

REVIEW OF THE CAPITAL AND OPERATING BUDGETS OF THE MADISON POLICE
DEPARTMENT AND THE MADISON FIRE DEPARTMENT BY
THE PUBLIC SAFETY REVIEW COMMITTEE.

On August 8, 2018 a subcommittee was formed at the Public Safety Review Committee's (PSRC) meeting to discuss concerns related to the proposed Madison Police and Fire Department budgets. The PSRC subcommittee met on August 23 and 29, 2018 to discuss the proposed MPD and MFD Budgets to develop questions regarding the budget requests.

The sub-committee will share information from their meetings with the PSRC and will reach out to the Fire and Police Department's for their respective responses. There were areas within both the Police and Fire budgets where the subcommittee will ask both of the departments for additional explanation on expenditures and to provide additional background information to justify their requests. After consideration of responses from the Police and Fire Departments the PSRC will provide their recommendations to the Finance Committee.

The sub-committee's items are as follows:

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.
 - Please explain the budget of \$34,800 for 2020, 2022, and 2024 for the parking lot of the new Mid-town station
- Item 2: Light Bar Replacement
 - Please provide data on how many squad crashes were related to visibility issues due to aged light bars.
 - Please provide data on the number of citizen complaints received related to difficulty of seeing squads due to aged light bars
 - Please provide independent data on the practical life of light bars

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".
- 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.
Link is here: https://madison.com/ct/news/local/neighborhoods/annual-madison-arrest-numbers-have-dropped-by-over-since/article_885e65a2-13ce-5455-8584-bbfb6b1c8bcc.html

Madison Fire Dept Capital Budget:

- Item 1: Building Access System (\$170,000)
 - Please provide data on number of unauthorized entries to MFD buildings in the past 5 years The fire department does not have those statistics readily available other than through antidotel stories. The system is to allow us the ability to have a greater knowledge of security.
 - How many of those entries involved situations where staff were at risk? (Were MPD reports filed?) Any unauthorized entry puts our people at potential risk, not to mention the high dollar values of station equipment. This is a pre-emptive upgrade. The system that we are installing has been in use in the City and County with great success. We determined that the old "Simplex" system was not functional at the scale the FD uses a

system and put it into previous projects and budgets to accomplish. Our feeling is the old system would not assure the safety of our people and the building and wanted to assure safety without a tragic event happening first.

- Item 2: Communications Equipment Station Alerting Systems (\$320,000 2019 and 2020)
 - *The city began this program in the mid-2000's and have continued to implement this state of the art technology to increase the efficiencies of dispatch. The system when first installed, did have some issues, however in working with the vendor many of the issues were corrected or adapted. The latest stations that we have installed the USDD system in has been flawless.*
 - What data suggests this system will improve response time?
 - *Too many variables to list however we feel there is potential of as much as 2 minutes time saving by utilizing the USDD system.*
 - Faster process times, once units are assigned in CAD, computers take over to do the alerting, almost instantaneously.
 - Allows dispatcher to talk w/ units on other channels if necessary
 - Alerts both city and county units (if necessary) simultaneously
 - Accuracy, with no human involved the correct stations/units are alerted
 - Allows for better redundancy, 3 possible ways to alert if an outage should occur somewhere USDD, 800MHz and UHF
 - For stations w/ the full client, zoned alerting allows for only the personnel needed, to be alerted and others can stay asleep
 - By how much will response time be improved?
 - *Potentially the same amount of time, however practically it is automated so at a minimum 30 seconds. This question would probably be best addressed by the Comm. Ctr?*
- Item 3: Portable Radio Replacements (190 replaced in 2020-2023 at \$950,000 total/\$5000 each)
 - Please provide data on age of currently used radios and life span of current radios
 - Replacement of the MCS 5000 portable radios began in 2015-16. The radios that were replaced were approximately 10 years old and Motorola had begun to discontinue some of the replacement parts of the 5000's. The new 8000's being purchased by the MFD are P25 compliant and the older units are upgraded and used in non _ALHD conditions (inspection, Training, etc.)
 - Breakdown rate of current radios?
 - Breakdown rate is low, very seldom have we heard of any breakdowns. Failure does occur periodically with excessive moisture, severe impact etc. Loss does occur on a very small number.
- Item 5: Burn Tower Construction at Station 14 (\$1,250,000 in 2023)
 - Please provide justification for MPD burn tower when one exists at MATC. Costs to MFD associated with use of MATC tower vs MFD tower construction.
The burn tower at MC is used frequently by their own programming. Between the 2 of our programs, and all the other 85 departments in the MC district, we feel there are significant planning and time constraints. The MFD will not be building the identical towers. We hope to have a tower that meets the needs of the MFD and the tactical needs of MPD. Scheduling conflicts will only continue as our programs continue to grow

Madison Fire Dept Operating Budget:

- Accountant for Fire
 - How far behind is MFD in its billing and how does this compare with previous years?
 - what is the desired turn-around for billing and how would this position achieve the desired result?
 - Are events billed up-front? How much money in fees is collected annually?

- Who currently fills this role?
- MFD is currently at a 45-60 day processing time for event/special duty billing and up to 4 months backlog in project and external billing, this is similar to what was experienced in 2017 with events being delayed in billing by up to 120 days. The ideal turnaround time for event billing would be less than 15 days from the date of event and at least quarterly if not monthly for project and external billing. Currently this work is being done by the Payroll Acct Tech (events/special duty) and Finance Manager (project/external/grants). With the addition of an Accountant the goal would be to provide more frequent account review to stay on top of billing and other finance goals including purchase requests, project and capital account review, and quarterly budget projections. Fire did not request or add finance staff with the implementation of Munis as many other departments did. With the added transparency Munis brings we have done our best with the current staff to meet these objectives, however we have reached capacity and with the Results Madison on the horizon additional Finance staff are needed to keep up. No events are billed up front as it is based on the number of hours worked by EMT/EMS staff. Nearly \$1.4M of MFD's \$3.3M budgeted revenues are billed by these individuals, event billing and special duty comprise approx. \$235K of these totals.
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- *This position is for fulfilling purchasing and fire department billing requirements that have been off loaded from the finance department back to our agency due to the MUNIS software implementation. Many of the purchasing reconciliation that finance used to do is being placed back on our agency. We need a 3rd person in our finance area to keep up with the workload. THE FIRE DEPARTMENT DOES NOT BILL FOR EMS. THIS IS A ROLE OF A CONTRACTED THIRD PARTY VENDOR THAT THE FINANCE DEPARTMENT CONTROLS.*
- Asset Manager for Fire
 - Explain the current system and how re-supply works now.
 - How does this position save time and money?
 - How much money and time do you expect to save?
 - *We currently have 4 commissioned members at a cost of \$110,000 annually that manage inventory approximately 40 hours per week. Those 4 members create staffing shortages in the field, which requires overtime to fill. 1 civilian at \$85,000 (with benefits) annually will save the city about \$400,000 annually.*
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- Review Consultant for Fire
 - Has MFD done request for proposals?
 - Does MFD have a list of issues for review? (One possible example might be the necessity of routine deployment of both ambulance and engines to calls base on current fire/ambulance statistics)

This is a project driven by the Risk Manager for the city that will bring our policy and procedure manual into a more defensible and legal position. Many of these costs have a possibility of being eligible for grant monies to offset the cost through WIMC. They will create a legal fluid document with industry standards, current laws, and best practices. Our current P&P manual is very large and has policies that vary in intent. We have not done an RFP and will not do one until the monies are approved.

This has nothing to do with the Consultant review we are asking for. However we have and currently do use priority dispatching which does account for the severity of calls and whether or not an Engine is dispatched with the ambulance. However, we do have an apparatus respond to give our customer the fastest or quickest apparatus get to the scene of

the emergency whether it be an engine, ladder or ambulance.

- Data/IT Analyst

- how many analysts does MFD currently have?
- is this a new service or expanded service?
- what data is currently being collected? How is this data used currently?
 - *We currently have no data analytics in the fire department. WE need to create and analyze effectiveness of all of our programs from fire prevention, community education, and emergency and service delivery. Most of our data collected is old and we have no way of understanding it. This person would not only help us organize our current data points, but help develop strategies on how to improve process and delivery.*

- Fire Protection Specialist/Plan Reviewer

- *We implemented a fee increase for all prevention activities in the spring of 2018. The revenues will more than pay for a second position.*
- How many plans have been reviewed per year, in the past 5 year period and how long has this review taken per plan on average?
 - Fire protection system plan reviews:
 - 2018 to date – 977
 - 2017 – 1078
 - 2016 – 1067
 - 2015 – 1105
 - 2014 – 511
 - 2013 – 1077
 - Fire protection plan review numbers do not include the planning and site plan reviews. In 2017, 552 such reviews were performed.
 - Due to the vast differences in plans, an average is not practical. However, since a number is needed, I would say 60-90 minutes. Some work permit reviews take 20 minutes to process. Fire sprinkler plans for a high-rise with standpipes, pressure reducing valves and a fire pump can takes as much as four hours.
- Is this currently done by one person?
 - We currently have one FTE as a Fire Engineer they have help by the Fire Inspection Lead workers along with two Fire inspectors that assist as possible/necessary.
- What are the educational and background requirements of candidates for this position?
 - Two years of experience in professional fire protection engineering work or a closely related field. Such experience would normally be gained after graduation from an accredited college or university with a bachelor's degree in fire protection engineering. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills and abilities necessary to perform the duties of this position will also be considered. Certification as a Commercial Building Inspector by the State of Wisconsin must be obtained within 18 months of hire.