



Report on Police Department Capacity and Deployment

MILWAUKEE, WI

matrix #
consulting group

Study Objectives

Develop Base Understanding

Interviews throughout the department, as well as external stakeholders

Deployment Strategies

Identifying the most optimal use of resources

Civilianization

Opportunities to free up sworn resources

Comparative Survey

Benchmarking MPD against similar cities

Staffing Needs

Evaluated for every function based on workload

Alternative Response

Expanding and implementing new strategies

Methodology: Patrol

- Computer-aided dispatch data is used to measure patrol workload – time spent handling calls for service.
- **Proactive time** is the metric used to evaluate the capacity of patrol staffing.
 - It is calculated as the percentage of on-duty staffing hours that are *not* spent on workload (time spent on calls for service)
 - At an overall level, at least **35-40% proactive time** should be targeted.

Findings: Patrol

At an overall level, proactive time is at just **26%**, indicating insufficient staffing.

Recommendation:

Increase patrol staffing to 727 budgeted officer positions (+106 above current levels), to reach 35% proactive time.

This number can be mitigated by implementing alternative response.

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	24%	48%	52%	45%	45%	42%	31%	41%
6am–10am	28%	21%	20%	21%	21%	21%	26%	22%
10am–2pm	21%	13%	17%	17%	23%	17%	25%	20%
2pm–6pm	29%	23%	29%	25%	32%	30%	32%	32%
6pm–10pm	22%	18%	22%	25%	24%	21%	24%	22%
10pm–2am	-4%	3%	18%	4%	12%	-2%	1%	20%
Overall	24%	24%	29%	26%	30%	25%	26%	26%

Findings: Patrol

Proactive time levels are vastly unequal by district.

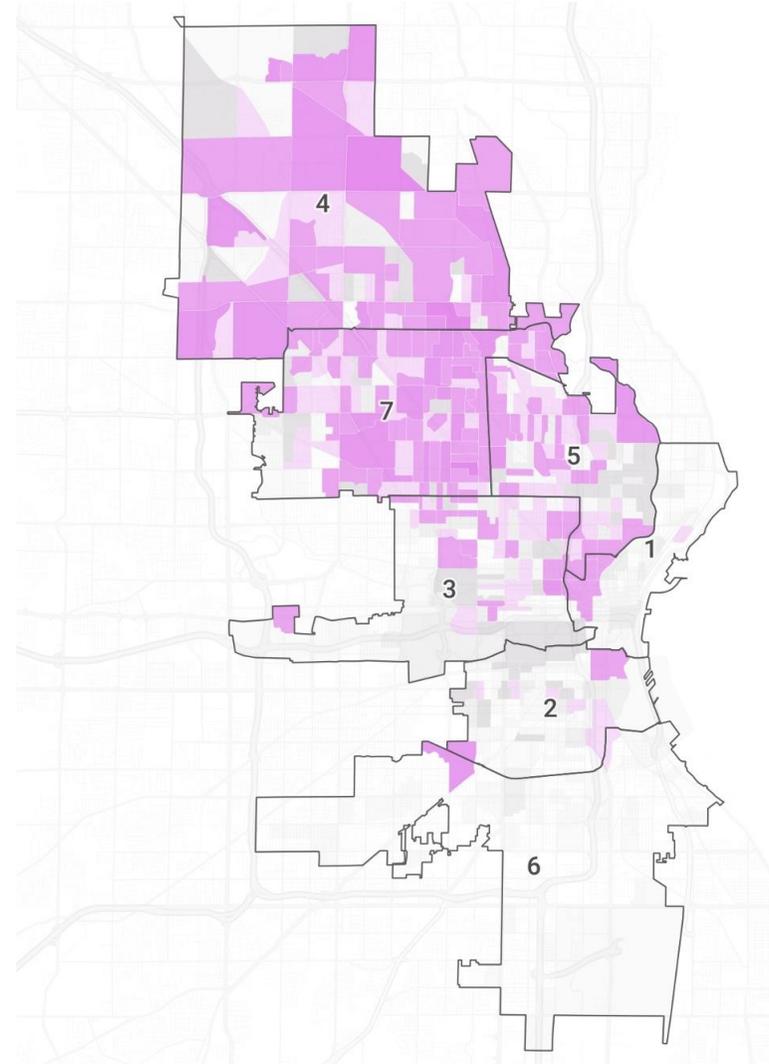
In districts with low proactive time, patrol staffing is low relative to workload.

District	# Patrol Officers	Workload Hours Per Officer	% Proactive Time
District 1	65	631	48%
District 2	91	644	25%
District 3	109	674	25%
District 4	80	883	10%
District 5	83	757	13%
District 6	72	492	56%
District 7	95	917	12%

Findings: Patrol

The unequal proactive time levels result in **extreme** inequities in patrol service levels by area of the city.

The map highlights areas where response times over *four hours* are most likely to occur, correlating exactly with the districts that have low proactive time:



Findings: Patrol

Addressing the inequalities in patrol service levels can be done with existing resources through several strategies:

Recommendations:

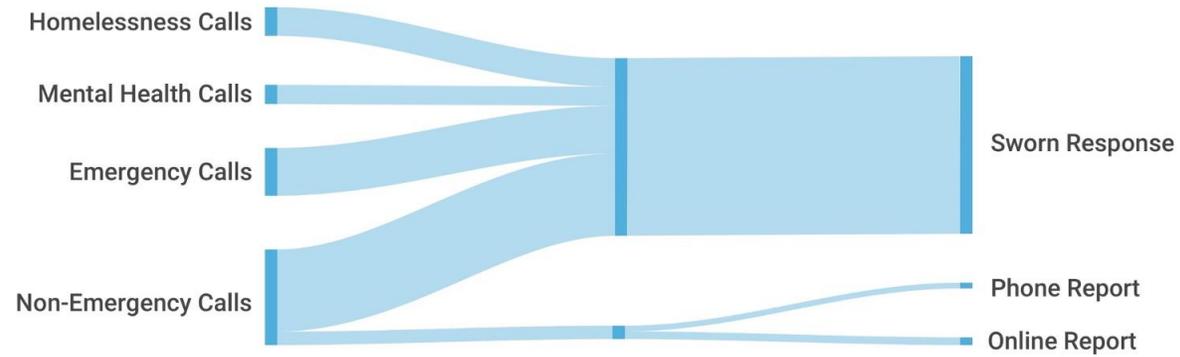
Reallocate the number of officers assigned to each district

On a regular basis, use a new process to reallocate officers patrol officers based specifically on patrol workload.

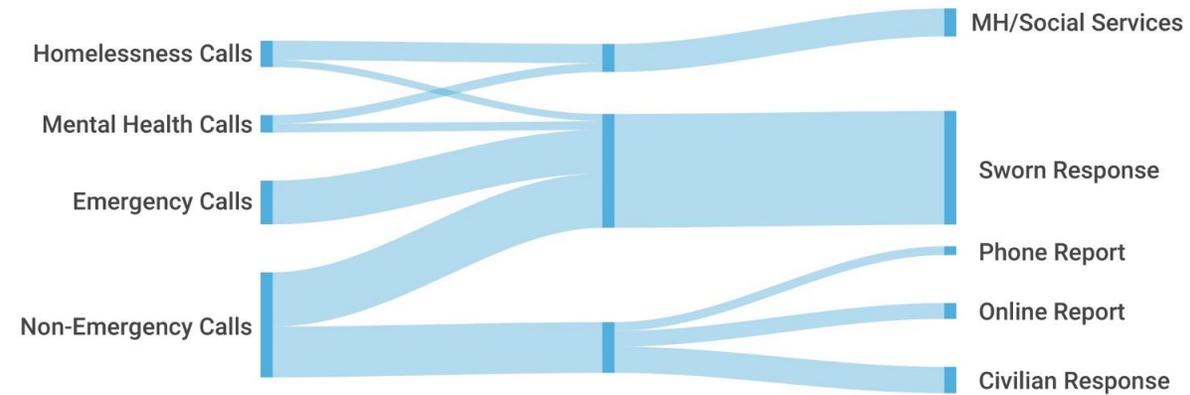
Temporarily redeploy certain district specialized units (e.g., “Captain’s Cars”) to patrol.

Alternative Response

Before Implementing Call Diversion Approaches



After Implementing Call Diversion Approaches



Call Diversion Potential

The project team analyzed the potential for implementing a civilian call responder program, based on the experience of other agencies.

In total, 9% of all calls for service could be diverted to civilian responders, which would **increase patrol officers' proactive time from 26% to 31%**.

Recommendation:

Implement a civilian responder program to divert calls for service, requiring 19 new positions.

Incident Type	# CFS	% Divertible
ACCIDENT PROP. DAMAGE ONLY	6,792	40%
PROPERTY DAMAGE	5,992	50%
STOLEN VEHICLE	5,521	65%
THEFT	5,803	50%
THEFT VEHICLE	3,731	65%
ACCIDENT PERSONAL INJURY	2,970	45%
TRAFFIC HAZARD	2,350	50%
ABANDONED/STOLEN PROPERTY	1,291	70%
RECOVERED STOLEN VEHICLE	272	65%
MISSING REPORT	240	50%
PROPERTY PICKUP	856	90%
MISSING PERSON CHECK	911	50%
PARKING TRB	200	80%
GRAFFITI	60	50%
FRAUD	115	60%
MISSING RETURN	152	50%

Additional Strategies for Alternative Response

- The recently created online reporting system is a significant step forward, and can be expanded.
 - Most agencies with online reporting allow for a much wider range of calls to be reported.
- The scope of MPD's mental health crisis response program can be also expanded by implementing a new civilian-led team to triage calls in the field.

Findings: Investigations

Workload exceeds capacity in several investigative units.

Recommendation:

Increase staffing in Homicide (+1), Sensitive Crimes (+3), General Crimes (+3), Special Investigations (+4), and reduce staffing in Violent Crimes (-2) based on case workloads.

MPD does not have a centralized case management system (CSM) – *this represents one of the most critical needs identified in the study.*

Recommendation:

Purchase and implement a case management system for investigations.

Comparative Context for Civilianization

Milwaukee has the second-lowest percentage of civilian staffing out of all agencies surveyed.

Civilianizing positions is a long-term strategy, and often requires union negotiation.

Civilianization frees up sworn resources. Officers in civilianized roles are not cut, they are reallocated to other functions.

Department	Civilians as % of Staffing
Sacramento	32%
San Antonio	32%
Madison	27%
Austin	27%
Boston	27%
Fresno	25%
Indianapolis	24%
Portland	23%
Charlotte	21%
Fort Worth	21%
Columbus	20%
Milwaukee	18%
Pittsburgh	5%

Civilianization Opportunities: Administration Bureau

15 FTEs

Property Control

- + All other agencies surveyed staff this function with civilians.

13 FTEs

Technical Communications

- + Currently in progress.

2 FTEs

Quartermaster

- + Does not require sworn skillsets to perform role.

Civilianization Opportunities: Other Bureaus

29 FTEs

Forensics Division

- + In progress, but can be expanded in scope.

7 FTEs

District Crime Analysts

- + All other agencies surveyed utilize civilians in these roles.

3 FTEs

Planning and Logistics

- + Roles can be performed by civilians.

Overall Conclusions

- The findings and recommendations made in the report fall into two categories:
 - Severe issues that can be addressed now with *existing resources*.
 - Staffing issues that can only be addressed over the long-term through an array of different strategies.
- In the latter category, recommendations should not be viewed in isolation, but rather within the context of a wider strategy.

Net Impact of Recommendations

- The number of additional sworn positions needed depends on implementation of other recommendations, particularly civilianization.
 - **If no civilianization occurs**, an additional 133 sworn and 27 civilian positions are needed in total.
 - **If all civilianization recommendations are implemented**, an additional 11 sworn and 116 civilian positions are needed.
 - *The reality will likely be somewhere in the middle, as some areas will take longer than others to civilianize.*