

For immediate release

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**MPD Staffing Study Points to Need for 65 More Detectives,
Reallocating Rather than Adding Patrol Officers, and Better Data**
*Recommendations for MPD include developing a workload-based staffing model based on
best-practice methodology, improving data collection, and increasing use of civilians*

September 12, 2024 (WASHINGTON) A recent staffing study of D.C.'s Metropolitan Police Department (MPD) requested by the Office of the D.C. Auditor (ODCA) found that MPD has sufficient patrol officers but would benefit from 65 additional detectives. The study further recommended changes to where and when patrol officers are assigned, found that the number of civilians in the department lags other agencies of similar size, and repeatedly noted MPD's lack of timely, dependable, and complete data.

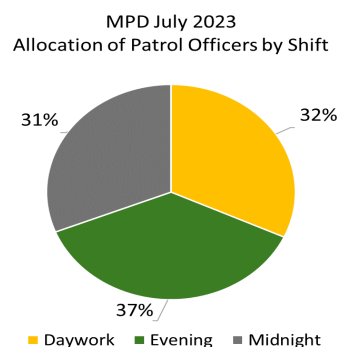
The study's findings are based on a workload-based staffing model recognized as an industry standard for assessing police staffing needs. This model utilizes quantitative and qualitative metrics, including calls for service, officers' self-generated activity, the volume of crimes investigated by detectives, and data related to many other aspects of agency responsibilities.

The Public Financial Management Group (PFM), engaged by ODCA to conduct the study, collected the most reliable available data over 18 months to form its conclusions. PFM has performed staffing studies in Department of Justice-involved cities and cities of all sizes across the country. PFM team members included data and policing experts with decades of experience.

"This study recognizes that staffing decisions are dynamic and inevitably change as community and departmental expectations change," said Chris Magnus, who oversaw the study for ODCA and served as DC's Deputy Auditor for Public Safety from June 2023 to July 2024 and is himself a veteran police leader as chief in three U.S. cities. "Study findings and ODCA's recommendations provide the Police Chief and Mayor with strategies for future staffing decisions based on a best practices model, not best guesses."

The study found that:

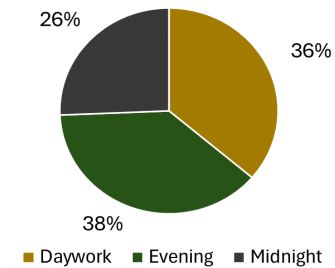
- Rather than adding to the total positions in Patrol Services (PS), staffing should be reallocated among districts and shifts. The current allocation does not align with the workload.
 - For example, as of July 2023, a third of all officers assigned to Police Service Areas (PSAs) were allocated to the midnight shift, yet only a quarter of the calls for service occurred during this shift.



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- To allocate resources based on calls for service, the model suggests assigning 52 more officers to the day shift, a 4% increase; seven more to the evening shift, a 1% increase; and 77 fewer to the midnight shift, a 5% decrease.
 - The workload-based model also suggests assigning 17 more officers to District 3 and 12 more to District 7. The model calculates that fewer officers will be assigned to all other districts than were assigned in July 2023.
- Based on an analysis of workload measures, such as case management and other factors, the Investigative Services Bureau (ISB) needs 65 additional detectives.
 - The Criminal Investigations Section within ISB, which includes the District detectives investigating crimes against persons and property (assaults, robberies, burglaries, etc.), needs 52 of the 65 detectives based on the workload-based model.
- The Homeland Security Bureau (HSB) details (e.g., significant events, protests, escorting dignitaries, etc.) required 198,449 patrol officer hours from their regular shifts. Hospital guard details needed 49,000-54,000 hours. Patrol officers and detectives are routinely pulled from their regular duties for these and other details.
- Detectives worked more than double the average overtime and compensatory time hours per employee compared to all other employees in the dataset.
- According to 2022 FBI data, the average professional staff (civilian) composition for agencies nationwide that serve between 500,000 and 1,000,000 residents was 23%. MPD's proportion of professional staff (without cadets) was 14% at the start of FY 2024.
- The absence of sufficient data limited observations and workload-based calculations. For example, the full impact of HSB special details and hospital guard details on staffing throughout the Department cannot be reliably quantified with available MPD data.

Recommended Work-Based Model
Allocation of Patrol Officers by Shift



ODCA recommends that MPD:

- Develop a workload-based staffing model based on current, short, medium, and long-term workload requirements that allocate patrol officers and professional staff to districts and shifts that reflect PSA needs, including calls for service, crimes, and proactive policing functions. Detective staffing should be based on the workload inputs described in the study, such as case volume, complexity, and additional inputs based on department and community needs.
- Develop a plan for collecting standardized personnel and time usage data necessary to comprehensively assess the Department's current workload-based components (e.g., HSB operations, hospital guard duties, juvenile transports, report writing time, time spent per investigations case, interview time, etc.).
- Complete an assessment of existing technology and identify challenges involving departments/agencies inside and outside the D.C. government that impact the Department's ability to gather comprehensive data efficiently.
- Make bureau staffing levels of sworn and professional personnel available monthly on the department's public dashboard.
- Increase the proportion of professional staff (not including cadets) from 14% to 20%, particularly increasing professional staff use in PS and ISB.
- Identify as many sworn positions as possible that can be filled by qualified, trained professional employees, and work as quickly as possible to create and fill the positions.

- Develop a data-based assessment of long-term HSB staffing needs that minimizes dependence on personnel from other bureaus and its impact on the work of other bureaus.
- Classify and count cadets separately in all data, not as sworn or professional Department staff members.
- Provide a recommendation to District policymakers for the best possible organization and use of resources to ensure optimal crime scene management and evidence collection.

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