



Middleton Police Department

Five-Year Strategic Staffing Plan

Final Report

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In February 2013, the Middleton Police Department (MIPD) contracted with the University of North Texas for the development of a five-year strategic staffing plan. Various methodologies were employed during the study including interviews with command staff, focus groups, analysis of existing departmental and city data and reports, assessment of national best practices applicable to MIPD, and the development of statistical models to project staffing needs.

This report is structured in five primary sections and provides the reader with data, information, and analysis that lead to recommendations relevant to the strategic staffing plan of the Middleton Police Department. The five sections are as follows:

- **Section I: Field Services Division Staffing;**
- **Section II: Administrative Services Division Staffing;**
- **Section III: Command Staff Personnel Staffing;**
- **Section IV: Summary of Staffing Recommendations; and**
- **Section V: List of Recommendations.**

SECTION I: FIELD SERVICES DIVISION STAFFING

This section of the report develops a strategic staffing plan for the Middleton Police Department (MIPD) Field Services Division. The Field Services Division is comprised of patrol, investigations, school resource officers, and community awareness. Table 1 illustrates the current staffing within the division.

Table 1 – Field Services Division Staffing

Position	Classification	Authorized Personnel
Captain	Sworn	1
Patrol Bureau		
Sergeant	Sworn	6
Officer	Sworn	19
Investigative Services Bureau		
Sergeant	Sworn	1
Investigator	Sworn	4
School Resource Officer	Sworn	2
Community Awareness Officer	Sworn	1

PATROL BUREAU STAFFING

The Patrol Bureau of the Field Services Division is comprised of 19 patrol officers and 6 sergeants. The staffing needs of each of these positions over the next five years are discussed in this section.

Modeling Patrol Staffing Needs

The primary issue addressed in this section of the report focuses on the question: How many sworn police officers should be assigned to patrol in the Middleton Police Department (MIPD) through fiscal year 2018? There are currently 19 authorized patrol officers in MIPD.

The methodology employed to answer the above question was the use of the Model for the Allocation of Patrol Personnel (MAPP). MAPP is a validated allocation model created by Dr. Fritsch and has been successfully used in other cities and jurisdictions to accurately project the number of officers required in patrol, utilizing variable service level schemes and performance objectives.¹

¹ The original version of MAPP was built and tested by Dr. Fritsch in 2000. Earlier versions of the model were featured in the Executive Issues Seminar Series which was sponsored by the Bill Blackwood Law Enforcement Management Institute of Texas as well as training provided by the Illinois Law Enforcement Training and Standards Board. Most recently, the MAPP was utilized in comprehensive staffing studies for the Allen TX, Denton, TX, DeSoto TX, El Paso TX, Eugene OR, McKinney TX, Midlothian TX, Riley County KS, and Rowlett TX Police

The MAPP is designed to determine the number of officers that need to be assigned to patrol based on established performance objectives. The model first determines the number of officers needed to answer calls for service and then builds upon that number to ensure that enough officers are assigned to patrol so that performance objectives can be met. There are six performance objectives for patrol used in this model. Each is discussed below.

- **Ability to meet response time goals for Priority 1 calls for service**

It is crucial for MIPD officers to be geographically disbursed throughout the community so they are able to respond rapidly to Priority 1 calls. Priority 1 calls involve crimes in-progress and incidents that put citizens in imminent danger where rapid response matters. These incidents are critical, where minutes, and even seconds, can have a major impact on the outcome of the incident. Rapid response to Priority 1 calls for service can increase the probability of arrest of the suspect at the scene of the offense, decrease injuries suffered by the victim, decrease property loss and destruction, and deescalate the situation due to officer presence. It is imperative in order to meet this objective that officers must be immediately sent to the scene once the dispatcher has obtained sufficient information regarding the nature of the call and that officers respond rapidly. The MAPP takes into account the number of officers that need to be assigned to patrol in order to meet response time goals to Priority 1 calls.

- **Ability to meet response time goals for Priority 2 calls for service**

It is also important for officers to respond quickly to Priority 2 calls to ensure the situation does not escalate into a more serious situation. Therefore, the MAPP takes into account the number of officers that need to be assigned to patrol in order to meet response time goals to Priority 2 calls.

- **Ability to meet response time goals for Priority 3 calls for service**

Although these calls are not as critical, it is also important for officers to be able to respond to Priority 3 calls in a reasonable amount of time primarily for citizen satisfaction purposes. Therefore, the MAPP takes into account the number of officers that need to be assigned to patrol in order to meet the department's response time goal for Priority 3 calls.

- **Having an officer available to immediately respond to a Priority 1 call**

MIPD must have officers available who can immediately respond to a Priority 1 call for service. If all on-duty officers are busy on other calls for service and activities, then the responses to Priority 1 calls will be delayed. In order to ensure sufficient immediate availability, a performance objective is set in the MAPP for the percentage of Priority 1 calls for which there

Departments. The web-based MAPP is used by police and sheriff departments throughout the country through an agreement with the University of North Texas. Dr. Fritsch has also authored a book entitled Police Patrol Allocation and Deployment, the only book on the market dedicated to the assessment of police patrol staffing issues.

should be at least one officer available to respond. This model then takes that percentage into account in determining the number of officers that need to be assigned to patrol.

- **Visibility of officers**

The public, as they carry out their daily activities, likes to see police officers. They also like to see police officers in their neighborhoods. It is important for the police to be visible to citizens in order to make citizens feel safe and to deter potential criminal activity. Therefore, the MAPP sets visibility objectives for patrol and determines how many officers need to be assigned to patrol to meet these objectives.

- **Officer Self-Initiated and Administrative Time**

The MAPP also takes into account additional performance objectives that are essential to the patrol function. First, officers are expected to spend a certain percentage of their on-duty time performing self-initiated activities such as enforcing traffic violations, stopping suspicious persons, and patrolling locations known for criminal activity. Second, officers spend a certain percentage of their time on administrative activities as well such as activities related to the start and end of each patrol shift as well as meal breaks. The MAPP accounts for these additional activities performed by officers when determining the number of officers that need to be assigned to patrol.

Building the Base Model: MAPP Variables

The initial objective in the modeling process was to build a base MAPP which reflects the current conditions of patrol in MIPD. A total of 36 variables were used in the development of the base MAPP for MIPD. In this section, each of the variables is discussed along with the data assessed to arrive at their values.

Calls for Service and Service Time Variables

The main concept behind the MAPP is to account for all activities performed by MIPD patrol officers and the amount of time it takes to perform these activities. In order to accomplish this, it is necessary to assess call for service trends in the City of Middleton.

Call for Service Data – Primary Unit

The data assessed for calls for service include dispatched calls only since data on self-initiated and administrative activities are accounted for in a separate part of the MAPP. Dispatched calls for service from 2008-2012 were assessed. The total calls for service, by priority level, for each year are included in Table 2. As illustrated, calls for service, by priority level, have remained consistent over the past five years. Since the data assessment show stability in calls for service

over the past 5 years, calls for service are not expected to significantly increase or decrease over the next five years. Therefore, the annual average number of calls for service, by priority level, over the past five years was used in the development of the base MAPP. Patrol staffing levels are set which will allow patrol officers to answer 10,698 total calls for service each year over the next five years. The annual number of calls for service should be assessed each year to determine if the benchmark of 10,698 calls for service been met. This should remain the benchmark until MIPD surpasses 10,698 calls for service for two consecutive years. When this occurs, a new benchmark should be set through trend analysis and patrol staffing projections should be adjusted accordingly.

Table 2 – Number of Dispatched Calls for Service by Priority Level
Primary Unit Only

	2008	2009	2010	2011	2012	5 Year Average & Base MAPP Input Value
Priority 1	3,576	3,820	3,771	4,043	3,802	3,802
Priority 2	2,966	2,777	2,754	2,730	2,737	2,793
Priority 3	4,124	4,317	3,916	4,087	4,071	4,103
Total	10,666	10,914	10,441	10,860	10,610	10,698

Service time is calculated based on the elapsed time from when an officer is en route to the scene to when the officer clears the call. The service time accounts for all activities performed during the call for service including report writing time. The annual average service time by priority level from 2008-2012 was assessed. Average service time for each priority level has been consistent over the past five years, so the average service time for each priority level over the past five years was used in the development of the base MAPP. Due to the consistency of service time over the past five years, it is assumed that service time for each priority level will not change over the next five years. Table 3 shows the average service time for calls for service for each priority level as entered into the MAPP.

Table 3 – Average Service Time for Calls for Service by Priority Level
Primary Unit Only

MAPP Variable	Base MAPP Input Value
Average Service Time for Priority 1 Calls	23.4 minutes
Average Service Time for Priority 2 Calls	27 minutes
Average Service Time for Priority 3 Calls	16.2 minutes

Call for Service Data – Back-up Units

Since the goal of the MAPP is to account for all patrol activity time, it is necessary to account for the time officers spend backing up other patrol units. Data on the annual back-up unit responses by priority level from 2008-2012 were assessed. There is consistency in the annual number of back-up unit responses over the past five years. Therefore, it is assumed that back-up unit responses will not change over the next five years. Since the annual number of back-up unit

responses has been consistent over the past five years, the average annual number of back-up unit responses over the past five years was used in the development of the base MAPP (see Table 4).

Table 4 – Annual Number of Back-up Unit Responses by Priority Level

MAPP Variable	Base MAPP Input Value
Annual Number of Back-Up Responses to Priority 1 CFS	2,900 back-up unit responses
Annual Number of Back-Up Responses to Priority 2 CFS	1,619 back-up unit responses
Annual Number of Back-Up Responses to Priority 3 CFS	974 back-up unit responses

In addition to the number of back-up unit responses, it is necessary to account for the service time of these back-up unit responses as well. The annual average service time for back-up unit responses by priority level from 2008-2012 was assessed. Average service time for back-up unit responses for each priority level has been consistent over the past five years. Therefore, the average service time for back-up unit responses for each priority level over the past five years was used in the development of the MAPP. Also, due to the consistency of service time, it is assumed that service time for back-up unit responses for each priority level will not change over the next five years. Table 5 shows the average service time for back-up unit responses for each priority level as entered into the MAPP.

Table 5 – Average Service Time for Back-up Unit Responses by Priority Level

MAPP Variable	Base MAPP Input Value
Average Service Time for Priority 1 Calls – Back-up Unit Responses	19.8 minutes
Average Service Time for Priority 2 Calls – Back-up Unit Responses	13.2 minutes
Average Service Time for Priority 3 Calls – Back-up Unit Responses	4.8 minutes

Self-Initiated and Administrative Time Variables

The self-initiated time an officer spends on-duty is also taken into consideration in the development of the MAPP. This includes time in which an officer can target “hot spots,” perform directed patrol activities, participate in community policing and problem solving activities, stop suspicious individuals, make traffic stops, as well as other activities. Through discussions with the MIPD command staff, the value for self-initiated time in minutes per hour per officer was set at 15 minutes in the development of the base MAPP; 25% of the shift.

Strategic Patrol Staffing Plan: Point to Consider

The strategic patrol staffing plan that is built in the next section of this report will increase the number of minutes per hour per officer for self-initiated activities to 20 minutes which equates to 33% of each shift. This standard fits with the norms established by the research team in prior staffing studies, fits with the long-established national standard of 33% of each shift should be allocated for self-initiated activities, and fits with current national best practices in law enforcement.

The MAPP also takes into account the administrative time an officer spends on-duty. Administrative time includes meal breaks, vehicle check/maintenance, briefing/roll call, shift preparation activities as well as end of shift activities, and paperwork that is not completed on calls for service. In the base MAPP, the amount of administrative activity is set at 15 minutes per hour per officer or 25% of the shift as indicated by the MIPD command staff.

Response Time Variables

In order to determine the number of officers needed to meet the response time goals to calls for service, it is necessary to assess three variables. First, the response time goals for MIPD must be established. Response times used in the MAPP are based on the amount of time from the call being available for dispatch to an officer (i.e., excludes call taking time in dispatch) to arrival of the officer on the scene. The response times include the hold time in dispatch while a dispatcher is waiting for an officer to become available to answer the call for service which is why response times are significantly higher for Priority 3 calls. The MIPD command staff established the response time goals which were then used in the base MAPP (see Table 6). These response time goals are consistent with current national best practices and with norms established in prior staffing studies by the research team.

Second, the response time objectives established in the MAPP require that the size of the geographic area covered by patrol be taken into account. The City of Middleton is 9.0 square miles. This value was used in the development of the base MAPP to determine the number of officers needed to meet MIPD's response time objectives (see Table 6).

Third, average response speed to emergency and non-emergency calls for service must be determined. Since estimates of average response speeds were not available from MIPD, the average response speeds from previous allocation studies conducted by the research team were used. These response speeds were validated in a study supported by the National Highway Traffic Safety Administration. The response speeds may seem low but they take into account the time in which the officer must stop at stop lights (for non-emergency activities), slow down due

to traffic conditions, as well as other circumstances which cause the patrol vehicle to slow down. The response time data used in the development of the base MAPP are presented in Table 6.

Table 6 - Response Time Variables

MAPP Variable	Base MAPP Input Value
Response Time Goal for Priority 1 Calls	5 minutes
Response Time Goal for Priority 2 Calls	8 minutes
Response Time Goal for Priority 3 Calls	20 minutes
Area	9.0 square miles
Average Response Speed to Emergency Calls for Service	39 mph
Average Response Speed to Non-Emergency Calls for Service	19 mph

Immediate Availability Variables

It is critical for MIPD to have enough patrol officers on-duty to be able to immediately respond to Priority 1 calls for service. In determining the number of officers needed to have an officer immediately available to respond to an emergency call for service, two variables are taken into account. First, the percentage of time an officer should be available to immediately respond to an emergency call for service was determined. The MIPD command staff set the immediate availability standard at 95% which was then used in the base MAPP (see Table 7). For the base MAPP, the percentage of time one patrol officer will be available to immediately respond to a Priority 1 call for service was set at 95%.

Second, when determining the number of officers needed to provide an immediate response to a Priority 1 call for service, it is assumed that there are occasions when an officer who is on another call for service or self-initiated or administrative activity can clear that call or activity and respond to the Priority 1 call. When the officer is finished responding to the Priority 1 call for service, then the officer can return to the previous call or activity if necessary. Therefore, a certain percentage of calls for service, self-initiated activities, and administrative activities can be preempted if an officer is needed to respond to a Priority 1 call for service. However, it is argued that some calls for service or self-initiated activities cannot or should not be preempted because of the severity of the call for service, potential escalation, or because of citizen satisfaction reasons. The values established for the immediate availability performance objective are illustrated in Table 7.

These values are policy decisions/administrative goals which were made by the MIPD command staff. The percentage of time an officer will be available to immediately respond to a Priority 1 call is set at 95% by the command staff and is certainly a reasonable expectation due to both the rarity and severity of Priority 1 calls. The preemption values are set quite conservatively by the command staff; basically, stating that most patrol activities can be preempted for a Priority 1 call. The values set by the MIPD command staff for the three preemption variables are low in

comparison to what the research team has seen in prior staffing assessments. Setting higher percentages for the percentage of patrol activities that *cannot* be preempted would require additional patrol staffing to accommodate the desire to not preempt patrol activities. This is not the case in MIPD since the values are set conservatively.

Table 7 - Immediate Availability Variables

MAPP Variable	Base MAPP Input Value
Percentage of time an officer will be available to immediately respond to a Priority 1 call	95%
Percentage of calls for service that cannot be preempted	35%
Percentage of administrative activities that cannot be preempted	15%
Percentage of self-initiated activities that cannot be preempted	15%

Visibility Variables

In order to determine the number of officers needed to meet the visibility performance objective, it is necessary to assess three variables. First, the visibility objective for two types of roadways must be set: 1) highway and arterial roadways, and 2) collector and residential streets. These objectives are based on the answer to the following questions: 1) how often should a patrol officer pass any given point on a highway or arterial roadway? and 2) how often should a patrol officer pass any given point on a collector or residential street? Basically, if a person was to stand on a street, how often should they see a patrol officer? The visibility objectives were set at 4 hours for highway and arterial roadways and 36 hours for collector and residential streets. This basically means that an officer should pass any given point on a highway or arterial roadway once every 4 hours and any given point on a collector or residential street every 36 hours. It is also important to remember that this performance objective is basically an average. Therefore, there will be some residential roadways in which an officer is seen more frequently than once every 36 hours. Likewise, there will be some residential roadways in which an officer is seen less frequently than the visibility objective.

Second, the visibility objectives established in the MAPP require that the number of roadway miles be taken into account. Based on the latest data available, the City of Middleton has 27.64 miles of highway and arterial roadways and 82.63 miles of collector and residential streets. Third, average patrol speed by roadway type must be determined. Since estimates of average patrol speeds were not available from MIPD, the average patrol speeds from previous allocation studies conducted by the project team were used. These patrol speeds were validated in a study supported by the National Highway Traffic Safety Administration. The patrol speeds may seem low but they take into account the time in which the officer must stop at stop signs, slow down to verify or dispel suspicious circumstances, and identify precursors to criminal activity. The visibility objective data used in the development of the MAPP are presented in Table 8.

Table 8 - Visibility Variables

MAPP Variable	Base MAPP Input Value
Visibility Objective – Highway and Arterial Roadways	4 hours
Visibility Objective – Collector and Residential Streets	36 hours
Miles of Highway and Arterial Roadways	27.64 miles
Miles of Collector and Residential Streets	82.63 miles
Average Patrol Speed on Highway and Arterial Roadways	24 mph
Average Patrol Speed on Collector and Residential Streets	14 mph

Weights for Performance Objectives

As discussed, the MAPP focuses on several performance objectives. By weighting the performance objectives, MIPD command staff can decide which of the performance objectives is most important and thus should hold more weight in determining the number of officers that need to be assigned to patrol. The weights must add up to 100%. For example, if MIPD command staff feels that each performance objective is equally important, then a 20% weight is assigned to each performance objective. A 30% weight was assigned by the MIPD command staff to both the response time to Priority 1 calls objective and the immediate availability objective while a 20% weight was assigned to the response time goal to Priority 2 calls objective. A weight of 10% was assigned to both the patrol visibility objective and the response time goal to Priority 3 calls objective (see Table 9). The Priority 1 response time and immediate availability objectives are more important to the MIPD command staff and thus should hold more weight in the determination of the number of officers that should be assigned to patrol.

Table 9 – Performance Objective Weights

MAPP Variable	Base MAPP Input Value
Response Time Goal for Priority 1 Calls Objective Weight	30%
Immediate Availability Objective Weight	30%
Response Time Goal for Priority 2 Calls Objective Weight	20%
Patrol Visibility Objective Weight	10%
Response Time Goal for Priority 3 Calls Objective Weight	10%

Leave Percentage

MIPD captures 8 different types of leave (see Table 10). The average number of hours taken by patrol officers for each category of leave in 2012 was assessed. Using the numbers presented in Table 10, the leave percentage was calculated. The leave percentage is 22.36% for patrol officers. The leave percentage was rounded to 23% for entry into the base MAPP. The MIPD leave percentage is slightly below the average of 24% established in prior staffing studies conducted by the research team.

Table 10 – Types of Leave and Hours Taken - 2012
Patrol Officers Only

Type of Leave	Hours Taken
Administrative Leave	.44
Compensatory Time	28.6
Military Service	1.3
Personal Days	71.1
Provisions of the Family and Medical Leave Act	12.88
Sick Leave	45.69
Training	168
Vacation	138.44

Table 11 illustrates the value for each variable used in the development of the base MAPP which depicts the current state of conditions in MIPD patrol. Using the data presented in Table 11, the base MAPP determined that 19 officers should be assigned to the patrol function in MIPD. The current patrol staffing level in MIPD is 19 officers. Therefore, the base MAPP is an accurate and valid reflection of the current conditions in MIPD patrol.

All values used in the development of the base MAPP fit within the expected norms established by the research team in prior staffing studies with the exception of one variable:

- 1) Self-initiated time in minutes per hour per officer;

The strategic patrol staffing plan that is developed in the next section will focus on staffing the patrol function in MIPD so improvements on self-initiated time can be made and can become more in line with contemporary staffing standards.

Table 11 – MAPP Variables and Determination of Staffing Needs

Call for Service and Service Time Variables	Base MAPP Current Conditions	Variables Changed for Strategic Staffing Plan
Annual number of Priority 1 CFS (<i>primary unit responses only</i>)	3,802	
Annual number of Priority 2 CFS (<i>primary unit responses only</i>)	2,793	
Annual number of Priority 3 CFS (<i>primary unit responses only</i>)	4,103	
Total number of back-up unit responses to Priority 1 CFS	2,900	
Total number of back-up unit responses to Priority 2 CFS	1,619	
Total number of back-up unit responses to Priority 3 CFS	974	
Average service time (<i>minutes</i>) per Priority 1 CFS (<i>primary unit only</i>)	23.4	
Average service time (<i>minutes</i>) per Priority 2 CFS (<i>primary unit only</i>)	27.0	
Average service time (<i>minutes</i>) per Priority 3 CFS (<i>primary unit only</i>)	16.2	
Average service time (<i>minutes</i>) per back-up response to Priority 1 CFS	19.8	
Average service time (<i>minutes</i>) per back-up response to Priority 2 CFS	13.2	
Average service time (<i>minutes</i>) per back-up response to Priority 3 CFS	4.8	
Self-Initiated and Administrative Time Variables		
Performance objective - Self-initiated time in minutes per hour per officer	15	20
Performance objective - Administrative time in minutes per hour per officer	15	
Response Time Variables		
Performance objective – Response time goal for Priority 1 calls (<i>minutes</i>)	5	
Performance objective – Response time goal for Priority 2 calls (<i>minutes</i>)	8	
Performance objective – Response time goal for Priority 3 calls (<i>minutes</i>)	20	
Area (<i>square miles</i>)	9.0	
Average response speed (<i>mph</i>) for emergency activities	39	
Average response speed (<i>mph</i>) for non-emergency activities	19	
Immediate Availability Variables		
Performance objective - Percentage of time an officer will be available to immediately respond to a Priority 1 call	95	
Percentage of calls for service that cannot be preempted	35	
Percentage of administrative activities that cannot be preempted	15	
Percentage of self-initiated activities that cannot be preempted	15	
Visibility Variables		
Performance objective - Visibility objective (<i>hours</i>), highway/arterial roadways	4	
Performance objective - Visibility objective (<i>hours</i>), collector/residential roadways	36	
Number of miles, highway/arterial roadways	27.64	
Number of miles, collector/residential roadways	82.63	
Average patrol speed (<i>mph</i>), highway/arterial roadways	24	
Average patrol speed (<i>mph</i>), collector/residential roadways	14	
Weights for Performance Objectives		
Response time goal for Priority 1 calls objective weight (percentage)	30	
Immediate availability objective weight (percentage)	30	
Response time goal for Priority 2 calls objective weight (percentage)	20	
Patrol visibility objective weight (percentage)	10	
Response time goal for Priority 3 calls objective weight (percentage)	10	
Leave Percentage		
Average Percentage of Time On Leave	23	

Building the Strategic Staffing Plan for Patrol

In order to increase the amount of time available to officers to perform self-initiated activities, the following changes were made to the base MAPP (see Table 11).

- 1) Self-initiated time in minutes per hour per officer was increased from the current 15 minutes in the base MAPP to 20 minutes in the MAPP developed for the strategic staffing plan.

All of the other variables in the base MAPP remained the same in the MAPP developed for the strategic staffing plan.

Recommendation #1: Based on the results of the MAPP, it is recommended that 24 patrol officers be assigned to patrol by the end of fiscal year 2018.

Implementation Timeframe:
FY 2014 – Add 1 patrol officer
FY 2015 – Add 1 patrol officer
FY 2016 – Add 1 patrol officer
FY 2017 – Add 1 patrol officer
FY 2018 – Add 1 patrol officer

This represents an increase of 5 patrol officers over the current authorized patrol strength of 19; a 26.3% increase. Changes of this magnitude do not occur quickly. Therefore, the strategic patrol staffing plan will accomplish the addition of 5 patrol officers over a five year period.

FY 2014 – Add 1 patrol officer

Based on the results of the MAPP, it is expected that the addition of 1 patrol officer in FY 2014 will have the following impact on the patrol performance objectives targeted by the strategic patrol staffing plan.

- 1) Self-initiated time in minutes per hour per officer will increase from the current 15 minutes to 16 minutes.

FY 2015 – Add 1 patrol officer

Based on the results of the MAPP, it is expected that the addition of 1 patrol officer in FY 2015 (total of 2 additional patrol officers over current authorized patrol strength) will have the following impact on the patrol performance objectives targeted by the strategic patrol staffing plan.

- 1) Self-initiated time in minutes per hour per officer will increase from 16 minutes to 17 minutes.

FY 2016 – Add 1 patrol officer

Based on the results of the MAPP, it is expected that the addition of 1 patrol officer in FY 2016 (total of 3 additional patrol officers over current authorized patrol strength) will have the following impact on the patrol performance objectives targeted by the strategic patrol staffing plan.

- 1) Self-initiated time in minutes per hour per officer will increase from 17 minutes to 18 minutes.

FY 2017 – Add 1 patrol officer

Based on the results of the MAPP, it is expected that the addition of 1 patrol officer in FY 2017 (total of 4 additional patrol officers over current authorized patrol strength) will have the following impact on the patrol performance objectives targeted by the strategic patrol staffing plan.

- 1) Self-initiated time in minutes per hour per officer will increase from 18 minutes to 19 minutes.

FY 2018 – Add 1 patrol officer

Based on the results of the MAPP, it is expected that the addition of 1 patrol officer in FY 2018 (total of 5 additional patrol officers over current authorized patrol strength) will have the following impact on the patrol performance objectives targeted by the strategic patrol staffing plan.

- 1) Self-initiated time in minutes per hour per officer will increase from 19 minutes to 20 minutes.

The implementation of the strategic patrol staffing plan as designed will allow MIPD patrol officers to do the following:

- Annually respond to 10,698 dispatched calls for service;
- Respond to Priority 1 calls for service in 5 minutes, Priority 2 calls for service in 8 minutes, and Priority 3 calls for service in 20 minutes;
- Have one officer available to immediately respond to a Priority 1 call for service 95% of the time;
- Provide a sufficient level of police visibility in the community;

- Spend 33% of their shift on self-initiated activities;
- Spend 25% of their shift on administrative activities; and
- Maintain the current leave rate for patrol officers.

Patrol Supervision

The Patrol Bureau includes 3 shifts of 6-7 patrol officers with each shift supervised by two sergeants for a total of 6 sergeants assigned to the Patrol Bureau. Currently, MIPD policy requires a patrol sergeant be on-duty between 3PM and 7AM every day. Although a patrol sergeant may not be on-duty at all times between 7AM and 3PM, the concept is that supervisory personnel (i.e., Chief of Police, 2 Captains, and 1 Investigative Services Bureau Sergeant) are at police headquarters during the weekdays and are available for supervisory matters if needed. It is rare for a supervisor to not be available from 7AM-3PM, but when it does occur it is frequently on the weekends since the command staff and ISB sergeant are not available. When this occurs, the senior patrol officer assumes command of the shift.

With 6 patrol sergeants across three shifts and mandatory supervisory presence 16 hours a day, it is common for MIPD to incur overtime expenses in order to meet the policy requirements. If a sergeant is in training, sick, on vacation, or otherwise not available to work the shift and the other sergeant is not scheduled to work (two sergeants are scheduled to work the same shift only 33% of the time), then overtime must be paid to a sergeant to cover the shift. In 2012, MIPD spent almost \$50,000 (\$48,735.23) in overtime to sergeants in order to provide required supervisory coverage on shifts.

Paying overtime to provide supervisory presence on patrol shifts, although necessary, is an inefficient use of resources. Therefore, the following recommendation is offered.

Recommendation #2: One additional Sergeant (total of 7 patrol sergeants) should be assigned to the Patrol Bureau and should work a relief/swing shift to provide coverage for patrol sergeant absences on all shifts.

Implementation Timeframe: FY 2014 – One Sergeant

Additional Hire Required: The promotion of an officer to sergeant will require the hiring of a new officer to fill the vacancy in patrol created by the promotion.

The addition of one sergeant to patrol (for a total of seven patrol sergeants), if deployed correctly, should substantially reduce the current practice of paying sergeants overtime to meet the policy demands of mandatory supervisory presence 16 hours a day.

As the number of patrol officers are increased as recommended in this report and depending on the deployment of these new officers, the span of control on certain shifts may exceed the national norm and current best practice of 6-7 patrol officers per sergeant. In addition, the MIPD command staff should move toward requiring patrol supervisory coverage 24 hours a day, every day. Although the concept that the Chief of Police, Captains, or ISB Sergeant are available to supervise patrol during the day sounds reasonable, the reality is the senior patrol officer is the actual supervisor on the shift. This practice is not recommended since the senior patrol officer is not a supervisor and should not be tasked with these responsibilities. This practice can also leave MIPD liable for the decisions of the senior patrol officer acting in a supervisory capacity. Therefore, the following recommendation is offered.

Recommendation #3: One additional Sergeant (total of 8 patrol sergeants) should be assigned to the Patrol Bureau to allow MIPD to provide 24/7 supervisory presence in patrol.

Implementation Timeframe: FY 2017 – One Sergeant

Additional Hire Required: The promotion of an officer to sergeant will require the hiring of a new officer to fill the vacancy in patrol created by the promotion.

With the implementation of community policing and the collateral move to flatter organizational structures, many law enforcement agencies moved away from the watch commander concept. The watch commander concept utilizes a patrol lieutenant as commander of each shift. Over the past 10 years, police departments, recognizing its inherent benefits, have moved back to using watch commanders in patrol. The benefits include unity of command (i.e., each patrol officer should report to only one supervisor), consistency in shift goals and direction, and ability to achieve command staff succession planning (for smaller police departments). Currently, the MIPD does not have the rank of lieutenant. To fit with current best practices in law enforcement, the following recommendation is offered.

Recommendation #4: Three patrol Sergeant positions should be reclassified as Lieutenant positions and continue to be assigned to the Patrol Bureau.

Implementation Timeframe: FY 2014

INVESTIGATIVE SERVICES BUREAU STAFFING

The Investigative Services Bureau of the Field Services Division is comprised of 1 sergeant, 4 investigators, 2 school resource officers, and 1 community awareness officer. The staffing needs of each of these positions over the next five years are discussed in this section.

Criminal Investigations

Investigative units can be categorized in many ways. One of the categorization means is to divide criminal investigations into reactive and proactive units. Even though each unit may provide both reactive and proactive services, one of the two characterizations is prominent in each unit. The activities of reactive units are primarily determined by incidents that have been reported by a citizen to a patrol officer that has been routed to the criminal investigations supervisor for further review and then assigned to a detective for follow-up investigation. Not all cases can be assigned for follow-up investigation either because they are unlikely to be solved or because staffing levels limit the number of cases that can be assigned to investigators. The workload of reactive units is quantifiable by assessing the number of cases referred to the investigations supervisor for further review and the case assignment practices within the investigative unit. The Investigative Services Bureau is a traditional reactive investigative unit within MIPD and the 4 generalist investigators within MIPD predominately work reactive cases. Proactive units certainly work cases but much of the effort expended in these units is proactive through the development of criminal intelligence to target drugs and high rate offenders. MIPD currently does not have a proactive unit or investigator.

The analysis performed to determine the staffing needs of an investigative unit differs depending on whether the unit is reactive or proactive. Proactive units, since the activity is less quantifiable, are not good candidates for the modeling process. On the other hand, reactive units, like the one within MIPD, fit well within the parameters of the modeling process.

As previously mentioned, many cases are not assigned to investigators because they are either unlikely to be solved or because of staffing considerations assessed by the supervisor. It is common for an equilibrium to be established in reactive investigative units regarding the number of new cases assigned each month to an investigator and the total number of cases on the active caseload of each investigator. A supervisor may not assign certain cases when the equilibrium thresholds informally established in the unit have been reached. Staffing levels can be determined by simply assessing the number of cases that are not currently assigned, that should be, and then determining the number of detectives needed to handle the increased number of cases assigned to detectives. As demonstrated below, this approach was utilized in making the staffing determinations within the MIPD Investigative Services Bureau (ISB).

For each case, the ISB sergeant reads the initial report completed by the patrol officer and makes a case assignment decision based on the initial report. The sergeant takes into account several factors in deciding to assign a case or not including, seriousness of the offense, cooperativeness

of the victim, witness to the crime (individuals or “electronic witnesses” in the form of video/audio recordings), knowledge of suspect’s name, traceable property, specific method of operation, presence of usable physical evidence, and whether or not the crime can be solved in a timely fashion, among others.

Data were obtained on the number of cases reviewed by the Investigative Services Bureau Sergeant in 2011 and 2012 (see Table 12). In 2012, a total of 924 cases were reviewed by the bureau sergeant, with 221 cases being assigned to investigators for a follow-up investigation. The remaining unassigned cases in 2012 (703) were suspended or inactivated and no investigative effort was expended on them by bureau investigators. Overall, 23.9% of the cases reviewed by the section sergeant were assigned to detectives in 2012. The numbers and percentages are similar for 2011 as well which demonstrates that there have not been any significant changes in assignment practices in the past few years.

In assessing current and future staffing levels, the MIPD command staff were asked if they thought that cases were not being assigned to investigators for follow-up investigations due to staffing shortages and the desire to maintain reasonable caseloads. The command staff agreed that the cases that can be solved with a reasonable amount of investigative effort are being assigned to investigators which indicates to the research team that there are not any current staffing shortages in investigations.

Table 12 – Cases Assigned/Not Assigned – Criminal Investigations

	2011		2012	
	Number of Cases	Percentage	Number of Cases	Percentage
Assigned	286	29.5%	221	23.9%
Not Assigned	685	70.5%	703	76.1%
Total	971		924	

Data were also obtained on the activities of each investigator assigned to the Investigative Services Bureau. The number of cases assigned by month and type of offense by investigator were analyzed. From 2010-2012, on average, 5 new cases were assigned to each investigator each month. The number of cases certainly varied by month and type of offense, ranging from a high of almost 8 new cases per month for one investigator to a low of less than 4 new cases per month for another investigator. In the 164 months of data assessed, on only 6 occasions were 10 or more new cases assigned to an investigator in one month. Considering the number of new cases assigned to each investigator and the types of cases investigated, there is no indication that investigations is understaffed. In fact, the number of new cases assigned each month, considering the type of cases assigned as well, is low based on the experience of the research team in conducting investigation staffing assessments for other law enforcement agencies.

As mentioned, MIPD does not currently have any full-time proactive investigators to target drugs or high rate offenders. Currently, one MIPD investigator is assigned to a county-wide narcotics task force for about 3-4 months every 18 months. Some of the investigative work done by the task force focuses on narcotics activity in the City of Middleton, but the overall attention of the task force on Middleton is inadequate. In addition, heroin is a growing problem in Middleton along with the collateral crimes that come with increased drug use and distribution, such as thefts from vehicles, burglaries, and even robberies. Therefore, the following recommendation is offered.

Recommendation #5: Reassign one of the current investigators as a full-time narcotics officer

Implementation Timeframe: Immediate

If this recommendation is implemented, MIPD will have 3 reactive investigators and 1 proactive investigator serving as a narcotics officer. The narcotics officer can be the liaison between MIPD and the task force but his/her responsibilities should focus on activity within the City of Middleton. In addition, the narcotics officer should be responsible for investigating all narcotics related cases that are currently disbursed among the 4 investigators. With the low monthly case assignment numbers presented above, it is reasonable to assume that the remaining caseload vacated by the reassignment of this investigator can be easily absorbed by the remaining 3 investigators without the need for additional personnel.

Investigations Supervision

To maintain consistency in the approach recommended regarding patrol supervision, the following recommendation is offered.

Recommendation #6: The Investigative Services Bureau (ISB) Sergeant position should be reclassified as a Lieutenant position and continue to be assigned to the ISB.

Implementation Timeframe: FY 2014

School Resource Officers

MIPD has 2 officers assigned as School Resource Officers (SROs). One SRO is assigned to Middleton High School while the other SRO is assigned to the middle school and accompanying elementary schools. It is commonly recommended among the SRO community that 1 SRO should be assigned to each high school (regardless of size) and 1 SRO to every 2 middle schools.

Although the original source of these recommendations is unknown, it is commonly discussed among the SRO community as the staffing standards to follow. If these standards are applied to MIPD, 1.5 officers should be assigned as School Resource Officers; one to the high school and one-half to the one middle school. However, with the recent tragedy involving the Sandy Hook Elementary School shooting, SROs are required to provide more services to elementary schools than they have in the past. Therefore, the number of school resource officers should remain at its current level.

Over the next five years, the Middleton - Cross Plains Area School District is not expected to build a new middle school or high school within the city limits of Middleton. Therefore, the current staffing level of SROs is sufficient for the next five years.

Community Awareness

MIPD currently has one community awareness officer. The officer is responsible for managing all of MIPD community outreach and crime prevention programs. Some of these programs include:

- Citizens Academy;
- Community Assistance and Referral Program;
- Child Passenger Safety Seat Inspections;
- Neighborhood Liaison Program;
- Police Internship Program;
- SafeAssured ID Program;
- Volunteers in Police Service; and,
- Youth and Safety Projects.

The establishment of one community awareness officer is the most efficient way for MIPD to become actively engaged in implementing its community awareness and crime prevention programs. The assignment of one community awareness officer should continue and the staffing level is sufficient for the next five years.

SECTION II: ADMINISTRATIVE SERVICES DIVISION STAFFING

This section of the report develops a strategic staffing plan for the MIPD Administrative Services Division. The Administrative Services Division is comprised of the communications center, records bureau and business office, and court services. Table 13 illustrates the current authorized staffing within the bureau.

Table 13 - Administrative Services Division Staffing

Position	Classification	Authorized Personnel
Captain	Sworn	1
Communications Center		
Communications Supervisor	Civilian	1
Dispatcher (Full-Time)	Civilian	5
Dispatcher (Part-Time)	Civilian	2
Records Bureau & Business Office		
Office Manager	Civilian	1
Records Clerk (Full-Time)	Civilian	2
Records Clerk (Part-Time)	Civilian	2
Court Services		
Court Officer	Civilian	1

COMMUNICATIONS CENTER STAFFING

The following personnel are authorized for the MIPD Communications Center:

- 1 Communications Supervisor;
- 5 Full-Time Dispatchers; and,
- 2 Part-Time Dispatchers.

The Communications Center is staffed 24 hours a day, 365 days a year with at least one dispatcher. About 55% of the time, MIPD has two dispatchers on-duty from 11AM-7PM to cover the higher call volume period.

Modeling the Communications Function – Fixed Positions

Customized staffing models were built to determine the staffing needs within the Communications Center.² There are two different types of positions within a communications

² The customized models expand upon the models built by the University of Denver Research Institute for APCO’s (Association of Public-Safety Communications Officials) Project RETAINS (Responsive Efforts to Address Integral Needs in Staffing) in 2005.

division and models are built for each. First, there are fixed-positions that must be covered regardless of call volume or level of activity. These positions are the consoles/radio channels that must be monitored 24 hours a day, 365 days a year regardless of call volume. Second, there are activity-based positions that are based on call volume and activity level. These positions are typically staffed based upon the volume of 911 calls coming into the dispatch center by day of week and time of day.

The MIPD Communications Center has 1 fixed position that needs to be staffed 24 hours per day, 365 days per year. The model built to determine the number of line dispatchers needed to staff the 1 fixed position within the Communications Center took into account the variables depicted in Table 14. When building these models, the research team typically takes into account administrative time in minutes per hour per dispatcher to account for a meal and other breaks. Since the practice in MIPD is to bring a patrol sergeant into the Communications Center to cover meal breaks, administrative time was not factored into the fixed position communications model. As with MAPP, previously discussed in this report, it is critical to account for the leave rate which includes vacation, sick leave, training, turnover, and other forms of leave. The leave rate in the model is set at 22.36%. The mathematical calculations completed on these variables are not presented in the report to maintain the readability of the report.

Table 14 – Variables Utilized in Fixed Position Communications Center Model

Communications Model Variables – Fixed Positions	Values
Total number of fixed positions that need to be covered	1 position
Average work week	40 hours
Average percentage time on leave	22.36%
Number of Dispatchers Needed	5.41

The Communications Center is currently staffed with 5 full-time dispatchers and 2 part-time dispatchers. The research team assessed the work schedule for the Communications Center from January-June 2013. Currently, the part-time dispatchers are not scheduled enough to cover 40% of a full-time position (i.e., 16 hours per week). In speaking with the MIPD command staff, the work time limitations of the current 2 part-time dispatchers will not allow them to cover 40% of a full-time position. Therefore, the following recommendation is offered.

Recommendation #7: Add one half-time dispatcher

Implementation Timeframe: FY 2015 – .5 FTE line dispatcher

This will allow the part-time dispatchers to continue to fill-in as needed and provide the valuable service they currently provide to MIPD. The addition of the half-time position will allow the MIPD to staff the Communications Center with one fixed position 24 hours per day, 7 days per

week without relying on overtime or increased line dispatcher coverage by the communications supervisor.

Modeling the Communications Function – Activity Based Positions

Currently, MIPD has one activity based slot in communications; the 11AM-7PM time period when 2 dispatchers are on-duty. From a modeling standpoint, one dispatcher fills the fixed position and the second dispatcher fills the activity based position. As mentioned, this activity based slot from 11AM-7PM is covered only about 55% of the time.

In order to build a model to determine the number of activity based positions needed in the MIPD Communications Center, the number of calls answered by the Communications Center by time of day, day of week, and month from 2010-2012 was assessed. Table 15 shows the annual number of calls answered from 2010-2012.

Table 15 – Annual Number of Calls Answered by the Communications Center

	2010	2011	2012
Number of Calls Answered	23,611	32,212	28,155

The model was built to determine the number of additional dispatchers needed within the Communications Center to cover the higher call volume periods. In addition, the increase in patrol staffing recommended in this plan was also considered since additional patrol officers on the street will increase the workload of dispatchers. The model took into account the variables depicted in Table 16. The model was built on the number of calls answered by dispatch in 2012 (28,155). The model also takes into account the average time it takes to process a 911 call from the time the call is answered to when the call is ended. The average 911 call processing time is set at 5 minutes in the model. Even though an official call processing time standard does not exist from organizations such as the National Emergency Number Association (NENA), with the exception of the 90 second standard set to initially dispatch the call, it is common for a 5 minute call processing time to be used in prior research on communications staffing. Certainly some routine calls will take less than 5 minutes from beginning to end while a call involving CPR, for example, will require much more than 5 minutes.

As with the other models discussed in this report, it is critical to account for the leave rate which includes vacation, sick leave, training, and other forms of leave. The leave rate in the model is set at 22.36%; the same leave rate as the fixed position communications model. The occupancy rate is also taken into account in the development of the model. This is basically the percentage of time in which the dispatcher is handling a call. The occupancy rate is used in call centers to ensure that their operators are on the phone 85-90% of the time. This is unrealistic for a police

dispatcher because of the variability in call demand by time of day and day of week. Therefore, the occupancy rate was set at 65% in the model.

Administrative time for lunch and other breaks during the shift were not taken into account in this model. It is assumed that the fixed position dispatchers will be able to cover breaks taken by the activity based position dispatchers. The mathematical calculations completed on the variables used in the model are not presented in the report to maintain the readability of the report.

Table 16 – Variables Utilized in Activity Based Communications Center Model

Communications Model Variables – Activity Based Positions	Values
Annual number of calls answered by dispatch	28,155 calls
Average call processing time (in minutes)	5 minutes
Average work week	40 hours
Average percentage time on leave	22.36%
Dispatcher Occupancy Rate	65%
Number of Additional Dispatchers Needed for Current Call Volume	2.23

Based on the input values and calculations performed, 2 full-time dispatchers need to be added to the Communications Center to cover the busier call times. When the staffing additions occur, MIPD should initially ensure that the 11AM-7PM time is covered 100% of the time Monday-Friday, rather than the current 55%. The scheduling of the remaining dispatcher time should be based on call volume by day of week and time of day.

Recommendation #8: Add 2 full-time dispatchers to cover the busier call volume periods.

**Implementation Timeframe: FY 2016 – One dispatcher
 FY 2018 – One dispatcher**

RECORDS BUREAU AND BUSINESS OFFICE STAFFING

The following personnel are assigned to the MIPD Records Bureau and Business Office:

- 1 Office Manager;
- 2 Full-Time Records Clerks; and,
- 2 Part-Time Records Clerks (8 hours per week each).

Based on the assessment completed, no full-time staffing additions are recommended in the Records Bureau and Business Office over the next five years. The volume of activity performed by the additional patrol officers (e.g., arrest reports and citations) will not require the addition of a full-time records clerk. However, the following recommendation is offered.

Recommendation #9: If increased workload dictates, the number of hours per week for the part-time records clerks should be adjusted accordingly.

Implementation Timeframe: FY 2014 and on

COURT SERVICES STAFFING

The following personnel is assigned to MIPD Court Services:

- 1 Court Officer.

The court officer develops and coordinates court programs in an effort to relieve sworn police officers from these duties such as handling the criminal intake process for cases filed with the Dane County District Attorney's Office, recording of digital media (e.g., recorded interviews and in-car videos) for court, and managing the evidence room. More specifically, the work of the court officer includes:

- Ensure that prompt attention is provided to all the arrests made by MIPD to allow the courts to conduct timely initial appearances for defendants as provided by law;
- Prepare court documents including compiling criminal arrests and traffic records for intake into the appropriate court system. Access NCIC, CIB, Sheriff's Records System, Middleton Computer System, Dane County Court Case Pending System, and Juvenile Court Confidential Records System for each individual court intake;
- Analyze comprehensive police reports to determine elements of the offense are met and presented for intake to the Dane County District Attorney's Office. Prepare all mandatory court forms and deliver to appropriate court;
- Ensure all warrants and summonses are in proper format and adequately executed;
- Maintain a daily court schedule of cases to be coordinated with the proper court. Ensure that cases are submitted to the proper court system. Attend court proceedings as necessary;
- Maintain a liaison with police personnel, prosecutors, and other agencies;
- Ensure that evidence is transported to appropriate agencies and the Wisconsin Crime Lab when necessary;
- Ensure that past records and convictions and/or pending cases are in proper form and attached to each case pertinent and readily available for prosecutor and judges;
- Ensure that court orders are related to the Police Department for necessary compliance;
- Ensure follow up requests by the District Attorney are completed in a timely manner;

- Receives, records, bar codes, stores, preserves, and maintains chain of custody of all evidence needed in the prosecution of cases and all other property items;
- Researches reports to determine status of cases and owners of property; attempts to locate owner, utilizing computer systems available; sends letters, prepares court orders, and property release forms necessary for the disposal of property; returns property to owners; and updates records and computer system to reflect disposal;
- Gathers, classifies, stores and prepares abandoned and seized property for city auction, donation, destruction, or departmental use. Coordinates destruction or disposal of abandoned and seized property. Updates records and computer system to reflect disposal;
- Identifies, prepares, and recycles PD media and updates records and computer system to reflect disposal or reuse;
- Receives, processes, and responds to requests for PD media; and,
- Coordinates with detectives, patrol and other agencies on evidence being controlled.

The court officer is performing two critical functions for MIPD: court officer and property room manager. The workload of the court officer has significantly increased in the area of digital media and this is expected to increase in the future as technology continues to be integrated into MIPD. In addition, with the increase in patrol officers as recommended in this report, more arrests will be made, more cases will be filed with the Dane County District Attorney’s Office, and more evidence will be collected. All indications are that the workload of the court officer will continue to increase in the future and the workload can be easily bifurcated into court-related functions and property room-related functions. Therefore, the following recommendation is offered.

Recommendation #10: Add one half-time administrative assistant

Implementation Timeframe: FY 2014 – One .5 FTE administrative assistant

SECTION III: COMMAND STAFF PERSONNEL STAFFING

While there are a number of estimates relating to the ratio of command staff personnel to sworn police officers, these numbers are highly dependent on organizational variables that are unique to each city and police department. For instance, size and structure may dictate needs for command personnel that vary widely from large to small departments and for departments that have large versus small geographic jurisdictions. In addition, the style of policing (more traditional versus community and intelligence-led) also plays an important role in determining needs for command personnel. Departments with community and intelligence-led policing strategies generally require less supervisory and command personnel. Then too, the individual discretion of the chief executive is a critical factor in determining command staff personnel ratios to sworn officers within any department.

The principle of hierarchy requirement that each lower level of organization be supervised by a higher level results not only in the use of multiple spans of management (control) but also in different grades of authority that increase at each successively higher level of the organization. This authority flows downward in the organization as a formal grant of power from the chief of police to those selected for leadership positions. These different grades of authority produce the chain of command.

In the Middleton Police Department, the organizational chart reflects a relatively simple line structure. It is the oldest, simplest, and clearest form of organizational design. Authority flows from the top to the bottom of the organization in a clear and unbroken line, creating a set of superior-subordinate relationships and narrow spans of management and control. The design is traditional, limited and tall in nature. There is one chief of police, two captains, seven sergeants, one civilian communications supervisor, and one office manager commanding a police department composed of a total of 26 sworn individuals and 8 full-time and 4 part-time civilians. The only recommendation regarding the command staff has already been made in this report; reclassify a total of 4 sergeant positions as lieutenants to create this rank and structure in the MIPD.

SECTION IV: SUMMARY OF STAFFING RECOMMENDATIONS

The staffing recommendations made throughout this report, by fiscal year, are included in Table 17 along with the recommended position reassignment in investigations and position reclassifications in patrol and investigations.

Table 17 – Summary of Staffing Recommendations by Fiscal Year

Position Reassignment - Immediate	Classification	Number of Positions
Reassign General Investigator to Narcotics	Sworn	1
Position Reclassifications – FY 2014		
Reclassify Patrol Sergeants as Lieutenants	Sworn	3
Reclassify ISB Sergeant as Lieutenant	Sworn	1
Positions – FY 2014		Number of Positions
Field Services Division		
Patrol Officer	Sworn	1
Patrol Sergeant*	Sworn	1
Administrative Services Division		
Administrative Assistant	Civilian	.5
Total New Positions		2.5
Positions – FY 2015		Number of Positions
Field Services Division		
Patrol Officer	Sworn	1
Administrative Services Division		
Dispatcher	Civilian	.5
Total New Positions		1.5
Positions – FY 2016		Number of Positions
Field Services Division		
Patrol Officer	Sworn	1
Administrative Services Division		
Dispatcher	Civilian	1
Total New Positions		2
Positions – FY 2017		Number of Positions
Field Services Division		
Patrol Officer	Sworn	1
Patrol Sergeant*	Sworn	1
Total New Positions		2
Positions – FY 2018		Number of Positions
Patrol Bureau		
Patrol Officer	Sworn	1
Administrative Services Division		
Dispatcher	Civilian	1
Total New Positions		2

* The promotion of an officer to sergeant will require the hiring of a new officer to fill the vacancy in patrol created by the promotion.

SECTION V: LIST OF RECOMMENDATIONS

Recommendation #1: Based on the results of the MAPP, it is recommended that 24 patrol officers be assigned to patrol by the end of fiscal year 2018.

Implementation Timeframe: FY 2014 – Add 1 patrol officer
FY 2015 – Add 1 patrol officer
FY 2016 – Add 1 patrol officer
FY 2017 – Add 1 patrol officer
FY 2018 – Add 1 patrol officer

Recommendation #2: One additional Sergeant (total of 7 patrol sergeants) should be assigned to the Patrol Bureau and should work a relief/swing shift to provide coverage for patrol sergeant absences on all shifts.

Implementation Timeframe: FY 2014 – One Sergeant

Additional Hire Required: The promotion of an officer to sergeant will require the hiring of a new officer to fill the vacancy in patrol created by the promotion.

Recommendation #3: One additional Sergeant (total of 8 patrol sergeants) should be assigned to the Patrol Bureau to allow MIPD to provide 24/7 supervisory presence in patrol.

Implementation Timeframe: FY 2017 – One Sergeant

Additional Hire Required: The promotion of an officer to sergeant will require the hiring of a new officer to fill the vacancy in patrol created by the promotion.

Recommendation #4: Three patrol Sergeant positions should be reclassified as Lieutenant positions and continue to be assigned to the Patrol Bureau.

Implementation Timeframe: FY 2014

Recommendation #5: Reassign one of the current investigators as a full-time narcotics officer

Implementation Timeframe: Immediate

Recommendation #6: The Investigative Services Bureau (ISB) Sergeant position should be reclassified as a Lieutenant position and continue to be assigned to the ISB.

Implementation Timeframe: FY 2014

Recommendation #7: Add one half-time dispatcher.

Implementation Timeframe: FY 2015 – .5 FTE line dispatcher

Recommendation #8: Add 2 full-time dispatchers to cover the busier call volume periods.

Implementation Timeframe: FY 2016 – One dispatcher
FY 2018 – One dispatcher

Recommendation #9: If increased workload dictates, the number of hours per week for the part-time records clerks should be adjusted accordingly.

Implementation Timeframe: FY 2014 and on

Recommendation #10: Add one half-time administrative assistant.

Implementation Timeframe: FY 2014 – One .5 FTE administrative assistant