



**DRAFT**  
**September 21,**  
**2020**

**Madison Police Department Budget Roadmap Draft**

*City of Madison Public Safety Review Committee*

*Police Budget Subcommittee*

Matthew Mitnick

*Police Budget Subcommittee Chair*

Brenda Konkel

*Public Safety Review Committee Chair*

Patrick Heck

*District 2 Alder*

# TABLE OF CONTENTS

<b>MISSION</b> .....	<b>4</b>
<b>OUR COMMITTEE WORK</b> .....	<b>4</b>
<b>IMPORTANT 2020 BUDGET DATES</b> .....	<b>5</b>
<b>2020 OPERATING AND MPD BUDGET CONTEXT</b> .....	<b>6</b>
<b>2020 CITY OF MADISON AND MPD CAPITAL BUDGET</b> .....	<b>7</b>
<b>2020 MPD OPERATING BUDGET OVERVIEW</b> .....	<b>9</b>
<b>MPD STAFFING</b> .....	<b>12</b>
<b>MPD ORGANIZATIONAL CHART</b> .....	<b>17</b>
<b>CALLS FOR SERVICE – HOW POLICE SPEND THEIR TIME</b> .....	<b>18</b>
<b>COST OF A MADISON POLICE OFFICER</b> .....	<b>22</b>
<b>HOW MUCH DO OTHER MPD SWORN OFFICERS COST</b> .....	<b>23</b>
<b>POLICE UNION CONTRACT IMPACT ON THE BUDGET</b> .....	<b>24</b>
<b>MPD SWORN OFFICER FUNCTIONS</b> .....	<b>26</b>
<b>CIVILIAN POSITIONS AND FUNCTIONS</b> .....	<b>29</b>
<b>WHAT CUTS WOULD LOOK LIKE FOR MPD</b> .....	<b>31</b>
<b>PUBLIC LISTENING SESSION</b> .....	<b>35</b>
<b>REMAINING QUESTIONS</b> .....	<b>36</b>
<b>APPENDICES</b> .....	<b>37</b>
Appendix A – Finance Department PowerPoint on police budget.....	37
Appendix B - Chief’s staffing memo from 2019 .....	37
Appendix C - Patterson PowerPoint on MPD functions.....	37
Appendix D – Mission Statements of MPD .....	37
Appendix E – Police Department Staffing Costs Presentation.....	37
Appendix F – Inventory .....	37
Appendix G – 2021 Capital Budget Requests and Building the Executive Budget, .....	37
Appendix H – 2021 Civilian Staff costs – salaries plus benefits.....	37
Appendix I – Agendas, Minutes and Video of the Subcommittee Meetings.....	38
Appendix J – 2021 Police Department Memo (includes 5% cut information).....	38

Appendix K –MPPOA and AMPS Union Contract Impacts on Budget .....38

Appendix L –ICMA Center for Public Safety Management – An analysis of police department staffing .....38

Appendix M – Etico Solutions – Madison Police Department Patrol Staffing and Deployment Study .....38

## MISSION

According to Madison General Ordinance Sec. 33.22, the Public Safety Review Committee shall be advisory to the Mayor and Common Council to assist them in the performance of their statutory duties regarding the police and fire departments. The role of the Public Safety Review Committee shall in no way interfere with the lawfully prescribed powers and duties of the Common Council, the Police and Fire Commission, the Mayor, or the Chiefs of the respective Police or Fire Departments. The Public Safety Review Committee may, in the performance of its duties: review service priorities and capital budget priorities of the Police and Fire departments, serve as liaison between the community and the City on public safety issues, review annually and make recommendations to the Mayor and the Common Council regarding the annual work plans and long-range goals of the departments.

## OUR COMMITTEE WORK

At the Public Safety Review Committee on June 10, 2020, the Police Budget Subcommittee was created. In light of recent events surrounding the murder of George Floyd and the fact that the mission of the Public Safety Review Committee is to have oversight and input on police budgets, Brenda Konkel inquired if any committee members would be interested in forming a subcommittee. This body would work with the City of Madison Finance Department and Madison Police Department (MPD) on budgetary analysis, eventually reporting back to the main committee. Matthew Mitnick made a motion on the creation of the Police Budget Subcommittee, with Mary Anglim seconding the motion. Brenda Konkel, Patrick Heck, and Matthew Mitnick volunteered to serve on the subcommittee. For all meetings, notices were shared so that others interested in participating would be able to do so.

The Police Budget Subcommittee met a total of 8 times, as of September 21, 2020. See Appendix I for agendas, minutes, and video of the subcommittee meetings. At these meetings, there were discussions on the creation of this budget report, outcomes of this body, and Community Policing Team data. The Finance Department presented on police operating and capital budgets (including equipment and assets), staffing costs, and staffing numbers. The Madison Police Department presented on staffing numbers, less lethal equipment, what the department owns.

The purpose of this report is to provide the public with a roadmap to the Madison Police Department's budget. This report primarily focuses on the operating budget, although the capital is mentioned briefly. The public is invited and encouraged to attend the Police Budget Subcommittee's public hearing on September 24 at 6:00 p.m. It is intended that the contents of this report will generate public discourse and allow members of the community to weigh in with their thoughts on the Madison Police Department's budget. The final section of this report is currently left blank, as recommendations and feedback from the public will be recorded and compiled in this section following the public hearing.

## IMPORTANT 2020 BUDGET DATES

### SEPTEMBER – CAPITAL BUDGET

- **September 1 at 6:30pm:** Introduction of Executive 2021 Capital Budget at Common Council Meeting
- **September 8 at 4:30pm:** Capital Budget Overview & Hearings at Finance Committee
- **September 9 at 4:30pm:** Capital Budget Hearings at Finance Committee
- **September 15 at 6:45pm:** Public Hearing on 2021 Capital Budget at Common Council Meeting
- **September 16 at 4:30pm:** Finance Committee Member Amendments to 2021 Capital Budget due to Finance Department
- **September 18 at 12:00pm:** Finance Committee Member Amendments to 2021 Capital Budget released
- **September 21 at 4:30pm:** Votes on Executive 2021 Capital Budget at Finance Committee

### OCTOBER – OPERATING BUDGET

- **October 6 at 6:30pm:** Introduction of Executive 2021 Operating Budget and Public Hearing on 2021 Capital Budget (Report of Finance Committee) at Common Council Meeting
- **October 12 at 4:30pm:** Operating Budget Overview & Hearings at Finance Committee
- **October 13 at 4:30pm:** Operating Budget Hearings at Finance Committee
- **October 20 at 6:45pm:** Public Hearing on 2021 Operating Budget at Common Council Meeting
- **October 21 at 4:30pm:** Finance Committee Member Amendments to 2021 Operating Budget due to Finance Department
- **October 24 at 12:00pm:** Finance Committee Member Amendments to 2021 Operating Budget released
- **October 26 at 4:30pm:** Finance Committee: Votes on Executive 2021 Operating Budget / 4:30 pm

### EARLY NOVEMBER – COUNCIL AMENDMENT

- **November 4 at 4:30pm:** Common Council 2021 Capital & Operating Budget Amendments due to Finance Director: *Proposed amendments must have two sponsors to be considered by the Council. In the case of amendments from the floor of the Council, members may consider an amendment to a proposed amendment as well as other amendments that are written and distributed to Council members.*
- **November 6 at 12:00pm:** Amendments Distributed to Common Council

### MIDDLE NOVEMBER – 2021 BUDGET DELIBERATION MEETINGS

- **November 12 at 5:30pm:** Public comment on the budget only at Common Council Meeting
- **November 13 at 5:30pm:** Budget only
- **November 14 at 5:30pm:** Budget only

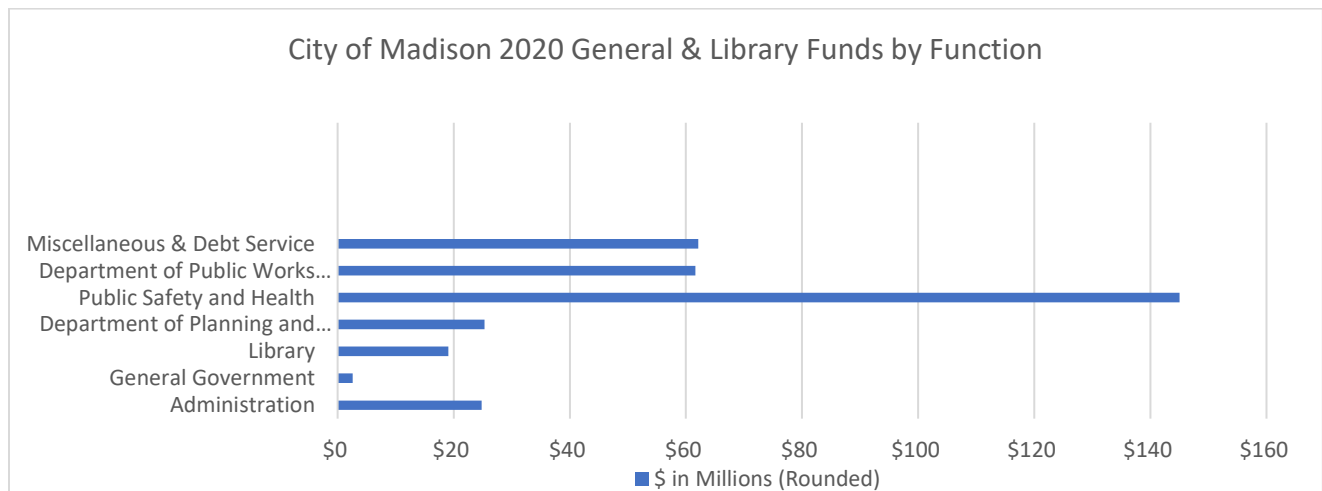
*The November 12 and 13 meetings of the Council shall recess or adjourn not later than 12:00 am (Midnight) unless the council by a 2/3 vote agrees to extend the time of recess to a different time.*

## 2020 OPERATING AND MPD BUDGET CONTEXT

This section offers a closer look into MPD’s budget. It compares it in relation to the City of Madison’s budget in 2020. The City’s operating budget provides money for running City departments and services. It funds the day-to-day spending on supplies, materials, and employees. For MPD in particular, the operating budget pertains to ongoing maintenance, subscription costs for equipment, equipment that costs less than \$20,000, and funding that is provided through Madison’s General & Library Fund. More will be shared on this below.

Madison’s General & Library Fund is funded by property taxes, state aid, and other local sources. Please note that this solely pertains to the operating budget. Madison’s 2020 [Operating Budget](#) from its General & Library Fund is **\$340,708,133**. From this figure, **43%** is spent on [Public Safety & Health](#) alone, for **\$145,084,514**.

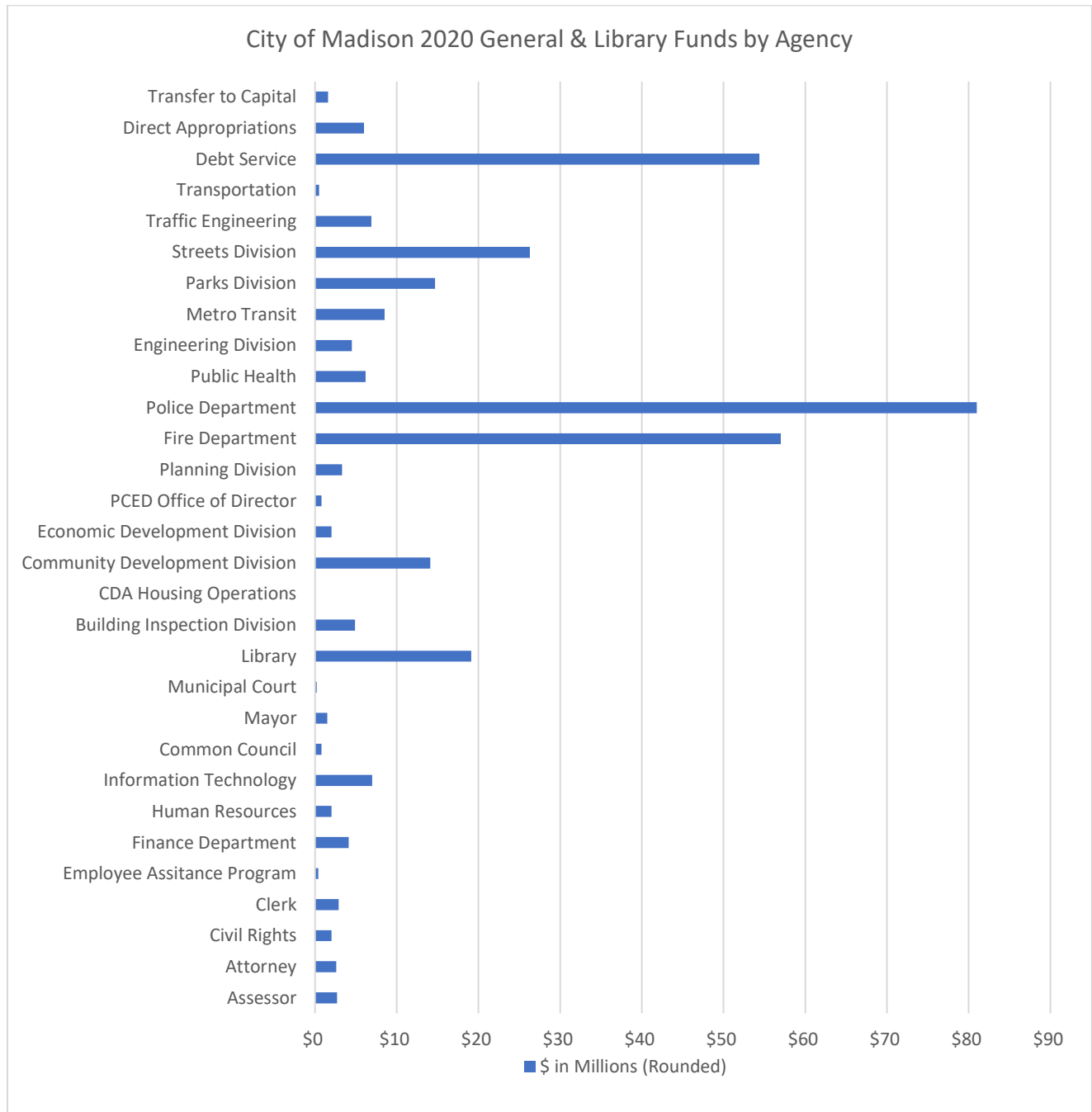
Please note the below figure, which presents the allocation of General & Library Funds by specific function. The numbers denoted are in millions and are rounded to the nearest whole number. Such values are taken from the 2020 Adopted Budget.



Specifically from Madison’s General & Library Fund, MPD constitutes the [largest portion](#) within the Public Safety and Health category at **\$81,830,699**. This means that out of the City of Madison’s Public Safety and Health agency, **56.4%** of funds are allocated to MPD. MPD has the [largest department budget](#) from the General & Library Fund in the City of Madison. This funding source comprises **98%** of MPD’s budget. Moreover, out of Madison’s General & Library Fund, MPD constitutes **24%** of it.

The remaining **\$1,722,947** or **2%** of MPD’s budget is revenue generated by the agency. Agency revenues are portions of revenue generated by MPD that stay within the department to offset expenses. These can include donations, which are contributions from private groups. Examples of this are Mounted Units, K9, and Honor Guard. Intergovernmental revenue, miscellaneous charges for service, police services, and special duty often constitute other forms of agency revenue. This does not include the BEAT Patrol Grant or Dane County Narcotics Task Force Funds.

From both Madison’s General & Library Fund and agency revenue, MPD’s total revenue budget is **\$83,553,646**.



The figure above demonstrates the City of Madison’s General & Library funds by agency.

## 2020 CITY OF MADISON AND MPD CAPITAL BUDGET

The capital budget provides funding for major construction and infrastructure projects in the City of Madison. This includes the building of new facilities, improvements made to transit systems, maintenance of parks and roads, and purchasing of major equipment. The capital budget provides funding for City investments for a 5-year period from 2020-2025.

## **MPD BUDGET**

For MPD in particular, this pertains to asset costs of equipment that cost \$20,000 or more, assets that have a useful life of 10 or more years, and funding. Asset life does not include ongoing maintenance or subscription costs. MPD's capital budget is funded primarily through GO Borrowing that is paid back with future year Debt Service payments.

We note that there is a 5-year Capital Improvement Project (CIP). Major changes in the 2021 Agency Request from MPD include a nearly \$100,000 reduction from the prior year's budget. This report also indicates that although the new North District Police Station's total project budget of \$14.2 million was originally added from the Horizon List, it has since been removed. \$152,000 will be added in 2026 for renovations to the North District Station if a new one is not built.

## **INVENTORY OF ITEMS**

As part of our factfinding, we did obtain a list of inventory items from the Madison Police Department. The first list is a general inventory of larger items.

The second list is items obtained through the 1033 Program. The Law Enforcement Support Office (LESO) takes applications from police agencies to participate in its 1033 program. Participating agencies receive a Department of Defense Activity Address Code (DODAAC) and LESO can track the issues property. By being part of this program, MPD was granted access to a web-based application, which allows them to search for and request equipment. Acting Chief Wahl provided our subcommittee an inventory report of 1033 program items. Please note that highlighted items have been returned as of September 4, 2020.

Finally, pursuant to a public records request, please find the purchasing requests MPD made to replace the pepper spray, tear gas, foam bullets, and other less lethal resources that were needed to be replaced or placed back into inventory following the May 30, May 31, and June 1 protests in the City of Madison. A total of \$18,619 being spent is listed.

See [Appendix F – Inventory](#) for more details.

## **CITY OF MADISON BUDGET**

For the City of Madison, Agency Requests increase the overall CIP (2021-2025) by \$6.8m.

Key increases include funding for COVID-19 recovery facilities in the Department of Planning & Community & Economic Development, energy improvements in facilities, land acquisition in parks, and perhaps most relevant to the objective of this report are improvements to district stations in public safety.

Key reductions include minimizing the scope of satellite facility and transferring transit coaches in Bus Rapid Transit (BRT) and water reductions based on Rate Case projections.

Outstanding issues that were identified in the Horizon List include a full project scope and budget, as well as an analysis of existing district boundaries.

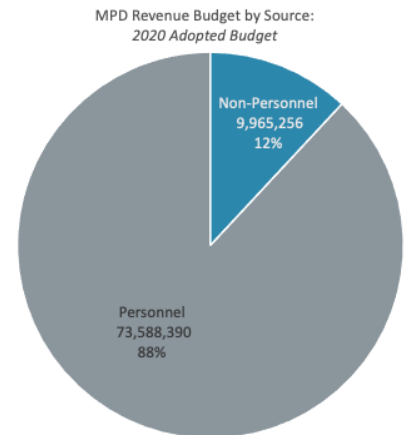


## 2020 MPD OPERATING BUDGET OVERVIEW

In order to understand what to propose in next year’s budget, our subcommittee started out with an overview of MPD’s current budget overview. Please see Appendix A, which is a presentation on the MPD budget from the City of Madison’s Finance Department. Some of the key findings in that presentation include the following:

**Income:** the sources that explain how MPD’s budget is funded.

- General & Library Fund: \$81,830,699 (98% of MPD’s budget)
- Agency Revenues: \$1,722,947 (2% of MPD’s budget)
  - Donations: \$183,585  
*Ex: K9, Honor Guard, Mounted Units*
  - Intergovernmental Revenue: \$674,312  
*Ex: A grant from the County or State*
  - Charges for service: \$101,950  
*Ex: Madison Marathon staffing*
  - Police Services: \$321,100  
*Ex: School Resource Officer (if in existence)*
  - Special Duty: \$442,000



**Expenses:** the areas that denote how MPD spends its budget.

- Personnel: \$73,588,390 (88% of MPD’s total expenditure budget)
  - Permanent Wages: \$46.9 million (56.2% of MPD’s total expenditure budget)
 

*It is important to note that this includes the salary costs for all MPD staffs’ net of budgeted salary savings. This figure includes funding for the 2020 recruit class at the Academy, which has 50 participants.*
  - Benefits: \$19.4 million (23.3% of MPD’s total expenditure budget)
 

*The amount listed here does not include sick leave escrow amounts paid out for employees upon retirement. Instead, this figure reflects health insurance, pension, and Federal Insurance Contributions Act Tax for all MPD staff.*
  - Overtime: \$3.7 million (4.5% of MPD’s total expenditure budget)

*The 2020 budget increase by \$200,000 to account for pay increases. The 2019 Actual Overtime was \$3.6 million.*

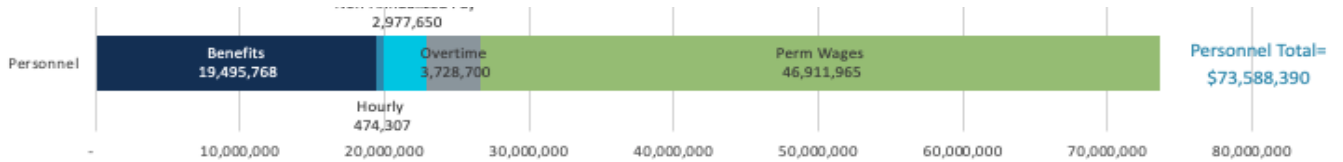
- Non-Annualized Pay: \$2.9 million (3.6% of MPD’s total expenditure budget)

*This includes premium pay and compensated absences.*

- Hourly Staffing: \$475,000 (0.6% of MPD’s total expenditure budget)

*The main purpose for this component is the funding of the Crossing Guard program.*

FIGURE 1 - PERSONNEL EXPENDITURES



- Non-Personnel: \$9,965,256 (12% of MPD’s total expenditure budget)

- Fleet & Radio Equipment: \$3.1 million (3.68% of MPD’s total expenditure budget)

*MPD has 22% of the City’s fleet with 1,306 pieces of equipment. These assets are valued at \$70 million, which is 10.9% of the value of the total City fleet. The cost of fleet and radio equipment also includes estimated fuel costs for MPD vehicles.*

- Worker’s Compensations & Insurance Costs: \$2.1 million (2.56% of MPD’s total expenditure budget)

*This is MPD’s share of these costs. The allocated amount is based on actual claims.*

- All Other: \$1.5 million (1.77% of MPD’s total expenditure budget)

*This represents all other non-personnel expenditures, including miscellaneous expenditures and uniform costs. Please note that the uniform costs in this section are different from that of the Uniform & Work*

*Supplies bullet below, as this pertains specifically to that of non-personnel.*

- Facility & Space Costs: budget)

\$1.45 million (1.74% of MPD’s total expenditure

*This includes rent, space, and utility costs for all MPD facilities. This pertains to the central offices in the City-County building, 6 district stations, and training center.*

- Uniform & Work Supplies:

\$855,000 (1.02% of MPD’s total expenditure budget)

*This factors in uniform costs, totaling \$470,000 for sworn staff. Work and ammunition supply costs total \$385,000.*

- Hardware & Software:

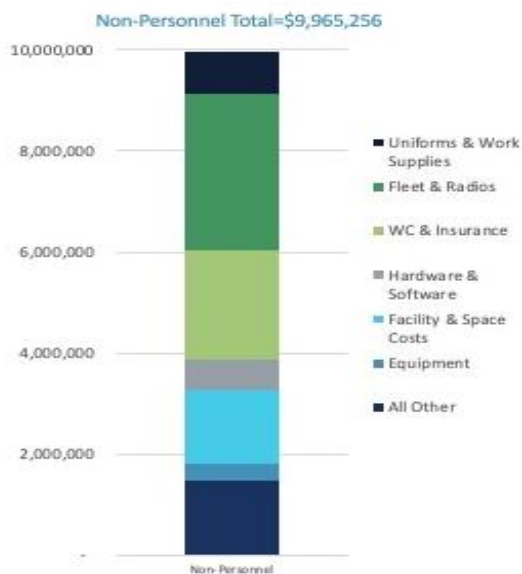
\$629,000 (0.75% of MPD’s total expenditure budget)

*This factors in the annual costs for all IT systems used by MPD, but does not include city systems.*

- Equipment:

\$331,000 (0.40% of MPD’s total expenditure budget)

*This is equipment that is primarily employed in MPD vehicles and district stations.*



Something to keep in mind is that the 2020 Adopted Budget approved transferring Parking Enforcement staffing costs from the MPD budget to the Parking Utility budget. This lowered MPD’s General & Library Fund budget by about \$990,000.

## MPD STAFFING

## MPD STAFFING ORGANIZATIONAL CHART

Information was provided for the 2019 staffing of the MPD. This information was gathered from the Police Chief's staffing memo and PowerPoint presentation, which can be found in Appendix B and Appendix E.

There are 598.7 total MPD positions.

- **119.7 Civilian Positions:** These employees perform work relevant to the work required for trainings, record keeping, technology development, public records management, property, professional standards, internal affairs, finance, personnel, and facilities management.

- **483 Commissioned Positions:** These employees perform police patrol, traffic enforcement, criminal investigative services, special operations, and staffing for community support services. Please note that there are 3 more police officer positions in the 2020 Adopted Budget than there were in 2019.

Additionally, the 2020 Adopted Budget includes \$1.7 million for the annual Academy, which starts in May of each year. The Academy trains new recruits for MPD. It is noted that the size of the Academy is based on the 3-year average attrition levels and number of vacancies when it starts. In 2020, the 3-year average size of the Academy is 34 recruits; however, the size of the current Academy in 2020 totals 50. This is one of the largest Academy sizes in recent years. MPD has indicated that the Academy will not operate in 2021 due to the proposed budget cuts as a result of the COVID-19 pandemic.

The police department has seen several increases in staffing over the past 10 years. The timeline below documents this:

- **2011 – 8 new positions**
  - 4 police officers
  - 4 detectives
  - New unit – Special Investigations Unit (SIU) to implement a focused deterrence initiative
- **2012 – 3 new officer positions**
  - To complete staffing for SIU
  - Grant funded
- **2015 – 8 new officer positions**
  - 3 were grant funded
    - MPD's Community Outreach and Resource Education

### Detective Positions

Unit/Function	Detective Positions
District Assigned	34
Violent Crimes Unit (VCU)	12
Special Victims Unit (SVU)	7*
Burglary Crimes Unit (BCU)	5
Criminal Intake Unit (CIU)	4
Dane County Narcotics Task Force (DCNTF)	4
Special Investigations Unit (SIU)	2

\*This number includes the new human trafficking detective position first approved in the 2019 budget; this position will not actually be filled until early 2020.

- 1 Chief
- 3 Assistant Chiefs
- 11 Captains
- 23 Lieutenants
- 46 Sergeants
- 4 Detective Sergeants
- 13 Investigators
- 68 Detectives
- 314 Police Officers

### Police Officer Positions

Unit/Function	2020 Officer Positions
Patrol	226
Community Policing Teams	24
Neighborhood Police Officers (NPO)	8
Training Officers	7
K9 Officers	7
Neighborhood Resource Officers (NRO)	6
Gang Unit	4
Mental Health Officers (MHO)	6
Community Outreach and Resource Education (CORE)	3
Traffic Enforcement & Safety Team (TEST)	5
Criminal Intelligence Section (CIS)	4
Dane County Narcotics Task Force (DCNTF)	4
School Resource Officers (SRO)	4
Traffic Specialists	2
Mounted Patrol	2
Crime Prevention/Social Media Coordinator	1
Addiction Resource Officer (Grant funded – not yet)	1

- (CORE) unit
    - 5 were Neighborhood Resource Officer (NRO) positions
- 2016 – 2 new sergeant positions and 2 new officer positions
  - All grant funded
  - To complete the formation of CORE and to implement a Use of Force Coordinator position
- 2017 – 7 new officer positions
  - Creation of the Midtown District
- 2018 – 9 new officer positions.
  - 1 in Midtown District
  - 8 were added after the final budget process
  - The adopted budget had authorized MPD to increase authorized strength by 15 officers, contingent on the approval of a COPS hiring grant,
    - The grant was ultimately not awarded to MPD. The Common Council subsequently voted to amend the budget and add 8 positions to MPD, reflecting the amount budgeted for the match
- 2019 – 1 new detective position and 1 new officer position
  - The detective position was designated to focus on the emerging issue of human trafficking in Madison
- 2020 – 3 new officer positions added in 2020 Adopted Budget
  - An Addiction Resource Officer position just started that is grant funded
  - 12 positions were returned to patrol
    - 6 Community Policing Team (CPT) positions
      - 1 per district
    - 2 Gang Unit officers
    - 2 CORE officers
    - 2 NPOs

## Police Staffing Reports – MPD Staffing Memo

We were told by MPD that traditional staffing measures are based on population ratios, benchmarking, crime rates, and workload analysis.

This is detailed in Appendix B; however, included here is an excerpt from Acting Chief Wahl’s 2019 MPD Staffing Memo on MPD in particular:

*“MPD staffing has been the subject of multiple studies over the years. In 1993, 1998 and 2003, committees were established to review MPD staffing levels and make recommendations. The groups included MPD command staff, MPPOA representatives, City Alders and Mayor’s Office representatives. The 2003 staffing report recommended that MPD reach a staffing level of 2.0 officers per 1,000 City residents by 2010, and maintain that level moving forward.*

*In 2007, the City contracted with Etico Solutions to perform a staffing analysis. This work included the process that MPD has performed regularly since then, focusing on the patrol function. Etico has reviewed the methods and analysis that MPD has continued to use since then and confirmed the validity of the process.*

## Traditional Staffing Measures

- Population ratios
  - X number of officers per 1,000 citizens
  - Does not account for actual agency workload or community expectations
  - Impact of commuters (Madison: 120,000+ daily)
- Benchmarking
  - Comparisons with “similar” cities/agencies
  - Does not account for actual agency workload or community expectations
  - Assumes other agencies are staffed appropriately
- Crime Rates
  - Not an effective way to evaluate police staffing needs
- Workload Analysis

*In 2008 Etico also was contracted to assess staffing levels at the ranks of Investigator and Detective. This will be discussed further below.*

*In 2016 MPD and City Finance – as required by Common Council resolution – completed an MPD staffing report. The report did not make any recommendations, but provided a great deal of information to provide context and background on MPD staffing...*

*The Etico report recommended the addition of ten detective positions, and two investigator positions (to specifically address computer forensic analysis). At the time of the analysis MPD had fifty-four (54) detectives assigned to case investigations. The current number is fifty-eight (58), so MPD has only realized an increase of four (4) detective positions in the last ten years. The Etico analysis examined both quantitative and qualitative criteria, and it is not feasible to repeat the process with internal resources...*

*As indicated above, MPD has 310 authorized police officer positions. Currently, 211 of those positions are assigned to patrol with the remaining 99 assigned to non-patrol units/positions (these figures refer to authorized positions and not actual staffing at any given time; due to the current staffing shortages faced by the department a number of promoted ranks and non-patrol officers positions are being held vacant temporarily). In 2020, 12 non-patrol officer positions will be eliminated and returned to patrol. This reflects a reduction of just over 12% of MPD non-patrol positions.*

*These cuts will result in 223 officer positions being assigned to patrol, and 255 total sworn positions being assigned to patrol (223 police officers, 29 sergeants and 3 lieutenants). This reflects 72% of MPD's police officer positions being dedicated to the patrol function and 53% of MPD's total commissioned strength being dedicated to patrol. This is very consistent with other similar agencies. As an example, the 2016 MPD/City Finance MPD Staffing Report identified five peer cities for comparison. Those cities (Boise, Idaho; Des Moines, Iowa; St. Paul, Minnesota; Greensboro, North Carolina and Baton Rouge, Louisiana) averaged having 50% of their commissioned staff assigned to the patrol function, with a high of 56% (Boise) and a low of 45% (St. Paul).*

*MPD's non-patrol positions were created in response to identified community service needs. Many were expressly approved/funded by the Mayor and Common Council through the budget process (NROs, CORE, TEST, Gant Unit, etc.) or contract/MOU approval (SROs, DCNTF). Measuring workload drivers for non-patrol functions can be challenging, as their work is generally not captured directly on the CAD (which is the case for the patrol function). This is a consistent issue faced nationally by police agencies.*

*The 2016 Staffing Report examined various workload drivers for certain MPD units/positions. The full report is available [here](#)."*

### **Police Staffing Reports – Etico Solutions**

The Madison Police Department Patrol Staffing and Deployment Study, conducted by Etico Solutions can be found in Appendix M.

Etico Solutions states: *"The methodologies used in this study were based on the Police Personnel Allocation Manual, (PAM) published in 1993, by the National Highway Traffic Safety Administration. The PAM model encompasses, among other things, multi-year CAD data pertaining to the frequency of calls for service handled by the agency, the average time per call spent by patrol officers, and the amount of time officers are away from their patrol duties due to such activities as time off, training, or special assignment."*

## Police Staffing Reports – ICMA Center for Public Safety Management

According to the International City / County Management Association's (ICMA) Center for Public Safety Management, Police staffing models in the U.S. are generally determined by one of five common methods. Departments traditionally have used these methods to make staffing decisions:

- Crime trends
- A per-capita approach
- Minimum-manning levels
- Authorized/budgeted levels, and least-commonly
- Workload-based models to make staffing decisions (least common)

ICMA's report, which can be found in Appendix L, states:

*“Lastly, and least common, are staffing decisions made on actual workload. ICMA is a strong advocate of this approach, as it relies on actual levels of demand for police services and matches that demand with the supply of police resources. Typically, this approach relies on an examination of calls for service received by a department, and these calls are modeled to understand demand and supply. This approach also has shortcomings in that it relies almost exclusively on demand through 911 calls and ignores other elements of community demands placed on a department. In order to overcome these shortcomings, and consistent with the approach used by ICMA, workload demands should be modeled and then placed in context with other operational demands facing the department. The result is a comprehensive assessment of workload through both calls for service and other sustained operational commitments placed on the department. This approach, however, requires a complex data analysis that is beyond the capacity of many police departments, but it nonetheless offers the most accurate and reliable predictor of police staffing level...”*

*As a general guideline, ICMA applies a ‘Rule of 60’ to evaluate police department staffing allocation and deployment. This Rule of 60 applies to three critical variables:*

*1. There should be approximately 60 percent of the total number of sworn officers in a department assigned to the patrol function. According to the table the mean patrol percentage is 66.1 percent. In other words, the average department in this study assigns about two-thirds of its officers to patrol.*

*2. The average workload for patrol staffing should not exceed 60 percent. The mean workloads presented above for winter weekdays and weekends and summer weekdays and weekends are 26.6 percent, 28.4 percent, 28.7 percent, and 31.8 percent, respectively. This indicates that less than one-third of the available patrol resources are committed to demands from the community in the average department. The highest reported means in the sample of communities studied does not exceed the 60 percent threshold. In other words, the busiest communities in the ICMA analysis do not dedicate more than 60 percent of their patrol resources towards workload (which includes public initiated CFS, police-initiated CFS, administrative and out-of-service time, as well as directed patrol time).*

*3. The Total Service Time (officer-minutes) should not exceed a factor of 60. The mean service times presented above are 22.1 officer-minutes for a police initiated CFS, and 48.0 officer-minutes for a CFS received from the public through 911.”*

**Authorized Strength:** the highest possible number of positions a police department is allowed to fill. The authorized strength of MPD has increased by **10%** in the past 10 years, rising from a figure of 438 to 483. Authorized strength varies from year to year, but not throughout the year. Variances from year to year are due to the number of officers in retirement, resignation period, pre-service Academy, light duty, family leave, military leave, paid leave, isolation, or quarantine status.

**Supervision:** 18% of MPD positions are supervisory. This involves the overseeing of other positions within the department under 1 or more officers. The Federal Emergency Management Agency (FEMA) recommends a ratio of 5:1 and the Police Executive Research Forum (PERF) recommends a ratio of 6:1. Currently, MPD is at a ratio of 7:1.

MPD's Staffing Memo (Appendix B) states: *"The average span of control for patrol sergeants (based on 2020 allocations) is approximately 7.7:1, higher than recommended levels. The actual span of control for individual patrol sergeants will vary, with some higher and some lower than the average (this is a function of shift and district assignment). Span of control for non-patrol officer positions/units and detectives are generally in the 4:1 – 7:1 average. One outlier is in the Forensic Services Unit, where the span of control is 13:1. Overall, however, MPD's supervisory spans of control are either at or worse than recommended averages. Finally, MPD's supervisory/command structure is dictated to some extent by the department's organizational configuration. Decentralization – fully endorsed and funded by the Mayor and Common Council over the years – limits organizational flexibility in some ways..."*

*Non-supervisory positions/units – 391 of MPD's 479 authorized positions are non-supervisory positions. The bulk of these (310) are at the rank of police officer. The remainder include 68 detectives and 13 investigators. Of the 310 police officer positions, 211 are designated for patrol, with 99 in non-patrol positions (based on current structure). The adjustments in 2020 will leave 223 positions designated for patrol and 87 assigned to non-patrol positions...*

### MPD Patrol Staffing

• Five patrol shifts:

- 7a – 3p
- 12p – 8p
- 3p – 11p
- 8p – 4a
- 11p – 7a

• Minimum Staffing Levels:

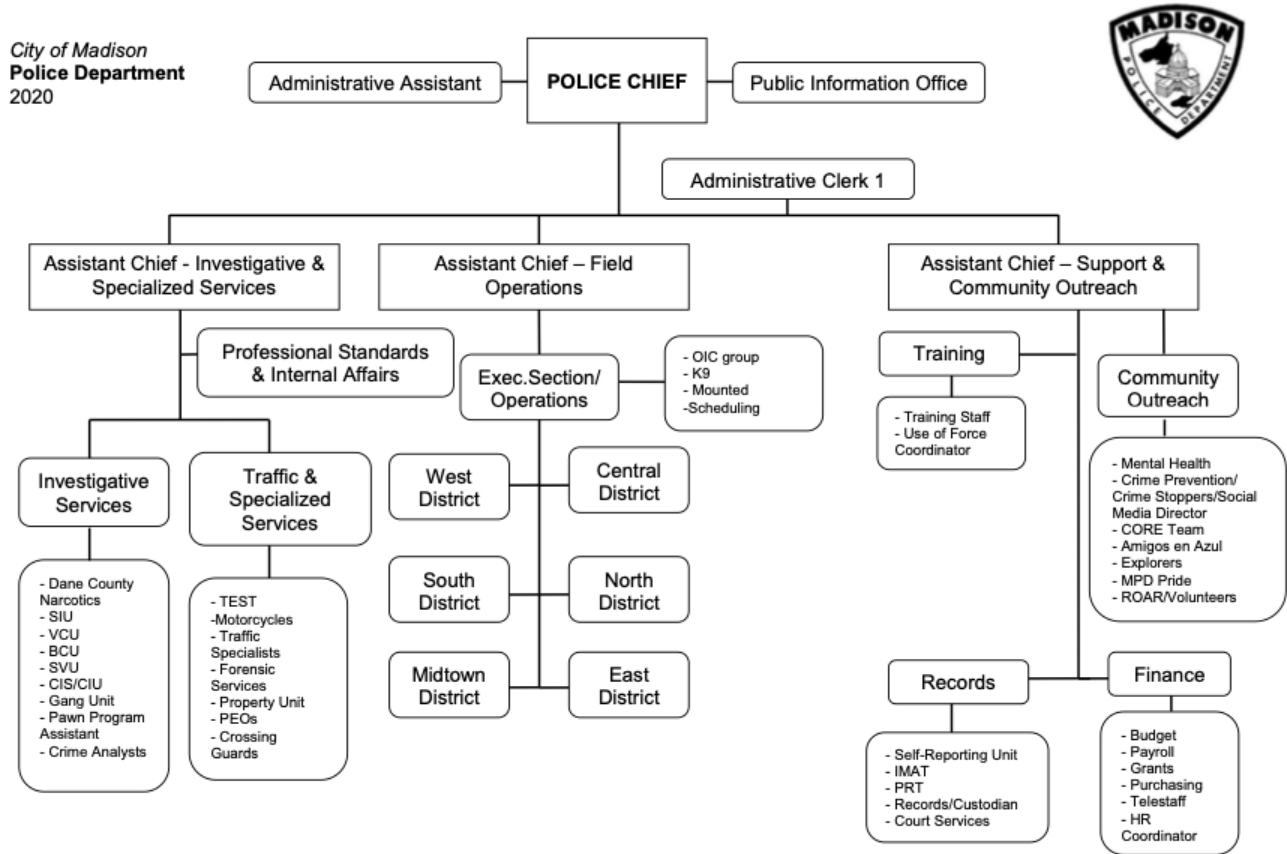
- 1<sup>st</sup> detail: 25
- 2<sup>nd</sup> detail: 12
- 3<sup>rd</sup> detail: 26
- 4<sup>th</sup> detail: 13
- 5<sup>th</sup> detail: 19

*88 MPD positions are allocated to command or supervisory roles (this reflects about 18% of the commissioned workforce; it does not include civilian supervisors/managers). The remaining 391 positions reflect non-supervisory positions (82% of the commissioned workforce; again excluding civilian employees)."*



## MPD ORGANIZATIONAL CHART

This is the most detailed organizational chart we could obtain.



## CALLS FOR SERVICE – HOW POLICE SPEND THEIR TIME

Here are the 2014-2018 calls for service to the Madison Police Department, broken down by type of call:

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>911 Abandoned Call</b>	2957	3599	3534	2747	1315
<b>911 Disconnect</b>	7114	11012	8773	6529	6431
<b>Accident Hit and Run</b>	1475	1563	1645	1650	1691
<b>Accident Private Property</b>	377	704	778	804	833
<b>Accident Property Damage</b>	5882	5558	5596	5105	5176
<b>Accident Unknown Injury</b>	565	557	554	469	439
<b>Accident w/Injuries</b>	864	960	916	710	803
<b>Accident-Mv/Deer</b>	31	58	44	61	60
<b>Adult Arrested Person</b>	331	521	487	447	515
<b>Aggravated Battery</b>	6	8	2	2	0
<b>Alarm</b>	3170	3402	3379	3281	3221
<b>Animal Complaint-Bite</b>	31	14	16	10	6
<b>Animal Complaint-Disturbance</b>	656	718	659	724	564
<b>Animal Complaint-Stray</b>	289	320	433	358	287
<b>Annoying/Obscene Phone Call</b>	108	123	95	56	74
<b>Arrested Juvenile</b>	50	31	42	30	40
<b>Arson</b>	11	5	9	5	10
<b>Assist Citizen</b>	4856	4566	5057	5002	4916
<b>Assist Fire/Police</b>	4339	3165	3320	3105	3092
<b>Assist Follow Up</b>	2452	3752	3982	4299	4634
<b>Assist K9</b>	17	12	18	16	11
<b>Assist/Community Policing</b>	13	0	3	3	0
<b>Assist-Court</b>	57	146	138	186	214
<b>Assist-Translate</b>	12	12	6	9	5
<b>Attempt to Locate Person</b>	861	1254	1257	1264	1193
<b>Attempted Homicide</b>	1	0	2	4	3
<b>Attempted Suicide</b>	454	77	34	20	24
<b>Battery</b>	613	610	559	574	544
<b>Bicycle Accident</b>	6	10	7	9	5
<b>Bomb Threat</b>	32	7	4	4	9
<b>Burglary-Residential</b>	1251	1210	912	747	843
<b>Check Parking Postings</b>	1	2	1	1	4
<b>Check Person</b>	7873	10547	11239	11926	11785
<b>Check Property</b>	4525	5726	7292	7022	7282
<b>Child Abuse</b>	162	184	134	189	185
<b>Child Neglect</b>	97	79	57	34	41
<b>Civil Dispute</b>	660	863	770	944	938
<b>Conveyance Alcohol (Detox)</b>	123	150	104	54	60

Madison Police Department Budget Roadmap Draft  
 Police Budget Subcommittee

<b>Conveyance Mental Health</b>				31	36
<b>Damage to Property</b>	1033	1046	968	1125	978
<b>Death Investigation</b>	142	130	200	227	250
<b>Disturbance</b>	6434	5826	5949	5603	5627
<b>Domestic Disturbance</b>	3171	3358	3096	2903	2869
<b>Drug Investigation</b>	1163	1266	1280	1304	1114
<b>Emergency</b>	4	0	1	0	0
<b>EMS Assist</b>	2375	3587	3747	3670	3741
<b>Enticement/Kidnapping</b>	39	20	16	21	12
<b>Escort Conveyance</b>	350	720	650	656	675
<b>Exposure</b>	83	47	40	38	21
<b>Extortion</b>	0	8	8	13	17
<b>Fight Call</b>	258	541	444	410	334
<b>Fire Investigation</b>	5	4	0	1	1
<b>Foot Patrol</b>	504	773	1097	970	833
<b>Forgery</b>	425	6	5	1	3
<b>Found Person</b>	129	124	118	136	96
<b>Found Property</b>	1266	1367	1411	1493	1533
<b>Fraud</b>	490	983	910	923	1013
<b>Graffiti Complaint</b>	103	121	125	137	95
<b>Homicide</b>	1	4	10	7	1
<b>Information</b>	4124	2645	3502	3524	3797
<b>Injured Person</b>	23	38	23	12	19
<b>Intoxicated Person</b>	343	556	395	372	329
<b>Juvenile Complaint</b>	341	510	523	738	555
<b>Landlord Tenant Trouble</b>	103	157	123	137	105
<b>Liquor Law Violation</b>	152	217	157	91	99
<b>Liquor Law/Bar Check</b>	89	73	66	64	47
<b>Lost Property</b>	34	54	90	82	91
<b>Misc Sex Offense</b>	58	103	103	119	159
<b>Misdialed 911 Call</b>	2123	2383	1726	1569	1170
<b>Missing Adult</b>	468	309	267	243	285
<b>Missing Juvenile</b>	460	681	664	610	532
<b>Multiple/Nuisance 911 Calls</b>	12	10	17	20	10
<b>Neighbor Trouble</b>	313	429	460	407	413
<b>Noise Complaint</b>	2701	3331	3228	3133	2511
<b>Non-Residential Burglary</b>	218	257	212	231	228
<b>Non-Urgent Notifications</b>	49	15	32	13	20
<b>Odor/Smoke Complaint</b>	6	3	3	3	1
<b>OMVWI Arrest/Intoxicated Driver</b>	155	165	236	291	296
<b>On Duty Training</b>	48	145	179	190	134
<b>On St Parking Complaint</b>	391	454	510	343	331
<b>Overdose</b>	46	83	154	155	150
<b>Person Down</b>	9	14	30	12	18
<b>Phone</b>	6566	5369	4812	4647	4519

Madison Police Department Budget Roadmap Draft  
 Police Budget Subcommittee

<b>Playing w/Telephone 911 Call</b>	506	602	454	450	311
<b>PNB/AED Response</b>	168	179	184	138	108
<b>Preserve the Peace</b>	1384	1229	1269	1400	1302
<b>Problem Solving-Person</b>	12	5	5	5	9
<b>Problem-Solving - Property</b>	11	15	12	32	122
<b>Prostitution/Soliciting</b>	15	29	31	44	14
<b>Prowler</b>	15	20	26	15	7
<b>Pvt Prop Parking Complaint</b>	464	462	388	436	292
<b>Question 911 Call</b>	44	23	23	18	24
<b>Rec/Stolen/Outside Agency</b>	79	78	155	201	343
<b>Repo</b>	3	4	5	1	5
<b>Retail Theft</b>	1244	1683	1649	1676	1266
<b>Robbery - Armed</b>	118	101	105	118	151
<b>Robbery-Strong Armed</b>	125	130	108	101	106
<b>Safety Hazard</b>	4224	4396	5029	4749	4841
<b>Serving Legal Papers</b>	308	462	406	313	299
<b>Sexual Assault</b>	182	199	183	206	198
<b>Sexual Assault of a Child</b>	134	155	162	173	155
<b>Significant Exposure (Officer)</b>	3	1	2	1	4
<b>Silent Case Number</b>	50	75	45	77	67
<b>Solicitors Complaint</b>	23	123	94	36	59
<b>Special Event</b>	59	114	142	174	216
<b>Stalking Complaint</b>	126	110	103	114	119
<b>Stolen Auto</b>	528	533	664	703	785
<b>Stolen Bicycle</b>	20	33	19	15	19
<b>Suspicious Person</b>	2727	1892	1606	1687	1708
<b>Suspicious Vehicle</b>	1924	2131	2117	2145	2069
<b>Test 911 Call</b>	12	11	11	10	3
<b>Theft</b>	2486	2048	1797	1876	1790
<b>Theft from Auto</b>	320	398	476	515	467
<b>Threats Complaint</b>	1846	1791	1654	1582	1612
<b>Towed Vehicle/Abandonment</b>	38	20	25	21	32
<b>Traffic Arrest</b>	17	15	17	5	9
<b>Traffic Complaint/Investigation</b>	391	697	761	689	786
<b>Traffic Incident</b>	507	283	304	366	356
<b>Traffic Stop</b>	7177	6043	3640	3218	4064
<b>Trespass</b>	2031	775	802	871	1101
<b>Unintentional 911 Call</b>	4685	6159	5296	4720	4984
<b>Unknown</b>	299	38	32	7	9
<b>Unwanted Person</b>	1232	2421	2109	2071	2286
<b>Violation of Court Order</b>	280	511	464	552	478
<b>Weapons Offense</b>	343	522	433	468	457
<b>Weapons Offense Person w/Gun</b>	234	102	109	117	61
<b>Worthless Checks</b>	6	12	7	2	1
<b>Alarm (Broadcast &amp; File)</b>	2	0	0	0	0

Madison Police Department Budget Roadmap Draft  
Police Budget Subcommittee

<b>911 Call Silent</b>	2485	0	0	0	0
<b>Explosives Investigation</b>	9	0	0	0	0
<b>Escapee/Info</b>	2	0	0	0	0
<b>Conveyance</b>	299	0	0	0	0
<b>Traffic Incident/Road Rage</b>	86	5	0	0	0
<b>Total</b>	<b>128412</b>	<b>136092</b>	<b>132368</b>	<b>127193</b>	<b>125416</b>

draft

## COST OF A MADISON POLICE OFFICER

We offer a breakdown of the estimated full cost of a Madison police officer. This can also be found in Appendix G, but we offer a comprehensive outline here.

### **Total cost per full time officer is \$127,792.**

#### **Personnel: \$87,121**

- Base Wages: **\$65,939**
  - Assumes step 5 of the Police Officer Classification
- Education Incentive: **\$11,872**
  - Assumes 18% incentive as of July 28, 2020
  - 76% of officers are earning the education incentive at this level, which is the equivalent of a Bachelor's Degree
- Premium Pay: **\$1,988**
  - A higher pay rate offered when working weekends, holidays, non-desirable hours, vacation days, etc.
  - Based on 2019 actual premium pay earned divided by the number of authorized positions
  - Does not account for vacant positions
- Overtime: **\$7,322**
  - Based on 2019 overtime earned divided by the number of authorized positions
  - Does not account for vacant positions

#### **Benefits: \$26,118**

- Federal Insurance Contributions Act (FICA), Wisconsin Retirement System (WRS), Health Insurance, Miscellaneous Benefits: **\$26,118**
  - Based on 2020 rates
  - Assumes family health insurance

#### **Supplies: \$14,553**

- Uniform & Supplies: **\$10,000**
  - Based on MPD estimates for initial issuance
  - Existing officers receive \$500 per year for uniforms, as established in their contract
- Fleet Costs: **\$4,353**
  - Assumes one patrol squad for every 3 officers when adding additional staff
  - Based on debt service costs for 2019 police cruiser

## HOW MUCH DO OTHER MPD SWORN OFFICERS COST

These are the 2020 Sworn Officer Positions from the 2020 Police Department Budget. These costs are salaries only and do not include benefits and supplies.

Sworn Positions Sworn	CG	2019 Budget		Request		2020 Executive		Adopted	
		FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
ASST POLICE CHIEF	12	3.00	402,423.00	3.00	386,527.00	3.00	389,501.00	3.00	389,501.00
DETECTIVE	11	68.00	5,736,204.40	68.00	5,895,761.00	68.00	5,941,121.00	68.00	5,941,121.00
DETECTIVE SERGEANT	11	4.00	321,149.00	4.00	356,460.00	4.00	359,203.00	4.00	359,203.00
NEW POSITION	xx	-	-	-	-	-	-	3.00	158,124.00
POLICE CAPT	12	11.00	1,248,130.00	11.00	1,238,278.00	11.00	1,342,887.00	11.00	1,342,887.00
POLICE CHIEF	21	1.00	161,218.00	1.00	162,206.00	1.00	168,766.00	1.00	168,766.00
POLICE INVESTIGATOR	11	13.00	1,107,844.00	13.00	1,129,958.00	13.00	1,138,652.00	13.00	1,138,652.00
POLICE LT.	12	23.00	2,346,944.00	23.00	2,294,988.00	23.00	2,445,627.00	23.00	2,445,627.00
POLICE OFFICER	11	310.00	24,145,540.00	310.00	25,203,138.00	310.00	24,090,063.00	310.00	24,090,063.00
POLICE SGT	11	46.00	4,033,180.00	46.00	4,215,033.00	46.00	4,247,467.00	46.00	4,247,467.00
<b>TOTAL</b>		<b>479.00</b>	<b>\$ 39,502,632</b>	<b>479.00</b>	<b>\$ 40,882,349</b>	<b>479.00</b>	<b>\$ 40,123,287</b>	<b>482.00</b>	<b>\$ 40,281,411</b>
<b>TOTAL AUTHORIZED FTEs</b>		<b>595.70</b>		<b>595.70</b>		<b>595.70</b>		<b>598.70</b>	

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.

The average 2020 budgeted salaries (without benefits and supplies) are as follows:

Police Chief	\$168,766
Police Captain	\$122,081
Police Lieutenant	\$106,332
Police Sergeant	\$92,336
Detective Sergeant	\$89,801
Police Investigator	\$87,589
Detective	\$87,369
Police Officer	\$77,710

## POLICE UNION CONTRACT IMPACT ON THE BUDGET

The committee members repeatedly requested information about the impact on the budget from the MPPOA (Madison Professional Police Officers Association) Contract and AMPS (Association of Madison Police Supervisors) Contract. There is no “cheat sheet” on what is in the contract, so committee members read through the contract and obtained the following information. More details are in Appendix K.

Both the MPPOA and AMPS contracts will expire on December 31, 2021. The city will begin negotiating the 2022 and beyond contracts no later than May 2021.

### City retains rights to:

1. To hire, promote, transfer, assign and utilize employees.
2. To suspend, discipline, demote, discharge or lay off employees in accordance with the provisions of Wisconsin Statutes Sec. 62.13. Prior to any reduction in force, the parties agree to meet and discuss potential workforce reductions.
3. To determine work standards; the quality and quantity of work performed by employees and to determine whether employees meet said standards.
4. To establish departmental policies, rules, regulations and procedures. Whenever reasonably practicable, the City agrees to furnish the designated representative of the Union with a copy of newly established or amended policies, regulations and procedures, which are applicable to Union members at least ten (10) calendar days prior to their effective date.
5. To establish work schedules and to assign overtime work.
6. To establish and utilize methods, processes and technology by which departmental work is to be performed.
7. To determine the number of personnel to be employed.
8. To operate and administer facilities, equipment and operations.
9. To establish, expand, transfer, consolidate or terminate functions, programs and operations.
10. To contract and subcontract matters relating to departmental operations.
11. To transfer any governmental operation to another unit of government. Such transfer shall not require any prior negotiations or the consent of the Union and furthermore, upon transfer, all agreements are terminated including this Contract as pertains to personnel of the department affected by the transfer.
12. To determine the organizational structure.

The MPPOA contract does not indicate how many police officers must be hired, but does provide for additional pay and benefits in many areas including shift differential pay, overtime pay, longevity pay, Saturday and Sunday pay, etc. It also provides for reimbursements for tuition, uniforms, equipment, and paid time for doing non-policing duties. It provides for significant educational incentive pay and atypical activities, such as “MPPOA time.” Canine and Mounted Patrol units get special compensation and



Madison Police Department Budget Roadmap Draft  
Police Budget Subcommittee

allowances. Officers receive 15 minutes overtime pay every day to report to work early. There is additional pay for officers in charge, field training officers, detective and investigator training, and Special Events Team (SET) deployments. Contracts also provide for insurance – health, dental, life insurance / total disability, income protection, as worker’s compensation, and Wisconsin Retirement Fund. Officers are provided supporting services, such as stenographic support, vehicle allowance, and bus passes. If sued, attorney fees and limited compensatory damages are required.

The AMPS contract fewer, but have similar provisions as the MPPOA contract does.

draft

## MPD SWORN OFFICER FUNCTIONS

The functions below are represented in the officer and detective positions chart. Please note that the [Crime Prevention/Social Media Coordinator](#) (1 position) and Addiction Resource Officer (1 position) are both not listed here.

**Patrol:** 226 officers

**District Detectives:** 34 Detectives, 1 Captain, 2 Lieutenants

For Mission Statements for each unit, please refer to Appendix D. Please note that there are discrepancies between some of the positions numbers that were provided by Captain Mindy Winter and those that are listed on the Madison Police Department's website. For this report, we went with the data provided by Captain Winter, as we were told this was the most accurate.

- [Violent Crime Unit \(VCU\)](#) – 12 Detectives, 2 Detective Sergeants,
- [Burglary Crime Unit \(BCU\)](#) – 5 Detectives, 1 Detective Sergeant
- [Special Victims Unit \(SVU\)](#) – 7 Detectives and 1 Detective Sergeant
- [Forensic Service Unit \(FSU\)](#) – 13 Investigators
- [Community Policing Teams](#) – 24 Officers, 6 Sergeants
- [Neighborhood Officers](#) – 8 Neighborhood Police Officers and 6 Neighborhood Resource Officers
- [Traffic/TEST](#) – 5 TEST Officers, 2 Traffic Specialists, 1 Sergeant
- [Dane County Narcotics Task Force](#) – 4 Officers, 4 Detectives, 1 Sergeant
- School Resource Officers – 4 officers FORMERLY
  - On July 21, 2020, the Madison Common Council voted 19-1 to terminate its contract with the Madison Metropolitan School District that provided SROs to each of Madison's high schools. The previous contract had the Madison Metropolitan School District pay MPD more than \$366,000 per year for these officers.
- [CORE](#) – 3 Officers, 1 Sergeant
  - [Fireside Five Oh](#)
  - [Youth Academies](#)
  - Latino Youth Academy
  - MPD Leadership Academy
  - [Explorer Post 911](#)
  - [Bigs in Blue](#)
  - [Coffee with a Cop](#)

Madison Police Department Budget Roadmap Draft  
Police Budget Subcommittee

- [Mental Health Unit](#) – 6 Officers, 1 Sergeant
- [Canine Officers](#) – 7 Officers full time, 1 Sergeant
- [Mounted Patrol](#) – 2 Officers, 1 Sergeant from late April to early November
  - 4 part time riders that perform this function a few times per month
  - Perform patrol function in offseason (November – April)
  - Sergeant has halftime responsibilities (not fulltime positions)
- Training Team - 7 Officers, 2 Sergeants
- Criminal Intelligence Section (CIS) – 4 Officers, 1 Sergeant
- [Gang Unit](#) – 4 Officers and 1 Sergeant
  - 2 officers were removed in 2020
- [Criminal Intake Unit](#) – 4 detectives
- [Special Investigations Unit \(SIU\)](#) – 2 detectives
- [Professional Standards and Internal Affairs \(PS&IA\)](#) – 1 Lieutenant, 1 Sergeant

Below is a position breakdown and estimated cost based on the average salary and benefits for a second year police officer with MPD. This should not be interpreted as actual costs, as individual officers' salaries will vary. These numbers represent positions authorized in the budget, and do not reflect actual staffing levels at any given time.

2020 Officer Position Assignments	# of Positions	Total Estimated Salary and Benefits (based on average Police Officer)
Addiction Resource Officer (Grant-Funded)	1	\$90,000
Community Outreach and Resource Education (CORE); Crime Prevention/Social Media Coordinator	4	\$360,000
Community Policing Teams	24	\$2,160,000
Criminal Intelligence Section (CIS)	4	\$360,000
Dane County Narcotics Task Force (DCNTF)	4	\$360,000
Gang Unit	4	\$360,000
K9 Officers	7	\$630,000
Mental Health Officers (MHO)	6	\$540,000
Mounted Patrol	2	\$180,000
Neighborhood Police Officers (NPO)	8	\$720,000
Neighborhood Resource Officers (NRO)	6	\$540,000
Patrol	223	\$20,070,000
School Resource Officers (SRO)	4	\$360,000
Traffic Enforcement & Safety Team (TEST)	5	\$450,000
Traffic Specialists	2	\$180,000
Training Officers	7	\$630,000

The costs for the officers involved for these functions are in this chart do not include the other positions such as sergeant, lieutenant, detectives, etc. See Appendix E for full presentation from the Police Finance Staff on the police officer costs.

Madison Police Department Budget Roadmap Draft  
Police Budget Subcommittee

The following functions do not have dedicated staff. They are duties performed by officers, detectives, investigators, sergeants, lieutenants and captains with other assignments.

- [Special Events Team \(SET\)](#)
- [Special Weapons and Tactics Team \(SWAT\)](#)
- [Honor Guard](#)
- [Amigos en Azul](#)
- [Public Safety Cadets](#)
- [Madison Pride](#)
- [Special Events](#)
- Patrol Officer Liaisons
- [Madison Addiction Recovery Initiative](#)

Some other functions that do not have officers assigned to them include:

- [Vacation Watch Request](#)
- [Community Academies](#)
- [Crime Prevention/Social Media Coordinator](#)
- [Neighborhood Resource Trailer](#)
- [Volunteer Programs](#)
- [Civilian Response to Active Shooter Events Trainings](#)

## CIVILIAN POSITIONS AND FUNCTIONS

For years, MPD has continued to examine the work performed by sworn personnel, and when appropriate consider transitioning it to civilian employees. This practice has accounted for the addition of a number of civilian employees over the years, freeing up the commissioned officers previously performing those duties for other assignments requiring sworn officers. Examples include:

- 2010 – MPD’s court services function was civilianized, allowing for the re-assignment of 6 commissioned officers.
- 2018 – MPD added a civilian position to serve as the primary public records coordinator, allowing for the re-assignment of a lieutenant position.
- 2019 – MPD added a civilian position to coordinate the internal HR function, allowing for the re-assignment of a lieutenant position.

### MPD Civilian Functions

- [Property](#) and Evidence Section
- Information Management & Technology (IMAT)
- [Records](#)
- [Finance](#)
- Police Report Typists
- Public Records
- [Public Information Officer \(PIO\)](#)
- Crime Analysis Unit (CAU)
- [Crossing Guards](#)
- [Parking Enforcement](#)

### Other civilian functions

- [Court Services](#)
- [Background checks](#)
- [Camera Registration](#)
- [Fingerprinting](#)
- [Crash/Accident Reports](#)

See Appendix H for a list of 2021 civilian positions salary and benefits costs.

Madison Police Department Budget Roadmap Draft  
 Police Budget Subcommittee

The following chart is the budget information for 2020:

<i>Civilian Positions</i>	CG	2019 Budget		Request		2020 Executive		Adopted	
		FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
ACCOUNTANT	18	1.00	74,594.00	1.00	77,357.00	1.00	80,485.00	1.00	80,485.00
ACCT TECH	20	1.00	62,298.00	1.00	62,059.00	1.00	64,568.00	1.00	64,568.00
ADMIN ASST	17	1.00	52,970.00	1.00	60,856.00	1.00	63,317.00	1.00	63,317.00
ADMIN ASST	20	1.50	75,708.00	1.50	78,551.00	1.50	81,727.00	1.50	81,727.00
ADMIN CLERK	20	3.00	165,573.00	3.00	166,860.00	3.00	173,606.00	3.00	173,606.00
ADMIN SUPVSR	18	-	-	1.00	51,215.00	1.00	53,286.00	1.00	53,286.00
CLERK	20	13.00	613,800.00	13.00	609,874.00	13.00	634,531.00	13.00	634,531.00
CROSSING GUARD SUPV	18	1.70	101,590.00	1.70	102,514.00	1.70	106,659.00	1.70	106,659.00
FORENSIC VIDEO ANALYST	18	1.00	62,884.00	1.00	80,664.00	1.00	83,926.00	1.00	83,926.00
GRANTS ADMIN	18	1.00	88,720.00	1.00	88,379.00	1.00	91,953.00	1.00	91,953.00
HRA	18	1.00	43,400.00	1.00	69,375.00	1.00	72,181.00	1.00	72,181.00
IT SPEC	18	5.00	394,366.00	5.00	387,005.00	5.00	402,655.00	5.00	402,655.00
PKG ENFC FIELD SUPV	18	1.00	64,889.00	1.00	61,423.00	1.00	63,906.00	1.00	63,906.00
PKG ENFC LDWKR	16	1.00	68,194.00	1.00	67,932.00	1.00	70,679.00	1.00	70,679.00
PKG ENFC OFF	16	28.00	1,733,066.00	28.00	1,725,843.00	28.00	1,795,627.00	28.00	1,795,627.00
PKG ENFC SUPV	18	1.00	82,984.00	1.00	82,982.00	1.00	86,337.00	1.00	86,337.00
PO PUB INFO SPEC	18	1.00	88,720.00	1.00	89,352.00	1.00	92,966.00	1.00	92,966.00
POLICE ADMIN SERVICES MANA	18	1.00	111,844.00	1.00	99,990.00	1.00	104,033.00	1.00	104,033.00
POLICE COURT SERV SUPV	18	1.00	61,663.00	1.00	64,125.00	1.00	66,718.00	1.00	66,718.00
POLICE INFO SYS COORD	18	1.00	98,346.00	1.00	98,427.00	1.00	102,407.00	1.00	102,407.00
POLICE PROPERTY CLK	16	5.00	274,676.00	5.00	277,476.00	5.00	288,696.00	5.00	288,696.00
POLICE PROPERTY SUPERVISOR	18	1.00	83,431.00	1.00	83,425.00	1.00	86,799.00	1.00	86,799.00
POLICE RCDS SVS CLK	20	9.00	454,067.00	9.00	479,656.00	9.00	499,049.00	9.00	499,049.00
POLICE RECORDS CUSTODIAN	18	1.00	69,643.00	1.00	83,377.00	1.00	86,749.00	1.00	86,749.00
POLICE RECORDS SEC MGR	18	1.00	110,867.00	1.00	110,441.00	1.00	114,907.00	1.00	114,907.00
POLICE REPORT SUPV	18	1.00	71,088.00	1.00	71,141.00	1.00	74,017.00	1.00	74,017.00
POLICE RPT LEADWKR	20	1.00	57,700.00	1.00	57,478.00	1.00	59,802.00	1.00	59,802.00
POLICE RPT TYPIST	20	21.50	1,083,272.00	21.50	1,078,151.00	21.50	1,121,740.00	21.50	1,121,740.00
PROG ASST	17	1.00	67,418.00	-	-	-	-	-	-
PROG ASST	20	9.00	524,418.00	9.00	515,966.00	9.00	536,827.00	9.00	536,827.00
TRAINING CENTER COORDINATC	18	1.00	69,643.00	1.00	61,008.00	1.00	63,475.00	1.00	63,475.00
<b>TOTAL</b>		<b>116.70</b>	<b>\$ 6,911,832</b>	<b>116.70</b>	<b>\$ 6,942,902</b>	<b>116.70</b>	<b>\$ 7,223,628</b>	<b>116.70</b>	<b>\$ 7,223,628</b>

## WHAT CUTS WOULD LOOK LIKE FOR MPD

MPD's 2021 operating budget request is **\$88,922,639**.

Mayor Rhodes-Conway requested that almost all City departments cut budgets by 5% to close a projected \$20 million to \$25 million shortfall. This is a result of the COVID-19 pandemic.

According to a memo by MPD, listed in Appendix J, this would be a reduction of **\$4,209,219**. Acting Chief Wahl indicated that there will be the following impacts as a direct result of this proposed cut:

- Elimination of MPD's Community Outreach Section
- Elimination of the Special Investigations Unit (SIU)
- Elimination of the Crossing Guard Program
- Elimination of the Traffic Enforcement and Safety Team (TEST)
  - In 2019, the TEST team accounted for over 31% of the total traffic citations issued by MPD
- Reduced Patrol Officers
- Reduction to Neighborhood Officer Program
- Reduction to Mounted Patrol Unit
- Eliminate Police Report Typist Positions
  - 6 fulltime civilian police report typists (PRTs) would be laid off
- Eliminate Property Clerk Position
- Employee wellness checks cut
- Eliminate Pro Training funding
- Adjustments to the annual over hire formula

In Acting Chief Wahl's 2019 MPD staffing memo, listed in Appendix B, he stated that 12 non-patrol officer positions would be eliminated in 2020:

- Six (6) Community Policing Team officers (one per district)
- Two (2) Gang Unit officers
- Two (2) CORE officers
- Two Neighborhood Police Officers (NPOs) – the exact neighborhoods to lose their NPOs will be determined later this year.

Please note that these figures will likely be altered due to the COVID-19 pandemic, and as reflected in the information above. However, at the time of this memo's completion, it was indicated that these reassignments would result in 223 police officer positions being assigned to patrol and 87 being assigned to non-patrol positions – thus assigning 72% of police officer positions to patrol in 2020. It is important to consider what these plans would have looked like prior to COVID-19.

## COST SAVINGS

If the City of Madison were to pursue further reductions to MPD, here would be the cost savings:

Please note that public feedback is encouraged on which areas of MPD such cuts would be made to (ex: number of patrol officers, fleet costs, etc.).

Madison Police Department Budget Roadmap Draft  
 Police Budget Subcommittee

Here is the amount in cost savings to the city if the following percentage cuts were to be made:

- 10% budget decrease:
  - \$8,892,263.90
- 15% budget decrease:
  - \$13,338,395
- 25% budget decrease:
  - \$22,230,659
- 50% budget decrease:
  - \$44,461,319
- 75% budget decrease:
  - \$66,691,979

Acting Chief Wahl indicated that with roughly 25 to 30 officers leaving every year, not having an Academy for five years would be a reduction of roughly 100 to 150 officers. This would save approximately **\$12,779,200 to \$19,168,800** over such a time period.

**COST OF CUTTING AN ENTIRE UNIT**

The below spreadsheet shows what it would cost if an entire unit of the Madison Police Department were cut (**STILL NEED TO CONFIRM DATA WITH LAURA LARSEN FROM FINANCE**). Highlighted information reflects data that still needs to be gathered / confirmed.

The data pertaining to the number of officers per position was obtained from Captain Mindy Winter at the Police Budget Subcommittee’s September 11, 2020 meeting.

The wages were calculated from the average in the 2020 budget, except for the cost of a Police Officer (which came from a presentation from the Finance Department).

A value of .18 was the instituted figure for education incentive (applied to everyone).

Police Salaries By Unit

	Police Officers	Sergeants	Lieutenants	Detectives	Investigators	Det. Sergeant	Traffic Specialist	Captain	Avg Salary
<b>Salaries</b>	\$ 127,592	\$ 158,738	\$ 175,252	\$ 152,877	\$ 153,136	\$ 155,746	\$ 127,589	\$ 193,836	<b>\$155,595</b>



Madison Police Department Budget Roadmap Draft  
Police Budget Subcommittee

Unit / Team	Police Officers	Sergeants	Lieutenants	Detectives	Investigators	Det. Sergeant	Traffic Specialist	Captain	TOTAL
Violent Crime Unit				12		2			\$ 2,146,015
Burglary Crime Unit				5		1			\$ 920,131
Special Victim's Unit				7		1			\$ 1,225,884
Forensics Service Unit					13				\$ 1,990,762
Community Policing Teams	24	6	0	0	0	0	0		\$ 4,014,635
Neighborhood Officers	8								\$ 1,020,736
Traffic/Test Team	5	1					2		\$ 1,051,876
Dane County Narcotics Task Force	4	1				2			\$ 980,598
CORE	3								\$ 382,776
Mental Health Unit	6	1							\$ 924,290
K9 Officers	7	1							\$ 1,051,882
Mounted Patrol*	2								\$ 255,184
Training Team	7	2						1	\$ 1,404,456
Criminal Intelligence Section	4	1							\$ 669,106
Gang Unit	4	1							\$ 669,106
Criminal Intake Unit				4					\$ 611,508
Special Investigations Unit				2					\$ 305,754
Professional Standard and Internal Affairs		1	1						\$ 333,990
									<b>\$ 19,958,686</b>

\* 2 full time April - Nov, Patrol Nov - April, 4 part-time

	Police Officers	Sergeants	Lieutenants	Detectives	Investigators	Det. Sergeant	Traffic Specialist	Captain	Total
Base Wage	\$ 65,939	\$ 92,336	\$ 106,332	\$ 87,369	\$ 87,589	\$ 89,801	\$ 65,939	\$ 122,081	
Education Incentive	\$ 11,872	\$ 16,621	\$ 19,140	\$ 15,726	\$ 15,766	\$ 16,164	\$ 11,869	\$ 21,975	
Premium Pay	\$ 1,988	\$ 1,988	\$ 1,988	\$ 1,988	\$ 1,988	\$ 1,988	\$ 1,988	\$ 1,988	
Overtime	\$ 7,322	\$ 7,322	\$ 7,322	\$ 7,322	\$ 7,322	\$ 7,322	\$ 7,322	\$ 7,322	
Benefits	\$ 26,118	\$ 26,118	\$ 26,118	\$ 26,118	\$ 26,118	\$ 26,118	\$ 26,118	\$ 26,118	

Madison Police Department Budget Roadmap Draft  
 Police Budget Subcommittee

Uniform & Supplies	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
Fleet Costs	\$ 4,353	\$ 4,353	\$ 4,353	\$ 4,353	\$ 4,353	\$ 4,353	\$ 4,353	\$ 4,353	
	\$ 127,592	\$ 158,738	\$ 175,252	\$ 152,877	\$ 153,136	\$ 155,746	\$ 127,589	\$ 193,836	
<b>AVERAGE SALARY IN BUDGET</b>	\$ 77,710	\$ 92,336	\$ 106,332	\$ 87,369	\$ 87,589	\$ 89,801	\$ 65,939	\$ 122,081	

The following are not positions in the budget, but are programs that staff work on:

- SET (Special Events Team)
- SWAT (Special Weapons and Tactics Team)
- Honor Guard
- Amigos en Azul
- Public Safety Cadets
- Madison Pride
- More . . .

## PUBLIC LISTENING SESSION

**This is where members of the public will have their feedback listed.**

draft

**REMAINING QUESTIONS**

**PUBLIC SAFETY REVIEW COMMITTEE MEMBERS PLEASE SUBMIT**

draft

## APPENDICES

### **Appendix A – Finance Department PowerPoint on police budget**

The presentation can be downloaded:

[Police Budget Overview](#)

### **Appendix B - Chief's staffing memo from 2019**

The full document can be found [here](#).

### **Appendix C - Patterson PowerPoint on MPD functions**

No live link – requested for the final report

### **Appendix D – Mission Statements of MPD**

Mission statements for each unit are listed [here](#).

### **Appendix E – Police Department Staffing Costs Presentation**

The full document can be found [here](#).

### **Appendix F – Inventory**

- The 1033 Program Inventory can be accessed [here](#).
- An inventory summary from August 2020 can be accessed [here](#). [Inventory](#)
- Purchase Orders to replace the pepper spray, tear gas, foam bullets, and other less lethal resources can be found here, pursuant to a public records request:
  - [Link 1](#)
  - [Link 2](#)

### **Appendix G – 2021 Capital Budget Requests and Building the Executive Budget,**

This can be accessed [here](#).

### **Appendix H – 2021 Civilian Staff costs – salaries plus benefits**

This is the 2021 MPD projected cost of budgeted civilian positions. The full report is available [here](#).

## **Appendix I – Agendas, Minutes and Video of the Subcommittee Meetings**

- June 22 – [Agenda](#), [Minutes](#), Video (not recorded for this meeting)
- July 2 – [Agenda](#), [Minutes](#), [Video](#)
- July 15 – [Agenda](#), [Minutes](#), [Video](#)
- July 29 - [Agenda](#), [Minutes](#), [Video](#)
- August 19 - [Agenda](#), [Minutes](#), [Video](#)
- August 25 - [Agenda](#), [Minutes](#), [Video](#)
- September 8 - [Agenda](#), [Minutes](#), [Video](#)
- September 11 - [Agenda](#), [Minutes](#), [Video](#)
- September 24 – [Agenda](#), [Minutes](#), [Video](#)
- September 29 – [Agenda](#), [Minutes](#), [Video](#)
- September 30 - [Agenda](#), [Minutes](#), [Video](#)

## **Appendix J – 2021 Police Department Memo (includes 5% cut information)**

This can be accessed [here](#).

## **Appendix K –MPPOA and AMPS Union Contract Impacts on Budget**

This can be accessed [here](#).

## **Appendix L –ICMA Center for Public Safety Management – An analysis of police department staffing**

This can be accessed [here](#).

## **Appendix M – Etico Solutions – Madison Police Department Patrol Staffing and Deployment Study**

This can be accessed [here](#).