MILWAUKEE POLICE DEPARTMENT
MEMORANDUM

Date: February 22, 2023

TO: Inspector Shannon SEYMER-TABASKA

FR: Lieutenant Mark KROWSKI

RE: Staffing Allocation Survey

This report is being submitted by Lieutenant Mark KROWSKI, assigned to the Office of Management, Analysis, and Planning, Night Shift.

On Wednesday, February 15, 2023, Inspector Shannon SEYMER-TABASKA requested that I conduct a survey with comparable agencies regarding how they allocate staffing. I sent out an email survey to comparable agencies, and we received six **(**6) responses to our request.

SURVEY QUESTIONS

1. Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?

2. What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?

3. Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?

POPULATION AND CRIME DATA OF RESPONDING AGENCIES

The below table includes the population from the responding agencies from the 2020 U.S. Census bureau and 2021 crime data from the Federal Bureau of Investigation Crime Data Explorer website as this is the most recent data available.

Agency	Population	Violent Crime	Property Crime	Total Crime	Total Crime Per 1,000 Persons
Mesa, AZ	504,258	2,125	10,496	12,621	25.0
Omaha, NE*	486,051	3,032	15,247	18,279	37.6
Charlotte, NC	874,541	7,617	33,433	41,050	46.9
Atlanta, GA	498,715	4,666	19,239	23,905	47.9
Houston, TX	2,304,580	28,742	97,050	125,792	54.6
Milwaukee, WI	577,222	9,502	23,391	32,893	57.0
Kansas City, MO	508,090	7,455	21,705	29,160	57.4

*Crime data from Omaha includes 2020 crime data as they have not reported 2021 crime data to the FBI at this time.

OVERALL SUMMARY

The below is a very basic summary of the overall responses from the agencies that responded to our survey request. I do caution to refer to the detailed responses section for each specific agency as it will go into more detail in how each of these metrics are utilized to allocate staffing for each agency.

The only agency that responded that takes into account proactive time is the Atlanta (GA) Police Department, but this is only part of the formula they utilize as other portions of their formula to determine staffing includes reactive measures as well.

Agency	Calls for Service	Crime	Other
Atlanta, GA	X		X
Charlotte, NC	X		
Houston, TX	X		X
Kansas City, MO	X	X	
Mesa, AZ		X	
Omaha, NE	X		

DETAILED RESPONSES FROM AGENCIES

Atlanta (GA) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
The Atlanta Police Department looks at staffing allocation for their department overall to determine if there is a surplus of officers that can be assigned to specific divisions. They utilize a formula that includes factors such as calls for service; calls for service that would require backup; the amount of time on average an officer would remain at a scene; and a number that is calculated that equates to 1/3 of time on calls for service, 1/3 of time for administrative breaks, and 1/3 of time for patrolling and community policing to determine if there is a surplus. This is all then calculated to determine the surplus or deficit of personnel overall for the department.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
Please see above for the formula they have created.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Charlotte-Mecklenburg (NC) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
The Charlotte-Mecklenburg Police Department utilizes Managing Patrol Performance (MPP) software to assist in determining staffing allocation. MPP is used to simplify the complicated analytical process of conducting a workload approach to staffing. This process includes a review of all calls for service by hour of day, day of week, and month, the types of calls; the estimated amount of time to respond to each type of call; and performance objectives for each type of call.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
Please see above.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Houston (TX) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
Staffing is measured by the volume of calls for service, beat per square mileage, traffic patterns, number of employees, and response time. It should be noted the Houston Police Department did have a staffing study conducted in May 2014 by Justex Systems, Inc.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
Please see above.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Kansas City (MO) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
They base their staffing on reactive time.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
The metrics they utilize are calls for service and violent crime statistics.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Mesa (AZ) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
They had an extensive analysis conducted by their city strategic manager who looked at crime data over several years. This data was then used to change their district boundaries and the way their patrol squads were staffed. They did not have the specific formulas utilized since this analysis was conducted a few years ago.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
Please see above.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Omaha (NE) Police Department

Do you allocate your staffing based on proactive time, reactive time (e.g., responding to calls for service), or other metrics?
Their staffing is based on response times for calls to service as they look at historical data to allocate their staffing.

What metrics do you use to determine how to allocate your staffing (e.g., Part I crime data, calls for service, call priority level, etc.)?
Calls for service.

Do you have any written policies or rules that require officers to spend a certain amount of time conducting proactive activity each day?
They do not have a specific policy on this matter.

Respectfully submitted,

Lieutenant Mark KROWSKI #016257
OMAP, Night Shift