2020 Patrol Staffing Report

In 2007, the Madison Police Department contracted with Etico Solutions, Inc., for the completion of a patrol staffing study. The Etico study was completed in mid-2008. Along with the final report, Etico provided the department with spreadsheets that captured the methodology used in the study, so that the department can replicate the process using updated data to analyze patrol workload and staffing needs. This process was repeated for a number of years (2009, 2010, 2011 and 2012); the results were used to estimate overall MPD patrol staffing needs and to allocate existing MPD patrol resources.

In 2012, MPD transitioned to a new records management system (LERMS). The following year the Dane County 911 Center transitioned to a new CAD (computer aided dispatch) system (Tri Tech). These transitions created some significant obstacles to performing this analysis, and the process was not completed for the years 2013 or 2014. The annual analysis resumed in 2016 (examining 2015 data), and this report examines 2020 data.

Summary

A summary of the 2020 patrol staffing analysis:

- A number of factors contributed to make 2020 an extremely unusual year, and that is reflected in this analysis. First, the COVID-19 pandemic had a drastic impact on our community and on MPD operations. Many businesses were closed for most of the year, school was held virtually, people worked from home, and far fewer vehicles were on Madison roadways. In addition, early in the pandemic MPD adjusted protocols on responding to incidents to reduce the likelihood of officers being exposed to the virus. These changes included handling many incidents by phone and eliminating response to many other incidents altogether. These factors had an expected – and significant – effect on patrol workload.

2020 also saw significant levels of civil unrest in Madison. This included arson, citywide looting, property damage, and violence. The City saw about six months of near-daily protest activity, with some events requiring assistance from outside police agencies and the Wisconsin National Guard. Staffing these events put an incredible strain on MPD, with officers regularly being pulled from their normal duties (including patrol) to staff protests. This often entailed patrol officers working 12-hour shifts with MPD call response limited to emergencies and priorities.

These factors demonstrate that 2020 was such an outlier that it is of limited use for assessing ongoing MPD patrol staffing needs.

- Reactive patrol workload decreased to **144,208** hours in 2020. This reflects a decrease of about **12%** over 2020. This decrease was clearly related to the pandemic, as the first three months of the year saw a slight increase in patrol workload from 2019. The remainder of the year – after the pandemic impact described above – saw a significant decrease in patrol workload.

- In 2020, the MPD patrol function spent an average of about **32** minutes per hour on reactive (or obligated) patrol work. This does not include time spent on administrative tasks, which account for an average of about 10 minutes per hour.

- A new process allows MPD to better track times when patrol response is limited to emergency/priority calls. During 2020, a member of the community calling for police assistance had about a 13% chance that MPD call response was limited.

- 2020 patrol workload and leave time data demonstrate that MPD patrol staffing should be **224** officers. Meeting this standard would require the addition of **three** (**3**) officer positions to patrol.

Methodology

As a review, the Etico methodology seeks to accurately estimate appropriate patrol staffing needs based on actual patrol workload and leave information. This provides a much more accurate reflection of patrol staffing needs than other methodologies, such as officer-to-population ratios, benchmarking, crime rates, etc. This methodology is consistent with the Police Personnel Allocation Manual, developed by the Northwestern University Center for Public Safety. It is also consistent with police staffing formulas recommended by the International Association of Chiefs of Police (IACP). In fact, the Etico methodology is more accurate (though also more labor-intensive) than the IACP process. The process does not directly address staffing for positions other than patrol officers. However, some positions – particularly that of patrol sergeant – are directly related to patrol staffing levels.

The first portion of the Etico analysis entails determining total patrol workload. Most of this data is obtained from the Dane County Public Safety Communications Center's Computer Aided Dispatch (CAD) system. This data is supplemented by dictated report, field report, Tracs crash report, and evidence processing data, so that an average total officer time required for each CAD incident type can be calculated. Then, once the total number of incidents is determined (also from

CAD data), the total officer workload is calculated. Time spent on administrative functions is also factored in to this calculation.

The second portion of the process is an analysis of officer leave time. Officers assigned to patrol do not work 365 days a year (they have regular days off as well as leave time days, such as vacation), and not all work days are assigned to the patrol function (officers attend training, have special assignments, etc.). An analysis of leave time will determine the shift relief factor (SRF), a number approximating how many total officers in patrol are required to field one officer daily.

The final component to determining patrol staffing needs is finding the proper balance between reactive and proactive work (also referred to as obligated and unobligated time). Most of the officer workload data captured through the CAD reflects reactive work (generally, officers responding to calls for police service). However, the community expects a certain amount of proactive work from officers. This proactive work can focus on problem solving, community engagement and building relationships. If too little time is allocated to proactive work, an adverse impact on reactive work will also be observed (reduced visibility, increased response times, etc.).

Analysis of 2020 MPD Patrol Workload

The changes to MPD's RMS and Dane County's CAD have created some challenges to performing this analysis. For example, MPD's RMS and the Tri Tech CAD have completely different codes to categorize the calls that officers respond to. Converting these fields from the CAD incident types to MPD incident types requires additional processing, and creates some limitations when comparing current data to historical data.

Analysis of MPD's 2020 patrol workload began with a data output from the CAD. The file contains more than **20 million** data fields. This database was then filtered to remove records not related to MPD patrol workload. The 2020 analysis included **only** CAD records assigned to MPD patrol officers (as well as officers assigned to the Downtown Safety Initiative, or DSI).

The 2020 analysis (like that of prior years) did not include any incidents handled through the self-reporting process. The self-reporting system was established to reduce patrol workload, by having citizens self-report certain types of minor incidents. Many of these incidents reflect events that MPD – and, certainly, the community – would like to have a patrol officer respond to. However, due to patrol workload officers are not able to respond to these incidents, and the self-reporting process was created to provide some level of MPD service.

In addition to CAD patrol workload data, a few additional sources are relevant. Time needed for report completion has a significant impact on patrol workload, and is often not captured in CAD workload. A combination of actual report data (from the system server), and survey results are used to determine average report times (for field reports, dictated reports and Tracs crash reports). The original Etico methodology added report times (based on field report and dictated report data) to the per-incident reactive workload. This did not account for the fact that some reports are completed while an officer is still assigned to the incident on the CAD. Survey data is utilized to obtain estimates of how often officers complete reports (both field and dictated) while still assigned to the incident on the CAD. This is accounted for in the calculations to avoid double counting any officer time in the reactive workload.

Also, officers spend time each day on a variety of administrative tasks. These include squad fueling, equipment maintenance, etc. This information has historically been collected through surveys for the purposes of this analysis. The department has started to collect additional data through the CAD, allowing for more accurate and comprehensive analysis. Because administrative time is not captured on the CAD and is estimated using surveys, and due to how the Etico formulas are set up, administrative time is not reflected in the average reactive time per hour calculation. It is reflected in the overall needed patrol staffing calculation, but administrative time actually reflects additional required workload beyond reactive time.

The final portion of the workload analysis is distinguishing between reactive and proactive work. This is done primarily by incident type. Some call types (like foot patrol and traffic stops) are designed to capture proactive work and are excluded from reactive workload. Other call types are likely to capture both reactive and proactive work. These include traffic incidents, traffic arrests, check person and check property incidents. An estimated split between reactive and proactive incidents for these call types was determined (based on CAD data) and a portion was excluded from reactive workload:

Incident Type	Reactive/Proactive split
Traffic Arrest	50/50
Traffic incident	25/75
Check Person	90/10
Check Property	90/10

Note that the CAD workload analysis certainly understates the actual workload demands on the MPD patrol function. Two factors demonstrate this:

- Patrol officers engage in some work – both reactive and proactive – that they do not call out to dispatch (and is therefore not captured on the CAD). Most commonly, this occurs because officers want to be in service, and available for incoming calls. It can also be a result of radio traffic volume, and an inability to get on the air to contact dispatch.

- More significantly, some patrol work is unquestionably handled by non-patrol personnel on a regular basis. This includes operational personnel (CPT, neighborhood, etc.) but can include any unit types (command, detectives, etc.). However, CAD data provides no way to differentiate between patrol-related and non-patrol related activity engaged in by these units. Limiting the workload analysis to patrol officer workload only is an extremely conservative approach to assessing MPD patrol staffing needs.

Results of Workload Analysis

The data showed **114,120** patrol incidents in 2020 (meaning 114,120 CAD incidents that had a patrol officer or Downtown Safety Initiative officer assigned), and **144,208** hours of reactive patrol workload. The number of patrol incidents includes both proactive and reactive incidents, while the reactive workload total excludes proactive work.

It is important to recognize that this data is based on incidents as tracked in the CAD, and not on Incident Based Reporting (IBR) crime data. When a Public Safety Communications Center employee takes an initial call from a citizen requesting police assistance, a CAD incident – with an incident type – is created. Often, investigation will show that a crime other than that initial incident type was committed, or that no crime was committed at all. Sometimes the CAD is not changed to reflect this. So, the incident totals analyzed in this report will not match MPD's IBR data in all instances.

The reduction in 2020 patrol workload was clearly tied to the COVID pandemic and, to a lesser extent, the civil unrest Madison experienced. The pandemic resulted in MPD responding to fewer incidents, partly as a result of the impact of the pandemic itself (public health orders, school/business closures, etc.) and partly as a result of modified MPD procedures limiting incident response (to reduce chances for officers to be exposed to COVID). Workload in early 2020 was actually trending at a higher level than 2019:

Period	2019 CAD Workload*	2020 CAD Workload*	Change
January – March	35,444	36,252	+2%
April – December	109,850	90,792	-17%

*Reflects CAD workload only

Instances where MPD limits officer response to emergency/priority calls affects the overall number of patrol incidents. Regularly, the MPD Officer in Charge (OIC) will notify the 911 Center that MPD patrol officers are only able to respond to emergency or priority calls. This is typically a result of significant call volume or a single major incident. During these time periods, routine calls for police officers are not serviced, impacting the overall number of MPD patrol incidents.

In 2020, there were **348** instances where MPD's patrol response was limited to emergency and priority calls (some of these instances did not impact citywide response but were limited to a particular district or area of the City). These 348 instances occurred on **228** dates (some days required limited call response multiple times), and accounted for **1,177** total hours of limited call response. This means that on **62%** of days MPD's patrol response was limited to emergency and priority calls for part of the day. As a function of total hours, MPD's response was limited **13.4%** of the time during 2020. So, a member of the community calling for police assistance had a greater than one in ten chance that MPD call response was limited.

As indicated above, CAD data certainly understates the actual amount of MPD patrol workload. It is very common for other operational MPD units (CPT, neighborhood officers, patrol sergeants, etc.) to assist with patrol work, and this workload is excluded from this analysis. However, if only 10% of the CAD workload of these unit types was considered to be patrol-related and included in this analysis, that would increase reactive workload by almost **1,900** hours.

Shift Relief Factor

The second component of the Etico methodology is to determine the shift relief factor (SRF). Officers do not work every day of the year, and on some days they work, they work in a non-patrol

capacity (training, special assignments, etc.). Once calculated, the shift relief factor approximates the number of total officers required to staff one shift position every day of the year.

There are several components to the shift relief factor: regular days off; leave time; non-patrol time; and net-compensatory time. Leave time includes regular work days that an employee does not work (vacation, sick time, etc.). Non-patrol time includes work days where the employee works in a non-patrol capacity (training, special assignment, etc.). Net compensatory time is the net gain or loss in patrol work due to the amount of overtime worked (in patrol) and compensatory time off taken (by patrol staff).

The shift relief factor calculation also factors in the impact of the staffing contingency plan on patrol staffing. The staffing contingency plan has been utilized for a number of years, and requires sergeants and officers assigned to non-patrol positions to work multiple patrol shifts a year. The objective is twofold: to reduce overtime costs by filling patrol staffing shortages with non-patrol personnel, and to ensure the readiness of all MPD personnel to perform the patrol function if needed. For simplicity, staffing contingency was figured into the net comp time calculation. Only those staffing contingency shifts assigned to account for staffing shortages is included in the calculation.

Leave time in 2020 was analyzed for the pool of patrol personnel who were in patrol positions for the entire year. This was a pool of 152 officers. Leave time was then calculated as an average number of days per year per officer:

Leave/Benefit/Non-patrol Time:

Category	Days
Administrative Leave	1.83
Bereavement Leave	0.53
Family Leave	3.19
Holiday Leave	1.60
Sick Leave	4.06
Emergency Personal Leave	6.25
MPPOA Earned Time Off	0.45
Furlough Leave	0.16

Category	Days
Vacation Leave	14.23
Workers Comp Time Off	0.13
Light Duty	5.65
Special Event	0.57
Special Assignment	11.14
Training	4.66
Military Leave	3.65

Net Compensatory Time:

Comp Time Used	Days
Comp Time Off	14.29

Overtime Worked	Days
Patrol Overtime	10.49

[Net compensatory time also includes staffing contingency days worked and shift change RDO adjustments; compensatory time off as part of Family Leave is also included]

These figures compare with prior years as follows:

Time Off Category	2008	2009	2010	2011	2012	2014	2015	2016	2017	2018	2019	2020
Regularly Scheduled Days Off	121.67	121.67	121.67	121.67	121.67	121.67	121.67	122	121.67	121.67	121.67	121.67
Admin & Benefit Time	29.91	29.77	27.5	26.94	26.91	28.319	27.346	32.78	30.65	27.74	31.83	36.12
Non-Patrol Time	19.07	21.97	22.88	24.5	20.47	25.30	21.40	24.04	21.13	16.54	17.95	22.01
Net Comp Time Off	9.47	6.40	9.92	7.42	8.24	6.73	7.76	4.43	4.4	6.09	-0.27	3.80
Totals	**180.12**	**179.81**	**181.54**	**180.25**	**177.29**	**182.02**	**178.17**	**183.25**	**177.85**	**172.04**	**171.18**	**183.60**

Most leave time is non-discretionary, being either contractual (vacation, compensatory time, etc.) or legally required (military leave, family leave, etc.). Some categories of non-patrol time are also non-discretionary (light duty, required training, etc.). In 2020, all City of Madison employees were granted ten days of emergency personal leave, which is reflected above and reflects additional time away from patrol. Regular protest activity also required officers to be pulled from patrol regularly (far more than prior years).

Utilizing the Etico shift relief formula, this data results in a shift relief factor of **2.01**. This means, generally, that MPD needs to have 2.01 officers assigned to patrol for each position to be staffed every day of the year. The 2020 SRF reflects an increase of about 6% from 2019.

Note that the shift relief factor is an average reflecting actual non-patrol and leave time, which is not necessarily the *desired* level of non-patrol and leave time. For example, while reducing training time will clearly have an impact on the shift relief factor (and on the overall result of the patrol workload analysis) it does not reflect an ideal policy or best practice. The Etico process does not include any mechanism to work any subjective variable into the shift relief factor calculation. So, any consideration of desired non-patrol/leave time must be factored into the desired proactive/reactive time breakdown.

Workload Balance

The final component of the Etico methodology is to determine the proper balance between patrol officers' reactive work time and proactive work time. The analysis of patrol workload is used to determine officers' reactive time. Once the balance between reactive and proactive time is determined, total patrol staffing needs can be calculated. The Etico report articulated the reasons for balancing reactive and proactive time:

> Including an appropriate amount of proactive time provides benefits for the agency, the officer, and the citizens of the jurisdiction. In fact, a lack of sufficient proactive time can negatively impact the ability of an agency to provide optimal police services to the community.
>
> Among the arguments for including proactive time is the need to avoid having officers running from call to call. Agencies that operate in such an environment report several

> drawbacks. The most obvious is the inevitable officer burn-out that can occur. Less obvious is the loss of information that may help to solve a crime. It is conventional wisdom for police investigations that the solvability of a case begins to deteriorate from the moment the incident occurs. If the initial responding officer is rushed to move on to the next call, there is a greater chance that important follow-up opportunities and information will not be collected, diminishing the solvability of the case.
>
> Another drawback is the loss of time for on-the-job training…when corrective action is needed by (a) supervisor, proactive time must be available. If officers are clearing calls and going directly to the next call throughout the shift, the supervisor will not have the training opportunities needed to help officers avoid future mistakes.

A lower level of reactive time per hour improves police service, professionalism, and responsiveness to the community. Ensuring adequate proactive time also has a direct effect on a number of patrol performance measures (such as visibility and response time), impacting the quality of police service delivered to the community. A fundamental component of providing police patrol services is that officers are available when calls are received. This is reflected in the goal of having a balance between obligated and unobligated time.

The original Etico report recommended that MPD strive have officers spend 28 to 30 minutes of each hour on reactive activity. Since then, the Mayor, Common Council members, and MPD have generally recognized a 30/30 split (minutes per hour) between proactive and reactive time as being an appropriate goal for MPD patrol staffing. We believe this staffing is required to provide the level of service that the community expects. In 2020, the MPD patrol function spent an average of 31.56 minutes per hour on reactive (or obligated) work (this does not include time spent on administrative tasks, which account for an average of about 7 minutes per hour). This is down significantly from previous years, and reflects the effect of the COVID pandemic on MPD patrol workload in 2020 as described above.

While the difference between 30 and 32 minutes (as an example) of reactive time per hour seems minor, it is important to recognize that these figures are all based averages, across all hours of the day and all days of the year. Having a lower reactive time per hour improves the ability of officers to engage in community policing. Officers have more time to engage in proactive activity and be responsive to community issues and concerns. In fact, if MPD patrol was staffed to allow that 30 minutes per hour be spent on reactive work (compared to 32 minutes per hour), more than twenty-five (25) officer hours each day would be freed to engage in proactive activity. Visibility, efficiency and response time would also improve. A lower reactive time per hour also improves officer availability, resulting in better response times. The difference between 30 and 40 minutes per hour of reactive work reflects more than 125 officer hours per day. This results in less time for proactive patrol, problem solving and community engagement. It also leads to delayed response times, and more frequent instances where MPD only responds to emergency/priority calls.

Currently, 221 MPD positions are designated to patrol (as officers; this figure excludes sergeants). However, actual patrol staffing at any given time will vary and will typically be far less than this (primarily as a result of attrition).

Utilizing the Etico methodology, 2020 patrol workload and leave time data demonstrate that MPD patrol staffing should be **224 officers**. This is based on an even split of proactive and reactive

time. Meeting this standard would require the addition of **three (3)** officer positions to patrol. The department should also add at least **three** sergeant positions to patrol (based on span of control).

Additional Staffing Metrics

In 2016, MPD and City Finance jointly prepared a report on police staffing (as required by Common Council resolution). The report looked at several measures (other than the Etico workload process) to provide context for police staffing. These metrics included:

- FBI personnel-to-population ratios
- Comparison with peer jurisdictions
- Comparison with other Wisconsin agencies

All of these metrics have significant limitations. **These data points are intended to provide context when evaluating MPD staffing, not to suggest a particular result or staffing level.** The 2016 report was based on MPD having 1.9 sworn officers per 1,000 residents. This figure was based on MPD's authorized staffing in 2016 and Madison's 2015 estimated population per the U.S. Census (the 2016 estimate was not available at the time the report was completed). MPD's staffing ratio has declined to **1.8** sworn officers per 1,000 residents (based on current authorized strength of 479 and Madison's 2019 estimated population of 259,680).

FBI – The FBI's annual crime reporting data includes information on full-time law enforcement employees. The data is broken down by region, with employee-to-population ratios provided for several categories of municipality size. The Group I category of agencies includes those serving populations of more than 250,000; the Group II category of agencies includes those serving populations between 100,000 and 249,999. Group I is broken down into further population subsets, and regional data is available for all groups.

The 2016 report included data points for both Group I and Group II, as Madison's 2015 population estimate was just under 250,000. Madison's population estimate is now clearly more than 250,000, so only Group I data will be included moving forward.

As indicated, FBI law enforcement employee data is also broken down by region and sub-region. Wisconsin is in the East/North/Central portion of the Midwest region.

So, the most applicable comparison points from FBI staffing data are the Midwest region (East/North/Central subsection) from Group I, and the national Group I 250,000 – 499,999 population subset (the Group I population subsets are not broken down by geographic region). However, other data points will be included for comparison (using 2019 data; the most recent available). Two notes about FBI police employee data:

- Staffing levels reflect actual personnel at the time the agency reports to the FBI, not authorized strength. Many agencies are not able to fill vacancies with qualified personnel, so the FBI employee data will not reflect those agencies' authorized strength.

- The FBI data will typically be calculated before the US Census population estimates have been released. The FBI does a population estimate for the purposes of reporting police employee data, but the population figures used will typically vary slightly from the US Census estimates.

Updated 2019 FBI police employee data (commissioned staff):

Category	Officer to Population Ratio	Adjustment to MPD Sworn Staffing to Meet Average*
Group I (East North Central section of Midwest Region)	3.8	Add 495-518 officers
Group I (Midwest Region)	3.3	Add 365-388 officers
Group I (National)	2.6	Add 183-207 officers
Group I (250,000 – 499,999 national subset)	2.0	Add 27-51 officers

*Note that FBI officer to population data is provided rounded to the nearest tenth. For example, anything between 1.95 and 2.04 will be reported as 2.0. This rounding can reflect a significant variation in actual staffing numbers. Figures in this column reflect this range.

Note that in 2003, an MPD staffing study was performed, with the involvement of Alders, MPD command staff and representatives from the Madison Professional Police Officers Association (MPPOA). That report recommended that MPD reach a staffing level of 1.9 officers per 1,000 residents by 2008, and maintain a staffing level of 2.0 officers per 1,000 residents in 2010 and beyond.

Peer Jurisdictions – the 2016 report identified five peer cities for comparison: St. Paul, MN; Greensboro, NC; Baton Rouge, LA; Boise, ID; and Des Moines, IA. In 2016, these agencies had an average of 2.2 sworn officers per 1,000 residents.

Wisconsin agencies – the five largest cities in Wisconsin (excluding Madison) are Milwaukee, Green Bay, Kenosha, Racine and Appleton. In 2016, these jurisdictions had an average of 2.7 sworn officers per 1,000 residents.

Updated 2019 figures for peer jurisdictions and other Wisconsin agencies (from FBI data):

	Population	Sworn Officers	Ratio
Milwaukee	590,923	1,850	3.1
Appleton	74,757	110	1.5
Green Bay	104,992	181	1.7
Racine	77,269	196	2.5
Kenosha	100,255	206	2.1
Average	**189,639**	**509**	**2.7**
Adjustment to MPD Sworn Staffing to Meet Average			**Add 209-233 officers**
St. Paul	310,263	649	2.1
Greensboro	298,025	637	2.1
Baton Rouge	220,648	616	2.8
Boise	231,314	298	1.3
Des Moines	218,384	351	1.6
Average	**255,727**	**510**	**2.0**
Adjustment to MPD Sworn Staffing to Meet Average			**Add 27-51 officers**

Patrol Incidents by Incident Type by Year

	2016	2017	2018	2019	2020
911 Abandoned Call	3534	2747	1315	1891	2247
911 Disconnect	8773	6529	6431	6754	6080
Accident Hit and Run	1645	1650	1691	1673	1185
Accident Private Property	778	804	833	798	257
Accident Property Damage	5596	5105	5176	5090	2168
Accident Unknown Injury	554	469	439	479	411
Accident w/Injuries	916	710	803	829	616
Accident-Mv/Deer	44	61	60	61	44
Adult Arrested Person	487	447	515	712	544
Aggravated Battery	2	2	0	2	
Alarm	3379	3281	3221	3428	2883
Animal Complaint-Bite	16	10	6	11	10
Animal Complaint-Disturbance	659	724	564	532	434
Animal Complaint-Stray	433	358	287	309	235
Annoying/Obscene Phone Call	95	56	74	73	59
Arrested Juvenile	42	30	40	60	18
Arson	9	5	10	15	15
Assist Citizen	5057	5002	4916	5081	5007
Assist Fire/Police	3320	3105	3092	2994	2451
Assist Follow Up	3982	4299	4634	4588	3729
Assist K9	18	16	11	20	13
Assist/Community Policing	3	3	0		
Assist-Court	138	186	214	207	116
Assist-Translate	6	9	5	6	3
Attempt to Locate Person	1257	1264	1193	1399	852
Attempted Homicide	2	4	3		3
Attempted Suicide	34	20	24	13	10
Battery	559	574	544	562	463
Bicycle Accident	7	9	5	5	4
Bomb Threat	4	4	9	2	2
Burglary-Residential	912	747	843	812	763
Check Parking Postings	1	1	4	2	1
Check Person	11239	11926	11785	11992	10178
Check Property	7292	7022	7282	7928	8313
Child Abuse	134	189	185	131	98
Child Neglect	57	34	41	45	29
Civil Dispute	770	944	938	971	903
Conveyance Alcohol (Detox)	104	54	60	57	47
Conveyance Mental Health		31	36	44	60
Damage to Property	968	1125	978	906	793
Death Investigation	200	227	250	249	318
Disturbance	5949	5603	5627	5325	4696
Domestic Disturbance	3096	2903	2869	2897	2888
Drug Investigation	1280	1304	1114	889	717

Emergency	1	0	0	2	
EMS Assist	3747	3670	3741	3688	3457
Enticement/Kidnapping	16	21	12	9	12
Escort Conveyance	650	656	675	737	588
Exposure	40	38	21	29	28
Extortion	8	13	17	15	37
Fight Call	444	410	334	380	144
Fire Investigation	0	1	1	4	
Foot Patrol	1097	970	833	576	294
Forgery	5	1	3	7	
Found Person	118	136	96	132	61
Found Property	1411	1493	1533	1462	1088
Fraud	910	923	1013	862	601
Graffiti Complaint	125	137	95	117	70
Homicide	10	7	1	2	5
Information	3502	3524	3797	3994	4777
Injured Person	23	12	19	18	11
Intoxicated Person	395	372	329	300	183
Juvenile Complaint	523	738	555	538	352
Landlord Tenant Trouble	123	137	105	120	80
Liquor Law Violation	157	91	99	54	12
Liquor Law/Bar Check	66	64	47	41	14
Lost Property	90	82	91	82	41
Misc Sex Offense	103	119	159	140	108
Misdialed 911 Call	1726	1569	1170	1007	974
Missing Adult	267	243	285	230	181
Missing Juvenile	664	610	532	501	309
Multiple/Nuisance 911 Calls	17	20	10	7	12
Neighbor Trouble	460	407	413	483	509
Noise Complaint	3228	3133	2511	2760	3669
Non-Residential Burglary	212	231	228	245	362
Non-Urgent Notifications	32	13	20	13	15
Odor/Smoke Complaint	3	3	1	1	
OMVWI Arrest/Intoxicated Driver	236	291	296	452	353
On Duty Training	179	190	134	100	179
On St Parking Complaint	510	343	331	377	292
Overdose	154	155	150	164	144
Panhandling	x	x	x	x	7
Person Down	30	12	18	9	6
Phone	4812	4647	4519	4566	4164
Playing w/Telephone 911 Call	454	450	311	378	303
PNB/AED Response	184	138	108	135	130
Preserve the Peace	1269	1400	1302	1290	1065
Problem Solving-Person	5	5	9	6	24
Problem-Solving - Property	12	32	122	24	787
Prostitution/Soliciting	31	44	14	16	11

Prowler	26	15	7	10	8
Public Health Order Violation	x	x	x	x	8
Pvt Prop Parking Complaint	388	436	292	357	211
Question 911 Call	23	18	24	22	22
Rec/Stolen/Outside Agency	155	201	343	304	403
Repo	5	1	5	324	555
Retail Theft	1649	1676	1266	1020	699
Robbery - Armed	105	118	151	117	86
Robbery-Strong Armed	108	101	106	116	83
Safety Hazard	5029	4749	4841	4854	3352
Serving Legal Papers	406	313	299	231	102
Sexual Assault	183	206	198	216	185
Sexual Assault of a Child	162	173	155	138	106
Significant Exposure (Officer)	2	1	4	14	7
Silent Case Number	45	77	67	41	36
Solicitors Complaint	94	36	59	37	34
Special Event	142	174	216	170	139
Stalking Complaint	103	114	119	117	104
Stolen Auto	664	703	785	800	775
Stolen Bicycle	19	15	19	20	10
Suspicious Person	1606	1687	1708	1740	1418
Suspicious Vehicle	2117	2145	2069	2074	2164
Test 911 Call	11	10	3	10	5
Theft	1797	1876	1790	1548	1111
Theft from Auto	476	515	467	416	516
Threats Complaint	1654	1582	1612	1669	1356
Towed Vehicle/Abandonment	25	21	32	36	44
Traffic Arrest	17	5	9	2	1
Traffic Complaint/Investigation	761	689	786	678	642
Traffic Incident	304	366	356	387	277
Traffic Stop	3640	3218	4064	3976	2085
Trespass	802	871	1101	994	1022
Unintentional 911 Call	5296	4720	4984	7084	8194
Unknown	32	7	9	8	12
Unwanted Person	2109	2071	2286	2395	2220
Violation of Court Order	464	552	478	502	425
Weapons Offense	433	468	457	385	489
Weapons Offense Person w/Gun	109	117	61	70	90
Worthless Checks	7	2	1	1	2
Total	**132368**	**127193**	**125416**	**128798**	**114120**

Detailed Leave Time Information – 2020 Patrol

Leave/Benefit/Non-Patrol Time:

Category	Days
Admin Leave - No Pay	0.371916
Admin Leave - With Pay	1.453618
Bereavement Leave	0.526316
Exigent Leave MPPOA	0.002741
Exigent Leave Vacation	0.006579
Family Leave: AWOP	0.039474
Family Leave: City Paid Leave	1.868065
Family Leave: Sick Used	1.043353
Family Leave: Vacation	0.217023
Family Leave: MPPOA	0.023547
Holiday: Request Off	0.75
Holiday: Order Off	0.854167
Injured	0.0294
Jury Duty	0
MPPOA Earned Time Off	0.450014
Military Leave	
Military Paid	3.279331
Military Leave AWOP	0.368421

Category	Days
Sick Leave	4.059951
Vacation: 1st Pick	5.405688
Vacation: 2nd Pick	3.282895
Vacation: 3rd Pick	1.006579
Vacation: SP#1	0.194079
Vacation: SP#2	0.029605
Vacation: Standard	4.312294
Workers Comp Time Off	0.135526
Light Duty: (LD-WC)	1.429712
Light Duty:(LD-ND)	4.193923
Light Duty: Admin	0.026316
Event	1.429712
Spec. Assignment	4.193923
Spec. Assignment Partial	0.026316
Training	1.429712
Training Partial	4.193923
Furlough Leave	0.157895
Emergency Personal Leave	6.24952

Net Compensatory Time:

Comp Time Used	Days
COA+30 Days	2.469202
Comp Time: Off	9.219189
Comp Time: SP#1	0.175576
CU/W-VU	1.028509
Exigent Leave Comp	0.203947
Shift Change RDO	0.608553
Comp Time: SP#2	0.036184
Family Leave: Comp	0.553714

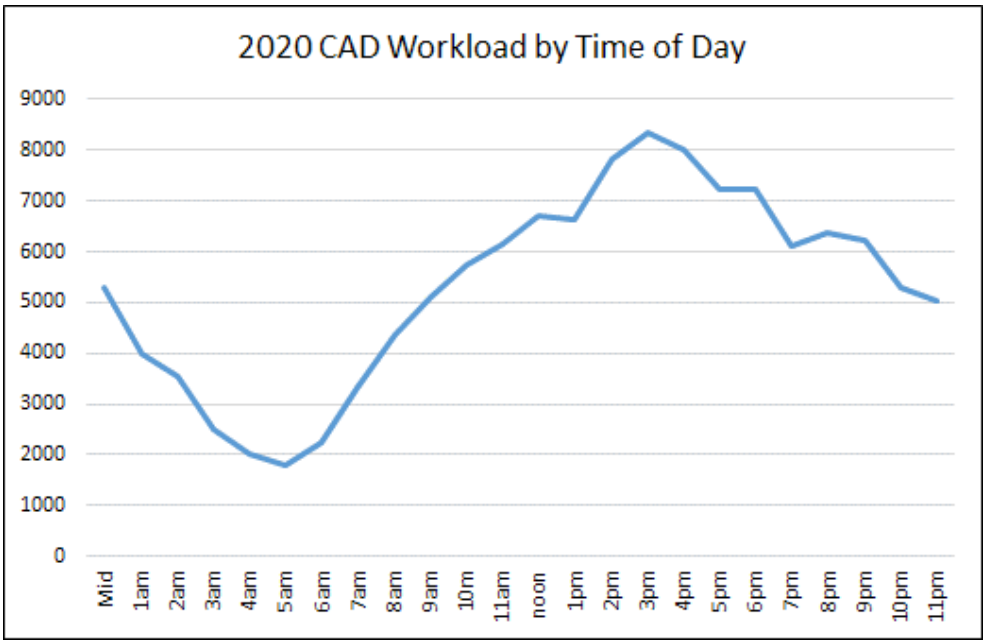
Overtime Worked	Days
General	3.1628564
Call in Voluntary	0.6503975
Call in Order	0.0220669
Holdover Voluntary	0.4500548
Holdover Order	0.166324
Extraordinary	1.4092105
Misc OT	0.1230948
Shift Change RDO Worked	0.625

Non-patrol Personnel Patrol Work:

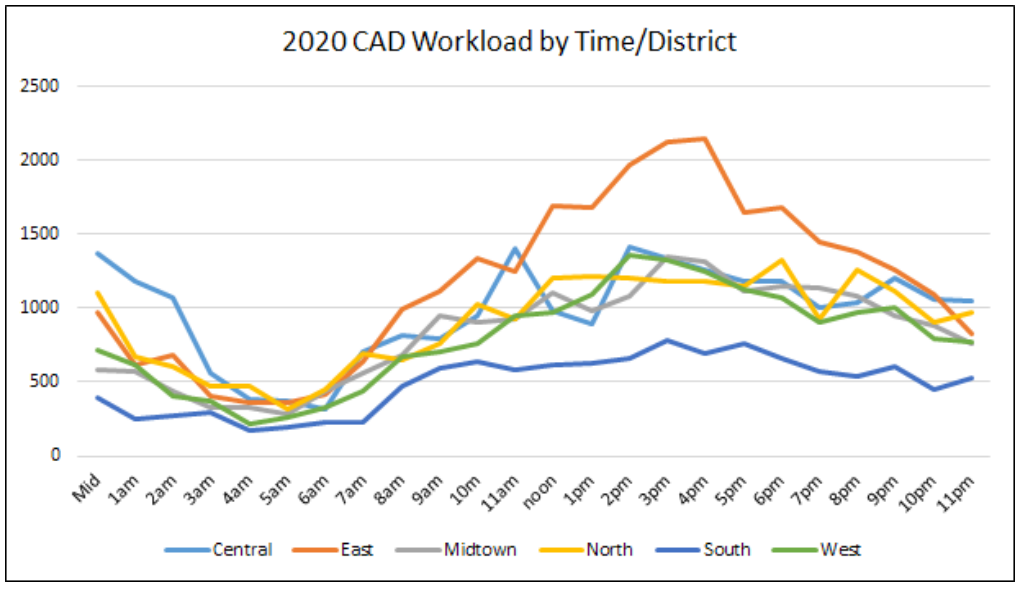
Overtime Worked	Days
Call in Voluntary	0.6355126
Call in Order	0.0320724
Holdover Voluntary	0.2020559
Holdover Order	0.0696409
Staffing Contingency	2.944216

Workload Overview

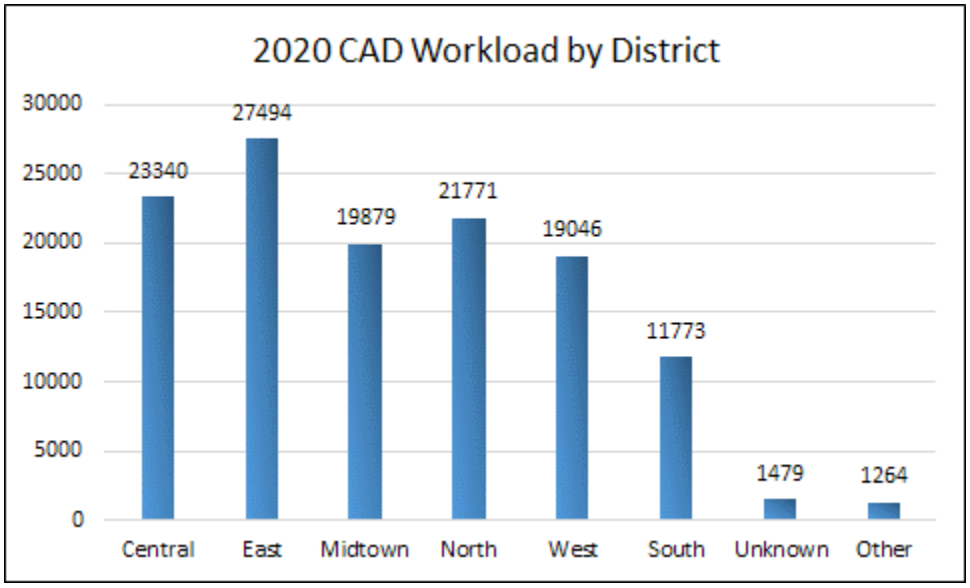
The following charts are based on CAD data only, and generally include all patrol CAD workload (reactive and proactive), including Downtown Safety Initiative (DSI).



This daily workload curve (workload by hour of the day throughout the year) has remained very consistent. The daily workload curve was also fairly consistent across all districts. In previous years, the Central District has shown a significant workload spike on weekend nights; this was not observed in 2020:

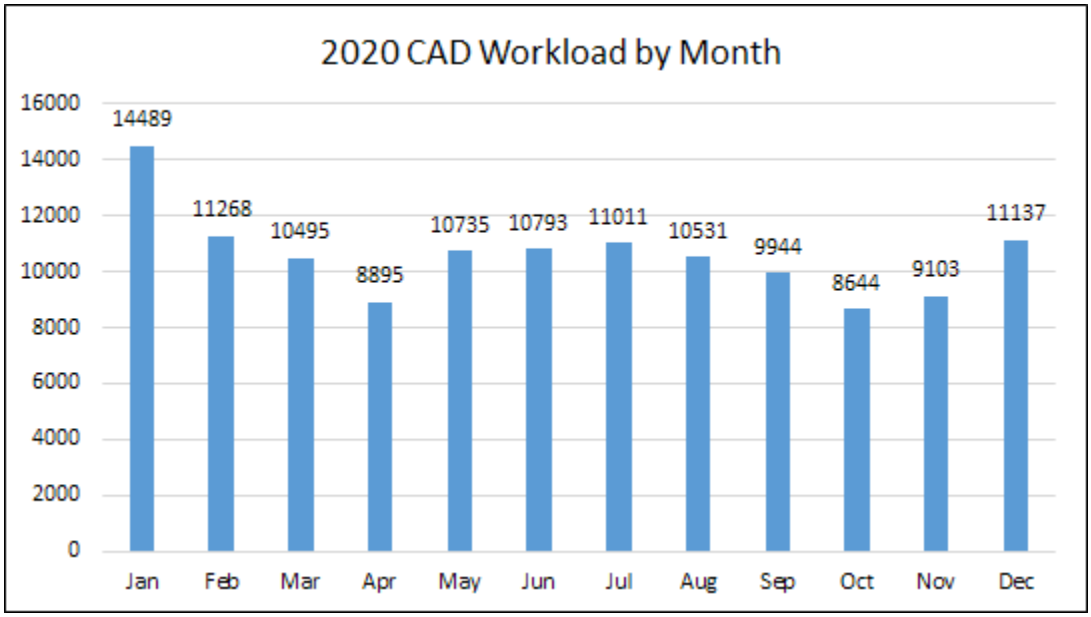


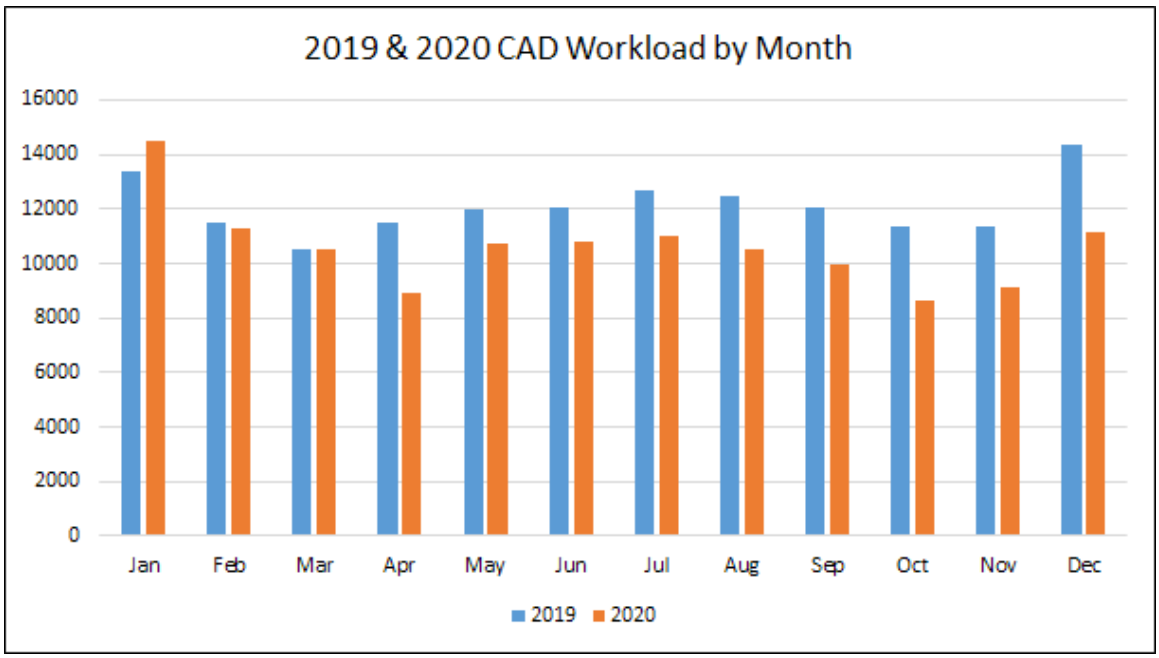
2020 hours of CAD patrol work by district:



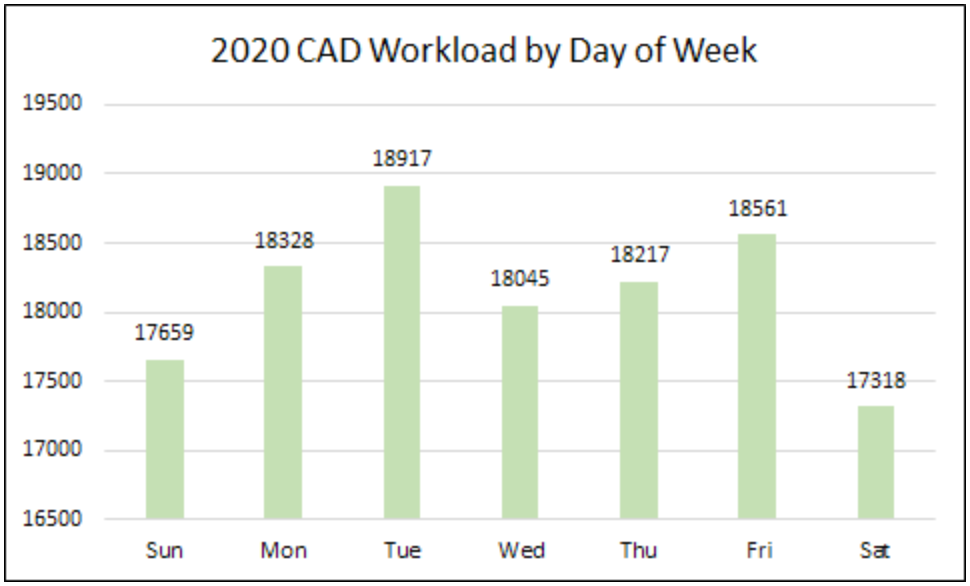
*Excludes on duty court and training

CAD workload by month:

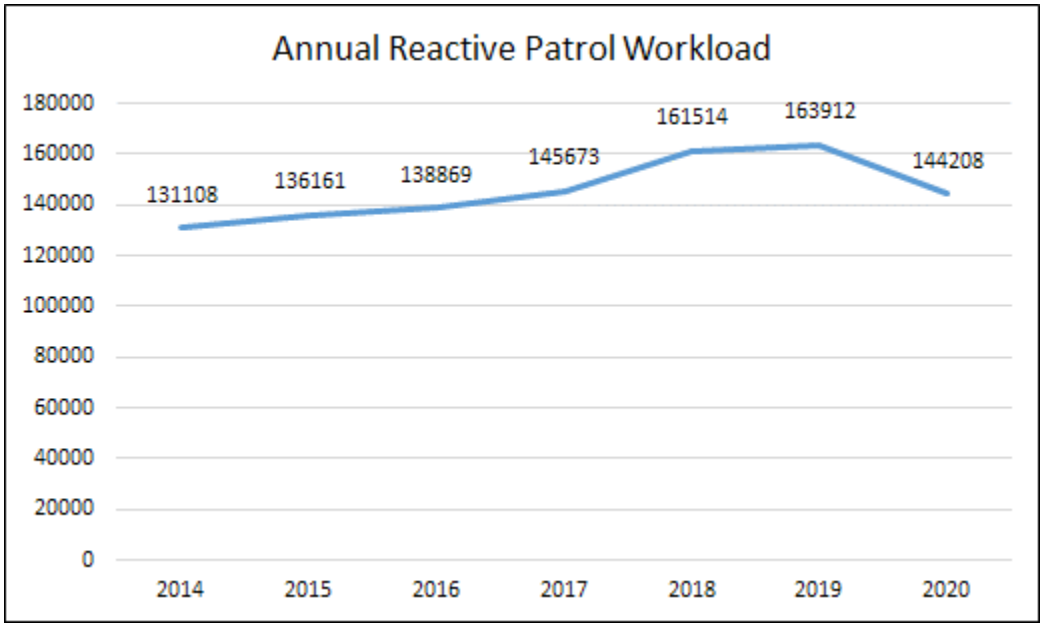


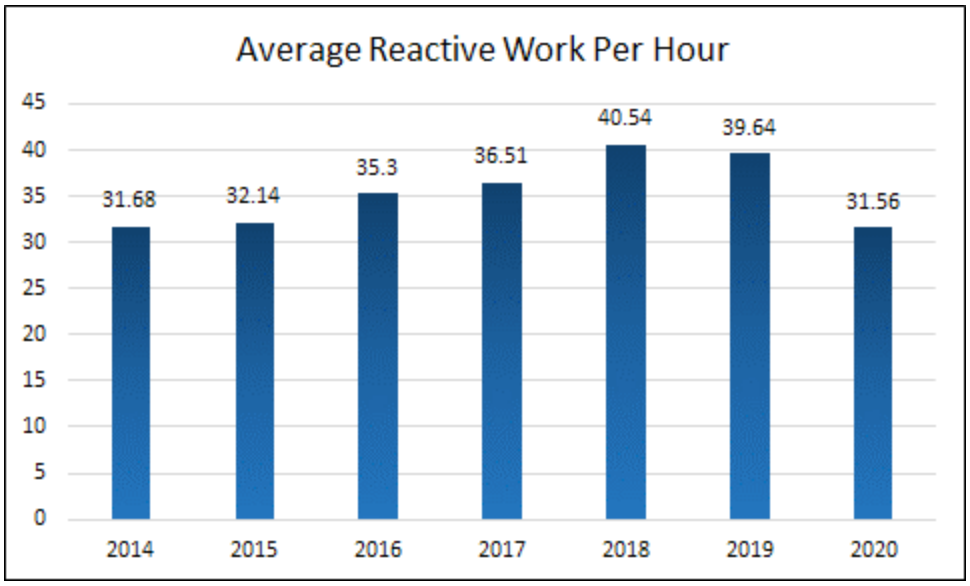


CAD workload by day of week:



A historical overview of patrol incidents and workload:





*These figures do **not** include hourly time spent on administrative tasks