	2.57	4
108	Daywork	1,512	2,299	76	2,375	0.6	1.5	1,607	230	1,377	2.78	5
108	Evening	1,402	2,132	82	2,214	0.6	1.4	1,607	181	1,425	2.69	4
108	Midnight	681	1,036	99	1,134	0.3	1.0	1,607	116	1,491	2.57	3
201	Daywork	959	1,802	214	2,016	0.5	1.3	1,607	230	1,377	2.78	4
201	Evening	814	1,529	148	1,676	0.4	1.1	1,607	181	1,425	2.69	3
201	Midnight	412	773	239	1,012	0.3	1.0	1,607	116	1,491	2.57	3
202	Daywork	1,553	2,475	290	2,764	0.7	1.8	1,607	230	1,377	2.78	6
202	Evening	1,599	2,547	280	2,827	0.7	1.8	1,607	181	1,425	2.69	5
202	Midnight	806	1,284	278	1,562	0.4	1.0	1,607	116	1,491	2.57	3
203	Daywork	1,714	3,180	280	3,459	0.9	2.3	1,607	230	1,377	2.78	7
203	Evening	1,691	3,138	305	3,443	0.9	2.2	1,607	181	1,425	2.69	7
203	Midnight	1,032	1,915	249	2,164	0.6	1.4	1,607	116	1,491	2.57	4
204	Daywork	2,419	4,035	263	4,298	1.1	2.8	1,607	230	1,377	2.78	8
204	Evening	2,631	4,389	212	4,601	1.2	3.0	1,607	181	1,425	2.69	9
204	Midnight	1,874	3,126	222	3,349	0.9	2.2	1,607	116	1,491	2.57	6
205	Daywork	1,259	2,077	185	2,262	0.6	1.5	1,607	230	1,377	2.78	5
205	Evening	1,283	2,117	145	2,262	0.6	1.5	1,607	181	1,425	2.69	4
205	Midnight	759	1,252	153	1,405	0.4	1.0	1,607	116	1,491	2.57	3
206	Daywork	2,467	3,376	202	3,578	0.9	2.3	1,607	230	1,377	2.78	7
206	Evening	2,571	3,519	197	3,715	1.0	2.4	1,607	181	1,425	2.69	7
206	Midnight	1,621	2,218	242	2,460	0.6	1.6	1,607	116	1,491	2.57	5
207	Daywork	4,430	6,068	281	6,348	1.7	4.1	1,607	230	1,377	2.78	12



PSA	Shift	Calls for Service	Time on Calls for Service	Hospital Detail and New Beginnings Call Hours	Total Community-Generated Workload	Posts at 100% Calls for Service	Posts at 40% Calls for Service	Annual Available Hours per Officer	Hours Detailed per Officer	Available Hours, Net Detail Hours	Shift Relief Factor	Officers, Rounded
207	Evening	4,163	5,702	278	5,980	1.6	3.9	1,607	181	1,425	2.69	11
207	Midnight	3,222	4,414	307	4,720	1.2	3.1	1,607	116	1,491	2.57	8
208	Daywork	3,302	4,725	268	4,993	1.3	3.3	1,607	230	1,377	2.78	10
208	Evening	3,416	4,887	256	5,143	1.3	3.4	1,607	181	1,425	2.69	10
208	Midnight	2,933	4,196	308	4,504	1.2	2.9	1,607	116	1,491	2.57	8
209	Daywork	2,998	4,321	247	4,568	1.2	3.0	1,607	230	1,377	2.78	9
209	Evening	2,797	4,031	262	4,292	1.1	2.8	1,607	181	1,425	2.69	8
209	Midnight	2,028	2,923	329	3,253	0.8	2.1	1,607	116	1,491	2.57	6
301	Daywork	1,794	2,550	251	2,800	0.7	1.8	1,607	230	1,377	2.78	6
301	Evening	1,915	2,721	297	3,019	0.8	2.0	1,607	181	1,425	2.69	6
301	Midnight	1,400	1,990	317	2,306	0.6	1.5	1,607	116	1,491	2.57	4
302	Daywork	3,750	6,045	139	6,185	1.6	4.0	1,607	230	1,377	2.78	12
302	Evening	3,542	5,710	103	5,814	1.5	3.8	1,607	181	1,425	2.69	11
302	Midnight	2,040	3,289	150	3,439	0.9	2.2	1,607	116	1,491	2.57	6
303	Daywork	2,342	3,149	400	3,549	0.9	2.3	1,607	230	1,377	2.78	7
303	Evening	2,442	3,283	263	3,547	0.9	2.3	1,607	181	1,425	2.69	7
303	Midnight	1,708	2,296	279	2,575	0.7	1.7	1,607	116	1,491	2.57	5
304	Daywork	1,872	2,920	242	3,162	0.8	2.1	1,607	230	1,377	2.78	6
304	Evening	2,074	3,235	314	3,549	0.9	2.3	1,607	181	1,425	2.69	7
304	Midnight	1,406	2,193	287	2,480	0.6	1.6	1,607	116	1,491	2.57	5
305	Daywork	2,096	2,863	257	3,120	0.8	2.0	1,607	230	1,377	2.78	6
305	Evening	2,941	4,017	215	4,232	1.1	2.8	1,607	181	1,425	2.69	8
305	Midnight	2,844	3,883	199	4,082	1.1	2.7	1,607	116	1,491	2.57	7
306	Daywork	1,559	2,728	200	2,929	0.8	1.9	1,607	230	1,377	2.78	6
306	Evening	1,674	2,931	180	3,111	0.8	2.0	1,607	181	1,425	2.69	6
306	Midnight	1,075	1,882	114	1,996	0.5	1.3	1,607	116	1,491	2.57	4
307	Daywork	2,917	4,066	184	4,250	1.1	2.8	1,607	230	1,377	2.78	8
307	Evening	3,214	4,480	224	4,705	1.2	3.1	1,607	181	1,425	2.69	9
307	Midnight	2,340	3,262	244	3,506	0.9	2.3	1,607	116	1,491	2.57	6
308	Daywork	2,814	4,316	149	4,465	1.2	2.9	1,607	230	1,377	2.78	9
308	Evening	2,880	4,418	177	4,595	1.2	3.0	1,607	181	1,425	2.69	9
308	Midnight	1,562	2,395	162	2,557	0.7	1.7	1,607	116	1,491	2.57	5
401	Daywork	2,091	3,219	253	3,473	0.9	2.3	1,607	230	1,377	2.78	7
401	Evening	2,066	3,182	253	3,436	0.9	2.2	1,607	181	1,425	2.69	7
401	Midnight	1,124	1,731	212	1,943	0.5	1.3	1,607	116	1,491	2.57	4
402	Daywork	2,083	3,394	329	3,723	1.0	2.4	1,607	230	1,377	2.78	7
402	Evening	2,399	3,909	393	4,303	1.1	2.8	1,607	181	1,425	2.69	8
402	Midnight	1,540	2,509	408	2,917	0.8	1.9	1,607	116	1,491	2.57	5
403	Daywork	2,383	4,045	230	4,275	1.1	2.8	1,607	230	1,377	2.78	8
403	Evening	2,325	3,947	255	4,201	1.1	2.7	1,607	181	1,425	2.69	8
403	Midnight	1,321	2,242	153	2,395	0.6	1.6	1,607	116	1,491	2.57	5
404	Daywork	2,499	3,896	304	4,200	1.1	2.7	1,607	230	1,377	2.78	8
404	Evening	2,855	4,451	293	4,744	1.2	3.1	1,607	181	1,425	2.69	9
404	Midnight	2,078	3,239	309	3,548	0.9	2.3	1,607	116	1,491	2.57	6
405	Daywork	2,534	5,045	365	5,411	1.4	3.5	1,607	230	1,377	2.78	10



PSA	Shift	Calls for Service	Time on Calls for Service	Hospital Detail and New Beginnings Call Hours	Total Community-Generated Workload	Posts at 100% Calls for Service	Posts at 40% Calls for Service	Annual Available Hours per Officer	Hours Detailed per Officer	Available Hours, Net Detail Hours	Shift Relief Factor	Officers, Rounded
405	Evening	2,254	4,487	464	4,951	1.3	3.2	1,607	181	1,425	2.69	9
405	Midnight	2,111	4,202	377	4,579	1.2	3.0	1,607	116	1,491	2.57	8
406	Daywork	2,007	3,718	374	4,091	1.1	2.7	1,607	230	1,377	2.78	8
406	Evening	2,228	4,126	451	4,577	1.2	3.0	1,607	181	1,425	2.69	9
406	Midnight	1,392	2,578	501	3,079	0.8	2.0	1,607	116	1,491	2.57	6
407	Daywork	1,833	3,415	305	3,720	1.0	2.4	1,607	230	1,377	2.78	7
407	Evening	2,061	3,840	350	4,190	1.1	2.7	1,607	181	1,425	2.69	8
407	Midnight	1,190	2,218	281	2,499	0.7	1.6	1,607	116	1,491	2.57	5
408	Daywork	1,015	1,669	258	1,926	0.5	1.3	1,607	230	1,377	2.78	4
408	Evening	1,414	2,323	254	2,577	0.7	1.7	1,607	181	1,425	2.69	5
408	Midnight	1,044	1,716	267	1,983	0.5	1.3	1,607	116	1,491	2.57	4
409	Daywork	1,540	2,342	269	2,611	0.7	1.7	1,607	230	1,377	2.78	5
409	Evening	1,829	2,782	370	3,152	0.8	2.1	1,607	181	1,425	2.69	6
409	Midnight	1,014	1,543	293	1,836	0.5	1.2	1,607	116	1,491	2.57	4
501	Daywork	3,493	5,393	341	5,734	1.5	3.7	1,607	230	1,377	2.78	11
501	Evening	3,378	5,215	352	5,567	1.5	3.6	1,607	181	1,425	2.69	10
501	Midnight	2,314	3,573	350	3,923	1.0	2.6	1,607	116	1,491	2.57	7
502	Daywork	3,296	5,145	406	5,551	1.4	3.6	1,607	230	1,377	2.78	11
502	Evening	3,438	5,366	299	5,665	1.5	3.7	1,607	181	1,425	2.69	10
502	Midnight	2,255	3,519	296	3,815	1.0	2.5	1,607	116	1,491	2.57	7
503	Daywork	3,621	6,371	394	6,764	1.8	4.4	1,607	230	1,377	2.78	13
503	Evening	3,265	5,744	538	6,282	1.6	4.1	1,607	181	1,425	2.69	12
503	Midnight	2,079	3,657	525	4,182	1.1	2.7	1,607	116	1,491	2.57	8
504	Daywork	1,806	3,030	493	3,522	0.9	2.3	1,607	230	1,377	2.78	7
504	Evening	1,547	2,595	491	3,086	0.8	2.0	1,607	181	1,425	2.69	6
504	Midnight	876	1,470	473	1,943	0.5	1.3	1,607	116	1,491	2.57	4
505	Daywork	2,294	3,860	368	4,228	1.1	2.8	1,607	230	1,377	2.78	8
505	Evening	2,067	3,478	303	3,781	1.0	2.5	1,607	181	1,425	2.69	7
505	Midnight	1,312	2,208	362	2,570	0.7	1.7	1,607	116	1,491	2.57	5
506	Daywork	3,648	5,270	420	5,690	1.5	3.7	1,607	230	1,377	2.78	11
506	Evening	3,950	5,706	444	6,151	1.6	4.0	1,607	181	1,425	2.69	11
506	Midnight	2,518	3,637	399	4,036	1.1	2.6	1,607	116	1,491	2.57	7
507	Daywork	3,907	6,249	315	6,564	1.7	4.3	1,607	230	1,377	2.78	12
507	Evening	4,523	7,234	294	7,528	2.0	4.9	1,607	181	1,425	2.69	14
507	Midnight	2,694	4,309	317	4,626	1.2	3.0	1,607	116	1,491	2.57	8
601	Daywork	1,260	2,425	499	2,924	0.8	1.9	1,607	230	1,377	2.78	6
601	Evening	1,577	3,033	451	3,484	0.9	2.3	1,607	181	1,425	2.69	7
601	Midnight	1,122	2,159	388	2,548	0.7	1.7	1,607	116	1,491	2.57	5
602	Daywork	3,419	5,781	287	6,068	1.6	4.0	1,607	230	1,377	2.78	12
602	Evening	4,261	7,203	515	7,718	2.0	5.0	1,607	181	1,425	2.69	14
602	Midnight	2,808	4,747	464	5,211	1.4	3.4	1,607	116	1,491	2.57	9
603	Daywork	3,691	6,310	584	6,894	1.8	4.5	1,607	230	1,377	2.78	13
603	Evening	4,768	8,151	559	8,711	2.3	5.7	1,607	181	1,425	2.69	16
603	Midnight	2,872	4,910	465	5,375	1.4	3.5	1,607	116	1,491	2.57	10
604	Daywork	2,927	5,433	307	5,740	1.5	3.7	1,607	230	1,377	2.78	11



PSA	Shift	Calls for Service	Time on Calls for Service	Hospital Detail and New Beginnings Call Hours	Total Community-Generated Workload	Posts at 100% Calls for Service	Posts at 40% Calls for Service	Annual Available Hours per Officer	Hours Detailed per Officer	Available Hours, Net Detail Hours	Shift Relief Factor	Officers, Rounded
604	Evening	4,044	7,509	440	7,948	2.1	5.2	1,607	181	1,425	2.69	14
604	Midnight	2,571	4,774	313	5,087	1.3	3.3	1,607	116	1,491	2.57	9
605	Daywork	1,877	3,322	181	3,504	0.9	2.3	1,607	230	1,377	2.78	7
605	Evening	2,541	4,498	243	4,741	1.2	3.1	1,607	181	1,425	2.69	9
605	Midnight	1,523	2,695	251	2,947	0.8	1.9	1,607	116	1,491	2.57	5
606	Daywork	1,393	2,369	353	2,722	0.7	1.8	1,607	230	1,377	2.78	5
606	Evening	1,689	2,872	371	3,243	0.8	2.1	1,607	181	1,425	2.69	6
606	Midnight	1,060	1,803	291	2,094	0.5	1.4	1,607	116	1,491	2.57	4
607	Daywork	3,060	5,144	230	5,374	1.4	3.5	1,607	230	1,377	2.78	10
607	Evening	3,902	6,559	297	6,857	1.8	4.5	1,607	181	1,425	2.69	13
607	Midnight	2,332	3,921	359	4,279	1.1	2.8	1,607	116	1,491	2.57	8
608	Daywork	2,818	5,036	393	5,429	1.4	3.5	1,607	230	1,377	2.78	10
608	Evening	3,580	6,397	441	6,838	1.8	4.5	1,607	181	1,425	2.69	12
608	Midnight	2,397	4,284	432	4,716	1.2	3.1	1,607	116	1,491	2.57	8
701	Daywork	2,703	4,746	697	5,443	1.4	3.6	1,607	230	1,377	2.78	10
701	Evening	2,413	4,237	601	4,838	1.3	3.2	1,607	181	1,425	2.69	9
701	Midnight	1,459	2,561	567	3,128	0.8	2.0	1,607	116	1,491	2.57	6
702	Daywork	2,560	4,577	741	5,318	1.4	3.5	1,607	230	1,377	2.78	10
702	Evening	3,046	5,444	697	6,142	1.6	4.0	1,607	181	1,425	2.69	11
702	Midnight	2,051	3,666	612	4,278	1.1	2.8	1,607	116	1,491	2.57	8
703	Daywork	2,773	5,044	863	5,907	1.5	3.9	1,607	230	1,377	2.78	11
703	Evening	3,099	5,636	662	6,299	1.6	4.1	1,607	181	1,425	2.69	12
703	Midnight	2,284	4,155	690	4,845	1.3	3.2	1,607	116	1,491	2.57	9
704	Daywork	2,749	4,918	562	5,480	1.4	3.6	1,607	230	1,377	2.78	10
704	Evening	3,142	5,619	569	6,188	1.6	4.0	1,607	181	1,425	2.69	11
704	Midnight	1,966	3,516	584	4,100	1.1	2.7	1,607	116	1,491	2.57	7
705	Daywork	1,724	3,201	490	3,691	1.0	2.4	1,607	230	1,377	2.78	7
705	Evening	1,875	3,481	494	3,975	1.0	2.6	1,607	181	1,425	2.69	7
705	Midnight	1,185	2,201	442	2,643	0.7	1.7	1,607	116	1,491	2.57	5
706	Daywork	2,769	4,774	438	5,212	1.4	3.4	1,607	230	1,377	2.78	10
706	Evening	2,998	5,168	408	5,577	1.5	3.6	1,607	181	1,425	2.69	10
706	Midnight	2,116	3,649	473	4,122	1.1	2.7	1,607	116	1,491	2.57	7
707	Daywork	2,294	3,975	646	4,621	1.2	3.0	1,607	230	1,377	2.78	9
707	Evening	2,334	4,044	464	4,508	1.2	2.9	1,607	181	1,425	2.69	8
707	Midnight	1,522	2,637	519	3,156	0.8	2.1	1,607	116	1,491	2.57	6
708	Daywork	2,819	5,050	376	5,425	1.4	3.5	1,607	230	1,377	2.78	10
708	Evening	3,386	6,066	357	6,423	1.7	4.2	1,607	181	1,425	2.69	12
708	Midnight	2,577	4,617	347	4,964	1.3	3.2	1,607	116	1,491	2.57	9
Total		397,415	647,298	54,851	702,149							1,322



APPENDIX F: INVESTIGATIONS STAFFING ASSESSMENT

Appendix F1: Summary of Meetings

Summary of PFM Meetings with MPD Officials

Section	Initial Meeting	Unit	Follow-up Meetings	Model Validation
Criminal Investigations	On 8/31 with Commander Haines	Carjacking	9/15 with Lt. Dowling, Detectives Allen and Kasul	10/18 Meeting with Cpt Kopp. 10/25 Model validation by Lt. Dowling
		District Detectives	9/19 with Lt. Smith and Detectives Williams and Barcus as well as IROs O'Connell and Luna	11/21 Chief Haiman confirmed that AC Heraud and AC Parsons reviewed and approved the model
		Homicide	9/6 with Cpt. Kentish 9/11 with Detective Brackett SVU 9/15 with Detective Howard Major 9/20 with Detectives Whalen and Brador 9/27 with Sgt. Hairstone and Detective Moore	10/30 Model validated by Captain Kentish and Commander Haines
		Sexual Assault	9/13 with Lt. Rizzi, Detectives White and O'Donnell	10/25 Model validated by Captain Archer
		Financial Crimes	9/6 with Sgt Hines, Detective Wise, SPO Martin	10/25 Model validated by Captain Archer
Special Operations	On 8/29 with Commander Bagshaw, Inspector Hickman	Major Crash	9/1 with Lt. Margiotta, Sgt. Thorne	10/20 Meeting with Chief Parsons 10/24 Model validated by Lt. Margiotta
Youth and Family Services	On 9/6 with Commander Godin	Missing Persons	9/26 with Lt. Dawidowicz, Detective Barko	10/20 Model validated by Commander Godin
		Child Physical and Sexual Abuse Unit	9/18 with Lt. Nelson, Detectives Walsh, and Williams	10/20 Model validated by Commander Godin
		ICAC/Child Exploitation Unit	9/12 with Lt. Nelson, Sgt. Bonilla, Detective Sullivan, SPO	10/20 Model validated by Commander Godin



Appendix F2: Cases Assigned by UNIT/BRANCH With SOURCE

Summary of Cases Assigned by Unit/Branch

Unit/Branch	Cases Assigned		Time Period	Source
Homicide	Actual	Est.	Estimated based on annualized data provided:	MPD (2023, September 7). <i>Homicide Staffing Stats: Chart for Case Distribution.</i> Provided in response to information request.
<i>Fresh Cases</i>	173	252	8.25 months Jan-Sept 2023	
<i>Major Cases</i>	13	19	8.25 months Jan-Sept 2023	
<i>Natural Deaths</i>	753	1,506	6 months Jan-Jul 2023	
Sexual Assaults	1,215		Actual case data for: 12 months 2022	MPD (2023, September 27). <i>Received SAU Data.</i> Provided in response to information request.
Financial Crimes	1,003		Actual case data for: 12 months 2022	MPD (2023, September 7). <i>Financial Unit Case Stats.</i> Provided in response to information request.
Carjacking	1,134	1,296	Estimated based on annualized data provided: 10.5 months Jan-Nov 2023	Metropolitan Police Department (2023, October 16). <i>Carjacking Case Data.</i> Provided in response to information request.
District Detectives	35,155		Actual case data for: 12 months 2022	Metropolitan Police Department (2023, September 19). <i>Received Closures and Case Stats: DDUs, Homicide, Carjacking, Sex A.U, Financial Crime.</i> Provided in response to information request.
<i>ADW/Assaults</i>	1,553			
<i>Robbery</i>	1,485			
<i>Domestic Violence</i>	5,386			
<i>Other Persons</i>	6,342			
<i>Burglary</i>	2,160			
<i>Thefts</i>	12,599			
<i>Other Property</i>	5,630			
Major Crash	136		Actual case data for: 12 months 2022	MPD (2023, August 3). <i>Criminal Investigations Data request response (2022 Only).</i> Provided in response to information request.
<i>Scene Response</i>	55			
<i>Full Investigation</i>	81			Major Crash Unit (2023, October 20). <i>Interview by PFM Team.</i> Virtual Teams meeting.
Child Physical and Sexual Abuse	3,721		Actual case data for: 12 months 2022	MPD (2023, September 20). <i>PSAB Case Data.</i> Provided in response to information request.
<i>Physical</i>	2,189			
<i>Sexual</i>	1,532			



Unit/Branch	Cases Assigned		Time Period	Source
ICAC/ HT		705	Actual case data for: 12 months 2022 Estimated based on monthly average (22 months): Jan 2022-Oct 2023	MPD (2023, September 29). <i>ICAC Case Stats</i> . Provided in response to information request.
<i>IC Cases</i>	288			
<i>HT Cases</i>	39			
<i>IC Tips</i>	619	338		
<i>HT Tips</i>		40		
Missing Persons	1,930			
<i>Missing Persons</i>	1,376		Actual case data for: 12 months 2022	MPD (2023, September 27). <i>Missing Persons Case Stats 2022</i> . Provided in response to information request.
<i>Command Post</i>	180			
<i>Parental Kidnap</i>	4			
<i>Attempt to Locate</i>	195			
<i>Welfare Checks</i>	175			



Appendix F3: Current Detectives Summary by UNIT/BRANCH

Summary of Number of Detectives by Unit/Branch

Unit/ Branch	Number of Detectives	Source
Homicide	50	MPD (2023, September 7). <i>Homicide Staffing Stats: Chart for Case Distribution</i> . Provided in response to information request.
Sexual Assaults	22 *18 detectives working fresh cases	Sexual Assault Unit (2023, September 13). <i>Interview by PFM Team</i> . Virtual Teams meeting.
Financial Crimes	3 *1 Officer working fresh cases	Financial Crimes (2023, September 16). <i>Interview by PFM Team</i> . Virtual Teams meeting.
Carjacking	12	MPD (2023, October 16). <i>Carjacking Case Data</i> . Provided in response to information request.
District Detectives	143	MPD (2023, November 22). <i>DDU Staffing Levels</i> . Provided in response to information request.
Major Crash	5	Major Crash Unit (2023, September 1). <i>Interview by PFM Team</i> . Virtual Teams meeting.
Child Physical and Sexual Abuse	23 *18 detectives working abuse cases	MPD (2023, September 20). <i>PSAB Cases Data</i> . Provided in response to information request.
ICAC / HT	4	ICAC/Child Exploitation Unit (2023, September 12). <i>Interview by PFM Team</i> . Virtual Teams meeting.
Missing Persons	6 *10 Officers working fresh cases	MPD (2023, September 27). <i>Missing Persons Case Stats 2022</i> . Provided in response to information request.



Appendix F4: Model Assumption Sources Summary by UNIT/BRANCH

Summary of Model Assumption Sources by Unit/Branch

Unit/ Branch	Complexity	Arrest Rate	Plea and Trial Rates
Homicide	Calculated based on data provided for 2023	Calculated based on data provided for 2023	Estimated by MPD officials based on their experience
Sexual Assaults	Calculated based on data provided for 2022	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience
Financial Crimes	Estimated by MPD officials based on their experience	Calculated based on data provided for 2022-2023	Estimated by MPD officials based on their experience
Carjacking	Estimated by MPD officials based on their experience	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience
District Detectives	Estimated by PFM Team based on benchmarks	Estimated by PFM Team based on benchmarks	Estimated by PFM Team based on benchmarks
Major Crash	Calculated based on data provided for 2022	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience
PSAB	Calculated based on data provided for 2022	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience
ICAC/ HT	Calculated based on data provided for 2022 and 2023	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience
Missing Persons	Calculated based on data provided for 2022	Calculated based on data provided for 2022	Estimated by MPD officials based on their experience



Appendix F5: Available Time Calculation

CY 2022 Leave Hours per Detective⁵¹⁹

Time Category	Hours per Detective
Annual Leave	134.19
FMLA	54.68
Sick Leave	52.93
Administrative Leave	25.10
Paid Family Leave	21.17
FLSA Leave	12.20
Performance of Duty	8.72
Time Off Award	7.48
Military Leave	3.36
Comp Time	3.15
Other Leave	3.04
Suspended	1.51
Leave Without Pay	0.87
AWOL	0.12
Total Leave	328.51

Source: MPD, TACIS Leave History 2021-2022, and ODCA 2022 Data.

Available Hours per Detective⁵²⁰

Time Category	Hours per Detective
Annual Working Hours	2,085.70
Leave	(328.51)
Training	(96.00)
Available Hours	1,661.19

Source: MPD, TACIS Leave History 2021-2022, ODCA 2022 Data, and Total MPD Training Hours by Member by Element 2022-2023.

⁵¹⁹ To determine which detectives to include in the average leave hours calculation, PFM used the ODCA 2022 Data excel file to determine the detectives that were assigned on both the first and last pay period of CY 2022.

⁵²⁰ Court time and light duty/non-contact time are not part of the available time calculation for investigations since it was added in each unit's workload.

Agency Comments

On July 2, 2024, we sent a draft copy of this report to the Metropolitan Police Department (MPD) for review and written comment. MPD responded with comments on August 16, 2024. Agency comments are included here in their entirety.



GOVERNMENT OF THE DISTRICT OF COLUMBIA
METROPOLITAN POLICE DEPARTMENT

August 16, 2024

Kathleen Patterson
District of Columbia Auditor
Office of the District of Columbia Auditor
717 14th Street, NW, Suite 900
Washington, DC 20005

Dear Ms. Patterson,

Thank you for providing the Metropolitan Police Department (MPD) with an opportunity to review the Office of the District of Columbia Auditor's (ODCA) *Study of Police Staffing and Time Utilization in the Washington, D.C. Metropolitan Police Department*. MPD appreciates the diligent effort by you and your team in conducting this study. Thank you for being a partner in our public safety mission of providing the best service to our community.

MPD would like to make a few general comments at the outset that apply to various areas of the report before providing our responses to the specific recommendations.

Number of Sworn Officers: MPD strongly disagrees with the study's assertion that the Department has adequate staffing at the patrol level. Patrol officers are often pulled in many different directions and the challenges posed by this reality are more easily overcome with greater numbers. With staffing at a fifty-year low, some of the issues raised in the study would be ameliorated by an appropriately sized force. For example, with more officers, the use of overtime would be reduced, and more resources would be available for investigations, special events, and demonstrations.

Recent Organizational Changes: MPD notes there have been several organizational changes between the time the analysis was done and now, which are not accounted for in the draft report. Two examples include standing up the Real Time Crime Center (RTCC), replacing the Joint Strategic and Tactical Analysis Command Center, and creating the new Organizational Culture and Wellness Bureau, which shifted some divisions from the Professional Development Bureau.

Shifting Workload to Outside Agencies: In principle, MPD supports the Auditor's recommendations related to "putting the right work in the right hands." MPD agrees that there are opportunities for the Department of Forensic Sciences (DFS), the Department of Corrections (DOC), and the DC Department of Transportation (DDOT) to assist in functions that fall within their areas of expertise. The capacity of these agencies to handle this workload depends on them having adequate staffing during the times it is needed. Otherwise MPD, as a 24/7 agency, must fill the gap. Clearly, the Mayor and these agencies must be consulted on the Auditor's specific suggestions and the financial and organizational impacts must also be evaluated.

With respect to traffic, the study states: "Alternatives to patrol officers addressing traffic safety needs are being explored and implemented in other cities. These are possibilities for the District

to consider as well.”¹ MPD agrees having more DDOT resources available to handle some additional traffic control – although not traffic enforcement – responsibilities would be helpful. In addition to general staffing limitations, MPD has found the biggest challenge to having DDOT cover more of the traffic control is the limitation of their shift schedule. Therefore, a possible solution might be examining the optimal schedule and staffing to handle more of the special events that occur during the evening hours or weekends.

Using Schedule A for a Staffing Analysis: The staffing study team made the decision to use Schedule A reports for the majority of this analysis. In discussions with the team, MPD expressed concern that these reports are only a snapshot in time of where positions are funded, and do not accurately represent where individual people are working at a given time. The Schedule A is primarily a budgetary tool of the Office of the Chief Financial Officer. It is not an operational tool that reflects up-to-the minute assignments made to address current and emerging public safety needs, as well as factors such as sick leave, limited duty status, and separations, which are made in MPD’s Personnel Resource Tracking System. Despite this significant shortcoming, the team moved forward with their analysis based on the Schedule A. MPD would again like to clearly state that staffing analysis based on the Schedule A is limited and potentially misleading.

DC’s Unique Environment and Benchmarking: MPD appreciates the staffing study team’s efforts to understand the unique context of policing in the District of Columbia. Policing in the nation’s capital is distinct from other agencies for several reasons. As the seat of the federal government, the District is the focus of significant numbers of demonstrations and special events. MPD is responsible for protecting the safety of those exercising their constitutionally protected rights as well as the safety of all residents and visitors to the District. While other cities may host large scale events, the size, number, and frequency likely do not compare. Furthermore, the District is not like other cities that can rely on support from a county sheriff’s office or state police. While MPD works closely with its federal partners, those agencies all have a limited jurisdiction, and the safety and well-being of all people in DC is not their primary mission.

PATROL AND INVESTIGATIONS BUREAU STAFFING

- 1. Develop a workload-based staffing model for the Department consistent with the methodology of the current short-medium-and long-term workload requirements including:**
 - **The PS portion of the new model that allocates officers and professional staff to districts and shifts that reflect area needs, including the types and volumes of community service calls, crimes, and proactive policing functions.**
 - **The ISB portion of the new model that distributes Detectives within ISB based on the workload inputs described in the Study and additional inputs based on department and community needs.**
 - **All portions of the new model ensure work-based inputs are based on complete and available data, less reliant on the assumptions of Bureau personnel, and incorporate other recommendations that follow.**

¹ See page 7.

MPD Response to Recommendation #1

Staffing for both patrol and investigative services is currently based on workload needs. MPD appreciates the study's identification of areas where MPD could improve its data collection to better quantify certain aspects of the workload to better inform these decisions. MPD plans to explore solutions to improve data collection in those areas.

Patrol Staffing

MPD's current approach to officer assignment and deployment is based on crime data and calls for service, among other factors. For example, MPD is intentional about staffing during the days and times (i.e., evening and midnight shifts) when violent crimes are more likely to occur. In addition, personnel may be moved around during a shift based on current events. Flexibility in how officers are deployed is critical to being able to respond quickly to changes in on-the-ground circumstances. (Patrol personnel are also supported by resources in centralized units that can be deployed to the places and at the times they are needed most.) Proactive assignments are not part of the calculation because they are required in all districts, so the workload is more equal than that of calls for service or specific crimes.

It is also important to understand that crime and calls for service may not occur consistently over the course of a particular shift. From a practical perspective, MPD cannot staff just part of a shift, so making sure there is coverage for the busy first half of the midnight shift, for example, may mean more officers on duty during the second half when calls slow down.

The staffing study has illuminated some approaches to using the data MPD collects on a regular basis to finetune its deployment strategies. MPD also appreciates the recommendations for how it can collect better data to help in making these important decisions. As noted under Recommendation #9, MPD also supports increasing administrative support for the sworn staff in patrol with professional staff.

MPD strongly disagrees with the assertion that there is adequate staffing at the patrol level. As indicated by the study's own findings, patrol officers are often pulled in many different directions. The challenges posed by this reality are more easily overcome with greater numbers of officers on patrol. Perhaps more importantly, the community has not been satisfied with fewer MPD officers. While it is a subjective measure, community satisfaction and a sense of safety are critical factors in government service.

MPD has only been able to meet community needs in the past five years with overtime hours that are the equivalent of 500 or more officers. While the agency works to use overtime judiciously, overtime is a critical and largely inevitable function of police work. When an officer makes an arrest, he or she cannot check out at the end of the shift and leave the processing to someone else. For officers not on a day work shift, the follow-up work with prosecutors and potentially in court will all be on overtime. Similarly, detectives investigating a case may need to interview a witness at a time convenient to the witness that is outside their regular shift. Specialized units that do not have 24/7 staffing sometimes must respond to the community during off hours.

Perhaps most importantly, police must have the ability to shift resources and tours of duty at short notice or for a limited time to respond to emerging or serious public safety issues. But the use of overtime is not only expensive in the short term – it can contribute to employee stress, illness, injury, and burnout. MPD will continue its robust recruitment and retention efforts to build up the workforce and support overall staffing goals.

Investigative Services Staffing

MPD agrees and supports the recommendation to add staff to the Investigative Services Bureau (ISB). At the same time, it is important to understand that the pipeline for detectives comes from the officer ranks, most of whom are assigned to patrol. As noted above, MPD strongly disagrees with the assertion that patrol has adequate staffing. MPD will continue building up staffing at the officer level in order to be able to promote additional detectives while maintaining a high standard of service to the community.

In the past year, MPD was able to promote 57 new detectives (49 of which are currently assigned to CID), but as the study indicates, more are still needed given current workloads. MPD is currently running a promotional process for detectives, which will result in additional detectives being eligible for assignment. New detectives are typically assigned to a District Detective Unit (DDU), and a smaller number are assigned to the Youth and Family Engagement Bureau.

Of course, increasing staffing for detectives has a cascading effect. The detectives assigned to specialized units, like Homicide or the Sexual Assault Unit, typically come from the District Detectives. It follows that detectives needed to fill those District Detective positions must come from somewhere else in the organization, most commonly patrol. To try to mitigate the impact this has on patrol operations, MPD's practice has been to try to time new detective selections with recruit graduations so that any officers promoted out of a patrol district are replaced with new officers.

The current staffing for ISB units is based on detective caseload, which is different depending on the types of cases they handle. Homicides are more complex than the crimes investigated by District Detectives (like simple assaults or thefts), therefore Homicide detectives will carry a smaller caseload. The DDU lieutenants in each of the districts are responsible for monitoring the caseloads of their squads to distribute the workload, and the DDU caseloads are also reviewed periodically to balance the workload with the staffing across the DDUs.

MPD does leverage professional staff to support the work of ISB. In the past year, MPD hired seven new analysts to help expand MPD's capacity to conduct robust analysis around violent crime, repeat violent offenders, and emerging trends and patterns. These professionals directly support both detectives with investigations, and specialized units and patrol in deploying assets more strategically.² In addition, MPD's Victim Services Branch assists victims with getting necessary documentation from investigators related to property, insurance policies, police reports and referrals for relocation and emergency housing. They also support victims and witnesses by directing them to services and supporting them through the investigative process. While Victim

² While these analysts fall under the Homeland Security Bureau's Analytical Services Division, their work directly supports the work of ISB staff.

Specialists dedicate their time to meeting the victim's needs, the detectives are able to focus on bringing them justice through the investigative process.

While the focus of this study is staffing, investments in technology are a critical force multiplier. In Fiscal Year 2023, MPD invested in a robust digital intelligence investigative platform to help detectives more quickly and accurately review the millions of pages of documents they receive each year in response to lawful searches of cell phones, social media accounts, and other key evidence. Previously, this was all done by detectives manually reviewing huge quantities of data. In Fiscal Year 2024, MPD invested in the Real Time Crime Center to help better leverage technology, such as the helicopter, CCTV cameras, license plate readers, and most recently, drones, to support targeted response and investigations. Mayor Bowser has committed to a substantial investment in more CCTV cameras to continue to enhance investigations and crime deterrence.

The Department would like to note a point of disagreement in the study related to the amount of time DDU's spend on non-case-related activities:

“Unit personnel were unable to provide significant context or data for non-case related workload. This is an area that requires additional information and examination to better understand and contextualize. In the absence of available data or estimates, with limited information from MPD personnel, an estimate of 30 percent is used. Again, this is used to provide a preliminary estimate for contextual purposes and done in absence of necessary data.”³

This percentage is higher than those reported by the other investigative units – most of which reported four hours per week. It is unclear what was used to arrive at this figure and MPD does not concur with the conclusion.

EVALUATE THE NEED FOR THE CURRENT NUMBER OF CHIEFS AND COMMANDERS

- 2. Analyze the Department's executive-level staffing, taking into consideration Department and community needs, the size of the agency relative to its Executive Staff, potential ways to consolidate Executive Staff responsibilities, and ways to assign professional staff instead of sworn personnel to more senior-level positions.**

MPD Response to Recommendation #2

There is no one right way to organize a large police department. MPD's current structure balances the different functions of the organization across nine bureaus. Given the relative number of staff assigned to patrol, this function is broken into two bureaus by geographic area, and the rest of the bureaus have authority over discrete functions (e.g., criminal investigations, internal affairs, technology). This structure works for MPD, and the Department will continue to refine and adjust organizational structure as needs change.

³ See page 292.

One example of this is the creation of the new Organizational Culture and Wellness Bureau. The new bureau was created to consolidate the different functions that support Department members, from human resources to wellness and Diversity, Equity, and Inclusion (DEI), as well as signal the importance of these functions. This bureau is also a good example of a professional staff member in a senior-level position – this bureau is led by MPD’s Chief People Officer, who is a professional staff member.

In addition to the Chief People Officer, MPD’s senior leadership includes several other professional staff members, including the Chief Administrative Officer, Chief of Staff, and General Counsel, who all report directly to the Chief, as well as the Executive Director of the Strategic Change Division, and the Director of Communications. It is not clear from the study what additional senior-level positions the Auditor believes would be appropriate for civilianization.

PUTTING THE RIGHT WORK IN THE RIGHT HANDS

3. Increase the use of the Telephone Reporting Unit (TRU) and the Online Reporting Tool (ORT) by expanding the crimes and other matters that can be reported, expanding the use of non-sworn personnel to staff these alternative response programs, and developing a plan to inform the public of these resources and incentivize their use.

MPD Response to Recommendation #3

The use of telephone reporting was expanded during the COVID-19 pandemic to include ten new categories, for a total of 22 TRU-eligible incident types. Even after the pandemic, the Department has chosen to leave all but one of these call types (stolen vehicles) with the TRU.⁴ The criteria for online reporting are more restrictive than for TRU since follow-up may not be done immediately.⁵ For that reason, categories that are eligible for reporting online are more limited. Calls are dispatched directly from the Office of Unified Communications to the TRU, so a public communication campaign is not necessary. MPD will continue to explore ways to increase the visibility and accessibility of online reporting to the public.

With respect to TRU staffing, the majority of the sworn members in TRU are on a restricted duty status, meaning they are not permitted to work in the field. As such, staffing this unit with members in this status does not impact operations. Indeed, this is a constructive method to keep experienced sworn members working while they are recuperating from injuries or illness.

⁴ While this is the current practice already, MPD is in the process of updating its policy to remove stolen vehicles from the list of TRU reporting categories.

⁵ By policy, online reports must be reviewed within two business days of being submitted. (MPD General Order 401.11.)

4. **Track the number of unique instances and hours for all personnel associated with each hospital guard detail in a manner sufficient for ongoing reporting (in aggregate) and analysis.**
 - **Evaluate options for the number and type of personnel that could be used for hospital guard duty and prepare a report with proposed new protocols for guarding and transferring arrestees in different medical environments and circumstances.**
5. **Update General Order (G.O.), PCA-502-07 “Medical Treatment and Hospitalization of Prisoners” to reflect MPD and DOC protocol changes.”**

MPD Response to Recommendations #4 and #5

MPD appreciates the study’s identification of areas for improvement in how the agency collects data related to workload and plans to implement solutions to improve some of these data challenges, particularly with respect to time spent on hospital details. MPD will work with the Office of Unified Communications (OUC) to develop a consistent protocol for how officers report the time they spend on hospital details and how OUC dispatchers record such time in the Computer Aided Dispatch system. Once those protocols are finalized, MPD will update all the necessary general orders accordingly.

MPD and DOC agreed in 2013 that prolonged hospital details (more than two hours) would be the responsibility of DOC. This remains the policy, and MPD does not believe it requires update. However, DOC, like most government agencies and many labor sectors, also has staffing shortages. MPD supports the DOC in their efforts to increase their staffing to meet the current need.

MPD strongly disagrees with the study’s suggestion that MPD reduce the number of personnel assigned to hospital detail.⁶ The two-officer requirement for hospital details is essential for the safety of hospital staff, community members, and the officers.

STAFFING-RELATED DATA COLLECTION

6. **Develop a plan for collecting standardized personnel and time usage data necessary for a comprehensive assessment of the Department’s current workload-based components (e.g., HSB operations, hospital guard duties, and juvenile transports, report writing time, use of two-officer units, time spent per ISB case, number of ISB case-related interviews and time spent per interview).**
7. **Complete an assessment of problems with existing technology and identify challenges involving departments/agencies inside and outside the DC government that impact the Department’s ability to efficiently gather comprehensive data.**

⁶ “The result of a policy change to only require one officer could free up thousands of hours of annual patrol time across all police districts; however, any such policy decision should be made with consideration for appropriate safety and protocols for officers, hospital staff, and arrestees.” (See page 38.)

MPD Response to Recommendations #6 and #7

As noted previously, MPD plans to implement solutions to improve some of the data issues identified by the study. As noted in MPD's response to Recommendation #4 above, MPD will work with OUC to develop a protocol to better track time spent on hospital details. A similar process can be used to better quantify hours spent outside DC for calls at the Department of Youth Rehabilitation Services facility.

MPD's current system can capture officers who work overtime on Homeland Security Bureau (HSB) details for special events based on their overtime code; however, it is not able to capture the time spent by those officers working either part or all their regular shift on that detail. The timekeeping system captures the beginning and end of a shift, but it does not support further categorization of hours. This limitation also impacts the ability to track time spent on other tasks mentioned by the study, such as report writing or investigative interviews. Until MPD has a tool that can easily capture time spent in specific administrative activities that do not go through dispatch without creating its own administrative burden on sworn members, this will be a continuing challenge.

8. Make bureau staffing levels of sworn and professional personnel available monthly online.

MPD Response to Recommendation #8

MPD currently reports sworn staffing levels monthly on its website: <https://mpdc.dc.gov/node/1653316>. In Fiscal Year 2025, the Department will begin including professional staffing levels in these reports.

RATIO OF PROFESSIONAL (CIVILIAN) TO SWORN STAFF

9. Increase the proportion of professional staff (not including Cadets) from 14% to 20% giving particular attention to increasing professional staff use in PS and ISB.

10. Provide regular comprehensive updates on progress in meeting the three recommendations associated with MPD professional staff from the Cultural Assessment of the MPD Workplace report conducted by the Police Executive Research Forum (PERF), released in March 2023:

- a. Identify as many sworn positions as reasonably possible that could be filled by qualified, trained professional employees, and work as quickly as possible to create and fill the positions.
- b. Consider ways to equalize the titles of sworn and professional staff.
- c. Identify ways professional staff do not receive the same treatment or benefits as sworn personnel and attempt to bridge the divide.

MPD Response to Recommendations #9 and #10(a):

MPD supports increasing the use of professional staff to reduce sworn workload burdens and allow patrol officers to spend more time in the field and detectives to spend more time investigating cases. Professional staff can also bring experience and expertise in areas that may not be consistently available through sworn staffing.

MPD has moved forward with various civilianization efforts over the years. Most recently, MPD established the Community Safety Ambassador (CSA) program. These professional staff members provide support to sworn members in the field through a variety of functions, including community engagement through high visibility and community events, assisting with crowd and traffic control at special events, supporting Safe Passage efforts, and assisting with Telephone Reporting Unit operations, among other duties.⁷

In July 2023, MPD completed a review to identify which positions currently filled by a sworn member could be performed by a civilian, or civilian positions that could be developed to better leverage MPD's crime fighting tools. That review identified a total of 148 various positions. This list was provided to the staffing study team.

There are also limitations on the extent to which MPD can increase the number of professional staff in the department. While Mayor Bower's proposed Fiscal Year 2025 budget included \$8.7 million to support MPD civilianization efforts (106 total positions), the Council reduced this by \$2 million. MPD will continue to identify opportunities for additional positions or functions that could be transitioned to professional staff roles as the DC budget and financial picture support.

One point of caution on using benchmark agencies to make comparisons to MPD, especially with respect to the ratio of sworn to professional staff: different agencies may have certain functions – like a 911 dispatch center, traffic control officers, or forensics lab – which are primarily staffed by non-sworn personnel, and therefore translate to a higher ratio of sworn to professional staff when compared to an agency like MPD that does not have those functions. In fact, the study identified that all six benchmark agencies had responsibility for forensics,⁸ which MPD does not. Without a full understanding of the benchmarking agencies' responsibilities and how that might translate into their professional staffing levels, comparisons are oversimplified.

MPD Response to Recommendation #10(b)

When the Police Executive Research Forum initially made this recommendation, MPD professional staff at the executive level discussed it and did not support it. As noted in the study, MPD has professional staff representation in the department's senior leadership. The executive team includes the Chief Administrative Officer, Chief of Staff, and General Counsel, who all report directly to the Chief, as well as the Chief People Officer, the Executive Director of the Strategic Change Division, and the Director of Communications. Professional staff directors also lead Analytical Services, Court Liaison, Records, Policy and Standards, Disciplinary Review, Information Technology, Fleet Services, Medical Services, and Human Resources.

⁷ MPD General Order 101.06.

⁸ See page 85.

MPD Response to Recommendation #10(c)

MPD has made concerted efforts to include professional staff in all the benefits and opportunities afforded to sworn personnel. The one exception is the pension system, which is administered by the District Government and outside MPD's authority.

When it comes to the workplace, professional staff have access to the same mediation, conflict resolution, and grievance processes available to their sworn counterparts. The mission of the Organizational Culture and Wellness Bureau (OCWB) is to build an inclusive culture within the agency, and they are doing so in a variety of ways, including helping professional staff advance in their careers and take advantage of the various professional development opportunities offered to sworn members. OCWB also facilitates commanders' roundtables to foster an inclusive culture from the top down, and OCWB is developing a training course with the Academy to support sworn supervisors who supervise professional staff subordinates.

OVERTIME DATA COLLECTION

11. Modify the existing time and attendance system (TMA/TACIS) to ensure it has the functionality and configuration to collect, monitor, and report machine-readable overtime and comp time data on a biweekly basis, including member details, overtime type, need or purpose, funding source, location, date and duration, and authorizing supervisor.

MPD Response to Recommendation #11

The current time and attendance system does provide this information on a bi-weekly basis, as did the predecessor system. These reports are run every two weeks once payroll closes and contains detailed information for analysis. That raw data, which is what was requested and provided to the auditing team, is then appended to the cumulative report for the fiscal year and an analysis is done that shows all the requested information, with the exception of the authorizing supervisor. The authorizing supervisor information can be found on the actual overtime slip.

Internally, this detailed report identifies overtime trends by fund, by category, by member, start and end time, and overtime type. Externally, this report is used as the basis for the monthly report that is submitted to the DC Council pursuant to the *Comprehensive Policing and Justice Reform Amendment Act of 2022*. The link to all monthly reports can be found on MPD's website under Public Transparency/MPD Staffing, Attrition and Budget Data/Overtime Reports. Here is a link to that web page: <https://mpdc.dc.gov/node/1666696>.

12. Reduce the current number of unique authorization codes (5,886) within the overtime database, consolidating or eliminating codes whenever possible, and create a data dictionary for each code within the shortened list.

MPD Response to Recommendation #12

MPD disagrees with this recommendation. MPD's ability to track codes to a unique event is based on the process established when creating the codes. While it may appear cumbersome to someone unfamiliar with MPD's data, it is set up in such a way to determine funding source and purpose. For example, all codes beginning with a number are generated by MPD's Court Appearance Notification System and are related to court activity. All codes beginning with an "R" represent reimbursable details. Generally, codes related to the federal presence that are charged back to the Emergency Planning and Security Fund (EPSF) begin with either "EPS" or "RPT." Codes funded by federal grants or interagency MOUs begin with a "G," with some exceptions. Events funded with local funds, such as continuation of tour, call back, or day off, all begin with a "D." Projects are also given unique codes. In short, MPD's use of overtime codes is well managed and suits MPD's internal, detailed reporting.

The Department would like to clarify one note in the study related to MPD's overtime code descriptions:

"Notes: Due to the high number of unique authorization codes, and absence of an existing list of code descriptions, PFM worked with MPD to prioritize authorization codes representing a majority of OT/comp time hours in the dataset, including all authorization codes representing at least 100 OT/comp time records, or 500 hours of use, or the top 90 percent of total OT/comp time hours recorded. Hours listed as 'Not identified' include authorization codes outside of that group, for which MPD did not provide descriptions."⁹

The staffing study team requested and MPD provided descriptions for a total of 142 codes.¹⁰ MPD was not asked for any additional authorization code descriptions.

THE IMPACT OF SHORT-TERM HOMELAND SECURITY BUREAU DETAILS

13. Collect data that allows a thorough, ongoing assessment of how often and how long members from each bureau are assigned to Homeland Security Bureau (HSB) Special Operations and other HSB short-term details.

MPD Response to Recommendation #13

As noted in MPD's response to Recommendation #6, the current timekeeping system can track time spent on overtime for special events but not necessarily the time spent by officers working their regular shift (although overtime backfill information may be able to assist with this).

The nature of HSB's workload is such that different events require different staffing levels and for different periods of time. In addition, as discussed further in MPD's response to Recommendation #14 below, MPD must have the standing ability to ramp up its Civil

⁹ See page 114.

¹⁰ This request can be found in Appendix A2: Requested and Received Data on page 325, and under the "Status" column it is marked "Complete."

Disturbance Unit (CDU) response on an as-needed basis, which means using patrol resources when necessary. This flexibility is key to ensuring MPD is able to respond to spontaneous events while also protecting the safety of all visitors and residents throughout the District.

14. Develop a data-based assessment of long-term HSB staffing needs that minimizes dependence on personnel from other bureaus and resulting impact on the work of other bureaus.

MPD Response to Recommendation #14

Given the impact that HSB details can have on other parts of the organization, MPD would support increasing the staffing levels within the bureau. However, as with increasing the staffing in ISB, the pipeline for HSB staffing would come from the patrol officer ranks. **The best way to decrease the impact of HSB details on patrol operations is to increase the total number of officers in patrol.**

The HSB workload includes both pre-scheduled activities, like dignitary movements and sporting events, and less predictable activities, like spontaneous First Amendment events. The less predictable workload is what CDU deployments cover and could never be covered entirely by HSB. The timing and sizes of these events fluctuate so the staffing strategy must also be flexible. MPD must have the standing ability to ramp up its response on an as-needed basis.

CDU platoons are established in advance and train together, so the teams have experience working with each other over time, which is critical to the work they do. The members of these platoons, however, may not all work on the same shift so when a platoon is activated, some of the members may be working their regular shift while others may be coming in on an overtime basis. In some instances, only part of a platoon is needed, and the patrol Commanders have some discretion in deciding who to send to assist HSB. Outside of those limited circumstances, there is little room for change to this system to further minimize the impact on patrol operations.

The Department requests one correction in the study related to HSB dignitary movements. The study combines dignitary escorts with the Mayor's protection detail under the HSB workload:

“MPD reported that it provides escorts for President of the United States (POTUS), Vice President of the United States (VPOTUS), the Mayor of the District of Columbia (Mayor), and other dignitaries requiring protective measures as they move throughout the District of Columbia. MPD personnel estimated that staffing for escorts can require 40 to 50 officers, but requirements vary based on the type of escort and the route taken.”¹¹

MPD's Executive Protection Unit is a dedicated unit that provides security for the Mayor and reports to the Executive Office of the Chief of Police. This function is not a draw on HSB resources.

¹¹ See page 241.

CLASSIFICATION OF CADETS

15. Classify and count Cadets separately in all data, not as sworn or professional Department staff members.

MPD Response to Recommendation #15

For a police agency and its constituency, the most important factor to know about an employee is whether the individual has police powers. Thus, an employee is either sworn or not sworn. Adding a new category for cadets will require additional information each time the data is provided to clarify that these employees do not have police powers. Therefore, for most purposes, MPD does not agree this is helpful. When providing more detailed information in certain reports or to certain requestors, MPD can easily provide this additional information. For instance, MPD will break out the number of cadets within the total number of professional staff in the monthly staffing reports (see MPD response to Recommendation #8).

COLLECTING AND HANDLING EVIDENCE

16. Provide a recommendation to District policymakers for the best possible organization and use of District resources to ensure optimal crime scene management and evidence collection outcomes. Include safeguards and protocols developed jointly with DFS to ensure evidence integrity and avoid potential bias in evidence collection and handling.

MPD Response to Recommendation #16

With respect to a recommendation to policy makers, in the Fiscal Year 2024 proposed budget, Mayor Bowser and MPD recommended transitioning crime scene responsibilities from DFS to MPD. The Council, however, rejected this proposal and removed this from the final Fiscal Year 2024 budget.¹²

MPD has a strong working relationship with DFS. As MPD has said with respect to DOC (see MPD response to Recommendation #4) and DDOT, the Department supports increasing the staffing at DFS to meet the needs of the crime scene workload. As mentioned earlier, this is contingent on resource availability and consistency with DFS operational plans as well as the Executive's strategic vision.

It should be noted that there is general agreement between MPD and DFS about each agency's respective roles, and contrary to the comments from DFS staff reported on page 35, the current protocols used by MPD and DFS were jointly developed. MPD had several meetings with DFS leadership in 2022 and a consensus was reached on what should be included in MPD's General Order. There may be instances where agency personnel disagree on whether a DFS response is required in individual cases, but overall, the agencies continue to work collaboratively.

¹² DCist. "D.C. Council Votes To Keep Crime Lab Independent Of Police Department," Jun. 13, 2023: <https://dcist.com/story/23/06/13/dc-council-maintains-crime-lab-independence/>.

APPLICANT INVESTIGATIONS

17. Develop and implement a plan to reduce the time taken to conduct background checks.

MPD Response to Recommendation #17

As of July 17, 2024, the Recruiting Division (RD) had opened 458 cases with 54.5 median days in progress to completion. As noted in the study, the Recruiting Division has shown significant improvement in case closure timelines since 2021. RD is currently completing a higher number of cases in fewer days than previously reported.

Background investigations of prospective employees is a key area for quality control. While MPD recognizes that completing background checks *quickly* can make the agency more competitive in hiring desirable applicants, making sure they are done properly is critically important. MPD cannot sacrifice quality for speed in this area. MPD's Recruiting Division has and will continue to explore ways to make their process more efficient without sacrificing quality.

In closing, MPD would again like to thank the Auditor for this opportunity to review the draft report and provide a response. Please do not hesitate to contact us if you have any further questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Pamela A. Smith". The signature is fluid and cursive, with the first name "Pamela" being more prominent.

Pamela A. Smith
Chief of Police

ODCA Response to Agency Comments

The Office of the D.C. Auditor appreciates the comments from the Metropolitan Police Department that note agreement with some of the report's recommendations and at least partial agreement with others, including several on which MPD is already acting, such as adding staff to the Investigative Services Bureau and seeking to improve data collection to better inform staffing decisions in a few areas. We look forward to following up on the staffing recommendations through our recommendation compliance process.

We acknowledge one misstatement in the draft report which we have deleted in the final version of the report. The draft had included the District's Mayor in the list of dignitaries protected by staff from the Homeland Security Bureau (HSB). This was an error, as the Executive Protection Unit, part of the Office of the Chief of Police, has for many years provided the Mayor with her own security detail.

We appreciate the department providing updates on actions that occurred following the scope of the audit, such as the creation of the Real Time Crime Center, which replaced the Joint Strategic and Tactical Analysis Command Center. It is our standard practice to invite agency comments in part to provide the public with as comprehensive a picture as possible of the audited agency or program.

At the outset, the MPD response takes exception with the study's findings on the number of staff needed in patrol services and states that such officers being "often pulled in many different directions" is a challenge that is "more easily overcome with greater numbers." MPD has frequently cited the repeated deployment of patrol officers outside their assigned patrol service areas and the need to improve "community satisfaction," as MPD terms it, as justification for increasing its number of sworn personnel.

ODCA's first recommendation in the report is that MPD develop a **workload-based staffing model** based on current department expectations, community priorities, types and volumes of community service calls, crimes, and proactive policing functions. Completing this recommendation, using timely and complete data, could reflect that more officers might be one, but likely not the only, answer to challenges facing the department. Community satisfaction, for example, might be increased by ensuring greater visibility of officers and implementing new ways for them to engage with residents, not necessarily through increasing the number of patrol officers.

PFM's workload-based staffing model was based on best practice, peer-reviewed research and analytical methods for law enforcement staffing analysis developed for the U.S. Department of Justice. But the study found numerous instances of a lack of timely and quality data for the model. This included the absence of analysis on the workload needs of the HSB, the actual time devoted to guarding prisoners at medical facilities, and time spent transporting juveniles.

The MPD response questions the use of the District's Schedule A for the staffing analysis, referring to the statutorily required database of all District of Columbia employees, which provides information including name, position and salary and is required to be submitted to the U.S. Congress each budget cycle. Despite MPD's assertion that this record is a snapshot and a budget tool that doesn't reflect factors such as limited duty status, the Schedule A remains the only available database of all employees and all authorized full time equivalent positions.

Finally, in the introduction to MPD comments, the Department states that use of comparable police agencies for benchmarking can be misleading because of the District's unique status as the nation's capital. While it is true that Washington may host more public rallies than other cities it is also the case that there is an annual federal appropriation reimbursing the District for public safety expenditures for federal purposes. The benchmarking section of the study provides useful comparisons with other jurisdictions including on areas such as civilianization and staffing per capita and per crimes.

In its detailed response to Recommendation 1 on developing a workload-based staffing model for patrol and investigations, MPD also resists consideration of current shifts. Many departments have schedules that provide for overlap of shifts to provide coverage at busy times. The study also noted lack of data on the time District detectives spend on activities not related to active cases and MPD questioned the data used as a proxy for the absence of data. The study used 30% as a proxy based on interviews with MPD staff.

In the response to Recommendations 6 and 7, MPD states that "the timekeeping systems captures [sic] the beginning and end of a shift, but it does not support further categorization of hours." The CAD does capture the time an officer spends on each call for service such that a total shift can be reported in terms of what proportion of time was spent on calls in contrast with time not spent on calls for service. MPD cites as a "challenge" the current failure to capture time spent on administrative tasks, but this is a task other departments have successfully addressed.

In response to Recommendation 11 to capture more comprehensive data on use of overtime, MPD asserts they provide the needed information on a bi-weekly basis. The overtime data provided to the study team lacked sufficient granularity to know, for example, the need or purpose of specific overtime hours. The team found that a high proportion of information was captured in "notes" in the time and attendance system which cannot be aggregated or summarized.

At the same time, Recommendation 12 called for reducing the nearly 6,000 distinct authorization codes for overtime reporting and MPD disagreed with this as well, even though the study team found that 90% of the overtime hours fell within 142 of the several thousand codes.

On our Recommendation 13 to collect data and analyze the actual workload requirements of HSB operations, MPD's response provides information about the data it can collect but does not address the recommendation's suggestions. But the presenting questions are how often HSB pulls officers away from patrol and how does it impact patrol operations and the work of other sections of the department; these questions remain unanswered. And on Recommendation 14 to reduce HSB's dependence on other bureaus, MPD stated that the best way to decrease the impact of HSB details on patrol operations is, again, "to increase the total number of officers in patrol."

On Recommendation 15 to classify cadets as neither sworn nor professional staff, MPD "does not agree this is helpful." Yet, continuing to count cadets as professional staff permits the Department to inflate its statistics on the proportion of staff who are professional and makes professional staff comparisons with other law enforcement agencies difficult.

We regret that, as noted above with regard to several recommendations, the Department is choosing not to consider further analysis that might lead to more efficient and more productive allocation of staff. In several portions of MPD's response to questions their go-to answer is simply having a larger number of officers instead of researching and considering new approaches to management or how the agency is organized and deployed.

ODCA greatly appreciates the time and diligence of Chief Pamela Smith and her staff in responding to all of the questions and requests for information from our audit team. We look forward to revisiting the recommendations over the next several years and providing policymakers and the public with progress on the many issues addressed throughout this study.

About ODCA

The mission of the Office of the District of Columbia Auditor (ODCA) is to support the Council of the District of Columbia by making sound recommendations that improve the effectiveness, efficiency, and accountability of the District government.

To fulfill our mission, we conduct performance audits, non-audit reviews, and revenue certifications. The residents of the District of Columbia are one of our primary customers and we strive to keep the residents of the District of Columbia informed on how their government is operating and how their tax money is being spent.

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