



Finance Department

David P. Schmiedicke, Finance Director

City-County Building, Room 406
210 Martin Luther King, Jr. Boulevard
Madison, Wisconsin 53703
Phone (608) 266-4671
Fax (608) 267-8705
finance@cityofmadison.com
www.cityofmadison.com/finance

To: Alcohol License Review Committee

From: Alcohol Outlet Density Analysis Project Team

Date: April 17th, 2019

Subject: Project Update

Overview

In February 2019, the project team provided an update to the Alcohol License Review Committee (ALRC) regarding the methods to identify areas of high alcohol outlet density and discussed next steps including a calendar for future ALRC updates in April and May. In lieu of a formal presentation to the ALRC for the month of April, the staff team submits this memo to the committee on progress since our presentation in February. This status update includes an overview of progress on calls for service, subject matter expert interviews, and the business process analysis regarding licensed alcohol establishments.

Calls for Service

One of the primary research questions is to determine if city services are disproportionately provided in areas with higher alcohol outlet density. For the purposes of the study, calls for service data is serving as the proxy measure for demand of City services. As discussed in the February update, the following datasets are included in the study:

1. Madison Police Department: Calls for service and resulting cases;
2. Madison Fire Department: Calls for service and resulting cases for both fire and emergency medical services (EMS);
3. University of Wisconsin Madison Police Department: Calls for service and resulting cases, and
4. Building Inspection: Cases

Each dataset was requested from the respective agencies to include all records from 2016 – 2018 (Fire/EMS data is from 2017-2018 due to a system conversion). To date, all datasets have been received from the respective agencies.

Since the February update, the project team assigned specific staff to examine each dataset. Staff reviewed all call and case data at the city scale which were then summarized into broader categories based on the call and case types. Staff began preparing summary statistics at the city scale by category, day of week, time of day, and cross checked against a flag for alcohol within each dataset for inclusion in the final report.

As next steps, each data point across the four datasets will be assigned a Census block group identifier. Once assigned with the identifier, counts for calls and cases will be aggregated across each Census block group. The study will then analyze whether there is a relationship between the intensity of alcohol outlet density and calls for service. The project team anticipates there may be control variables factored into the study. Potential control variables may be, but are not limited to: demographics, population characteristics, and neighborhood attributes.

To address the cost analysis research question, case counts identified in the previous step will be tied to a count of public officials working on each case, the average time spent on a case, and the average wage of officials by job type. The costs will be similarly analyzed across each Census block group. The goal of this analysis is to be able to say whether areas with high alcohol outlet density are or are not associated with more costs for City services and whether density is a predictor for more service costs.

First Responder Subject Matter Expert Interviews

Since the February update, the project team completed subject matter expert interviews with first responders from MPD and MFD with the goal of providing qualitative data to contextualize the calls for service datasets in the final report. Interview questions seek to understand experience and observations in the area defined as dense in this study, perception of time spent on alcohol-related matters, and if/how the situation has changed over time.

Leadership from MPD and MFD established the list of Subject Matter Experts within each department who work in the dense areas for project staff to send a request to interview. Project staff sent emails to the list of individuals identified by each department and offered to meet in person or have the individual fill out a written report. Project staff based the interview schedule on the availability of the individuals who responded to the request.

Six MPD and five MFD employees participated in this portion of the research project. Ten of the eleven interviews occurred in person and one provided a written report. In person interviews typically lasted 30 minutes and covered a standard set of questions that were specific to each department.

As next steps, project staff are synthesizing the MPD and MFD interviews to identify themes that emerged within each department. A comparison of themes across departments will also be developed where overlap exists. Themes will be discussed broadly in the final written report supported by supplemental information from the written transcripts of individual interviews. Most MPD and MFD staff requested to remain anonymous in their interview so information will only be presented as an attribution to department.

Business Process Analysis

At the February meeting, the project team discussed the need to conduct analysis on the alcohol license business process due to identified gaps in how data from licenses is being captured and how the business process is handed off between Departments.

Since the February update, the project team met with each agency that has a role in the licensed alcohol establishment business process, namely the Clerk's Office, Building Inspection, and the Fire Department. The Clerk's Office handles license application and renewal, Building Inspection handles indoor and outdoor capacity, and the Fire Department handles the enforcement of capacity at licensed alcohol establishments. In these meetings, the project team facilitated discussions with agency stakeholders to create a SIPOC (suppliers, inputs, process, outputs, and customers) diagram for each agency's business process related to licensed alcohol establishments. A SIPOC diagram was used as a scoping exercise to

identify the primary inputs, outputs, and process steps for each of the aforementioned agencies and their respective processes. This exercise helps to identify key inputs, and their suppliers, to alcohol licensing and enforcement while identifying the key outputs and the users (i.e., customers) of those outputs. This is the first step in identifying what is included, what is missing, and limitations with the alcohol licensing process among City agencies.

As next steps, project staff will draft written narrative for each SIPOC that discusses the major components and themes as identified by each of the agencies. Each draft narrative will be presented back to the respective agency for discussion and approval for inclusion in the final written report. The written narrative will serve as the substance within the final report; SIPOCs will be included as appendices.

Project Next Steps

The completed project is due to ALRC on May 31st, 2019. The milestones shown below outline the next steps to bring the project to completion.

- April 15, 2019 – April 26, 2019: Data cleaning and formatting
 - Clean datasets from each of the four agencies
 - Map datasets and assign each data point a Census block group
 - Aggregate counts at the Census block group across all four datasets
 - Count of calls
 - Count of cases
 - Count of cases flagged for alcohol
 - Compile 2017 ACS 5 Year Survey data points for each Census block group
 - Pull personnel cost data from MUNIS and assign costs to each data point
 - Aggregate costs at the Census block group across MPD, Fire/EMS, BI
 - Create a master file at the Census block group level with all associated attributes
- April 29, 2019 – May 10, 2019: Analysis
- May 13, 2019 – May 24, 2019: Draft/edit report, update to ALRC
- May 27, 2019 – May 31, 2019: Finalize report