

**Madison Police Department**  
**Responses to PSRC Questions for 9/17/18 Meeting**

Madison Police Dept Capital Budget:

- Item 1: Building Improvement. The sub-committee fully supports routine maintenance of city properties but requests additional details on the following proposed expenses:
  - Please provide a breakdown of, and bid information for, expenses associated with the \$444,000 budget request for improvements to the central district station.
    - Projects listed in our “Building Improvements” line are scheduled and estimated by City Engineering staff, based on their expertise. Per City policy, bid information may not be solicited until the budget is adopted.
    - Amounts represent estimates based on similar work done across the city by Engineering staff. Updates in 2019 include carpeting, paint and furnishings in the spaces we occupy in the CCB. Smaller amounts will be used on parking lot improvements and needed equipment updates at the Training Center, East District Station, and West District Station.
  - Please explain the budget of \$34,800 for 2020, 2022, and 2024 for the parking lot of the new Mid-town station.
    - These items have been requested and prioritized by City Engineering staff, based on their expertise. City Engineering plans parking lot maintenance every two years at all City buildings. The actual work done (whether crack seal coat or a more comprehensive update with guttering/restriping/painting/etc.) is dependent upon Engineering’s assessment of the parking lot size, condition and age. Since the Midtown District Station was completed in 2018, it is scheduled for a biennial maintenance/repair cycle by City Engineering beginning in 2020. The estimated cost in 2024 represents an anticipated comprehensive update to the paved surfaces, including labor costs by City Engineering.
- Item 2: Light Bar Replacement
  - Please provide data on how many squad crashes were related to visibility issues due to aged light bars.
    - This project is preventative, so fortunately there is no measureable data at this time.
  - Please provide data on the number of citizen complaints received related to difficulty of seeing squads due to aged light bars
    - Again, this is a preventative project, so there is no measureable data at this time.
  - Please provide independent data on the practical life of light bars
    - The light bars being replaced are all approaching 15 years old. At the time of the purchase of these existing light bars, the recommended life was expressly stated to be 10 years by the vendor. Various vendors were contacted and the 10 year life cycle was reiterated – no independent data was found.
    - Almost every one of these light bars has had lens replacements done in an effort to extend their life cycle. We are now seeing ballast failures. Ballasts can be repaired by the garage but are very costly to replace. Garage staff recommended this project.
    - Based in part on the recommendation from the repair technicians, we started this 3-year project in 2018. While the light bars we are replacing are largely

functioning now, this project is preventative – we don't want to wait for problems to occur.

- The purchase prices of these light bars were negotiated in good faith with a vendor, with the belief that we would purchase 75 light bars over 3 years - which is why we are paying approximately \$1,800 per light bar (as opposed to the \$5,000 per light bar it would cost to replace these one at a time as they fail).
  - Backing out of the project would likely impact our ability to negotiate lower pricing for the City on other equipment items with vendors in the future.

#### Madison Police Dept Operating Budget:

- Item 1: Civilianized Personnel position
  - Civilianizing the personnel position is understood, but how is another commissioned supervisory position justified. Suggest a study on historic workload allocation for supervisor's vs supervisees to assure rank structure is not too "top-heavy".
    - We do not have a historic workload allocation study analyzing our supervisory structure. Our budget does not contain funding for an external analysis/study to be conducted.
    - We try to maintain the ICS-recommended 1:7 "span of control" ratio or 1 supervisor for every 7 subordinates. Depending on their assigned area, not every Lieutenant has exactly 7 subordinates directly reporting to him/her. Some have more than 7 and a few have less. The Personnel LT currently does not directly supervise any staff.
    - High ratios of subordinates to supervisors certainly can suggest a "flatter" organization and greater efficiency and effectiveness, however our past experiences with larger spans of control have been contrary to this suggestion. For example, in the recent past District Detective Lieutenants were supervising upwards of 14 or 15 detectives in some districts. This large span of control made routine case assignment meetings impossible for the Lieutenant to accomplish with regularity – these meetings only became routine (now required to be held monthly) in 2017 when we lowered spans of control for all of our Detective Lieutenants. These meetings have been proven to be critical to ensure that cases are regularly reviewed by the supervisor with the assigned detective to ensure that cases continue to move forward, victims are kept updated and so that cases are not held open despite not possessing investigative merit.
    - A common statistic in law enforcement where there are large spans of control is that 90 percent of a supervisor's efforts are spent on 10 percent of their personnel. Thus, supervisors with high numbers of subordinates are likely to have less time for informal interactions with staff, routine health and wellness check-ins and important case assignment meetings or report reviews.
    - Currently, the Investigative Services Lieutenant has 5 direct subordinates and he supervises the following investigative teams:
      - SIU or Special Investigations Unit (2 detectives)
      - VCU or Violent Crime Unit (2 shifts, each with a Detective Sergeant and six Detectives or 14 total)
      - BCU or Burglary Crime Unit (1 Detective Sergeant and 5 Detectives)

- CIS or Criminal Intelligence Section (1 Sergeant, 4 officers and 3 crime analysts)
    - CIU or Criminal Intake Unit (4 Detectives)
    - Gang Unit (1 Sergeant and 5 Officers)
  - The Investigative Services Lieutenant also has a leadership role or involvement in the following tasks/programs:
    - MARI or Madison Addiction Recovery Initiative
      - Includes Mayor's NLC institute on opioids
      - Naloxone Plus exploration
    - CSIT – Community Safety Intervention Team (weekly meetings)
    - Command Post oversight on major cases
      - The Investigative Services Lieutenant is expected to come in at any hour for homicides and other major violent crimes. This responsibility could be shared with a second lieutenant position.
      - The Investigative Services Lieutenant had almost 8 extra work weeks (over 320 hours) in overtime in 2017 due to major case responsibility (the next closest Lieutenant had approximately 90 hours in overtime in 2017).
    - Closed position processes (Investigative Services has the most closed positions to manage)
  - In 2019, we are planning to move the Special Victim's Unit or SVU back to Investigative Services in the City County Building. It is currently supervised by the South District Detective Lieutenant which was done only as part of the pilot phase of this team. This has created complexities for the South District and moving the team back downtown adds to the need for a second Lieutenant position. This team averaged over 50 cases assigned per detective in 2017 and this increased in 2018. Due to the sensitive nature of these investigations and the toll these cases can take on those investigating them, more supervisory support is needed.
  - Dividing the supervisory responsibilities of this Lieutenant position will improve the overall efficiency and effectiveness of these valuable teams.
- Item 2: Addition of six police officers.
    - Please see linked WSJ article on decrease in number of police arrests and contacts. Please address the need for more officers in conjunction with [this article](#).
    - Arrest, citation and contact numbers are not used by the MPD to determine the need for additional police officers. Using arrests and citations can lead to unintended outcomes - agencies essentially can become incentivized to make more arrests and issue more citations if decision makers place heavy emphasis on these outcomes to measure whether or not additional police officers are needed. An arrest or ticket are only two outcomes that are considered by our officers, and increasingly we are all looking at a number of other options to address problems and to arrive to the best possible resolution – restorative courts, focused deterrence methods, engagement with community partners, MPD youth academies and CORE programs, etc.
    - More than half of what patrol officers do every day is completely unrelated to crime or law enforcement. Our staff address countless of quality of life

concerns that are important to Madison residents – noise complaints, traffic crashes, emergency detentions, alcohol related issues, etc.

- In 2007, the MPD contracted with Etico Solutions, Inc., for the completion of a patrol staffing study. The study was completed a year later and Etico provided their report along with the methodology used in their study. Etico uses a methodology that looks at actual officer workload and is widely recognized as the gold-standard for police staffing analysis. The department has replicated the process in subsequent years to analyze our patrol workload and staffing needs.
- The 2017 analysis is complete and the following points were realized:
  - Reactive patrol workload increased 5% in 2017 or 145,673 total hours
  - In 2017, the MPD patrol function spent an average of more than 36 minutes per hour on reactive (or obligated) work. (This shows less time to dedicate to community policing and problem solving)
  - 2017 patrol workload and leave time data demonstrate that MPD patrol staffing should be 226 officers. Meeting this standard would require the addition of sixteen (16) officer positions to patrol.
- We felt that fiscal realities made adding 16 patrol officers in a single year an impossible request to make, but the Chief feels that it is imperative that we continue to make efforts to increase patrol staffing.