## POLICE DATA ANALYSIS REPORT

### **Rockville**, Maryland

### DRAFT



# CPSM®

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### INTRODUCTION

This is the preliminary data analysis report on police patrol operations for the Rockville, Maryland, Police Department, which was conducted by the Center for Public Safety Management, LLC (CPSM). This analysis focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this preliminary report was developed using the data provided by the Montgomery County Emergency Communications Center's computer-aided dispatch (CAD) system. The purposes of this report are to provide the City of Rockville with CPSM's preliminary findings and to allow the police department to review and bring to our attention any dispatch information that may be inconsistent with other internal records of the agency.

CPSM collected data for a one-year period of January 1, 2017 through December 31, 2017. The majority of the first section of the report, concluding with Table 8, uses call data for the one-year period. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2017, or winter, and the second period is from July 7 through August 31, 2017, or summer. It is worth noting that the communications center switched CAD systems in April 2017. It is possible that some trends indicating a change in behavior before and after April may reflect the new method of record keeping rather than a modified patrol practice.

### WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- 1. We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- 2. At this point, we have a series of records that we call "events." We identify these events in three ways:
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based upon its description.
  - We indicate whether the call is "zero time on scene" (i.e., a patrol unit spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
- 3. We then remove all records that do not involve a patrol unit to get a total number of patrolrelated events.
- 4. At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing Rockville's dispatch data. We made assumptions and decisions to address these issues.

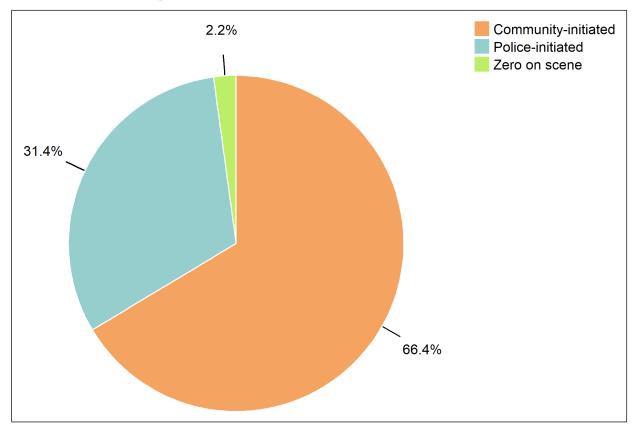
- **548** events (about 2.2 percent) involved patrol units spending zero time on scene.
- Four calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.
- The computer-aided dispatch (CAD) system used approximately 240 event descriptions, which we condensed to 14 categories for our tables and 11 categories for our figures (shown in Chart 1). Table 20 in the appendix shows how each call description was categorized.

Between January 1, 2017 and December 31, 2017, the communications center recorded approximately 25,360 events that were assigned call numbers, and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 69.5 patrol-related events per day, approximately 2.2 percent of which (1.5 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workload is measured in average work hours per day.

Figure Category	Table Category			
Accident	Accident			
Alarm	Alarm			
Assist other agency	Assist other agency			
Check	Check			
Crimo	Crime-property			
Crime	Crime-person			
Directed patrol	Directed patrol			
Disturbance	Disturbance			
	Miscellaneous			
General noncriminal	Administrative			
	Animal			
Investigation	Investigation			
Suspicious incident	Suspicious incident			
Traffic	Traffic enforcement			

#### **CHART 1: Event Descriptions for Tables and Figures**



#### FIGURE 1: Percentage Events per Day, by Initiator

Note: Percentages are based on a total of 25,360 events.

#### TABLE 1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	16,841	46.1
Police-initiated	7,971	21.8
Zero on scene	548	1.5
Total	25,360	69.5

- 66 percent of all events were community-initiated.
- 31 percent of all events were police-initiated.
- 2 percent of the events had zero time on scene.
- On average, there were 69 events per day, or 2.9 per hour.

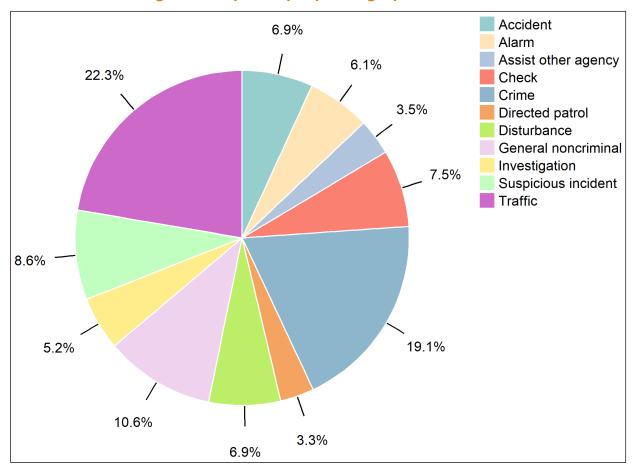


FIGURE 2: Percentage Events per Day, by Category

Note: The figure combines categories in the following table according to the description in Chart 1.

Category	No. of Calls	Calls per Day
Accident	1,739	4.8
Administrative	350	1.0
Alarm	1,545	4.2
Animal	231	0.6
Assist other agency	886	2.4
Check	1,890	5.2
Crime-person	1,823	5.0
Crime-property	3,025	8.3
Directed patrol	832	2.3
Disturbance	1,758	4.8
Investigation	1,315	3.6
Miscellaneous	2,112	5.8
Suspicious incident	2,192	6.0
Traffic enforcement	5,662	15.5
Total	25,360	69.5

#### TABLE 2: Events per Day, by Category

Note: Observations below refer to events shown within the figure rather than the table.

- The top four categories accounted for 61 percent of events:
  - 22 percent of events were traffic-related.
  - □ 19 percent of events were crimes.
  - □ 11 percent of events were general noncriminal.
  - 9 percent of events were suspicious incidents.

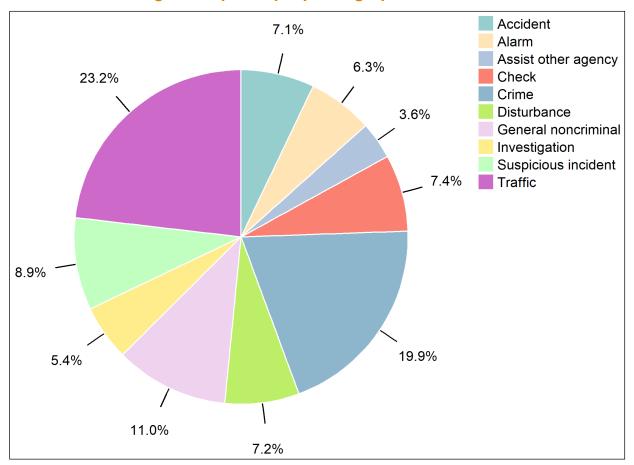


FIGURE 3: Percentage Calls per Day, by Category

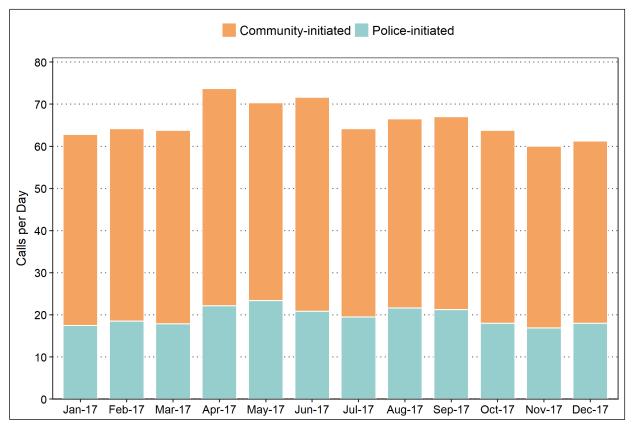
Note: The figure combines categories in the following table according to the description in Chart 1.

Category	No. of Calls	Calls per Day
Accident	1,706	4.7
Administrative	346	0.9
Alarm	1,511	4.1
Animal	221	0.6
Assist other agency	864	2.4
Check	1,786	4.9
Crime-person	1,797	4.9
Crime-property	2,986	8.2
Disturbance	1,727	4.7
Investigation	1,289	3.5
Miscellaneous	2,069	5.7
Suspicious incident	2,145	5.9
Traffic enforcement	5,557	15.2
Total	24,004	65.8

#### TABLE 3: Calls per Day, by Category

**Note:** The focus here is on recorded calls rather than recorded events. We removed directed patrol events and events with zero time on scene.

- On average, there were 65.8 calls per day, or 2.7 per hour.
- The top four categories accounted for 63 percent of calls:
  - 23 percent of calls were traffic-related.
  - 20 percent of calls were crimes.
  - □ 11 percent of calls were general noncriminal.
  - 9 percent of calls were suspicious incidents.

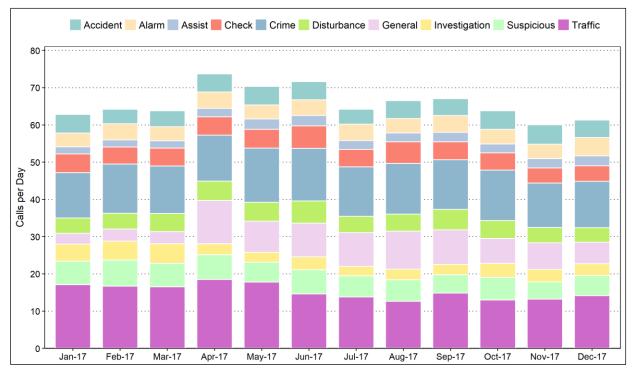


#### FIGURE 4: Calls per Day, by Initiator and Month

#### TABLE 4: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	45.3	45.7	45.9	51.6	46.9	50.8	44.7	44.9	45.8	45.8	43.1	43.3
Police	17.5	18.5	17.9	22.1	23.4	20.9	19.5	21.6	21.2	18.0	16.9	18.0
Total	62.8	64.2	63.8	73.7	70.3	71.6	64.2	66.5	67.0	63.8	60.0	61.3

- The number of calls per day was lowest in November.
- The number of calls per day was highest in April.
- The month with the most calls had 23 percent more calls than the month with the fewest calls.
- May had the most police-initiated calls, with 38 percent more than the period of November, which had the fewest.
- April had the most other-initiated calls, with 20 percent more than the period of November, which had the fewest.



#### FIGURE 5: Calls per Day, by Category and Month

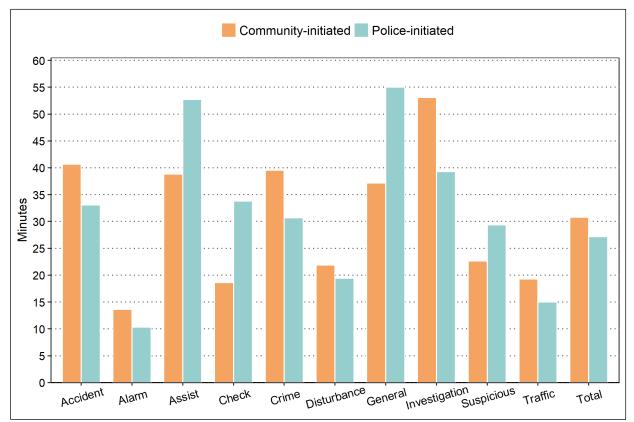
Note: The figure combines categories in the following table according to the description in Chart 1.

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	5.0	3.9	4.3	4.8	5.0	4.9	4.0	4.8	4.5	5.0	5.2	4.7
Administrative	0.0	0.2	0.1	0.9	1.1	1.7	1.3	1.7	1.4	1.0	1.1	0.9
Alarm	3.7	4.3	3.7	4.4	3.7	4.2	4.4	3.9	4.5	3.9	3.9	4.9
Animal	0.5	0.6	0.5	0.9	0.6	1.0	0.5	0.5	0.8	0.4	0.6	0.4
Assist other agency	1.9	1.9	2.0	2.3	2.8	2.7	2.4	2.4	2.5	2.4	2.5	2.7
Check	5.0	4.6	4.8	4.9	5.1	6.0	4.7	5.8	4.8	4.6	4.1	4.2
Crime-person	5.3	5.0	4.3	4.6	5.4	4.5	5.1	5.2	5.5	4.8	5.0	4.5
Crime-property	6.9	8.2	8.5	7.7	9.1	9.7	8.2	8.4	7.8	8.7	6.9	8.0
Disturbance	4.1	4.2	4.9	5.2	5.1	6.0	4.4	4.6	5.5	4.8	4.1	3.9
Investigation	4.5	5.1	5.3	3.0	2.6	3.5	2.5	2.8	2.8	3.7	3.4	3.2
Miscellaneous	2.4	2.4	2.6	9.7	6.7	6.3	7.3	8.0	7.2	5.3	5.5	4.5
Suspicious incident	6.3	7.0	6.3	6.7	5.4	6.5	5.7	5.8	4.9	6.1	4.6	5.4
Traffic enforcement	17.1	16.7	16.5	18.5	17.8	14.6	13.8	12.6	14.9	13.0	13.2	14.2
Total	62.8	64.2	63.8	73.7	70.3	71.6	64.2	66.5	67.0	63.8	60.0	61.3

#### TABLE 5: Calls per Day, by Category and Month

Note: Calculations were limited to calls rather than events.

- The top four categories averaged between 61 and 67 percent of calls throughout the year:
  - □ Traffic calls averaged between 12.6 and 18.5 calls per day throughout the year.
  - Crimes averaged between 11.9 and 14.5 calls per day throughout the year.
  - General noncriminal calls averaged between 2.9 and 11.6 calls per day throughout the year.
  - Suspicious incidents averaged between 4.6 and 7.0 calls per day throughout the year.
- Crimes accounted for 17 to 21 percent of total calls per day throughout the year.



#### FIGURE 6: Primary Unit's Average Occupied Times, by Category and Initiator

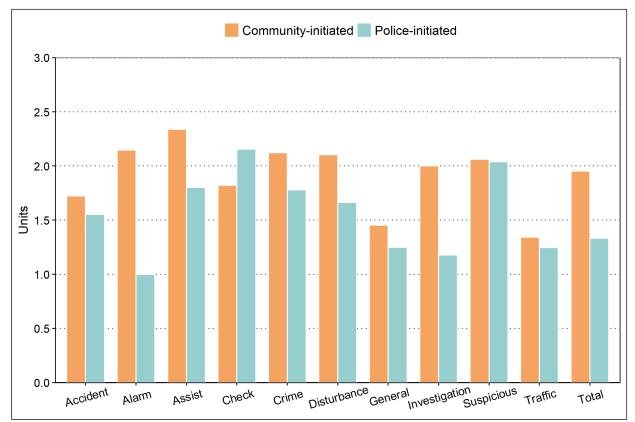
**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 1. For this graph and the following Table 6, we removed four calls with inaccurate busy times.

Catagony	Community	/-Initiated	Police-Initiated		
Category	Minutes	Calls	Minutes	Calls	
Accident	40.7	1,510	33.1	196	
Administrative	NA	0	44.6	346	
Alarm	13.6	1,509	10.3	2	
Animal	24.8	183	23.5	38	
Assist other agency	38.8	834	52.7	30	
Check	18.6	1,598	33.8	188	
Crime-person	36.9	1,769	47.4	28	
Crime-property	41.2	2,847	27.3	139	
Disturbance	21.9	1,653	19.4	74	
Investigation	53.1	929	39.3	360	
Miscellaneous	39.7	893	59.1	1,174	
Suspicious incident	22.6	1,801	29.3	344	
Traffic enforcement	19.3	1,314	15	4,241	
Weighted Average/Total Calls	30.8	16,840	27.2	7,160	

#### TABLE 6: Primary Unit's Average Occupied Times, by Category and Initiator

**Note:** The information in Figure 6 and Table 6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

- A unit's average time spent on a call ranged from 10 to 55 minutes overall.
- The longest average times were for police-initiated general noncriminal calls.
- The average time spent on crimes was 40 minutes for other-initiated calls and 31 minutes for police-initiated calls.



#### FIGURE 7: Number of Responding Units, by Initiator and Category

**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 1.

Cateman	Community-I	nitiated	Police-Initiated		
Category	No. of Units	Calls	No. of Units	Calls	
Accident	1.7	1,510	1.6	196	
Administrative	NA	0	1.3	346	
Alarm	2.1	1,509	1.0	2	
Animal	1.3	183	1.1	38	
Assist other agency	2.3	834	1.8	30	
Check	1.8	1,598	2.2	188	
Crime-person	2.5	1,769	2.9	28	
Crime-property	1.9	2,847	1.5	139	
Disturbance	2.1	1,653	1.7	74	
Investigation	2.0	929	1.2	360	
Miscellaneous	1.5	894	1.2	1,175	
Suspicious incident	2.1	1,801	2.0	344	
Traffic enforcement	1.3	1,314	1.2	4,243	
Weighted Average/Total Calls	2.0	16,841	1.3	7,163	

#### TABLE 7: Average Number of Responding Units, by Initiator and Category

**Note:** The information in Figure 7 and Table 7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

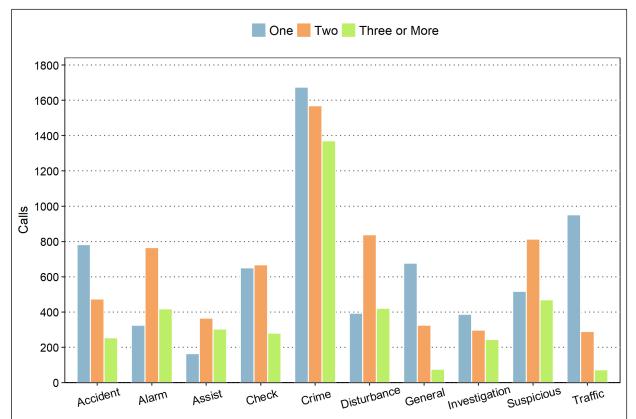


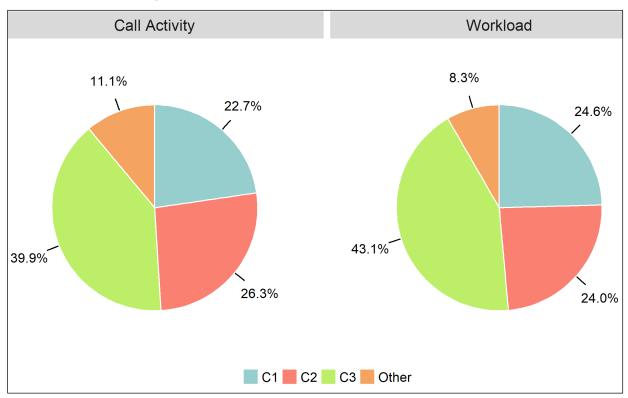
FIGURE 8: Number of Responding Units, by Category, Community-initiated Calls

**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 1.

Category	Re	sponding	g Units
Category	One	Two	Three or More
Accident	782	474	254
Alarm	325	766	418
Animal	135	42	6
Assist other agency	164	366	304
Check	650	668	280
Crime-person	396	602	771
Crime-property	1,279	968	600
Disturbance	394	838	421
Investigation	387	298	244
Miscellaneous	542	283	69
Suspicious incident	518	814	469
Traffic enforcement	951	290	73
Total	6,523	6,409	3,909

#### TABLE 8: Number of Responding Units, by Category, Community-initiated Calls

- The overall mean number of responding units was 2.0 for community-initiated calls and 1.3 for police-initiated calls.
- The mean number of responding units was as high as 2.3 for agency assists that were community-initiated.
- 39 percent of community-initiated calls involved one responding unit.
- 38 percent of community-initiated calls involved two responding units.
- 23 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved crimes.



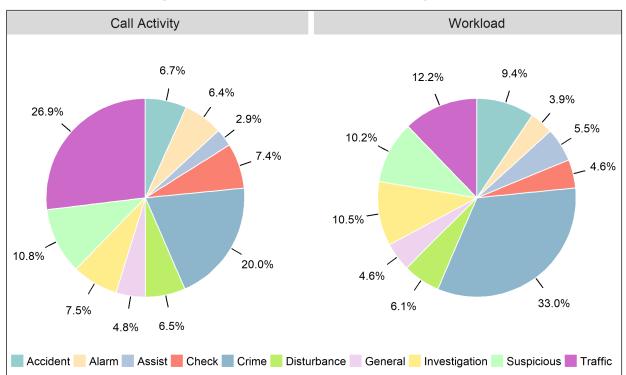
#### FIGURE 9: Percentage Calls and Work Hours, by Beat

**Note:** The "other" category includes 1,807 calls outside defined city beats and an additional 852 calls missing location coordinates.

#### TABLE 9: Calls and Work Hours by Beat, per Day

Post	F	°er Day	Area	
Beat	Calls	Work Hours	(Sq. Miles)	
C1	14.9	12.3	3.5	
C2	17.3	12.0	4.1	
C3	26.2	21.6	5.9	
Other	7.3	4.2	NA	
Total	65.8	50.1	13.6	

- Beat C3 had most calls and workload. It accounted for 40 percent of total calls and 43 percent of the total workload.
- Excluding calls identified as "other," an even distribution would allot 19.5 calls and 15.3 work hours per beat.



#### FIGURE 10: Percentage Calls and Work Hours, by Category, Winter 2017

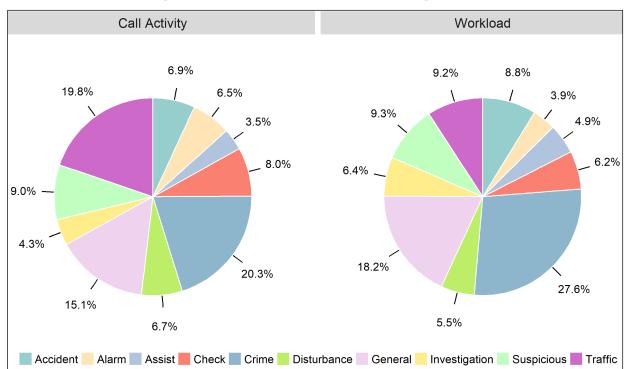
Category	Per Day				
Category	Calls	Work Hours			
Accident	4.3	4.3			
Administrative	0.1	0.1			
Alarm	4.1	1.8			
Animal	0.5	0.2			
Assist other agency	1.8	2.5			
Check	4.7	2.1			
Civil matter	5.2	6.8			
Crime-person	7.5	8.4			
Crime-property	4.1	2.8			
Investigation	4.8	4.8			
Miscellaneous	2.4	1.8			
Suspicious incident	6.9	4.7			
Traffic enforcement	17.1	5.6			
Total	63.5	45.9			

#### TABLE 10: Calls and Work Hours per Day, by Category, Winter 2017

Note: Workload calculations focused on calls rather than events.

#### Observations, Winter:

- On average, there were 64 calls per day, or 2.7 per hour.
- Total workload averaged 46 hours per day; on average, 1.9 officers per hour were busy responding to calls.
- Traffic calls constituted 27 percent of calls and 12 percent of workload.
- Crimes constituted 20 percent of calls and 33 percent of workload.
- General noncriminal calls constituted 5 percent of calls and 5 percent of workload.
- Suspicious incidents constituted 11 percent of calls and 10 percent of workload.
- These top four categories constituted 63 percent of calls and 60 percent of workload.





Category	Per Day			
Category	Calls	Work Hours		
Accident	4.5	4.6		
Administrative	1.5	1.3		
Alarm	4.2	2.0		
Animal	0.4	0.2		
Assist other agency	2.3	2.6		
Check	5.2	3.3		
Crime-person	5.0	6.1		
Crime-property	8.2	8.5		
Disturbance	4.3	2.9		
Investigation	2.8	3.4		
Miscellaneous	7.9	8.1		
Suspicious incident	5.8	4.9		
Traffic enforcement	12.9	4.8		
Total	65.1	52.7		

#### TABLE 11: Calls and Work Hours per Day, by Category, Summer 2017

Note: Workload calculations focused on calls rather than events.

#### **Observations, Summer:**

- The average number of calls per day was higher in summer than in winter.
- The average daily workload was higher in summer than in winter.
- On average, there were 65 calls per day, or 2.7 per hour.
- Total workload averaged 53 hours per day; on average, 2.2 officers per hour were busy responding to calls.
- Traffic calls constituted 20 percent of calls and 9 percent of workload.
- Crimes constituted 20 percent of calls and 28 percent of workload.
- General noncriminal calls constituted 15 percent of calls and 18 percent of workload.
- Suspicious incidents constituted 9 percent of calls and 9 percent of workload.
- These top four categories constituted 64 percent of calls and 64 percent of workload.

### NONCALL ACTIVITIES

In the period from January 1, 2017, through December 31, 2017, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

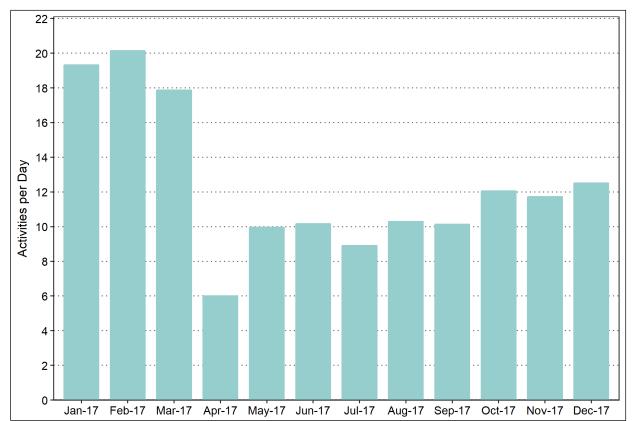
- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 4,524 activities remained. These activities had an average duration of 56.1 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

Status Code	Description	Average Occupied Time	Count
CT	Court	86.7	182
EM	Emergency	8.8	1
G	Public work	25.7	137
MEAL	Meal	38.2	2
MISC	Miscellaneous	53.4	2,500
SELF	Self-initiated activities	56.9	1,566
SU	Event supplement	121.0	13
TN	Training	128.6	64
DSP		6.1	3
ENR		27.9	18
ONS	Transportation	73.6	13
TARR	Transportation	120.4	1
TRN	]	21.8	14
TRNS		13.5	10
Weighted A	verage/Total Activities	56.1	4,524

#### TABLE 12: Activities and Occupied Times by Description

- The most common activity description was miscellaneous.
- The description with the longest average time was training.
- The average time spent on the activities was 56.1 minutes.

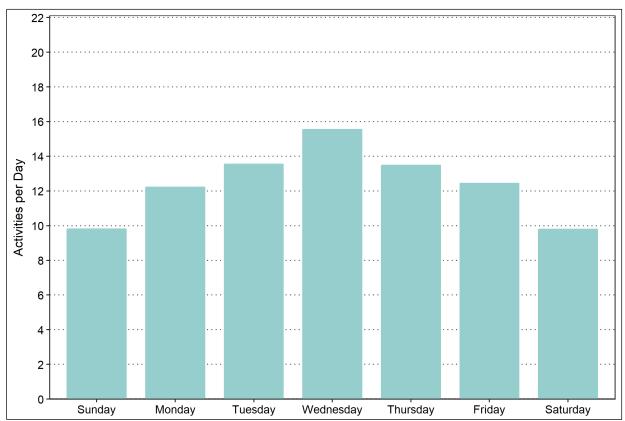


#### FIGURE 12: Activities per Day, by Month

#### TABLE 13: Activities per Day, by Month

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Νον	Dec
Activities	19.3	20.1	17.9	6.0	10.0	10.2	8.9	10.3	10.1	12.1	11.7	12.5

- The number of noncall activities per day was lowest in April.
- The number of noncall activities per day was highest in February.
- One CAD system recorded activities from January through March 2017, while another system recorded activities from April through December 2017.



#### FIGURE 13: Activities per Day, by Day of Week

#### TABLE 14: Activities per Day, by Day of Week

Day of Week	Activities per Day
Sunday	9.8
Monday	12.2
Tuesday	13.5
Wednesday	15.5
Thursday	13.5
Friday	12.4
Saturday	9.8
Weekly Average	12.4

- The number of noncall activities per day was lowest on weekends.
- The number of noncall activities per day was highest on Wednesdays.

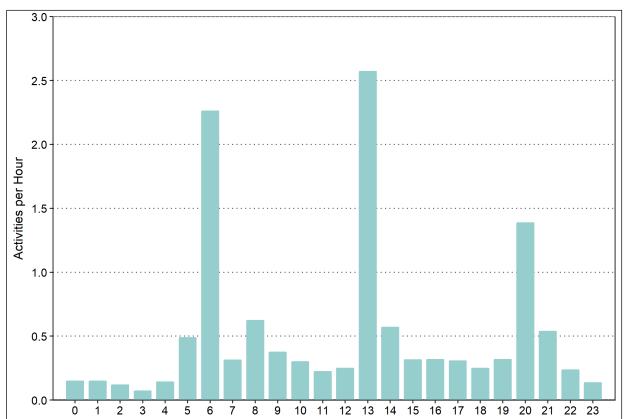


FIGURE 14: Activities per Day, by Hour of Day

Hour	Activities per Day
0	0.1
1	0.1
2	0.1
3	0.1
4	0.1
5	0.5
6	2.3
7	0.3
8	0.6
9	0.4
10	0.3
11	0.2
12	0.2
13	2.6
14	0.6
15	0.3
16	0.3
17	0.3
18	0.2
19	0.3
20	1.4
21	0.5
22	0.2
23	0.1
Hourly Average	0.5

#### TABLE 15: Activities per Day, by Hour of Day

- The number of activities per hour was highest between 1:00 p.m. and 2:00 p.m.
- The number of activities per hour was lowest (at 0.07 activities per day) between 3:00 a.m. and 4:00 a.m.

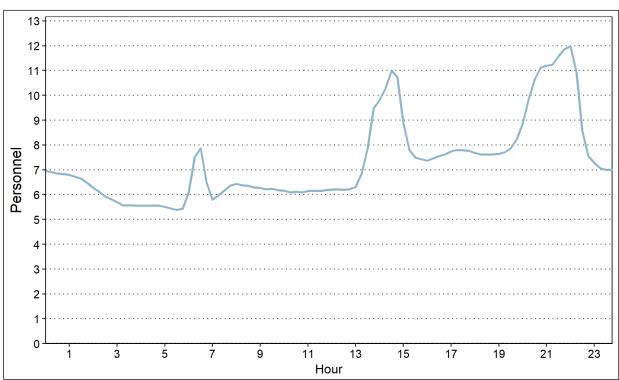
### DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2017) and eight weeks in summer (July 7 through August 31, 2017). The department's main patrol force consists of patrol officers, patrol sergeants, and K9 officers operating on three shifts: an 8.5-hour day shift starting at 6:30 a.m., an 8.5-hour evening shift starting at 2:00 p.m., and a 10-hour midnight shift starting at 9:00 p.m. This leads to three overlapping times from 6:30 a.m. to 7:00 a.m., from 2:00 p.m. to 3:00 p.m., and from 9:00 p.m. to 10:30 p.m. The police department's patrol force deployed an average of 7.1 officers per hour during the 24-hour day in winter 2017 and 6.8 officers per hour during the 24-hour day in summer 2017.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

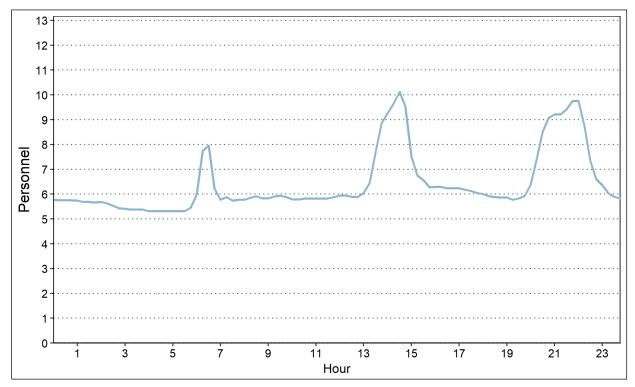
- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol work, and out-of-service (non-call) activities.
- Finally, we compare workload against deployment by percentage.

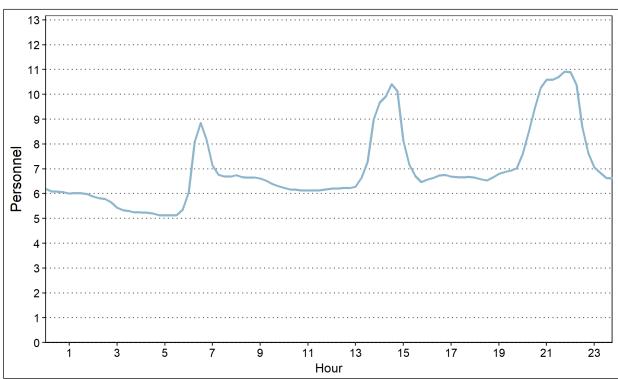
Comments follow each set of four figures, with separate discussions for winter and summer.



#### FIGURE 15: Deployed Officers, Weekdays, Winter 2017

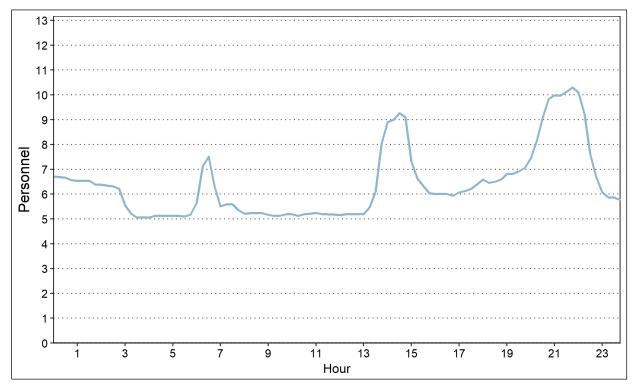
FIGURE 16: Deployed Officers, Weekends, Winter 2017



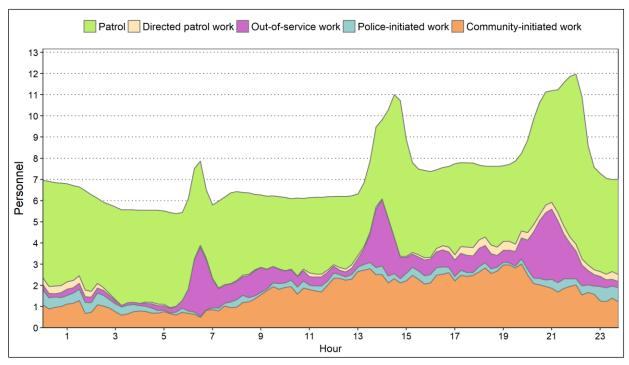


#### FIGURE 17: Deployed Officers, Weekdays, Summer 2017

FIGURE 18: Deployed Officers, Weekends, Summer 2017

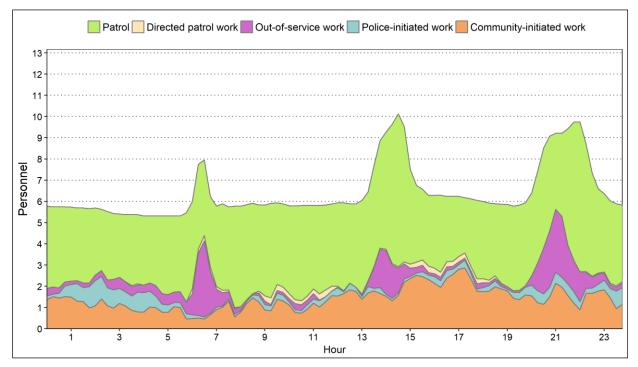


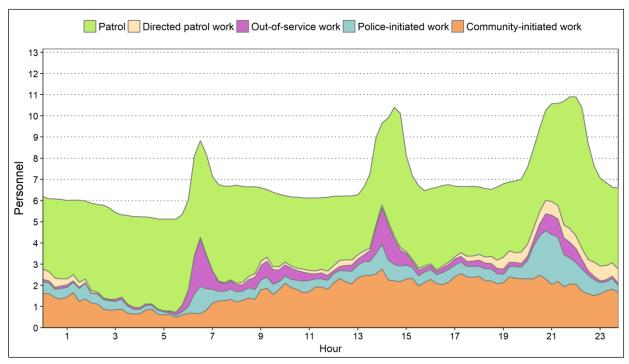
- For winter (January 4 through February 28, 2017):
  - The average deployment was 7.3 officers per hour during the week and 6.4 officers per hour on the weekend.
  - Average deployment varied from 5.4 to 12.0 officers per hour on weekdays and 5.3 to 10.1 officers per hour on weekends.
- For summer (July 7 through August 31, 2017):
  - The average deployment was 7.0 officers per hour during the week and 6.4 officers per hour on the weekend.
  - Average deployment varied from 5.1 to 10.9 officers per hour on weekdays and 5.1 to 10.3 officers per hour on weekends.



### FIGURE 19: Deployment and All Workload, Weekdays, Winter 2017

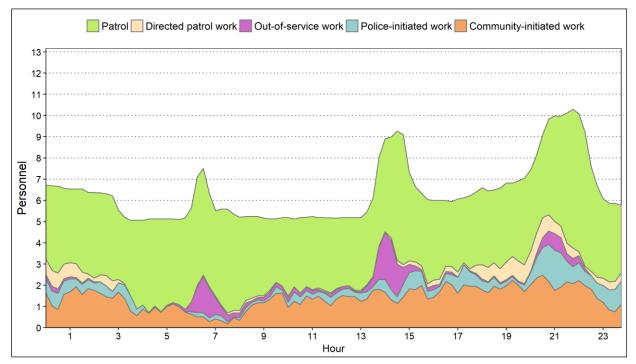
#### FIGURE 20: Deployment and All Workload, Weekends, Winter 2017





#### FIGURE 21: Deployment and All Workload, Weekdays, Summer 2017

#### FIGURE 22: Deployment and All Workload, Weekends, Summer 2017



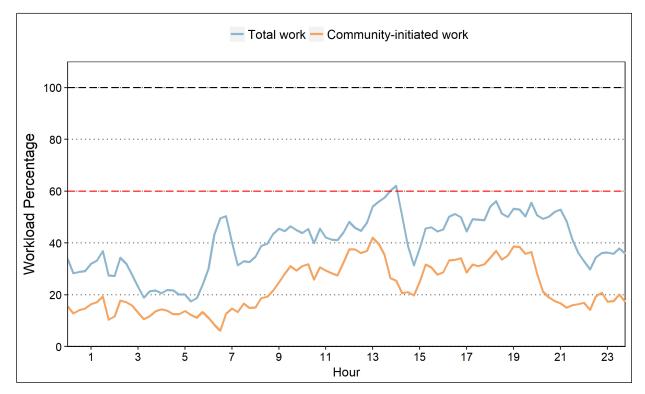
**Note:** Figures 19 to 22 show deployment along with all workload from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

#### Winter:

- Community-initiated work:
  - The average community-initiated workload was 1.7 officers per hour during the week and 1.4 officers per hour on weekends.
  - This was approximately 23 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.
- All work:
  - The average total workload was 3.0 officers per hour during the week and 2.4 officers per hour on weekends.
  - This was approximately 41 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.

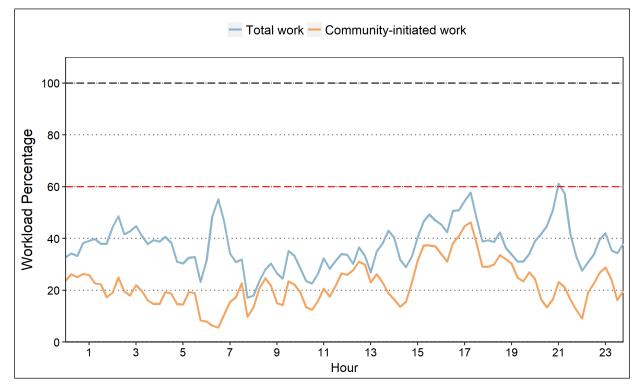
#### Summer:

- Community-initiated work:
  - The average community-initiated workload was 1.7 officers per hour during the week and 1.4 officers per hour on weekends.
  - This was approximately 24 percent of hourly deployment during the week and 21 percent of hourly deployment on weekends.
- All work:
  - The average total workload was 3.0 officers per hour during the week and 2.4 officers per hour on weekends.
  - This was approximately 43 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.



#### FIGURE 23: Percentage of Workload, Weekdays, Winter 2017

FIGURE 24: Percentage of Workload, Weekends, Winter 2017



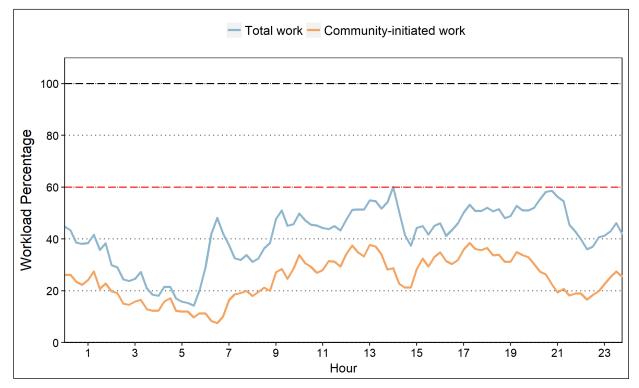
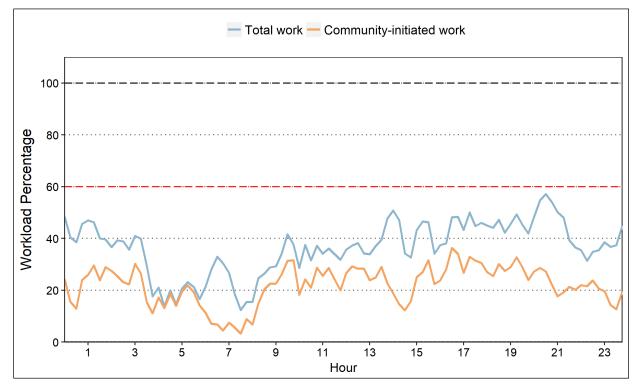


FIGURE 25: Percentage of Workload, Weekdays, Summer 2017

FIGURE 26: Percentage of Workload, Weekends, Summer 2017



#### Winter:

- Community-initiated work:
  - During the week, workload reached a maximum of 42 percent of deployment between 1:00 p.m. and 1:15 p.m.
  - On weekends, workload reached a maximum of 46 percent of deployment between 5:15 p.m. and 5:30 p.m.
- All work:
  - During the week, workload reached a maximum of 62 percent of deployment between 2:00 p.m. and 2:15 p.m.
  - On weekends, workload reached a maximum of 61 percent of deployment between 9:00 p.m. and 9:15 p.m.
  - Both peaks in total workload are near the start of either the department's evening or midnight shift.

#### Summer:

- Community-initiated work:
  - During the week, workload reached a maximum of 38 percent of deployment between 5:15 p.m. and 5:30 p.m.
  - On weekends, workload reached a maximum of 33 percent of deployment between 4:30 p.m. and 4:45 p.m.
- All work:
  - During the week, workload reached a maximum of 60 percent of deployment between 2:00 p.m. and 2:15 p.m.
  - On weekends, workload reached a maximum of 57 percent of deployment between 8:30 p.m. and 8:45 p.m.
  - Both peaks in total workload are near the start of either the department's evening or midnight shift.

## **RESPONSE TIMES**

We analyzed the response times to various types of calls, separating the duration into dispatch delay and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

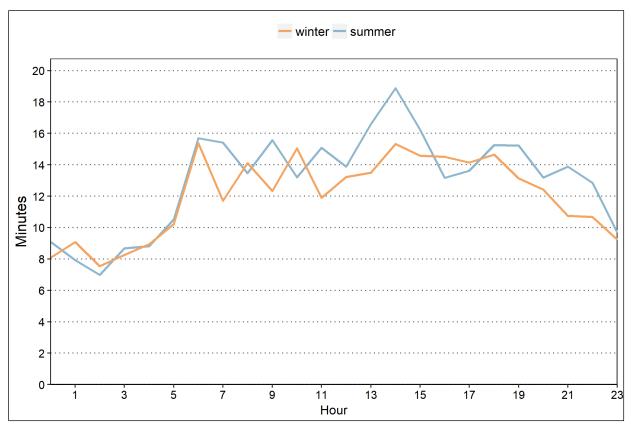
We begin the discussion with statistics that include all calls combined. We started with 3,558 calls for winter and 3,646 calls for summer. We limited our analysis to community-initiated calls, which amounted to 2,535 calls for winter and 2,497 calls for summer. After excluding calls without valid arrival times and excluding calls located within the Rockville Police Department's building, we were left with 1,957 calls in winter and 1,966 calls in summer for our analysis. For the entire year, we began with 24,004 calls, limited our analysis to 16,841 community-initiated calls, and further focused our analysis on 13,154 calls inside Rockville after excluding those lacking valid arrival times or those located at the Rockville Police Department's headquarters.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response to all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

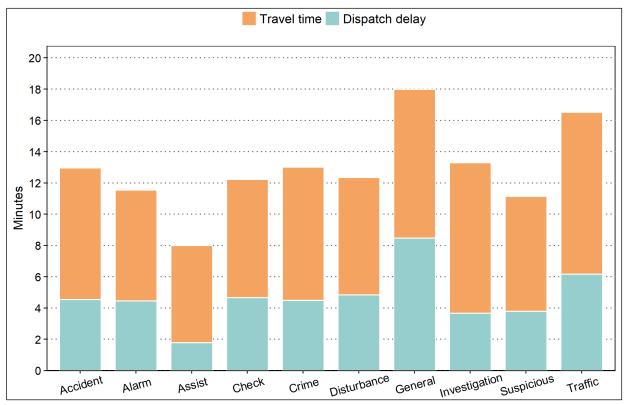
## ALL CALLS

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

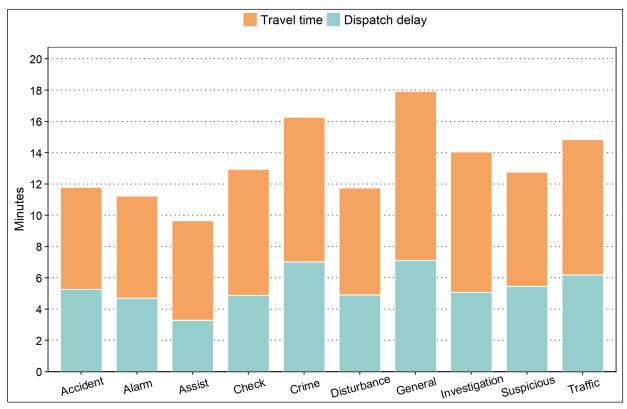
# FIGURE 27: Average Response Time and Dispatch Delays, by Hour of Day, Winter and Summer 2017



- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 6:00 a.m. and 7:00 a.m. and between 2:00 p.m. and 3:00 p.m., with an average of 15.4 minutes. These times correspond with the starts of the day and evening patrol shifts.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.5 minutes.
- In summer, the longest response times were between 2:00 p.m. and 3:00 p.m., with an average of 18.9 minutes. This corresponds with the start of the evening patrol shift.
- In summer, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 7.0 minutes.



## FIGURE 28: Average Response Time by Category, Winter 2017



## FIGURE 29: Average Response Time by Category, Summer 2017

Category	Winter				Summe	r
Category	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	4.5	8.4	12.9	5.2	6.5	11.8
Alarm	4.4	7.1	11.5	4.7	6.5	11.2
Animal	8.9	8.6	17.6	5.8	13.8	19.6
Assist other agency	1.8	6.2	8.0	3.3	6.4	9.7
Check	4.7	7.6	12.2	4.9	8.1	12.9
Crime-person	2.6	6.7	9.2	4.3	6.0	10.3
Crime-property	5.8	9.8	15.6	8.8	11.4	20.2
Disturbance	4.8	7.5	12.3	4.9	6.9	11.8
Investigation	3.7	9.6	13.3	5.1	9.0	14.1
Miscellaneous	8.3	9.9	18.2	7.4	10.1	17.5
Suspicious incident	3.8	7.4	11.1	5.4	7.3	12.8
Traffic enforcement	6.2	10.4	16.5	6.2	8.6	14.8
Total Average	4.5	8.2	12.7	5.7	8.0	13.7

#### TABLE 16: Average Response Time Components, by Category

Note: The total average is weighted according to the number of calls per category.

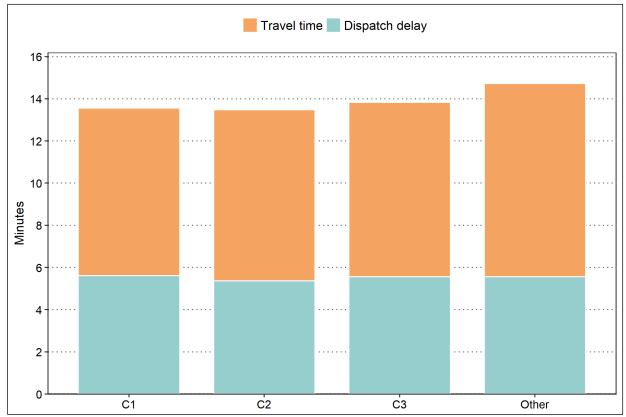
- In winter, the average response time for most categories was between 8 minutes and 17 minutes.
- In winter, the average response time was as short as 8 minutes (for agency assists) and as long as 18 minutes (for general noncriminal calls).
- In summer, the average response time for most categories was between 10 minutes and 16 minutes.
- In summer, the average response time was as short as 10 minutes (for agency assists) and as long as 18 minutes (for general noncriminal calls).
- The average response time for crimes was 13 minutes in winter and 16 minutes in summer.

Calegory	Winter				Summe	er
Category	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	12.6	18.0	27.7	16.1	14.6	27.2
Alarm	7.8	13.4	20.5	10.1	11.9	20.1
Animal	21.6	19.0	28.0	20.3	28.1	45.2
Assist other agency	3.7	13.4	15.5	7.0	12.0	16.9
Check	8.4	15.5	22.7	9.6	14.4	23.6
Crime-person	5.7	13.0	17.6	9.4	12.0	22.6
Crime-property	16.2	21.4	36.1	28.3	27.0	50.0
Disturbance	12.7	13.5	21.9	9.7	14.0	21.1
Investigation	8.5	21.4	27.7	16.7	20.7	34.4
Miscellaneous	20.8	16.4	35.2	19.0	26.2	35.7
Suspicious incident	6.8	14.3	21.4	12.6	13.3	25.8
Traffic enforcement	16.9	21.1	31.7	16.4	20.8	30.7
Total Average	11.5	16.5	26.6	15.5	16.8	30.8

#### TABLE 17: 90th Percentiles for Response Time Components, by Category

**Note:** A 90th percentile value of 26.6 minutes means that 90 percent of all calls are responded to in fewer than 26.6 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

- In winter, the 90th percentile value for response time was as short as 16 minutes (for agency assists) and as long as 34 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 17 minutes (for agency assists) and as long as 42 minutes (for crimes).



#### FIGURE 30: Average Response Time Components, by Beat

Note: Beat "other" includes calls outside defined beats and calls without location coordinates.

#### TABLE 18: Average Response Time Components, by Beat

Beat	Dispatch	Travel	Response	Calls	Area (Sq. Miles)
C1	5.6	7.9	13.6	3,715	3.5
C2	5.4	8.1	13.5	3,821	4.1
C3	5.6	8.3	13.8	5,129	5.9
Other	5.6	9.2	14.7	489	NA
Weighted Average/ Total	5.5	8.2	13.7	13,154	13.6

- Average response times to calls within all beats were quite similar.
- Beat C2 had a slightly shorter average response time and a slightly shorter average dispatch time.

## **HIGH-PRIORITY CALLS**

The department assigned priorities to calls with Priority "0" as the highest priority. The department's earlier CAD system used 10 priorities labeled 0 through 9. The department's new CAD system uses 5 priorities labeled 0 through 4. Table 19 shows a separate analysis of average response times by priority and CAD system. In addition, there is a final row that includes injury accidents for the entire year. Figure 31 focuses on Priority "0" calls only, but includes records from both CAD systems.

Priority	Dispatch Delay	Travel Time	Response Time	Calls
0	0.7	4.1	4.8	348
1	3.0	7.7	10.6	173
2	3.3	7.4	10.7	554
3	4.1	7.4	11.5	935
4	5.2	9.1	14.3	288
5	5.6	9.6	15.2	307
6	9.1	10.6	19.7	74
7	10.7	14.2	24.8	155
8	10.5	13.6	24.1	227
9	4.5	10.4	14.8	20
Unknown	5.6	5.9	11.5	130
Weighted Average/Total (Old CAD)	4.7	8.2	12.9	3,211
0	1.5	4.0	5.5	1,123
1	4.8	7.4	12.2	4,448
2	5.8	8.1	13.9	2,584
3	8.4	11.2	19.7	459
4	11.8	13.2	25.0	1,329
Weighted Average/Total (New CAD)	5.8	8.1	13.9	9,943
Weighted Average/Total	5.5	8.2	13.7	13,154
Injury accidents	2.0	4.7	6.7	294

#### TABLE 19: Average Dispatch, Travel, and Response Times, by Priority

Note: The total average is weighted according to the number of calls within each priority level.

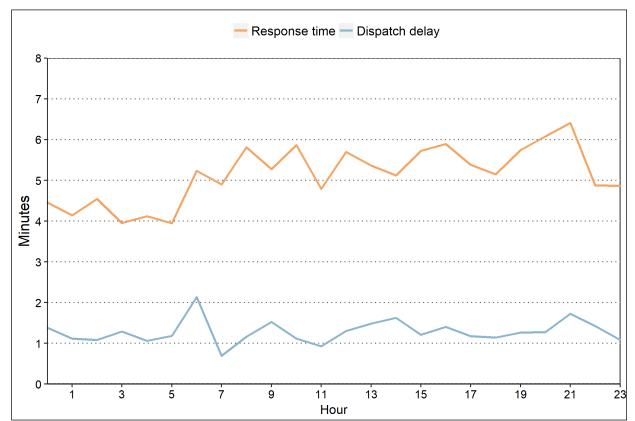


FIGURE 31: Average Response Times and Dispatch Delays for High-priority Calls, by Hour

- High-priority calls had an average response time of 5.3 minutes, lower than the overall average of 13.7 minutes for all calls.
- Average dispatch delay was 1.3 minutes for high-priority calls, compared to 5.5 minutes overall.
- For high-priority calls, the longest response times were between 9:00 p.m. and 10:00 p.m., with an average of 6.4 minutes.
- For high-priority calls, the shortest response times were between 3:00 a.m. and 4:00 a.m. and between 5:00 a.m. and 6:00 a.m., with an average of 3.9 minutes.
- Average dispatch delay for high-priority calls was consistently 1.7 minutes or less, except between 6:00 a.m. and 7:00 a.m.
- Average response time for injury accidents was 6.7 minutes, with a dispatch delay of 2.0 minutes.

# APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2017 to December 31, 2017, were classified into the following categories.

#### TABLE 20: Call Type, by Category

Call Type	Table Category	Figure Category	
PEDESTRIAN STRUCK			
PERS INJURY COL-NEW			
PROP DAMAGE COL			
PROP DAMAGE COL-NEW			
PROP DAMAGE COL H/R	Aggidant	Accident	
PROP DAMAGE COL H/R-NEW	Accident	Accident	
TC - TRAFFIC COLLISION ON PATROL			
TRAFFIC/TRANSPORATION INCIDENT			
TRAFFIC/TRANSPORTATION INCIDENT			
TRF. COLL. ON PATROL			
10 SIGNAL ALARM-NEW			
ALARMB - ALARM BURGLARY/INTRUSION			
ALARMD - ALARM HOLDUP/PANIC/DURESS			
ALARMU - ALARM OTHER/UNKNOWN		Alarm	
ALARMV - ALARM VEHICLE			
ALRM - ALARM ON PATROL			
AUTO ALARM-NEW			
BANK ALARM			
BANK HOLDUP ALARM	Alarm		
Comm duress alarm	AIGITTI		
COMM HOLUP ALARM			
COMM PANIC ALARM			
CRYWOLF INTERFACE INCIDENT TYPE			
OTHER CMRCIAL ALARM			
RESD DURESS ALARM			
resd holdup alarm			
RESD PANIC ALARM			
RESIDENTIAL ALARM			
ASSIST OTHER AGENCY			
ASSIST OTHER AGENCY-NEW	Assist other agency	Assist other agency	
AUTO FIRE - VIA FRS			

Call Type	Table Category	Figure Category
BOX ALARM - VIA FRS		
HAZARDOUS MATERIAL - FRS		
HAZARDOUS MATERIAL - VIA FRS		
MENTAL DISORDER		
MENTAL DISORDER - VIA FRS		
NON-PRIORITY RESPONSE TRANSPORT		
NON PRIORITY RESP TRANS		
OVERDOSE - VIA FRS		
PRIORITY RESPONSE TRANSPORT		
RESCUE WITH FRS		
TRAFFIC ASSIST FOR FRS		
URGENT ASSIST		
URGENT ASSIST-NEW	1	
VIOLENT MO - VIA FRS		
WORKING CODE		
WORKING CODE VIA FRS-NEW		
CHECK WELFARE		
CHK THE WELFARE-NEW		
E911 DISCONNECT	Chaoli	Chaoli
E911 DISCONNECT-NEW	Check	Check
SS - SUBJECT STOP		
SUBJECT STOP		
ABDUCTION (KIDNAPPING) - CUSTODIAL ABDUCTION, HOSTAGE SITUAT		
ABUSE		
ABUSE-NEW		
ABUSE, ABANDONMENT, NEGLECT		
ASSAULT		
ASSAULT ROUTINE		
ASSAULT ROUTINE RESP		
CAR JACKING	Crime-person	Crime
DOMEST VIOL ROUTINE RESP		
DOMESTIC DISPUTE	7	
DOMESTIC DISPUTE-NEW	7	
DOMESTIC DISTURBANCE/VIOLENCE	7	
DOMESTIC VIOLENCE	7	
HARASS PHONE	1	
HARASS PHONE-NEW	7	

Call Type	Table Category	Figure Category
HARASSMENT, STALKING, THREATS		
INDECENCY/LEWDNESS		
INDECENT EXPOSURE		
INDECENT EXPOSURE-NEW		
KIDNAPPING-NEW		
NEGLECT-NEW		
PROSTITUTION		
ROBBERY		
ROBBERY-NEW		
SEX ASSAULT		
SEX ASSAULT ROUTINE		
SEX ASSAULT ROUTINE RESP		
SEXP - SEX OFFENSE ON PATROL		
SEXUAL ASSAULT		
STALKING		
STALKING-NEW		
THREATS		
THREATS-NEW		
TRU - HARASS PHONE CALL		
TRU - THREATS		
WEAPONS DISCHRG/POSS-NEW		
WEAPONS OFFENSE		
WEAPONS OFFENSE-NEW		
WEAPONS/FIREARMS		
AUTO THEFT ON PATROL		
BOMB THREAT-NEW		
BURGLARY		
BURGLARY-NEW		
CDS		
CDS-NEW		
CDS ON PATROL - NEW	Crime-property	
CDS POSSESSION		
CDSP - CDS ON PATROL		
FRAUD		
FRAUD-NEW	1	
FRAUD/DECEPTION	1	
THE - THEFT ON PATROL		

Call Type	Table Category	Figure Category
THEFT		
THEFT-NEW	-	
THEFT FROM AUTO	-	
THEFT FROM AUTO-NEW	-	
THEFT/LARCENY	-	
THEFT/LARCENY - HOLDING SUSPECT	-	
THEFT/LARCENY FROM AUTO		
THEFTT - TRS THEFT/LARCENY		
TRE - TRESP ON PATROL		
TRESPASSING		
TRESPASSING-NEW		
TRESPASSING/UNWANTED		
TRESSPASSING ON PATROL		
TRU - FRAUD		
TRU - THEFT		
VANDALISM		
VANDALISM - NEW		
VANDALISM ON PATROL - NEW		
VANDALISM, DAMAGE, MISCHIEF		
VANDALISM, DAMAGE, MISCHIEF-TRS		
VEHICLE THEFT		
VEHICLE THEFT-NEW		
DETAIL		
DT - DETAIL	Directed is stral	Directed is stral
GH - HOSPITAL GUARD DETAIL	Directed patrol	Directed patrol
HOSP. GUARD DTL.		
DC - DISORD COND ON PATROL		
DISORD. COND. ON PATROL		
DISORDERLY CONDUCT		
DISORDERLY CONDUCT-NEW	Disturbance	Disturbance
DISPUTE - VERBAL		
DISPUTE - VERBAL-NEW		
DISTURBANCE/NUISANCE		
ADMINISTRATIVE (DOCUMENT, LOST OR FOUND PROP, MESSAGES-TRS		
ADMINISTRATIVE (DOCUMENT, LOST OR FOUND PROPERTY, MESSAGES,	Administrative	General noncriminal
CM - COMMUNITY MEETING		

Call Type	Table Category	Figure Category
COMMUNITY MEETING		
EMERG. PETITION SERVICE		
EXPARTE SERVICE		
LOSTT-TRS ADMIN (DOCUMENT, LOST OR FOUND PROP, MESSAGES		
WR - WRITING REPORT		
ANI - ANIMAL COMPL ON PATROL		
ANIMAL ABUSE		
ANIMAL COMP-NEW		
ANIMAL COMPL		
ANIMAL COMPL ON PATROL		
ANIMAL MISC		
ANIMAL MISC-NEW	Animal	
ANIMAL RESCUE		
ANIMAL RESCUE-NEW		
ANIMAL VICIOUS		
VICIOUS ANIMAL		
VICIOUS ANIMAL-NEW		
ASSIST/STANDBY		
EVICTION		
MIS - MISC ON PATROL		
MISC-ADMIN (DOCUMENT, LOST OR FOUND PROPERTY, MESSAGES,		
NOTIFICATION-NEW		
OC - OUT OF COUNTY		
OFFICER IN TROUBLE		
OTHER MISC CALLS-NEW		
OUT OF COUNTY		
SELF INTIATED CALL	Miscellaneous	
SIGNAL13		
STANDBY BELONGINGS-NEW		
STATION RESPONSE		
STATION RESPONSE-NEW		
SUM - SUMMONS SERVICE		
SUMMONS SERVICE		
T - TRANSPORT		
TRANSPORT		
WANTED PERSON, VEHICLE		

Call Type	Table Category	Figure Category	
WARRANT SERVICE			
WS - WARRANT SERVICE			
CHK FUG/WANTED PERS-NEW			
DECEASED PERSON			
DOA-NEW			
FOLLOW UP/SUPPLEMENTAL INFORMATION			
FOLLOWT-TRS / SUPPLEMENTAL INFORMATION			
FOLLOWUP/SUPP RPT			
FOLLOWUP/SUPP RPT-NEW			
FOUND PROPERTY			
FOUND PROPERTY-NEW			
INV - POLICE INVESTIGATION			
LOST PROPERTY			
LOST PROPERTY-NEW		Investigation	
MENTAL OBSERVANT	Investigation		
MENTAL OBSERVANT-NEW			
MISS. PERS. ON PATROL			
MISS@RISK-NOTIFY SMT-NEW			
MISSING PERSON			
MISSING PERSON-NEW			
MISSING, RUNAWAY, FOUND PERSON			
MP - MISSING PERSON ON PATROL			
OVERDOSE-NEW			
POLICE INVESTIGATION			
RP - RECOVERED PROPERTY ON PATROL			
SUICIDAL PERSON/ATTEMPTED SUICIDE			
SUICIDE-NEW			
BOMB DEVICE FOUND, SUSP PACKAGE, CONTAMINATION			
BOMB PLANT / SUSP PKG-NEW			
S - SUSPICIOUS SITUATION ON PATROL			
SUSICIOUS CIRCUMSTANCE, PERSON, VEHICLE	Suspicious incident	Suspicious incident	
SUSP SIT/PER/VEH			
SUSP SIT/PER/VEH-NEW			
SUSP SIT/VEH/PER ON PTL			
SUSPICIOUS CIRC, PERSONS, VEHICLE			
DRIV UNDER INFLUENCE-NEW	Traffic orferences	Traffia	
DRIVING UNDER THE INFLUENCE	Traffic enforcement	Traffic	

Call Type	Table Category	Figure Category
LOCK OUT/IN		
LOCKED IN VEHICLE-NEW		
PARKING OFFENSE		
PARKING OFFENSE-NEW		
TD - TRAFFIC DETAIL		
TRAFFIC DETAIL		
TRAFFIC PROB ON PATROL		
TRAFFIC PURSUIT		
TRAFFIC STOP		
TRAFFIC VIOLATION		
TRF - TRAFFIC PROBLEM ON PATROL		
TRF HAZARD		
TRF HAZARD-NEW	]	
TS - TRAFFIC STOP	]	

## APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Metropolitan Washington Council of Governments. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2007 through 2016, along with clearance rates for 2016. Crime rates are expressed as incidents per 100,000 population.

City	Clarks	Donulation	(	Crime Rates	
City	State	Population	Violent	Property	Total
Aberdeen	MD	15,704	503	1,598	2,101
Annapolis	MD	39,703	630	2,363	2,992
Bladensburg	MD	9,433	997	3,127	4,124
Bowie	MD	58,000	95	1,303	1,398
Cumberland	MD	19,995	885	6,092	6,977
Easton	MD	16,689	252	2,768	3,020
Elkton	MD	15,837	1,004	6,883	7,887
Frederick	MD	68,347	502	2,066	2,568
Gaithersburg	MD	68,635	200	2,159	2,359
Greenbelt	MD	24,125	460	2,740	3,200
Hagerstown	MD	40,567	569	3,111	3,680
Hyattsville	MD	18,666	600	5,481	6,081
Laurel	MD	26,424	413	3,826	4,239
Salisbury	MD	33,417	889	5,072	5,961
Takoma Park	MD	17,721	395	2,410	2,805
Westminster	MD	18,683	417	3,543	3,961
Rockville	MD	67,340	135	1,564	1,699
Metropolitan (D.C.)	MD	681,170	845	4,635	5,480
Maryland		6,202,009	428	2,166	2,594
United States		327,455,769	368	2,376	2,744

#### TABLE 21: Reported Crime Rates in 2016, by City

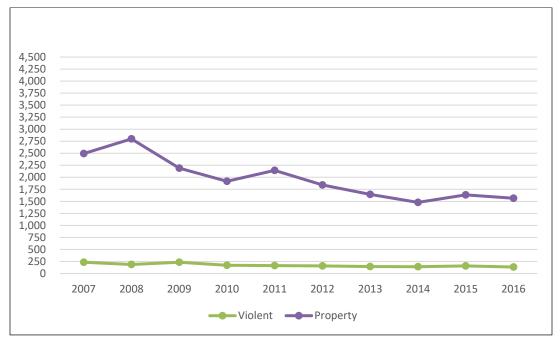
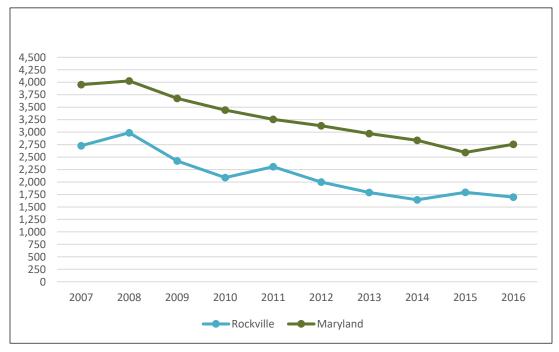


FIGURE 32: Reported Violent and Property Crime Rates, by Year

#### FIGURE 33: Reported City and State Crime Rates, by Year



Year	Rockville				Maryland				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	60,945	235	2,494	2,729	5,788,936	623	3,330	3,953	306,799,884	442	3,045	3,487
2008	60,241	189	2,799	2,988	5,800,551	610	3,416	4,027	309,327,055	438	3,055	3,493
2009	62,381	234	2,190	2,424	5,870,524	573	3,105	3,678	312,367,926	416	2,906	3,322
2010	64,122	172	1,917	2,088	5,949,764	531	2,913	3,444	314,170,775	393	2,833	3,225
2011	61,790	163	2,143	2,306	6,006,169	480	2,776	3,255	317,186,963	376	2,800	3,176
2012	63,937	159	1,841	2,000	6,067,471	463	2,665	3,128	319,697,368	377	2,758	3,135
2013	63,833	146	1,645	1,791	6,114,548	444	2,528	2,972	321,947,240	362	2,627	2,989
2014	65,736	140	1,479	1,644	6,167,060	423	2,413	2,836	324,699,246	357	2,464	2,821
2015	67,093	158	1,637	1,795	6,202,009	428	2,166	2,594	327,455,769	368	2,376	2,744
2016	67,340	135	1,564	1,699	6,016,447	472	2,285	2,757	323,127,513	386	2,451	2,837

#### TABLE 22: Reported Rockville, Maryland, and National Crime Rates, by Year

#### TABLE 23: Reported Rockville, Maryland, and National Crime Clearance Rates

Crime	R	ockville (2016)	M	aryland (2015)		National (2016)			
Clime	Crimes	Clearances*	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	2	100%	542	239	44%	15,566	9,246	59%
Rape	24	16	67%	1,607	830	52%	111,241	40,603	37%
Robbery	36	9	25%	9,559	2,634	28%	306,172	90,627	30%
Aggravated Assault	29	18	62%	14,828	8,229	55%	744,132	396,622	53%
Burglary	105	21	20%	25,144	4,104	16%	1,393,570	182,558	13%
Larceny	899	103	12%	96,387	21,041	22%	5,211,566	1,063,159	20%
Vehicle Theft	49	11	22%	12,820	1,184	9%	714,041	94,967	13%

Note: \*The Rockville cleared crimes are calculated from corresponding rates.