

Review and Analysis of the Philadelphia Police Department and Other Related Police Spending

OFFICE OF THE CITY CONTROLLER

In response to a request from City Council's Police Reform Working Group, the Controller's Office began a review of PPD's spending and resource allocation, engaging Stout Risius Ross, LLC to conduct the review, with the support of Horsey, Buckner & Heffler, LLP and the Center for Policing Equity.

The review sought to provide transparency into how PPD spends its budgeted funds and deploys its available resources. It focused on six key areas:

1. Budget and Spending
2. Uniform Staffing Trends
3. District Deployment
4. 911 Response
5. Systems and Processes
6. Community Legitimacy

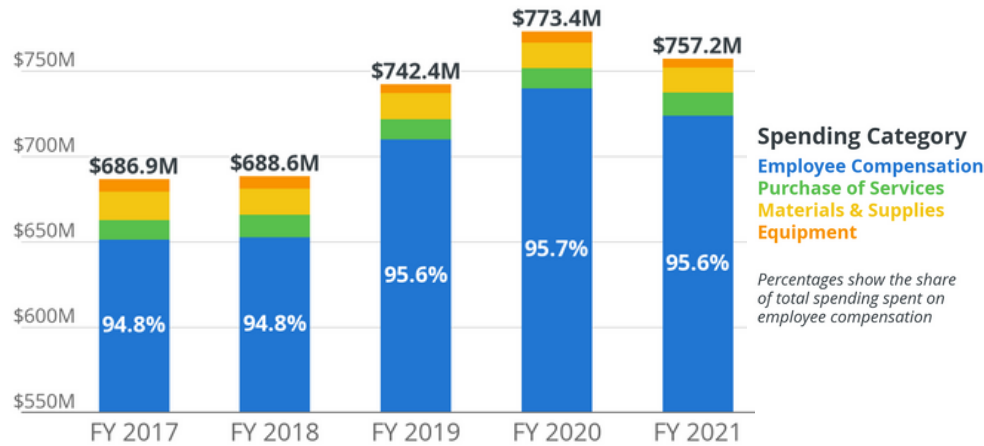
Budget & Spending

PPD's budget is consistently the largest portion of the City's General Fund budget.

PPD's budget is not developed with input from the communities it serves, but is instead generally based on historical spending levels, including headcounts and the perceived needs of different units.

This results in a budget that is neither strategically developed nor responsive to or aligned with the voiced concerns and needs of Philadelphians.

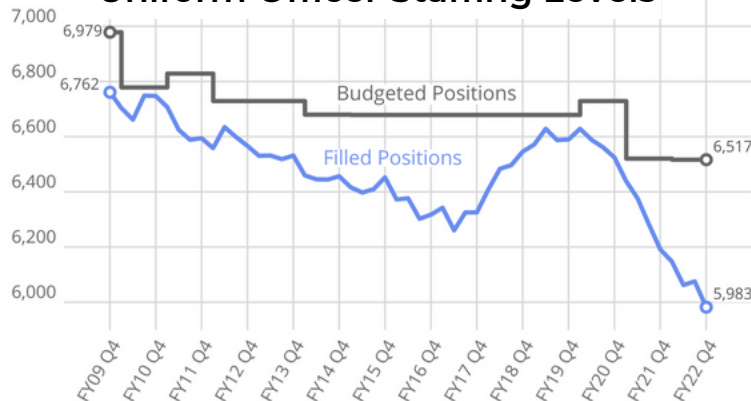
Total PPD Budget



Recommendation

With the support of the Mayor's Office, Managing Director's Office and the Finance Department, PPD should construct a budget centered on the needs of the communities it serves and determine the spending and staffing levels necessary to meet those needs.

Uniform Officer Staffing Levels



Uniform Staffing Trends

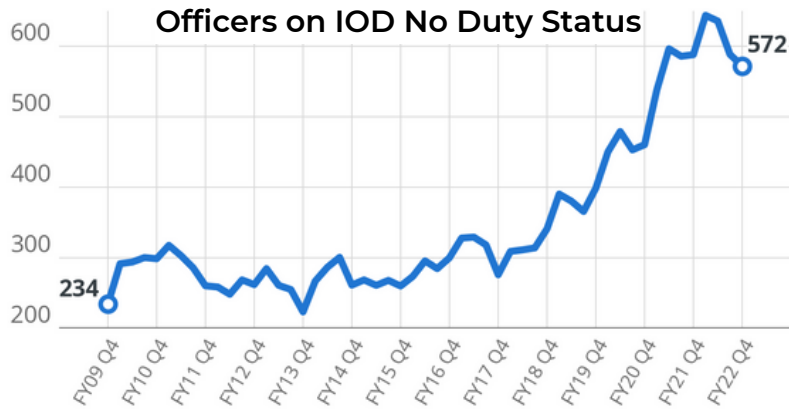
PPD has serious staffing challenges, as recruitment of uniform officers has not kept up with attrition.

With 5,983 officers at the end of FY 2022, PPD was 534 officers short of its budgeted total. If current trends hold, the total filled uniform positions could be as low as 5,200 by the end of FY 2025.

Recommendation

In addition to increasing its recruitment efforts, PPD should establish the number of people and amount of labor required to effectively operate within each of its districts. In addition, the creation of formal job descriptions would allow PPD to identify what roles must be staffed by sworn personnel, and those that could be considered for civilianization.

The number of available officers is further reduced by officers out on injured on duty (IOD). After remaining relatively stable for years, the number of officers on IOD more than doubled from FY 2018 to FY 2022.



The review found that the current system in place for monitoring and investigating Heart and Lung IOD cases is convoluted, lacks accountability, and does not appear to be adequate.

Recommendation

PPD should improve the accuracy and consistency of the data collected and tracked related to IOD and Heart and Lung in order to proactively identify instances of potential abuse for further investigation.

District Deployment

Of PPD’s approximately 6,000 uniform officers, only 2,500 officers are assigned to patrol. This total is further reduced by officers out on IOD and other types of leave usage. Available officers are scheduled across three main shifts each day.

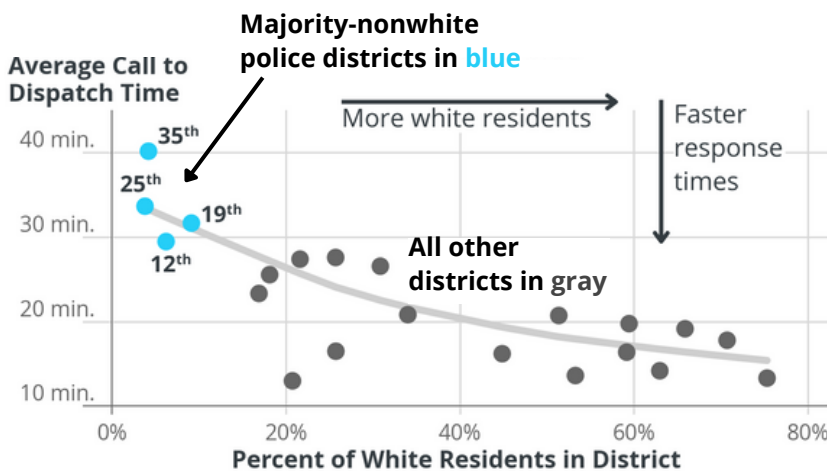
There were about 11 officers working in low crime districts and 22 officers in high crime districts at any particular time, on average, from FY 2017 to FY 2022.

Operation Pinpoint is PPD’s primary crime fighting strategy. It was launched in January 2019 as a pilot program with seven pinpoint grids, but rapidly expanded to 45 grids in 2020. A formal, independent evaluation of the strategy has not been conducted.

Recommendation

PPD should perform a comprehensive evaluation of Operation Pinpoint to understand its effectiveness, how it is responding to the needs of community, and whether it has led to any unintended or unexpected consequences.

911 Response



A swift and equitable strategy to respond to 911 calls is critical to ensuring public safety.

Districts with the most white residents had response times more than twice as fast as districts with majority Black and Brown Philadelphians.

Recommendation

PPD should conduct an on-going assessment of 911 response time to ensure equitable response times across districts and identify opportunities for improvement.

Systems & Processes

The report identified several examples of outdated systems and operational inefficiencies, including:

- Physical paper documents are hand-delivered across districts by uniformed personnel.
- PPD uses a teletype system to electronically disseminate information each day, which takes about 2 hours of an employee's time daily

Community Legitimacy

The report reviewed several key components of policing that could impact how residents perceive the PPD's legitimacy in their communities, including clearance rates and body-worn cameras. Strengthening community relationships in order to improve the perception of PPD's legitimacy is a necessity for improved public safety outcomes in Philadelphia.