



# CITY OF APPLETON

## MEMORANDUM

**Date:** October 3, 2024

**To:** Chairperson Jones, Chairperson Croatt, Members of the Human Resources/Information Technology Committee, Members of the Safety & Licensing Committee, and Appleton Common Council Members

**From:** Human Resources Director Jay Ratchman and Chief of Police Polly Olson

**Subject:** Appleton Police Department Organizational and Workload Study

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The purpose of this memo is to propose the initiation of a comprehensive staffing study to assess and optimize the current Appleton Police department workforce. A detailed analysis of staffing levels, roles, and organizational structure will provide essential insight to ensure adequate staffing levels, optimize service delivery, and effectively meet the evolving needs of our community. The study outcomes will provide critical data to our City officials to make informed decisions when prioritizing services, addressing current challenges, and planning to meet future community needs.

As you will see in the attached proposal, the primary goals of this staffing study are to:

- Assess the current and anticipated future demands for service to ensure we can meet these needs without compromising service quality and safety of our community and employees.
- Evaluate current patrol coverage and distribution by examining how officers are assigned across differing shifts, geographic areas and tasks.
- Improve budgeting and resource allocation decisions based on data we collect regarding hiring, overtime needs, and equipment procurement.
- Plan for future growth by identifying anticipated community demands due to population growth, changes in crime trends, or new responsibilities for the police department.
- Retain quality officers in our community by finding ways to adequately staff to reduce officer fatigue, stress and burnout.

A competitive request for proposal process (RFP) was recently completed. Bids were received from four organizations. The average cost per proposal was \$69,000. After review, we recommend hiring the Matrix Consulting Group. The cost for the Matrix Consulting Group is \$69,000. Funding for this project will come from existing ARPA funds.

If approved, we look to engage the Matrix Consulting Group in early December 2024. The total timeline for completion of this project is up to five months. Additional details regarding the Matrix Consulting Group and the project outline can be found in the enclosed materials.

We respectfully recommend approval to move forward with this important project.

Thank you for your consideration.