



8.1.1 TOTAL OPERATING AND MAINTENANCE EXPENDITURES CHARGED TO THE POLICE DEPARTMENT PER CAPITA

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	\$215	\$193	\$199	\$200	\$206	\$211	\$219	\$220	\$222	\$226	\$231

Performance Measure Description

- Includes salary, benefits, overtime expenditures plus operations expenditures directly related to police activities regardless of funding source (grants or General Fund).
- Excludes Animal Control.
- The ICMA methodology for reporting expenditures changed for 2014 and future years. Expenditures had excluded internal services changes. Expenditures for 2014 and future years include fleet, fuel, IT charges and insurance.

Factors Impacting Outcomes

- A \$3.8 million purchase of equipment from grants was reported in 2012.
- In 2018, start up costs of implementation of staffing study.

8.1.2 OFFICER INJURIES PER 1,000 CALLS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	0.49	0.38	0.42	0.47	0.46	0.53	0.47	0.51	0.49	0.49	0.49

Performance Measure Description

- Ratio of injuries reported per 1,000 police related calls.
- Injuries reported inclusive of all reported injuries, with or without lost time.

Factors Impacting Outcomes

- Environmental factors.
- Effectiveness of safety and defensive tactics training programs.
- In 2013, there was a purchase of new police equipment (Tasers).
- Priority calls increased in the 2014-2016 period.
- In 2014, there was an emphasis on physical fitness/wellness program/wellness monthly newsletter.
- In 2016, officers received training on mental health first aid and de-escalation techniques.
- In 2017 and 2018 there was an increase in officer injuries due to inclement weather and participation on the Violent Crimes Task Force unit (interactions with violent suspects/offenders).



8.1.3 POLICE SERVICES: PERCENT RATING “EXCELLENT” OR “GOOD”

BENCHMARK			2006	2010	2012	2014	2016	2018	2018	2020
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
	CoW Lower	Police Services	66%	74%	67%	70%	71%	70%	58%	67%
	CoW Lower	Crime Prevention	45%	54%	55%	49%	45%	46%	44%	46%
	Not Available	Contact with Police Department	NA	NA	69%	69%	72%	71%	72%	71%

Performance Measure Description

- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2018.
- Expect to re-survey citizens in 2020.
- Survey was conducted by the National Research Center.
- Question about Contact with the Police Department was first asked in 2012. There are too few comparable jurisdictions who asked this question to generate a benchmark.

Factors Impacting Outcomes

- Possible responses are "Excellent," "Good," "Fair," or "Poor." "Don't Know" responses are excluded.
- WPD no longer has a dedicated unit to focus on crime prevention.



8.2.1 NUMBER OF EXTERNAL CITIZEN COMPLAINTS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	123	102	83	43	18	192	84	240	123	123	123

Performance Measure Description

- Number of complaints from citizens outside of the Wichita Police Department made against members of the Wichita Police Department.

Factors Impacting Outcomes

- Prior to 2009, there were three complaint categories: Internal, External, and Miscellaneous. In 2009, external and miscellaneous complaint types were combined.
- Public education on external complaint process is a potential factor in the decreased number of complaints in 2014 and the further reduction in 2015.
- In 2016 the decrease due to several factors: new Chief of Police who met and interacted with community members, which led to building and fostering relationships with the community, a departmental emphasis on transparency, and the and equipping all field officers with Axon body-worn cameras.
- In 2017 and 2018, the increase was due to a change on internal policy regarding criteria for Citizen Contact compared to a Citizen Complaint.

8.2.2 NUMBER OF INTERNAL COMPLAINTS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	33	112	141	96	70	79	97	73	80	80	80

Performance Measure Description

- Number of complaints from members of the Wichita Police Department made against other members of the Wichita Police Department.

Factors Impacting Outcomes

- Willingness of employees to file reports.
- There was improved communication regarding the complaint process in 2015, which might have been a contributing factor.
- In 2016, there was a different approach to internal complaints, and a greater focus was placed on coaching and mentoring.
- In 2017, the increase was due to a change on Internal Policy regarding disciplinary investigations.

8.3.1 NUMBER OF CASES IN SCHOOLS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	834	923	1,125	911	934	735	926	757	834	834	834

Performance Measure Description

- Based on the number of cases involving SROs.

Factors Impacting Outcomes

- In 2011, the number of SRO positions was reduced from 11 to 7 and is limited to high schools.
- Increases reflect improved reporting, tracking and the use of ATA (Agreement to Appear) instead of arrests.
- In 2017, the decrease was due to USD 259 shortened school year.
- In 2018 there was an emphasis placed on coaching and mentoring students.

8.3.2 NUMBER OF TRUANCY CONTACTS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1,035	1,317	1,436	1,433	928	867	1,116	910	1,035	1,035	1,035

Performance Measure Description

- Number of times SROs had contact with students who were truant or attempting to leave campus.

Factors Impacting Outcomes

- In 2011, the number of SRO positions was reduced from 11 to 7 and is limited to high schools.
- In 2013 and 2014, the primary reasons for the increase were SRO efforts and more timely school attendance information.
- In 2015 and 2016, SROs focused more on issuing ATAs (Agreements to Appear) in schools and attendances.
- In 2016, new Southeast High School relocated to 127th & Pawnee (rural area) where there are no businesses within walking distance.
- In 2017, decrease due to USD 259 shortened school year (budgetary restraints)

8.3.3 NUMBER OF LAW-RELATED CLASSES TAUGHT

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	129	214	177	164	149	104	149	98	129	129	129

Performance Measure Description

- Total of all classes taught or facilitated by School Resource Officers throughout the Wichita Public Schools (USD 259).

Factors Impacting Outcomes

- In 2011, the number of SRO positions was reduced from 11 to 7 and is limited to high schools.
- In 2013, time availability based on curriculum requirements; SROs spent most of their time handling juvenile crimes and school issues.
- In 2014, the focus was on being more proactive with student and intervene with truancy and other minor violations. Additionally, USD 259 currently has a curriculum on law-related classes and occasionally asks SRO to assist.
- In 2015, the SRO at South High School taught classes to educate girls about human trafficking crimes.
- In 2016, decrease caused by two factors: USD 259 changed school hours and created a shorter school year calendar 2016/2017; and SRO's are limited to when they can teach in classrooms.
- In 2017, decrease due to USD 259 shortened school year (budgetary restraints).

8.4.1 TRAFFIC CRASHES PER 1,000 POPULATION

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	32.6	24.5	26.3	27.0	29.3	27.9	27.4	27.8	27.8	27.7	27.5

Performance Measure Description

- Benchmark and targets are based on traffic crashes trending lower.

Factors Impacting Outcomes

- The City of Wichita continues to emphasize traffic enforcement in order to reduce the number of crashes per year.
- Projects at high-accident intersections result in improved outcomes. Programs include the Neighborhood-Oriented Traffic Enforcement (NOTE), the nighttime seatbelt grant program, STEP enforcement program around holidays reduce traffic accidents, and Impaired Driving Deterrence program (IDDP).
- Does not include private property crashes.
- Corridor traffic enforcement projects can impact this outcome.
- In 2016 and 2017, there were continuing street and highway construction projects.

8.4.2 UCR PART I CRIMES REPORTED PER 1,000 POPULATION

BENCHMARK			2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	7.42	Violent	6.12	7.33	8.36	8.21	7.46	9.14	8.20	8.16	8.12
	35.48	Property	54.42	53.79	55.22	59.72	55.40	57.67	56.19	55.92	55.64
	42.90	Total	60.55	61.12	63.58	67.93	62.86	66.81	64.40	64.08	63.76

Performance Measure Description

- FBI UCR Part I Violent Crimes are Homicide, Rape, Aggravated Assault, and Robbery. FBI UCR Part I Property Crimes are Auto Theft, Burglary, and Larceny.

Factors Impacting Outcomes

- In 2013, aggravated assaults were up including gang and domestic violence cases.
- Property crimes were down in 2013 and 2014 due to targeted efforts in the field and in investigations.
- In 2015 and 2016 there were changes in State Statue regarding concealed carry and open carry of firearms.
- In 2016, an increase in Aggravated Assaults reported were the result of new KIBRS (Kansas Incident Based Reporting System) requirements.
- In 2017, an increase in gun crimes and burglary rings led to a rise in property crimes.

8.4.3 AVERAGE RESPONSE TIME IN MINUTES TO TOP PRIORITY (EMERGENCY) CALLS: DISPATCH TO ARRIVAL

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	5.19	5.93	5.47	5.42	3.75	5.58	6.08	6.32	5.40	5.40	5.40

Performance Measure Description

- Includes emergency and Priority 1 calls.
- Emergency calls are those where a life-threatening situation exists or a serious felony crime is in progress.
- Priority 1 calls are defined as urgent calls where a serious crime has just occurred, or is imminent; bodily injury has just occurred, or is imminent; or another agency requires immediate police assistance.
- Time listed is from dispatch to arrival.

Factors Impacting Outcomes

- Current Wichita Police Department policy is to have officers respond with lights and sirens only in cases when officers are in trouble or a supervisor has authorized that level of response, which is about 2% of emergency calls. In all other cases, officers follow posted speed limits and traffic signals.
- The volume and timing of calls impacts the response time. If calls are distributed throughout the day, response times will be faster than if calls are concentrated.
- Beat size is based on call load. An officer's response time can vary based on the size of the beat.
- Road construction and repairs, traffic, and weather can impact drive time.
- Staffing levels impact response times, so this measure is tied to the measure for recruit officers hired (8.11.2).
- Does not include officer-initiated responses to top priority situations.
- For 2013-2017, the data was manually calculated to remove any duplicate calls and negative response times.
- In 2018, increase in violence crimes which required more officers to respond and properly investigate.

8.4.4 TOP PRIORITY (EMERGENCY) POLICE CALLS PER 1,000 POPULATION

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	67.3	56.3	59.3	61.4	62.6	73.7	63.8	73.2	67.3	66.9	66.6

Performance Measure Description

- Emergency calls are those where a life-threatening situation exists or a serious felony crime is in progress.
- Priority 1 calls are defined as urgent calls where a serious crime has just occurred, or is imminent; bodily injury has just occurred, or is imminent; or another agency requires immediate police assistance.
- 2013 Actual includes 21,716 Top Priority calls into 911.
- 2014 Actual includes 22,938 Top Priority calls into 911.
- 2015 Actual includes 23,857 Top Priority calls into 911.
- 2016 Actual includes 24,430 Top Priority calls into 911.
- 2017 Actual includes 28,741 Top Priority calls into 911.
- 2018 Actual includes 28,599 Top Priority calls into 911.

Factors Impacting Outcomes

- Does not include officer-initiated responses to top priority situations.

8.4.5 ARRESTS FOR UCR PART I CRIMES PER 1,000 POPULATION

BENCHMARK			2014	2015	2016	2017	2018	2018	2019	2020	2021
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	2.37	Violent	2.14	2.46	2.78	2.78	2.52	3.12	2.76	2.75	2.74
	3.66	Property	9.13	9.45	8.04	5.75	8.03	4.91	6.98	6.95	6.91

Performance Measure Description

- FBI benchmark based on 2016 FBI Crime in the United States report (Table 19) for all UCR Part I Crimes arrests for all agencies. Tables with data for populations of larger than 250,000 has been discontinued.

Factors Impacting Outcomes

- In 2013, 2014, and 2015 there was a continued focus on general property and violent crimes.
- In 2016, there was greater emphasis on violent crimes arrests.
- In 2017, the Violent Crimes Task Force was formed to focus primarily on violent crimes.
- In 2018, there was greater emphasis by Community Response Team (CRT) assigned to investigate: Aggravated Assault, Aggravated Domestic Violence, and Firearm related crimes.

8.4.6 ARRESTS PER 1,000 POPULATION

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	78.9	97.4	88.5	79.1	83.5	81.2	82.5	74.2	78.9	78.5	78.1

Performance Measure Description

- Calculated by dividing the number of Total arrests in 2013 (37,547) by Wichita’s population (385,577).
- Calculated by dividing the number of Total arrests in 2014 (34,225) by Wichita’s population (386,552).
- Calculated by dividing the number of Total arrests in 2015 (30,705) by Wichita’s population (388,413).
- Calculated by dividing the number of Total arrests in 2016 (32,549) by Wichita’s population (389,965).
- Calculated by dividing the number of Total arrests in 2017 (31,645) by Wichita’s population (389,902).
- Calculated by dividing the number of Total arrests in 2018 (28,969) by Wichita’s population (390,591).
- The Uniform Crime Reporting (UCR) Program counts one arrest for each offense for which a person is arrested, cited, or summoned for an offense.
- Arrests are counted in the following manner: if a single person is charged with three offenses in connection with an arrest, each offense is counted as separate arrest.

Factors Impacting Outcomes

- Notices to Appear are included in this measure, because they are defined as summonses.
- In 2015, the number of arrests for Part II offenses decreased, which contributed to the overall arrest rate.

8.4.7 JUVENILE ARRESTS FOR UCR PART I CRIMES AS PERCENTAGE OF TOTAL ARRESTS FOR UCR PART I CRIMES

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	13.8%	18.0%	16.3%	19.6%	16.2%	10.1%	16.3%	14.2%	15.5%	15.5%	15.5%

Performance Measure Description

- FBI benchmark based on 2016 FBI Crime in the United States dataset.
- 2015 juvenile arrests for violent crimes (105) and property crimes (801) as a percentage of 4,624 Total UCR Part 1 Crime arrests.
- 2016 juvenile arrests for violent crimes (112) and property crimes (571) as a percentage of 4,195 Total UCR Part 1 Crime arrests.
- 2017 juvenile arrests for violent and property crimes (335) as a percentage of 3,322 Total UCR Part 1 Crime arrests.
- 2018 juvenile arrests for violent and property crimes (444) as a percentage of 3,133 Total UCR Part 1 Crime arrests.

Factors Impacting Outcomes

- UCR Part I Crimes include violent crimes of murder, rape, robbery, and aggravated assault, as well as property crimes of burglary, larceny, motor vehicle theft, and arson.
- This measure is of arrests by age, regardless of whether the person was charged as a juvenile or an adult.
- Focus on violent crimes by Community Response Team (CRT) assigned to Investigations.

8.4.8 ARRESTS FOR UCR PART II DRUG OFFENSES PER 1,000 POPULATION

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	4.2	10.6	9.2	7.7	8.9	10.6	9.0	10.7	9.4	9.4	9.3

Performance Measure Description

- FBI benchmark based on 2016 FBI Crime in the United States report (Table 19) for all agencies.
- 2015 Actual data based on 3,000 arrests.
- 2016 Actual data based on 3,454 arrests.
- 2017 Actual data based on 4,122 arrests.
- 2018 Actual data based on 4,198 arrests.

Factors Impacting Outcomes

- Notices to Appear are counted as arrests because they are defined as summonses.
- In 2015, more focus was placed on referring people to diversion programs instead of arrests.
- In 2016-2018, there was an emphasis on special assignments related to citizen complaints about narcotic and associated activities.

8.4.9 JUVENILE ARRESTS FOR UCR PART II DRUG ABUSE OFFENSES AS PERCENTAGE OF TOTAL ARRESTS FOR UCR PART II DRUG OFFENSES

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	6.2%	9.2%	9.2%	8.8%	8.6%	6.1%	8.1%	8.1%	7.8%	7.8%	7.8%

Performance Measure Description

- FBI benchmark based on 2016 FBI Crime in the United States dataset.
- 2015 Actual data based on 263 juvenile arrests out of a total of 3,000 Part II Drug Offense arrests.
- 2016 Actual data based on 297 juvenile arrests out of a total of 3,454 Part II Drug Offense arrests.
- 2017 Actual data based on 252 juvenile arrests out of a total of 4,122 Part II Drug Offense arrests.
- 2018 Actual data based on 338 juvenile arrests out of a total of 4,198 Part II Drug Offense arrests.

Factors Impacting Outcomes

- Rates of juvenile crimes.
- MOU (Memorandum of Understanding) signed with local school district to reduce arrests and make suspect cases.
- This measure is of arrests by age, regardless of whether the person was charged as a juvenile or an adult.

8.4.10 NUMBER OF NEIGHBORHOOD PROJECTS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	323	351	331	277	305	414	332	296	323	323	323

Performance Measure Description

- Includes projects that will affect the quality of life, enhance communication and deter crime within neighborhoods, with a focus on enforcement as well as education.

Factors Impacting Outcomes

- In 2015, some Community Police Officers were assigned to beat officer duties to cover field vacancies.
- In 2016, Neighborhood Projects were discretionary for Community Policing Officers determination of what needs were documented (i.e., length of time to resolve the complaint).
- In 2017, emphasis was on Community Policing, and neighborhood projects were community driven.
- In 2018, Community Policing officers were utilized to answer 911 calls.

8.4.11 HOMELESS OUTREACH TEAM: PERSONS PLACED IN PERMANENT OR TRANSITIONAL HOUSING

BENCHMARK		2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	183	170	153	269	150	186	161	183	183	183

Performance Measure Description

- Number of individuals that the Homeless Outreach Team placed in permanent or transitional housing.
- Does not include housing placement not initiated by the Homeless Outreach Team.
- Includes persons who were reunited with a friend or family member as well as people placed in group or independent living arrangements.

Factors Impacting Outcomes

- Funding for programs like VASH (Veterans Affairs Supportive Housing), space in the Housing First Program, and willingness of friends or family to house persons directly affects this outcome.

8.4.12 HOMELESS OUTREACH TEAM: HOUSING PLACEMENT RECIDIVISM RATE

BENCHMARK		2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	<3%	5%	1%	2%	3%	6%	4%	4%	4%

Performance Measure Description

- Percentage of homeless people return back to homelessness within a 12 month period after being permanently housed by the WPD Homeless Outreach Team.
- Measure excludes people who reenter homelessness outside of Wichita, or who are not known to have reentered homelessness by the Wichita Police Department.

Factors Impacting Outcomes

- WPD expects this outcome to decline as the program continues. As the program matures, remaining individuals will have been homeless for a longer period and are expected to face more difficulties in transitioning to a housing placement.

8.4.13 SAFETY BY LOCATION AND TIME OF DAY: PERCENT OF CITIZENS RATING “VERY SAFE” OR “SOMEWHAT SAFE”

BENCHMARK			2006 ACTUAL	2010 ACTUAL	2012 ACTUAL	2014 ACTUAL	2016 ACTUAL	2018 TARGET	2018 ACTUAL	2020 TARGET
	CoW Similar	Neighborhood: Day	88%	88%	91%	82%	89%	86%	89%	87%
	NA	Neighborhood: After Dark	62%	69%	72%	64%	70%	67%	69%	68%
	CoW Lower	Downtown: Day	75%	75%	79%	72%	82%	77%	78%	77%
	NA	Downtown: After Dark	26%	33%	26%	30%	31%	31%	35%	32%

Performance Measure Description

- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2020.
- Expect to re-survey citizens in 2020.
- Survey was conducted by the National Research Center.

Factors Impacting Outcomes

- Possible responses are "Very Safe," "Somewhat Safe," "Neither safe nor unsafe," "Somewhat unsafe," or "Very unsafe." "Don't Know" responses are excluded.

8.4.14 TRAFFIC ENFORCEMENT: PERCENT RATING “EXCELLENT” OR “GOOD”

BENCHMARK		2006	2010	2012	2014	2016	2018	2018	2020
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET
	CoW Similar	51%	53%	49%	55%	59%	57%	52%	55%

Performance Measure Description

- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2018.
- Survey was conducted by the National Research Center.

Factors Impacting Outcomes

- Possible responses are "Excellent," "Good," "Fair," or "Poor." "Don't Know" responses are excluded.



8.5.1 PERCENTAGE OF CRIMES AGAINST PERSONS CLEARED

BENCHMARK			2014	2015	2016	2017	2018	2018	2019	2020	2021
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	53.3%	Homicide	92.3%	96.8%	90.6%	71.1%	87.7%	88.4%	86.7%	86.7%	86.7%
	30.5%	Rape	78.6%	73.7%	73.5%	67.8%	73.4%	62.6%	69.4%	69.4%	69.4%
	43.8%	Aggravated Assault	71.0%	74.6%	72.9%	65.9%	72.9%	64.4%	69.5%	69.5%	69.5%
	24.3%	Robbery	40.1%	37.2%	39.1%	43.0%	39.9%	37.4%	39.2%	39.2%	39.2%
MBP	50.6%	UCR Part I	64.7%	64.8%	65.9%	61.8%	64.2%	59.6%	62.9%	62.9%	62.9%

Performance Measure Description

- Includes UCR Part I Violent Crimes of murder, rape, robbery and aggravated assault, which are cleared.
- FBI benchmark based on 2016 Crime in the United States report (Table 17) for cities with populations of 250,000 to 499,999.
- Robbery was moved from Property Crimes to Persons Crimes in 2012.

Factors Impacting Outcomes

- In 2014, the rape statute changed and sodomy was re-categorized as rape.
- In 2015, there was an increase in reported rapes.
- Increases in rape evidence submissions to the Forensic Science Center created a backlog in evidence processing thereby delaying clearances.
- In 2016, a homicide on 12/29/16 was not cleared until 1/6/17, which would have increased the clearance rate to 31 of 34 (91.2%);
- In 2016, Aggravated Assault cases increased 25.7% while staffing for investigating that case type remained static.
- In 2016, rape reports increased 1.7%.
- In 2017, decrease in clearance rate was due to increase in number of cases with no additional staff.
- In 2018, position vacancies led to a decrease in total clearance but homicide clearance increased due to effective investigative efforts.

8.5.2 PERCENTAGE OF UCR PART I VIOLENT CRIMES ASSIGNED TO INVESTIGATORS

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	92.6%	91.8%	95.4%	96.4%	93.9%	92.3%	94.4%	88.8%	92.6%	92.6%	92.6%

Performance Measure Description

- Includes UCR Part I Violent Crimes of murder, rape, robbery and aggravated assault that are assigned for further investigation by a detective after initial review by a supervisor.

Factors Impacting Outcomes

- All UCR Part I cases are reviewed by the section supervisor to determine if follow-up investigation is warranted.
- All homicide, rape, and robbery cases are currently assigned.
- In 2016, the 2.5% decrease in violent crimes assigned is attributed to a 25.7% increase in reported aggravated assaults over 2015. More cases were assigned, but that yielded a lower percentage. Ninety-one percent, or 1,999 of 2,192 of aggravated assault cases were assigned compared to 94% or 1,633 of 1,730 in 2015.
- In 2017 & 2018, decrease was due to increase in number of cases with no additional staff.



8.5.3 NUMBER OF FELONY TRAFFIC CASES CLEARED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	236	222	253	180	241	269	236	93	167	167	167

Performance Measure Description

- Based on actual number of cleared felony traffic cases.
- Felony traffic cases include fatalities, third time DUIs and some Evade and Elude offenses.

Factors Impacting Outcomes

- Number of cases approved by the District Attorney for prosecution.
- Reduced level of traffic cases.
- In 2015 & 2018, a shortage in staffing affected the outcome.

8.5.4 DUI ARRESTS PER 1,000 POPULATION

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1.82	4.89	5.17	3.92	3.38	2.27	3.66	2.71	3.05	3.03	3.02

Performance Measure Description

- FBI benchmark based on 2016 FBI Crime in the United States report (Table 19) for the population of the U.S. Table 47 that provides data for cities greater than 250,000 was discontinued.
- In 2014 there were 1,999 DUI arrests reported.
- In 2015 there were 1,524 DUI arrests reported.
- In 2016 there were 1,318 DUI arrests reported.
- In 2017 there were 884 DUI arrests reported.
- In 2018 there were 1,058 DUI arrests reported.

Factors Impacting Outcomes

- Special grant-funded DUI traffic enforcements can help target and arrest impaired drivers.
- Higher number of vehicle miles traveled per capita compared to other metro areas.
- In 2013 there was an emphasis was on crime trends in neighborhoods as well as a shortage in staffing that affected the outcome.
- In 2014 there was an emphasis on traffic safety through a goal setting project in Field Services.
- Outcomes for 2015 and 2016 were impacted by case law changes in regards to Intoxilyzers and the trend continues in 2017 & 2018.



8.5.5 FATAL TRAFFIC CRASHES PER 1,000 POPULATION

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	0.080	0.070	0.057	0.067	0.067	0.067	0.064	0.069	0.066	0.066	0.066

Performance Measure Description

- There were 25 fatal crashes in 2010 and 2011.
- There were 27 fatal crashes in 2013.
- There were 22 fatal crashes in 2014 with 28 fatalities.
- There were 26 fatal crashes in 2015, 2016 and 2017.
- There were 27 fatal crashes in 2018.

Factors Impacting Outcomes

- Measure calculated based on number of fatal traffic crashes, not the number of fatalities.

8.5.6 CITIZENS REPORTING BEING A CRIME VICTIM IN THE PRIOR 12 MONTHS

BENCHMARK		2006	2010	2012	2014	2016	2016	2018	2018	2020
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET
	CoW Similar	22%	16%	12%	19%	15%	18%	19%	17%	18%

Performance Measure Description

- Question asked “During the past 12 months, were you or anyone in your household the victim of any crime?”
- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2018.
- Survey was conducted by the National Research Center.

Factors Impacting Outcomes

- Social, criminal, and economic conditions.

8.6.1 PERCENTAGE OF PROPERTY CRIMES CLEARED

BENCHMARK			2014	2015	2016	2017	2018	2018	2019	2020	2021
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	10.5%	Auto Theft	18.0%	19.5%	21.0%	26.3%	21.2%	26.7%	23.4%	23.4%	23.4%
	10.8%	Burglary	12.3%	16.1%	16.3%	16.4%	15.3%	15.6%	16.1%	16.1%	16.1%
	15.1%	Larceny	21.0%	21.7%	16.9%	13.3%	18.2%	11.3%	15.8%	15.8%	15.8%
MBP	17.7%	UCR Part I	19.4%	19.7%	18.6%	15.2%	18.2%	13.8%	16.8%	16.8%	16.8%

Performance Measure Description

- FBI benchmark based on 2016 Crime in the United States report (Table 17) for cities with populations of 250,000 to 499,999.
- UCR Part I Property Crimes include burglary, larceny, motor vehicle theft, and arson. In 2013, Robbery was moved to Persons Crimes.

Factors Impacting Outcomes

- In 2015, SCAT team was moved to daytime and focused was on burglaries.
- In 2016, decrease in larcenies cleared is due to 11% increase in number of cases reported.
- In 2017 and 2018, increase in Auto Theft clearance was due to re-classification of all repossession cases, a media campaign, and additional field officers training.

8.6.2 PERCENTAGE OF UCR PART I PROPERTY CRIMES ASSIGNED TO INVESTIGATORS

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	18.2%	30.8%	26.5%	19.6%	18.9%	17.0%	20.8%	17.4%	18.2%	18.2%	18.2%

Performance Measure Description

- Includes UCR Part I Property Crimes of burglary, larceny, and motor vehicle theft that were assigned to a detective for further investigation after initial review by a supervisor.

Factors Impacting Outcomes

- All Property Crime cases reviewed by the section supervisor prior to assignment, and are assigned if:
 - A suspect has been arrested and booked in jail.
 - A suspect is named and possible physical or direct evidence exists to identify the suspect.
 - DNA is present that fits the Forensic Science Centers guidelines for processing.
 - A victim calls and asks for follow-up and suspects and/ or evidence exists.
 - It is a high-profile case with large monetary loss.
 - Crimes are reported that can be linked together as part of a crime trend, with or without solvability factors at the time of assignment.
 - The section commander assigns the case at his/ her discretion.
- The number of detectives prevents assignment of every case.
- In 2013, advancements in technology and social media were used by the Police Department to solve crimes.
- The District Attorney's Office has increased emphasis on prosecution for property crimes.
- Prior to 2015, Robberies were reported as assignments under the Property Crimes Bureau.
- In 2016 the State Statute the changed the threshold from \$1,000 to \$1,500 on Notices to Appear.
- In 2017 and 2018, decrease from target was due to staff that were unavailable for duty.

8.7.1 CASES ASSIGNED TO ADMINISTRATIVE SECTION

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1,622	1,755	2,013	2,130	1,529	1,348	1,755	1,480	1,622	1,622	1,622

Performance Measure Description

- A count of the misdemeanor and felony cases initiated by Field Services and then assigned to Special Investigations for follow-up investigation.

Factors Impacting Outcomes

- In 2015, personnel changes impacted the number of cases assigned.
- In 2016, cases initiated by Field Services and efforts were directed towards UCR Part I violent and property crimes.
- The decrease in 2017 and 2018 from targets was due to various factors: staffing shortage, crime classification driven, and restructuring the Community Response Team (CRT).
Response Team (CRT) function.

8.7.2 COMPLAINTS INVESTIGATED BY THE UNDERCOVER SECTION

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	244	113	59	59	108	363	147	447	244	244	244

Performance Measure Description

- Neighborhood and self-initiated complaints investigated by the Undercover Section.

Factors Impacting Outcomes

- Number of neighborhood complaints assigned to Undercover Section.
- Reflects citizens' decrease in reporting crimes.
- Complex and long-term federal investigations.
- In 2014 and 2015, there was a decrease in cases investigated due to solvability factors.
- The increase in 2016 was due to having fewer complex and long-term investigations.
- The increase in 2017 and 2018, was due to various factors: better reporting system through Crime Stoppers (citizen driven complaints), field staff and investigation of a gambling machine ring and massage parlors (prostitution).

8.8.1 NUMBER OF CRIME SCENES PROCESSED BY CRIME SCENE INVESTIGATORS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1,795	1,902	1,795	2,063	2,085	1,415	1,840	1,618	1,795	1,795	1,795

Performance Measure Description

- Cases in which a Crime Scene Investigator was called to provide investigative assistance.

Factors Impacting Outcomes

- An increase in crime scenes processed is caused by greater focus on burglary efforts.
- Vacant crime scene investigator positions and alternative assignments impact this outcome.
- An increased number of crime scenes were processed in 2015 and 2016 due to improved crime reduction efforts.
- In 2017, decrease was due to staff vacancies and field officers were processing property crime scenes themselves; thereby, freeing up CSI to focus more on violent crime scenes.
- In 2018, decrease from target was due to the hiring of a new Crime Scene Investigator, requiring training time and certifications.

8.8.2 NUMBER OF FINGERPRINTS ANALYZED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	4,424	4,185	4,288	4,264	4,528	4,525	4,401	4,380	4,424	4,424	4,424

Performance Measure Description

- Cases in which fingerprints were submitted to the latent print section for analysis.

Factors Impacting Outcomes

- Technical services is training Police Officers to process more minor crime scenes themselves.
- An increase in burglaries in 2014 and 2015 resulted in an increased number of fingerprints analyzed.
- There was one full-time and one part-time print examiner in 2016 and 2017, which led to more fingerprint analysis.
- In 2018, decrease was due to the hiring of a new Crime Scene Investigator, requiring training time and certifications.



8.9.1 FALSE ALARMS TRACKED

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	17,890	18,461	19,674	18,657	17,723	18,096	18,538	17,085	17,890	17,890	17,890

Performance Measure Description

- Based on the actual number of false alarm calls, including calls that were not billed.

Factors Impacting Outcomes

- Since the ordinance was revised in 2010, 89% of accounts have not incurred any false alarm fees. In October 2014, the Alarm System Ordinance was revised to enhance non-response enforcement and change permitting procedures.
- Enhanced efforts to educate users and market false alarm information.
- Procedural changes for improved accounting.
- In 2015, non-response enforcement strategy was enforced regarding alarm permits with outstanding balances and high number of false alarms within a 12-month period; led to a decrease in the number of false alarms tracked.
- In 2016 and 2017, the increase was due to alarm users who disregarded the Alarm Ordinance regardless of continued efforts to attain compliance.
- In 2017, the increase was due to more direct monitoring and reporting by residents through mobile alarm apps, instead of through alarm company.
- In 2018, decrease due to closing out duplicate or erroneously created permits.

8.9.2 SWORN AND CIVILIAN EMPLOYEES PER 1,000 POPULATION

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
MBP	2.7	2.2	2.2	2.2	2.2	2.2	2.1	2.2	2.2	2.1	2.1

Performance Measure Description

- Based on number of law enforcement officers and civilian employees reported.

Factors Impacting Outcomes

- The breadth of operations included in a particular police department could impact staffing levels. For example, and combined city/county operation would have more employees per 1,000 population that a stand-alone city or county operation.
- Levels of crime.
- Policies regarding paid or unpaid leave that could require a police department to employ more staff to cover for absences.



8.9.3 OPERATING AND MAINTENANCE EXPENDITURES CHARGED TO THE POLICE DEPARTMENT PER UCR PART I CRIME CLEARED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	\$15,255	\$12,947	\$13,813	\$13,018	\$13,019	\$14,962	\$14,792	\$16,419	\$15,255	\$15,626	\$16,017

Performance Measure Description

- Includes salary, benefits, overtime expenditures plus operations expenditures directly related to police activities regardless of funding source (grants or General Fund).
- Excludes all overhead expenditures including fleet, fuel, information technology, human resources, payroll, and facilities management.

Factors Impacting Outcomes

- Based on Clearance of UCR Part I Violent and Property crimes only.
- Anticipated increase in operating and maintenance expenditures.
- In 2015, Police vacancies were high and less police equipment was purchased due to decreased grant funding.
- In 2017, there was one new recruit class and one lateral class.
- In 2018, the increase was due to implementation of the police staffing study.

8.9.4 RESPONSES TO CALLS FOR SERVICE FOR SWAT AND EOD

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	71	76	61	57	71	58	62	99	71	71	71

Performance Measure Description

- Includes Special Weapons and Tactics (SWAT) and Explosive Ordinance Disposal (EOD) calls.

Factors Impacting Outcomes

- Responses for assistance from outside agencies are included. Call numbers vary due to being a partner in the South Central Homeland Security Region.
- EOD also responds to Methamphetamine lab callouts.
- In 2015, there was a decrease in the number of calls for EOD and SWAT services.
- The decrease in 2017 is related to procedural changes in regard to use of de-escalation tactics.
- In 2018, more call outs were due to departmental emphasis on addressing violent crimes.

8.10.1 ANIMAL CONTROL FIELD SERVICES RESPONSE RATE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	97.6%	90.0%	91.0%	97.0%	98.8%	96.9%	95.9%	97.7%	97.6%	97.6%	97.6%

Performance Measure Description

- Service response rate measures how many requests for animal control services are fulfilled within the calendar month.
- Calls from Animal Control dispatch are prioritized; for example, bites and attacks receive highest priority because of public safety. Cruelty, neglected and sick/injured animals receive the second level of priority. Confined strays are prioritized over stray animals at large because they are easier to capture as the animal's whereabouts is static.

Factors Impacting Outcomes

- Number and types of service requests received.
- Active caseloads including ongoing investigations.
- Need for follow-up inspections.
- In 2013, there was reduced staffing as well as training of new staff that led to a lower response rate.
- In 2014, a performance improvement process was instituted.
- In 2015, a new study plan for Animal Control call process resulted in quicker response time.
- In 2016, response rate went up due to the continuation of the call process and filling vacant positions.
- In 2017, response rate decreased due to staffing issues.
- In 2018, continued focus on customer service.

8.10.2 ANIMAL SHELTER LIVE RELEASE RATE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	88%	58%	64%	74%	78%	79%	80%	84%	79%	79%	79%

Performance Measure Description

- This is a measure of the percentage of animals housed as the City of Wichita Animal Shelter that are redeemed by their owners, transferred to a state-licensed rescue operation, or transferred to the Kansas Humane Society shelter for adoption.

Factors Impacting Outcomes

- The ability to contact owners directly impacts the redemption rate. Identification tags and microchips promote the Animal Shelter's ability to reunite owners with their cats and dogs. By ordinance, dogs are required to be licensed and tagged, but the estimated compliance rate is 30%.
- The Animal Shelter posts photos and information about animals in custody at petharbor.com as a way to publicize information about dogs and cats in a low-cost and timely manner.
- Partnership with Kansas Humane Society.
- In 2015, increase in the release rate was due to more rescue operation partners and greater micro-chipping of pets.
- In 2016, 2017, and 2018, the increase in the release rate was due to better working relationship with local rescue groups and Kansas Humane Society.

8.10.3 ANIMAL CONTROL EXPENDITURES PER CAPITA

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
MBP	\$6.04	\$4.91	\$5.12	\$5.22	\$5.36	\$5.49	\$5.60	\$5.81	\$5.38	\$5.00	\$4.97

Performance Measure Description

- Includes shelter and field enforcement activities.

Factors Impacting Outcomes

- Staffing levels and the number of animals sheltered impact this outcome.
- The cost per animal sheltered per day is approximately \$25. If animals are housed for more days beyond the minimum of three days or more animals are taken into the shelter, higher costs result.

8.10.4 ANIMAL CONTROL: PERCENT OF CITIZENS RATING "EXCELLENT" OR "GOOD"

BENCHMARK		2006 ACTUAL	2010 ACTUAL	2012 ACTUAL	2014 ACTUAL	2016 ACTUAL	2018 TARGET	2018 ACTUAL	2020 TARGET
 CoW Lower		37%	45%	45%	43%	49%	50%	45%	46%

Performance Measure Description

- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, and 2016 and conducted by National Research Center.
- Expect to re-survey citizens in 2018.
- Animal Control was transferred to the Police Department in 2011.

Factors Impacting Outcomes

- Possible responses are "Excellent," "Good," "Fair," or "Poor." "Don't Know" responses are excluded.
- Opening of Murfin Animal Care Campus in 2009.



8.11.1 RECRUIT OFFICERS: QUALIFIED APPLICATIONS PROCESSED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	371	270	210	356	400	389	339	339	371	371	371

Performance Measure Description

- Number of applications that pass the initial Human Resources screening process and are referred to the Police Department for review.

Factors Impacting Outcomes

- In 2013 and 2014 departments across the country experienced a decrease in the number of applicants applying for law enforcement jobs.
- The increased number of qualified recruit applicants in 2015 and 2016 was due to targeted recruit efforts and advertisement. More staff time was allocated to processing applications.

8.11.2 RECRUIT OFFICERS HIRED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	43	29	24	44	50	16	34	60	43	43	43

Performance Measure Description

- Number of officers hired and/ or trained as commissioned police officers.
- Benchmark and Target are the anticipated attrition rate for 2016, 2017, and 2018.

Factors Impacting Outcomes

- Only one recruit class was held in 2010, 2013 and 2014.
- Two recruit classes were held in 2011; the January through June class had 23 graduates, and the October 2011 through March 2012 class had 14 graduates.
- Two recruit classes were held in 2012: the May class had 11 recruits and the September class had 15 recruits.
- Two recruit classes were held in 2015: the January class had 23 recruits and the July class had 21 recruits.
- Two recruit classes were held in 2016: the January class had 24 recruits and the July class had 26 recruits.
- In 2017, there was one new recruit class and one lateral class.
- Recruit classes will be based on staffing needs for 2019-2020.



8.12.1 CALL TIME TO ANSWER (IN MINUTES)

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1.77	1.17	1.25	1.89	2.61	1.23	1.75	1.35	1.77	1.77	1.77

Performance Measure Description

- Number of minutes callers spend waiting on hold before speaking to a customer service representative.

Factors Impacting Outcomes

- Staffing levels.
- Availability of information on the internet.
- Increase in cases made (10,048) from 2015 to 2016.
- In 2016, there were changes in reporting requirements on some property/financial crimes & how they were charged.
- In 2016, contributing factor was staffing shortage and training. Seven new staff members were hired with a three to four month training period.
- In 2017 and 2018, the change was due to the workload per Records Bureau employee increasing to 25 cases per shift.

8.12.2 CALL ABANDON RATE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	10%	9%	9%	12%	10%	9%	9%	10%	10%	10%	10%

Performance Measure Description

- Percentage of callers who hang up before receiving assistance.

Factors Impacting Outcomes

- Staffing levels.
- External factors, including time of year, weather, and crime trends.
- In 2015, the main factor contributing to call abandon rate increase was staffing shortage. One staff person was reassigned to the Records Division and six new staff were hired; however training period is 3 to 4 months long.
- In 2016, contributing factor was staffing shortage and training. Seven new staff members were hired with a 3-4 month training period.
- In 2017, the improvement was related to the workload per Records Bureau employee increasing to 25 per shift.
- In 2018, slight increase due to staff shortages.

8.12.3 NUMBER OF CASES MADE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	116,614	112,713	111,347	109,411	119,459	118,539	114,689	119,045	116,614	116,614	116,614

Performance Measure Description

- The Records Office handles each case that is made.

Factors Impacting Outcomes

- Number of cases made in the field.
- In 2015, the main factor contributing to the decrease in the number of cases made was staffing shortage. One staff person was reassigned to the Records Division and six new staff were hired; however training period is 3 to 4 months long.

8.13.1 NUMBER OF WARRANT NOTIFICATIONS

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	10,501	18,186	21,581	13,232	10,753	8,404	13,493	9,615	10,501	10,501	10,501

Performance Measure Description

- Number of notifications made to individuals with outstanding City warrants.
- Includes mail, phone, and in-person notifications.

Factors Impacting Outcomes

- There was a temporary increase in Warrant Office commissioned staffing in 2014 due to alternative assignments. Staffing was then reduced in November 2014.
- In 2015, the focus was getting individuals assigned a court date, therefore staff hours were allocated to warrant notifications.
- In 2016 and 2017, the decrease was due to position vacancies, which were two part-time clerks that remained unfilled from 2016.
- In 2018, the decline relative to the target was due to the elimination of two-part time clerks.

8.13.2 NUMBER OF WARRANTS CLEARED

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	4,051	3,767	3,740	4,376	3,811	4,064	3,998	3,951	4,051	4,051	4,051

Performance Measure Description

- Number of warrants served to individuals with outstanding warrants.

Factors Impacting Outcomes

- Numbers of individuals visiting Municipal Court to pay their warrants after the Warrant Office has contacted them.
- Full time commissioned staffing levels were lower in 2012, and since November 2014.
- In 2015, focus was getting individuals assigned a court date, therefore staff hours were allocated to warrant notifications.
- In 2016, the decrease was due to position vacancies, which were two part-time clerks that remain unfilled.
- In 2017, increase was due to a light duty officer temporarily assigned to the Warrant Office.
- In 2018, decrease was due to the elimination of two-part time clerks.

8.13.3 WARRANTS CLEARED AS A PERCENTAGE OF WARRANTS ISSUED

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	17.0%	16.6%	15.6%	18.1%	15.5%	17.2%	16.6%	17.3%	17.0%	17.0%	17.0%

Performance Measure Description

- Of available warrants, the percent that were cleared during the year.
- Includes mail, phone, and in-person notifications.

Factors Impacting Outcomes

- Total number of actual warrants issued.
- In 2017 and 2018 the increase was due to a light duty officer temporarily assigned to Warrant Office.

8.15.1 COST PER VISITOR SCREENED

BENCHMARK		2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	\$4.40	\$3.89	\$4.73	\$4.96	\$4.38	\$4.13	\$4.40	\$4.40	\$4.40

Performance Measure Description

- Based on the actual number of individuals who pass through security prior to entering City Hall.
- This is a new measure for the 2015 report.
- In 2014, persons screened was 307,218 and the number of bags screened was 270,964
- In 2015, persons screened was 313,003 and the number of bags screened was 296,275.
- In 2016, persons screened was 272,124 and the number of bags screened was 278,521.
- In 2017, persons screened was 253,377 and the number of bags screened was 232,856.
- In 2018, persons screened was 269,639 and the number of bags screened was 281,944.

Factors Impacting Outcomes

- Visitors knowledge of carrying prohibited items.
- Dependent on traffic flow and citizen utilization of City services.
- Security responsibilities are not limited to visitor screening and also include monitoring video feed for the City Hall campus and offsite locations.
- In 2016, Citizen Access Card (fast pass) was implemented.
- In 2016, MABCD and MAPD relocated from City Hall to the Ronald Reagan Building.
- The volume of visitors increased in 2018 due to more Municipal Court Activity and the relocation of the Housing and Community Services Department to City Hall.