

METROPOLITAN POLICE DEPARTMENT: **Staffing Study**

October 18, 2024



MPD Staffing Study

About ODCA

Background on Police Staffing Study

- The Study: ODCA's RFP Process
- Who is PFM?

Final Report Published

- Workload Staffing Model
- Data Needs
- Civilianization

Conclusion



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About ODCA

- Legislative Branch's Accountability Office.
- Independent:
- Created with Home Rule in the Home Rule Charter
- Authorized to receive **all** materials from **all** parts of D.C. Government.
- Subpoena Authority.

About ODCA

- Statutorily Required Audits
 - Many projects recommended by community members (E.g., Vision Zero and Animal Welfare Contract review)
- Structure
 - 28 staff in four audit teams
- Budget
 - Has averaged \$6.5M, including \$1-2M for contract audits

MPD Staffing Study

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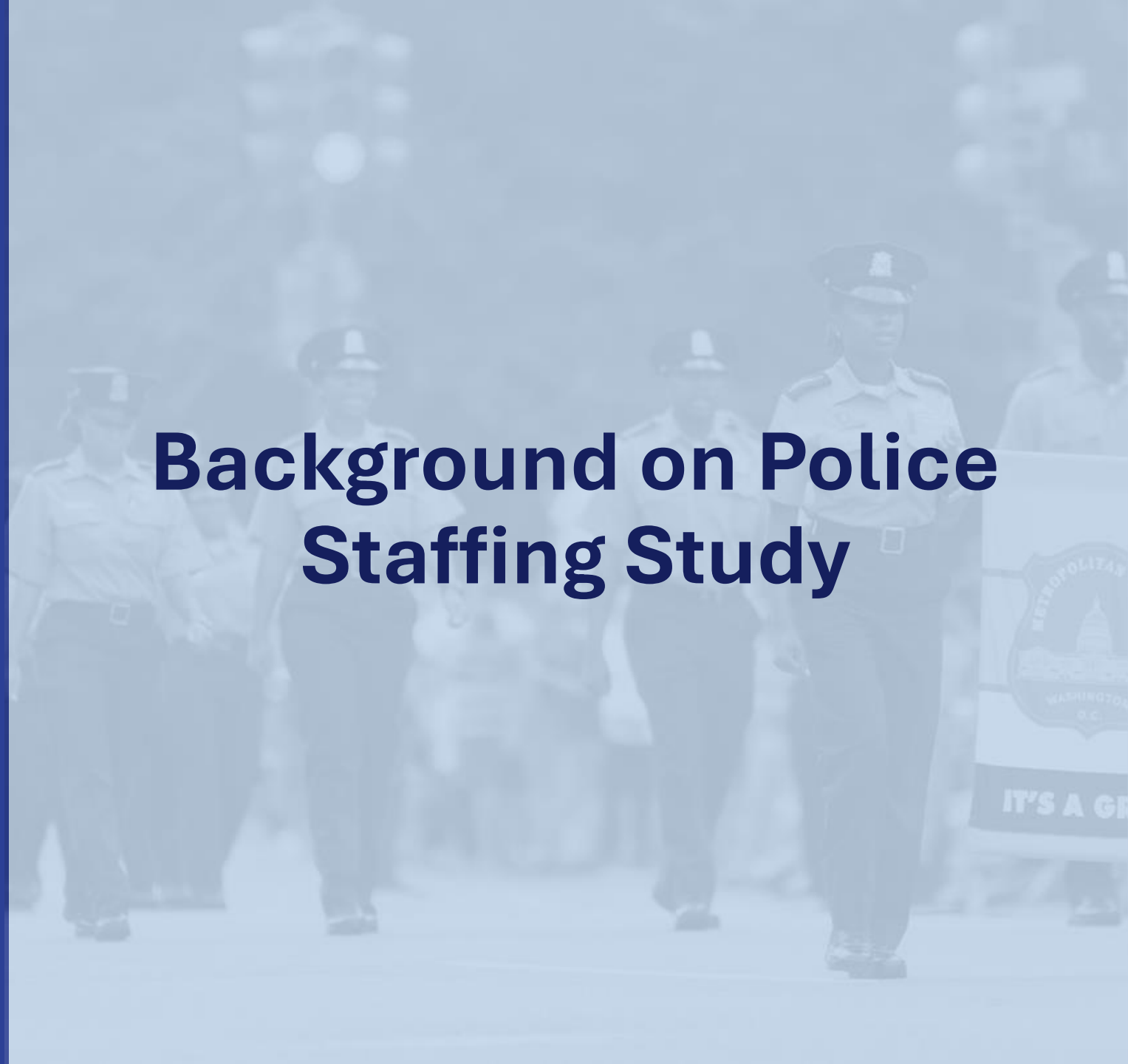
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Background on Police Staffing Study



2017 Letter Report Findings

With the assistance of the Office of Unified Communications, we did a limited analysis of the average time patrol officers spend on calls for service. We found officers spent an average of 22 percent of their time on calls for service, a lower proportion of time than the amount of time spent by patrol officers in a handful of other studies. This raises the obvious question of how the remainder of patrol time is spent, and could indicate that the number of patrol officers now deployed could be reduced without a significant impact on public safety. We recommend that MPD undertake a comprehensive *time utilization study* to see whether our very limited review is an accurate picture and a factor that should be taken into account in assessing the need for additional police officers.

This year the Council is again considering legislation to increase MPD's sworn manpower. Given our findings, we believe that a comprehensive time utilization study of the Patrol Services Bureau would greatly assist the department and policymakers in their deliberations. The Office of the D.C. Auditor is prepared to partner with MPD on contracting for such a study.

I appreciate the assistance of the MPD senior staff, the Patrol Services Bureau, and the Office of Unified Communications, and all the personnel who assisted us during our review. Acknowledging the limitations on the data, we nevertheless hope the information is useful as you assess the important work force and deployment policies.

Sincerely yours,



Kathleen Patterson
District of Columbia Auditor

Figure 5: Time Spent on Calls for Service,
Week of August 9-15, 2015

Police District	Average Number of Officers Scheduled	Average Weekly Hours at 75% Show-Up Rate	Average Weekly Time on Scene (in minutes)	Actual Officer Time Consumed by CFS
1D	153	4,586	966.27	21%
2D	136	4,071	730.16	18%
3D	139	4,183	845.63	20%
4D	156	4,689	858.08	18%
5D	145	4,359	1,021.37	23%
6D	131	3,917	909.51	23%
7D	140	4,196	1,368.55	33%

Source: ODCA Letter Report to Councilmember Allen and Chief Newsham, 02/03/2017

Earlier Studies

- 2003 Council Committee on the Judiciary
- 2012 One City Performance Review

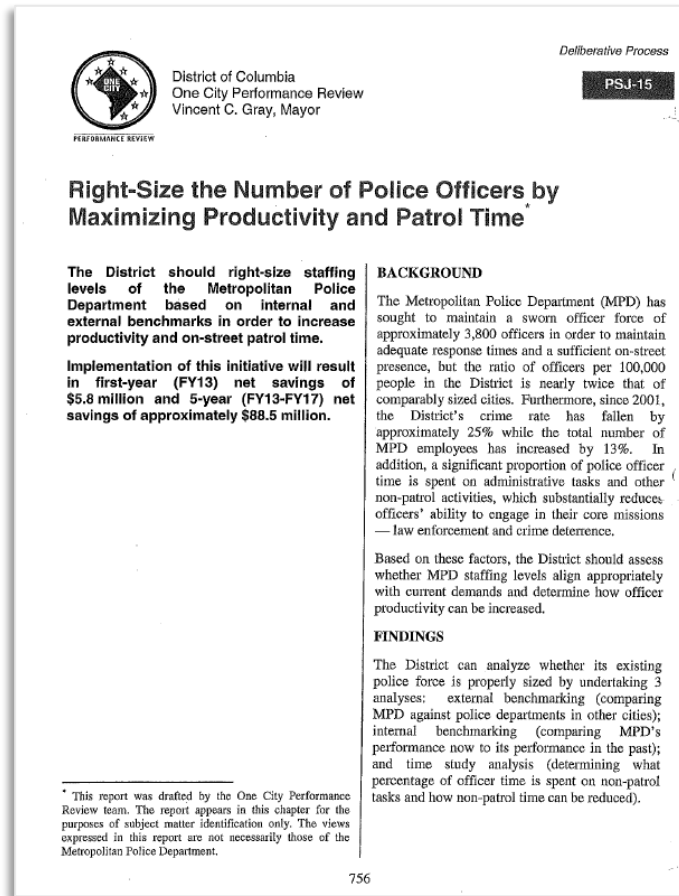
2003 Council Committee on the Judiciary

Table B: District Sworn Strength to Population,
Like-Cities Comparison, 1999-2001

City	Sworn Strength	City Population	Ratio (Officers per 100,000 pop.)
District of Columbia	3,612	572,000	631
New York, NY	41,000	8,000,000	513
Philadelphia, PA	6,900	1,435,832	481
Baltimore, MD	3,142	662,253	474
Boston, MA	2,164	574,283	377
Milwaukee, WI	2,000	588,339	339
Denver, CO	1,500	509,343	294
Los Angeles, CA	9,928	3,400,000	292
Dallas, TX	2,849	1,091,386	261
Seattle, WA	1,300	538,105	242

Source: FBI Uniform Crime Report program, 1999. Committee Telephone and Internet Survey, September 2001. Some numbers are approximations

2012 One City Performance Review



One reason for the District's high-cost structure appears to be the District's high ratio of police officers per crime. Specifically, the comparison cities reviewed had an average of 18.1 Part I crimes per police officer in 2010,¹ while the district had an average of 9.2.

1 Part I crimes are more serious in nature and include homicide, robbery, stolen autos, theft, aggravated assault, burglary, forcible rape, and arson.

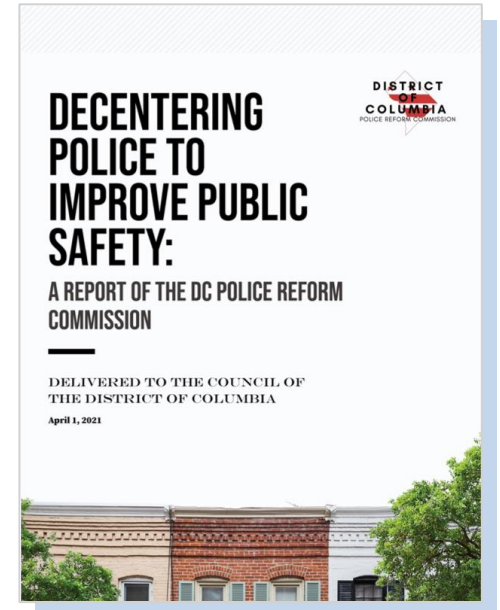
Police Reform Commission 2021

- 2021 Police Reform Commission Report, Page 32

3. & 4. Increasing the number of personnel in community-building and alternative public safety programs while reducing the number of MPD sworn officers.

In the next 12 months, the Council should adopt a plan to strategically realign the District's agency budgets, including MPD's budget—beginning in FY 2022 and with a completion date by FY 2026—so the budgets align with ongoing community input and the recommendations of this report, which include investing in community-building programs; deprioritizing and limiting MPD's involvement in certain types of events and circumstances; demilitarizing the police force;⁴⁷ and making structural changes to decriminalize Black and Brown youth.

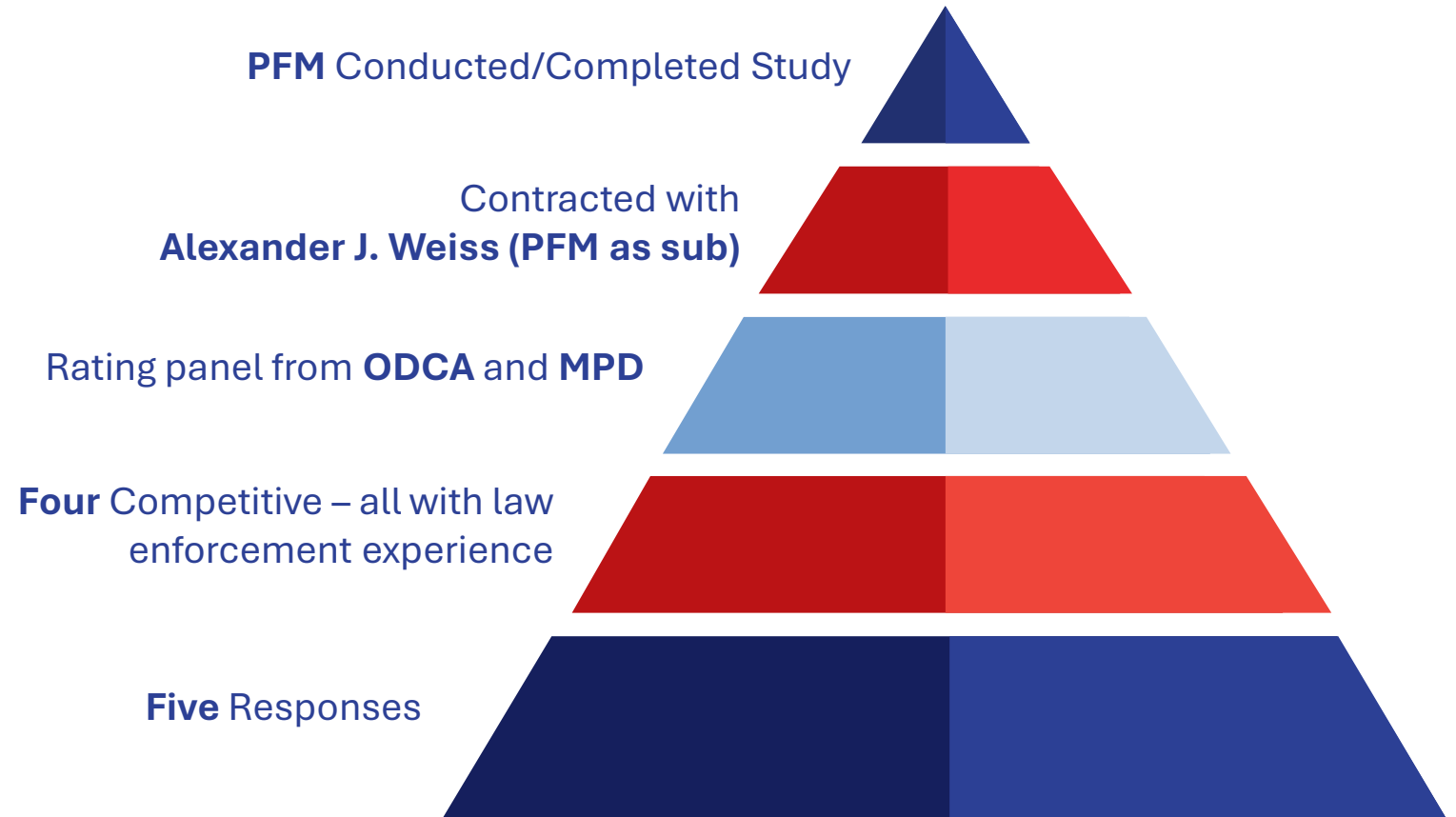
This realignment is necessary to ensure that a more comprehensive, less harmful approach to public safety is successful. The necessary investment in community and violence reduction programs is likely greater than MPD's budget, but it is important that MPD's budget be reduced as part of this realignment and shift in responsibility. It is also important that this budget realignment be accompanied by a thoughtful, independent consideration of MPD's core function; that is, what should MPD continue to do, and how should it do it, once the appropriate de-centering and shift in responsibilities and resources is complete.



The Study: ODCA's RFP Process

ODCA issued RFP in 2022 seeking:

“Study of Police Staffing & Time Utilization in the Metropolitan Police Department”



Who is PFM?

Consulting firm with extensive experience in a performance-based law enforcement staffing model.

Team members with extensive on-the-ground and leadership roles in law enforcement (New Orleans, Nashville, Baltimore).



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A faded, blue-tinted background image showing several police officers in riot gear, including helmets and shields, standing in a line. The word "POLICE" is visible on the shields of the officers in the foreground.

Final Report Published

Report Published September 12, 2024

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



Kathleen Patterson, District of Columbia Auditor
Chris Magnus, Deputy Auditor for Public Safety
www.dcauditor.org

Study Finds D.C. Doesn't Need More Police Officers Walking the Beat. Will Anyone Listen?

MPD could use more detectives, but new research suggests that calls for a hiring surge of officers are misguided.

by ALEX KOMA
SEPTEMBER 12TH, 2024

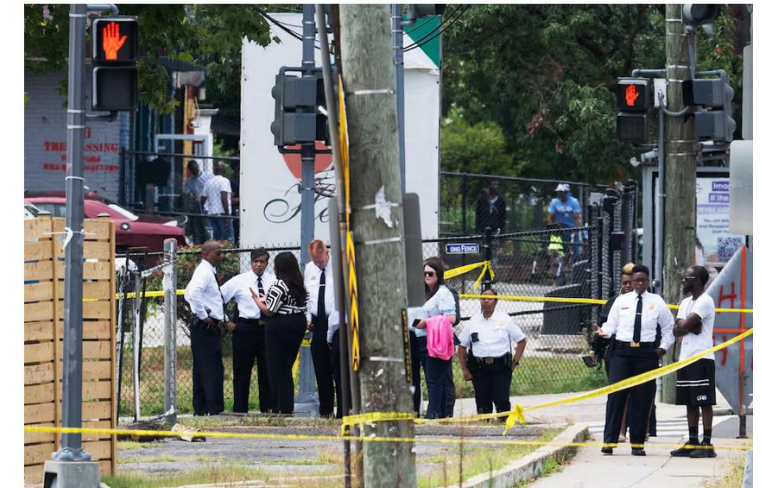


The Washington Post
Democracy Dies in Darkness

Audit says D.C. police patrol sufficiently staffed, drawing rebuke from chief

An audit of D.C. police staffing questions police calls for hundreds of additional officers.

7 min



D.C. Police Chief Pamela A. Smith is seen near a crime scene following a shooting near the corner of 22nd Street and Alabama Avenue in Southeast Washington on July 18. (Craig Hudson for The Washington Post)

Benchmarking

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

Benchmarking

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

Benchmarking

- MPD has unique responsibilities serving the nation's capital with hundreds of high-profile individuals and event.
- MPD does not perform some special tasks assigned to other departments including forensics, traffic, airport security.

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

Jurisdiction	Airport	Forensics	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.

Patrol Staffing

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)

Staffing for Investigations

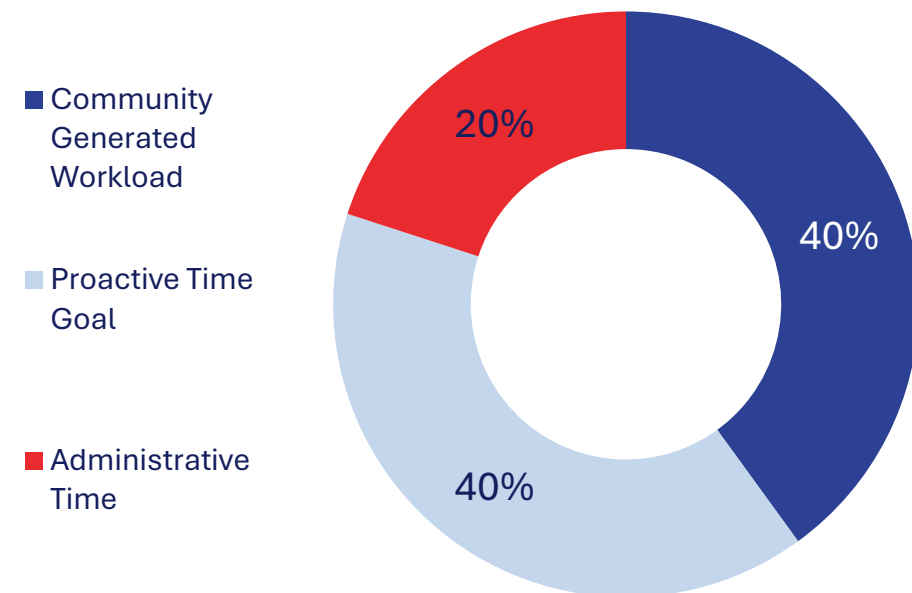
Summary of Calculated Staffing Levels for District Detectives

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

Workload Staffing Model

- Based on a standard model developed for USDOJ by Drs. Jeremy Wilson and Alexander Weiss
- Adjusted to include additional MPD officer duties, often excluded from typical models

Share of Total Officer Working Time



Data Needs, Recommendation #6

- MPD needs to develop a plan for collecting standardized personnel and time usage data
- Specific areas of focus per MPD interviews: HSB operations, hospital guard duties, juvenile transports, report writing, two-officer units, ISB case interviews

Civilianization

MPD Professional Staff (2022)

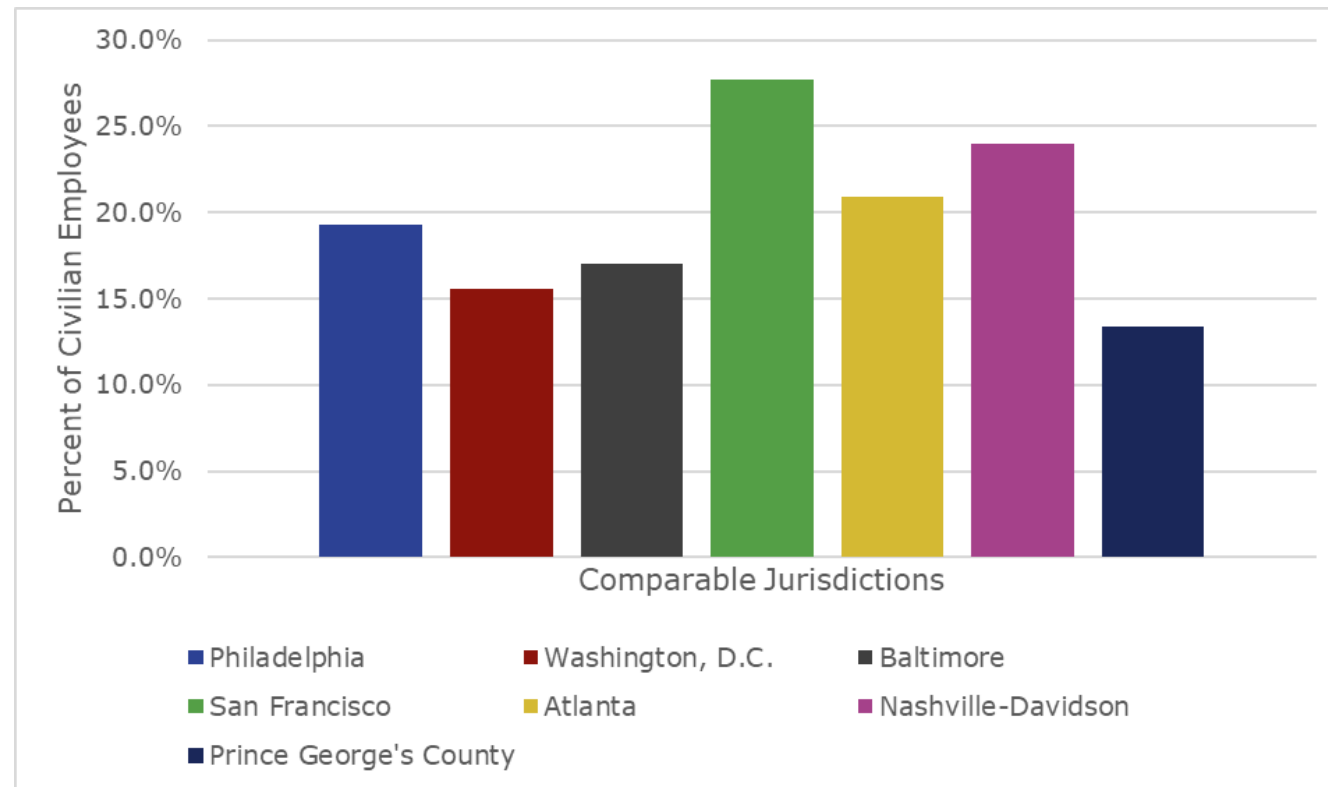
- 15.6% professional staff, lower than 6 of 7 benchmarked departments
- MPD's professional-to-sworn staff ratio is below most comparably sized agencies

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

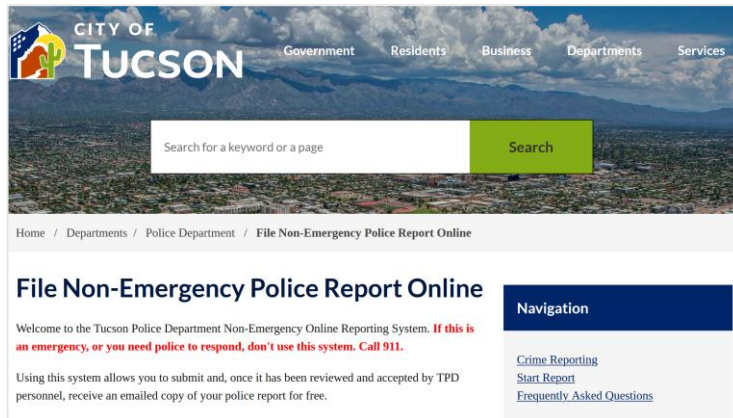
Civilianization

Benchmark Sworn and Professional Staff, 2022



Expanded Phone and Online Reports

TUCSON



16

Number of crimes taken
by online reports

HONOLULU



15

Number of crimes taken
by online reports

DC



5

Number of crimes taken
by online reports

Put the right work in the right hands

- Who should handle traffic control?
- Who should respond to mental health crises?

“A smaller, more appropriate and constructive role for police.”

- Police Reform Commission

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A faded background image showing several police officers in uniform, some on motorcycles, in an outdoor setting with trees in the background. The image is semi-transparent, allowing the text to be overlaid.

Conclusion

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The report “Emphasizes the necessity of accurate and comprehensive data collection to inform future studies and to critically assess staffing adequacy, policing effectiveness, and community satisfaction....

Workload-based data should be regularly reviewed and incorporated into short, medium and long-term strategies and staffing plans.”

Police staffing is NOT “one and done.”

Thank you

Kathy Patterson

D.C. Auditor

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