



City of Appleton

100 North Appleton Street
Appleton, WI 54911-4799
www.appleton.org

Meeting Agenda - Final-revised Human Resources & Information Technology Committee

Wednesday, October 23, 2024

6:30 PM

Council Chambers, 6th Floor

1. Call meeting to order
2. Pledge of Allegiance
3. Roll call of membership
4. Approval of minutes from previous meeting
[24-1301](#) Minutes 9/25/24.

Attachments: [Minutes 9.25.24.pdf](#)

5. Public Hearing/Appearances

6. Action Items

- [24-1303](#) Request to Approve Hiring of the Matrix Consulting Group to Complete an Organizational and Workload Study for the Appleton Police Department.

Attachments: [Memo to committee and council final.pdf](#)

[Matrix Proposal.pdf](#)

- [24-1353](#) Request to Approve Fringe Benefit Policy Update to Page 6.

Attachments: [Fringe Benefit Policy 10.2024.pdf](#)

7. Information Items

- [24-1378](#) 2025 Information Technology Budget.

Attachments: [2025 Information Technology.pdf](#)

[2025 IT Capital Projects Fund.pdf](#)

- [24-1379](#) 2025 Human Resources Budget.

Attachments: [2025 Human Resources Final.pdf](#)

[24-1304](#) Recruitment Status Report through 10/16/24.

Attachments: [RSR 101624.pdf](#)

8. Adjournment

Notice is hereby given that a quorum of the Common Council may be present during this meeting, although no Council action will be taken.

Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.

For questions on the agenda, contact Vanessa Calder 920-832-6458.



City of Appleton

100 North Appleton Street
Appleton, WI 54911-4799
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Meeting Minutes Human Resources & Information Technology Committee

Wednesday, September 25, 2024

6:30 PM

Council Chambers, 6th Floor

1. Call meeting to order

2. Pledge of Allegiance

3. Roll call of membership

Present: 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

4. Approval of minutes from previous meeting

[24-1224](#)

Minutes 8/28/24.

Attachments: [Minutes 8.28.24.pdf](#)

Hartzheim moved, seconded by Croatt, that the Minutes be approved. Roll Call.
Motion carried by the following vote:

Aye: 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

5. Public Hearing/Appearances

6. Action Items

[24-1101](#)

Approval of Alderperson Salaries.

Attachments: [19-0536 - Alderperson Salary Adjustment Deadlines Update Fall 2024 \(ZB & CRB\) 09-06-2024.pdf.pdf](#)
[Elected Alderperson Salary History.pdf](#)
[Alderperson Comp 2024 Comparable.pdf](#)

Croatt moved, seconded by Hartzheim, that the Alderperson salaries with a 0% salary increase for 2026 (salary will remain at \$6750) be recommended for approval. Roll Call. Motion carried by the following vote:

Aye: 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

7. Information Items

[24-1228](#)

Directors Report.

This Presentation was received and filed

[24-1226](#)

Military Leave Policy Update.

Attachments: [Military Leave Policy.pdf](#)

This Presentation was received and filed

[24-1227](#)

Recruitment Status Report through 9/18/24.

Attachments: [RSR 09.18.24.pdf](#)

This Presentation was received and filed

8. Adjournment

Hayden moved, seconded by Hartzheim, that the meeting be adjourned. Roll Call. Motion carried by the following vote:

Aye: 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim



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

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.

**Revised Proposal for a Police Organizational and
Workload Study**

APPLETON, WISCONSIN

September 12, 2024

matrix 
consulting group

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September 12, 2024

Jay Ratchman, Director
Human Resources Department
City of Appleton
100 North Appleton Street
Appleton, WI 54911

Dear Mr. Ratchman,

Matrix Consulting Group is pleased to submit our revised proposal to conduct an Organization and Workload Study of the Appleton Police Department. We are comprised of highly experienced management consultants, specializing in law enforcement services. This proposal is based on RFP issued by the City of Appleton, our background research on the City and its Police Department, as well as our experience conducting comparable studies in Wisconsin and around the country.

We have extensive experience with similar assessments for over 400 police departments in Wisconsin and across the country (as well as in Canada). Our firm has assisted police and municipal managers with improving department management, organizational structure, staffing, and operations. The following table provides a partial list of recent police studies:

Asheville, NC	Glendale, WI	Madison, WI
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O'Fallon, MO	Sunnyvale, TX
Milwaukee, WI	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for Scott County and St. Louis County, Minnesota.

All staff for our proposed team are highly experienced, having conducted hundreds of police service studies, including each of those listed above. Our highly qualified team includes:

- **Richard Brady**, the President of MCG with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country and in Canada. He would be involved in every facet of the project.
- **Ian Brady**, a Senior Vice President with 10 years of experience in law enforcement consulting; he leads our police consulting practice and has developed all of the firm's deployment and staffing models.
- **John Scruggs**, a Manager and former Portland Police Bureau senior manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB) and recent head of Ontario's Inspectorate of Policing.
- **Tim Donohoe**, a Senior Consultant and former Commander with the Reno (NV) Police Department, has over 20 years of law enforcement experience.
- **Philip Berry**, a Senior Consultant and data analyst with over 9 years of experience working with law enforcement agencies across the country.

We appreciate the opportunity to submit this proposal on this important project for the City. If you have any questions, please do not hesitate to contact me by phone at 650.858.0507 or by email at rbrady@matrixcq.net.



Richard Brady, President
Matrix Consulting Group, Ltd.

2 Project Approach

1. Summary of Our Approach to Conduct Police Studies

Our firm's reputation is based on providing detailed analysis through extensive data collection, input, and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- **A principal of the firm is the project manager on every project.** For this project, we would commit the President of the firm as Project Executive and a Vice President as Project Manager. We have also assigned several of our Senior Managers.
- **We approach our projects with a firm grounding in formal analytical methodologies.** All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of proven project management techniques.
 - Input from staff through interviews and surveys.
 - Detailed data collection and analysis derived from primary sources.
 - Extensive internal reviews of facts, conclusions, and recommendations.
 - Detailed implementation plans.
- **We have developed strong project management techniques** to ensure that the study progresses on schedule at the desired level of quality:
 - Our team would be led by the President and Vice President who lead our police consulting practice.
 - All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
 - The project manager develops general and project specific data collection plans and interview guides for all our staff.
 - Project team and client expectations and results are managed on a continual basis by utilizing formal project schedules and reporting.
 - The project manager designs and personally reviews all work products.

- We will establish progress meetings to review interim deliverables and findings as they are developed. This approach to collaboration will ensure no surprises and provide multiple opportunities for input.

These project management approaches have resulted in all our projects being delivered at a high level of quality, on time and on budget. We are known for the depth and insight of our analysis and our client responsiveness.

2. Background to and Scope of Work for the Study

The City of Appleton has requested an Organizational and Workload Study of its Police Department. The study aims to provide essential insights to ensure adequate staffing levels, optimize service delivery throughout all divisions within the organization, and meet the needs of the evolving community.

The context for this study is also very relevant. The Appleton Police Department succeeded in achieving its 2023 goals of hiring 10 new officers and maintain this recruitment process in preparation of future retirements. Further, the department consistently seeks to evaluate different areas of police services to determine the most efficient and cost-effective ways to provide services to the community. In an attempt to do so, APD has made strides in becoming more efficient including the addition of a Community Engagement Specialist position, the addition of a Traffic Safety Officer in response to an effective 2022 pilot program, and enhancements to training throughout the organization. Moreover, the department, in conjunction with the City and regional entities, has created Crisis Response Teams and Project Safe Response to ensure that appropriate resources and outcomes result from calls involving cognitive and behaviorally impaired persons.

Appleton PD is, in part, accomplishing these goals through the utilization of technology. APD is currently expanding their FLOCK Safety contract to purchase 19 stationary ALPR cameras to deploy at critical locations throughout the City.

Finally, law enforcement today needs to demonstrate to the communities they serve that they support and meet more holistic goals and effectiveness, based on “21st Century Policing” goals or emerging best practices.

Key outcomes associated with this study include:

- Evaluating current staffing needs, including the tools and equipment needed to provide exceptional services to the Appleton community.

- Evaluating the policies and practices in relation to comparative law enforcement agencies in the region through a comparative evaluation.

The following section outlines the proposed project task plan that has been specifically tailored to address these key outcomes.

3. Project Task Plan

The following task plan outlines our plan to conduct the study, including each interim deliverable leading to the final report.

Task 1 | Project Initiation and Stakeholder Engagement

In order to conduct the study of the Appleton Police Department, the project team will first develop an initial understanding of the department and its service environment, as well as seek input on existing service levels and potential issues from department managers and key stakeholders. This task allows for an opportunity to learn about the unique characteristics, policing programs, and services provided by the department. This process includes the following elements:

- Conduct interviews with the Chief, command staff, the City Manager and elected officials in order to obtain their views on police service issues and improvement opportunities, as well to confirm the goals and objectives of the study.
- Conduct a kickoff meeting with the project review committee, including a review of project objectives, approach, interim deliverables, and schedule.
- Conduct additional one-on-one interviews with Appleton Police Department personnel in order to develop our understanding of the agency's organization, unique characteristics, service levels, and issues.
- Augment employee interviews with an anonymous employee survey for everyone to provide input to the study at its outset.
- Interview contacts within the department to start the data collection process in that area and identify other key contacts within the organization.
- Conduct interviews with other internal (City) stakeholders and external ones (community leaders).

These initial interviews will focus on determining individual attitudes toward current law enforcement services and organizational considerations, including the following topics:

- Adequacy of existing service levels.

- Management systems.
- Responsiveness to community priorities and other service needs.
- Resource constraints and contributing factors.

The project team will also begin to collect various documents, including departmental goals, vision, and objectives statements, as well as other organizational materials and budgetary documents.

TASK RESULT

Based on the results of these interviews and initial data collection, the project team will prepare an issues list that will provide the basis for subsequent analytical steps. The project team will also summarize the results of the employee survey once that process is complete.

Task 2 | Descriptive Profile of the Police Department

The project team will document its initial understanding of the department, its service levels, staffing, and service environment in a descriptive profile of the Appleton Police Department. The profile will also present workload data, preliminary analysis, organizational charts, salaries and compensation, deployment schedules, and a summary of key characteristics and dynamics of the community.

A primary aim of developing the descriptive is to provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details.

For each divisions and unit within the department, the descriptive profile will detail

- Current (filled) and authorized staffing levels by classification.
- Key responsibilities and duties for each unit, command staff, and unique role within the department, including all administrative and support units.
- Organizational structures and reporting relationships.
- Deployment structures of field services, including for patrol:
 - Detailed visualization and tables showing the current shift schedule, including personnel assigned to each, start times, and workday rotations.
 - Areas of geographic responsibility.

- For investigative units, total caseloads, a description of case management practices, and case assignment processes.
- For administrative and support functions, workloads and service levels, technology in use, allocation of collateral roles, and division of responsibility between the City and the Department.
- In this task we will also document the facility size, functional allocation of space, and issues, including the booking facility in use.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This meeting will also provide an opportunity to discuss initial observations and findings, coordinate any remaining data collection needs, and discuss the next steps of the project.

TASK RESULT

A descriptive profile will be created, detailing the staffing, workload levels, and deployment schedules of the department, as well as any key characteristics of the service environment.

Task 3 | Analysis of Workload and Staffing

The project team will develop a comprehensive analysis of staffing needs for every function of the department, as well as strategies achieving the best use of existing resources. While different analytical factors and processes are used to determine staffing needs for each function, the project team will examine strategies for deploying, allocating, and managing the operations of personnel around a number of key considerations:

For every function, the analysis will focus on the ability of staffing levels to achieve targeted service levels and support effective operations management, such as:

- Key workload drivers and processes for administrative and support functions.
- Are spans of control within targeted ranges for individual functions?
- Are controls for overtime usage adequate, and what are the key drivers of overtime by type (e.g., to backfill, staff special events, etc.)?

The following subsections provide examples of how we look at several key functions within the Department.

(1) Patrol Workload, Proactivity, and Staffing

Analysis of community-generated calls for service using computer aided dispatch data is central to this effort. project team will determine current service levels through:

- Analysis of patrol workload, including at the following levels:
 - Calls for service by hour and weekday, month, area, priority level.
 - Response and travel times by priority level and call classification.
 - Total spent handling calls by primary and backup units by time and area.
 - Factors and assumptions for other workload factors, such as report writing.
- Patrol self-initiated activities and community engagement strategies, including:
 - Self-Initiated activities by hour and weekday.
 - Trends in types and frequency in which self-initiated activities are generated.
 - Relationship between uncommitted time and officer-generated activity.
 - Analyze jail transport and booking times currently incurred.
- Determine patrol staffing needs, both overall and at the level of each patrol division and shift, based on workloads and targets for proactivity.
- Evaluate the current shift schedule from the perspectives of how well deployments in time match variations in daily workloads as well as the 'desirability' of the shift in terms of officers' quality of life.
- The project team will analyze issues associated with the geographic deployment structure, including whether it is able to equalize workloads and proactive capabilities and meet minimum service level objectives.
- Analyze patrol supervisory staffing needs based on span of control and the impact of the administrative workloads handled by sergeants and ability to be in the field.
- This study needs to explore additional opportunities for delivering services in an alternative manner. The City, Outagamie County, and the region have been leaders in this – through creation of dedicated response to various crisis calls as well as responses to low priority calls by civilian paraprofessionals (CSOs). The team will evaluate if these programs can be expanded.

The following pages provide examples of the firm's approaches to analyzing crime, calls for service, and patrol proactivity/unallocated time.

Analysis of Patrol Proactive Capabilities at Specific Times

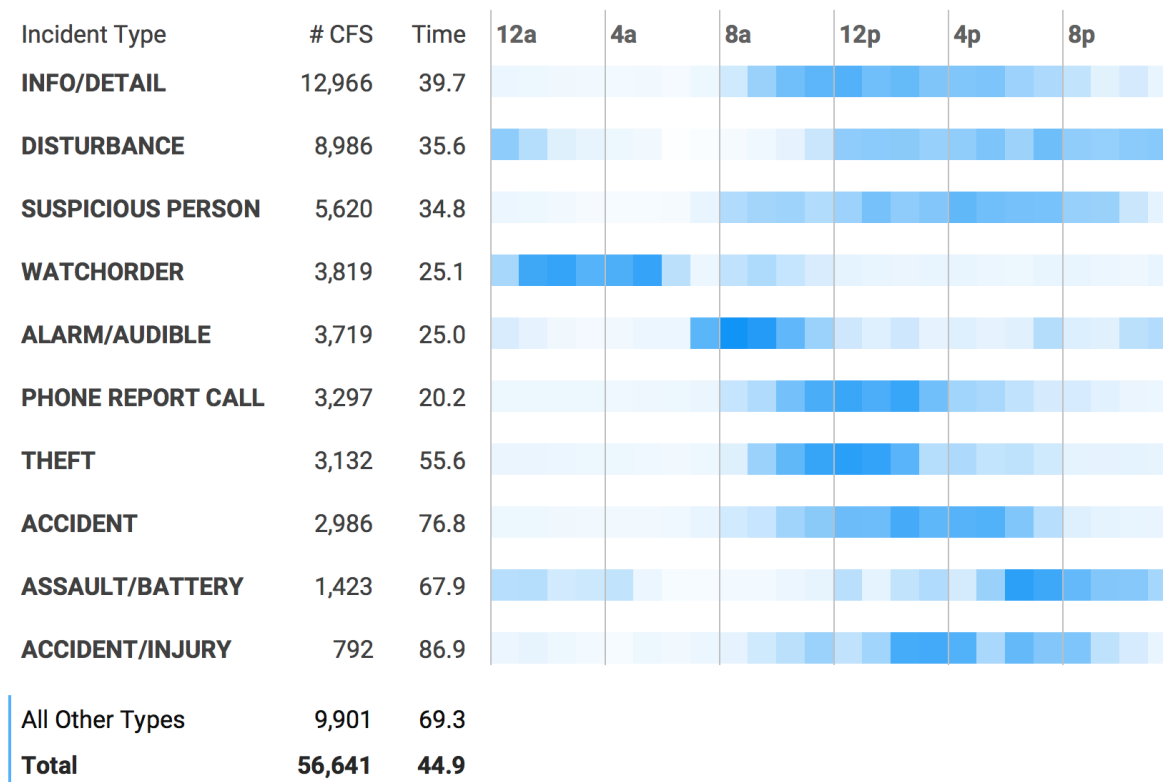
Analysis of patrol proactivity (or % of uncommitted time) at a detailed level is able to show whether the strategies for deploying resources are able to most efficiently provide resources against workload levels as they vary throughout the day and week:

Uncommitted Time by Hour and Weekday

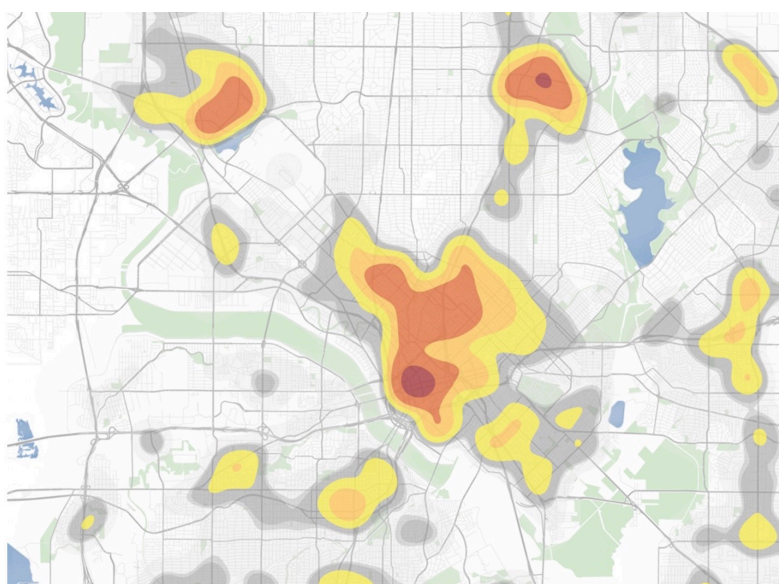
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	43%	56%	61%	61%	60%	57%	47%	54%
6am-10am	44%	34%	34%	33%	34%	34%	40%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm-2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%	33%	32%	30%	32%

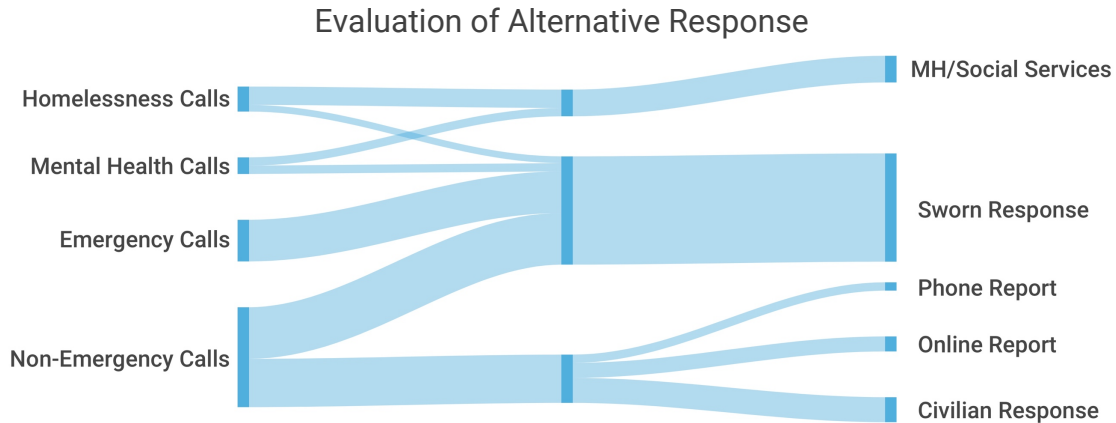
Incident/Crime Occurrence Trends

Analysis of when specific incident types and crimes occur provides insight on whether the right types of resources are deployed at certain times of the day:



Response Time and Capabilities





(2) Investigations

The analysis of investigations workload and staffing needs incorporates input received from the interviews conducted with supervisors and line-level detectives, comprehensive collection of data to examine caseloads and associated workloads, as well as a review of participation in specialized regional task forces. Through this process, the project team will develop an analysis of staffing needs for all investigative functions, including review of the following:

- Case assignment and screening.
- Management of versus inactive cases.
- Average workloads by detective in each investigative unit.
- Coordination with patrol and records.
- Average time from initial report, assignment of the case, and start of work.
- Solvability factors and work priority management.

(3) Administrative and Support Functional Areas

Examples of other administrative and operational support functions in the Department that would be evaluated include:

In **professional standards / internal affairs**, evaluation of the transparency of the process, how the investigations of complaints is expedited.

In **records and support services**, the analysis will focus on hours of coverage, scheduling, and technology.

In **recruitment and training**, how does the PPD identify strong candidates to reflect not only technical abilities but also ethical and engagement needs with the community? How does training in the academy and annual in-service training reinforce this?

In **property and evidence**, are processes consistent with best practices (e.g., managing the chain of custody, audits, purging, etc.), are the facilities and access to them secure, what technology is in place?

TASK RESULT

The project team will develop an interim deliverable report that provides a comprehensive analysis of the workload and staffing needs of each unit in the department.

Task 4 | Conduct a Comparative Evaluation of the Appleton Police Department to Identify Gaps in Service Goals Versus Performance

By this point in the process, the project team will have documented the 'as is' state of the Appleton Police Department. Comparative insights are also valuable in order to look for improvements.

- The project team will develop a list of staffing, operational and organizational issues to use in a diagnostic assessment of potential gaps in services. The standards used in this assessment represent the project team's extensive experience working with law enforcement agencies in Wisconsin and throughout North America, as well as from the literature on this rapidly changing area of policing.
- The project team will also develop a comparative survey with 'peer cities'. The project team will select the cities in the region in consultation with the City and the department. Population and area size, demographics, and growth could all be factors.

These two assessment approaches work well together, combining 'theory' (best practices) to prevailing 'practices' (peer community assessment). The methods can result in the development of 'aspirational' goals for the City and the Police Department, including innovations in policy, operations management and the use of technology. The resulting gap analysis identifies areas of deficiency with respect to desired targets. In each area where there is a difference between current and desired service targets, preliminary action items are listed to correct the issues.

TASK RESULT

The results of this analysis will be documented in a comparative assessment of issues in the Police Department's staffing levels and operations. This key interim deliverable would be reviewed with the department and the project steering committee.

Task 5 | Final Report

Following the staffing and organizational analysis, the project team will develop the draft final report. The report includes a comprehensive analysis of all items in the scope of work, along with timelines, impacts, and targets for implementing changes. It is comprised of the following:

- An **executive summary**, which includes an overview of the process used to conduct the study, key results, and a comprehensive list of all recommendations made in the report.
- Analysis of **staffing resources, operations, and deployment** for all police department functions, which includes:
 - Detailed analysis of current patrol workload, and staffing needs
 - Shift configuration and assignment optimization and alternatives.
 - The effectiveness and depth of approaches to alternative service.
 - Investigative workloads, specialization, and case management practices.
 - Support staffing, functionality, and organizational needs for every function.
- **Evaluation of organizational structure and management** including recommendations to address meeting any gaps between current approaches in policies, training, etc., and 'best' or 'emerging' practices.
- **Appendices**; including the final department profile, comparative survey, and employee survey completed at intermediate stages of the scope of work.

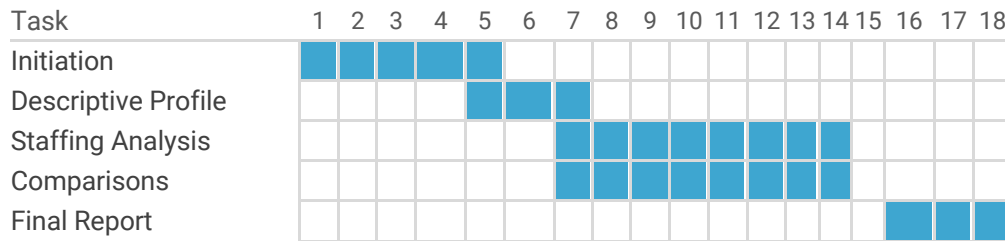
Following completion of the draft final report, the document will be reviewed with the project committee, and revisions will be made thereafter. Upon finalization of the report, the project team will be available to present the results of the study to the Appleton Common Council and police department leadership – either virtually or in person.

TASK RESULT

The project team will complete a draft report, which will be reviewed with the City. After revisions and modifications have been made, the project team will be available as to present the final report to the Common Council.

4. Project Schedule

The schedule to complete the study would be 18 weeks, as shown below:



3 Firm and Project Team Qualifications

In this section of the proposal is provided a summary of our firm's and project team's experience and qualifications to conduct this study for the Appleton Police Department.

1. The Matrix Consulting Group

Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work. Our only business focus is the provision of organization and management analytical services to local government. Our firm's history and composition are summarized below:

- We were founded in 2003. We are a national firm, headquartered in California but also registered to conduct business in Wisconsin.
- We are a full service that includes a combination of former public officials and career consultants.
- While we provide a variety of services to local government our most significant service area is law services. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies throughout the United States, including many recent studies in Wisconsin.
- We are a national firm, headquartered in California with additional offices in the Portland (OR), North Carolina (multiple locations), Dallas Metroplex, St. Louis area, Tampa (FL).
- We also have a Canadian subsidiary, MCG Consulting Solutions, with headquarters in Nova Scotia.

We are proud of our track record in providing analytical assistance to local governments in general, and to police departments specifically.

2. Law Enforcement Experience

The Matrix Consulting Group has conducted over 400 police services studies in Wisconsin and elsewhere throughout the country. Our services in police consulting are varied and include:

- Organization and staffing
- Deployment and scheduling
- Resource and management planning
- Implementation of 21st Century Policing concepts

Our experience includes the following illustrative agencies:

Asheville, NC	Glendale, WI	Madison, WI
Austin, TX	Glenn Heights, TX	Raleigh, NC
Birmingham, AL	Kyle, TX	Sacramento, CA
Buda, TX	Lewisville, TX	Salt Lake City, UT
Columbia, MO	Los Angeles, CA	San Antonio, TX
Davenport, IA	Miami Beach, FL	San Francisco, CA
Denton, TX	Midwest City, OK	San Jose, CA
Elko, NV	O’Fallon, MO	Sunnyvale, TX
Milwaukee, WI	Oshkosh, WI	Tacoma, WA
Fort Worth, TX	Ossining, NY	Travis County, TX

In addition, we are currently completing law enforcement studies for Scott County and St. Louis County, Minnesota.

3. References

We are providing references for five recent clients. We would be glad to provide additional references from any client in our history.

.....
Madison, Wisconsin

Police Department Strategic Plan

Matt Tye
Assistant Chief
(608) 266-4318
MTye@cityofmadison.com

Matrix developed an assessment of the current climate of the Madison Police Department in an internal and external context. MCG project staff developed effective strategies to gather relevant information relating to the organizational culture of the police department, as well as community perspectives, and desired levels of service, of MPD.

This information was then utilized to draft an effective and holistic 5-year strategic plan for the police department. This strategic plan emphasized crucial aspects to a police organization, specifically organizational legitimacy, and community relationships. Perhaps most notably, this strategic plan included operational and measurable outcomes that can be checked by personnel internal and external to the organization.

Oshkosh, Wisconsin

Police Department Staffing Study and Projections

Dean Smith
 Chief of Police
 (920) 236-5700
dsmith@ci.oshkosh.wi.us

In this study the project team developed short and longer range projections of staffing and organizational needs. Key to the study were the longer range needs associated with redevelopment of downtown and the waterfront.

The project team also evaluated how the management structure will change over time and how roles need to evolve in the process of getting there. Finally, opportunities to improve operations management in patrol and investigations were identified.

Tacoma, Washington

Police Department Staffing and Alternative Response Studies

Tadd Wille
 Currently Assistant City Manager Chandler, AZ
 (480) 782-2210
Tadd.wille@chandleraz.gov

In an initial study, Matrix CG developed a comprehensive analysis of current staffing needs. Overall, the project team recommended significant changes to operational management in investigations (case management) and in the deployment of resources to ensure that high call volume areas were adequately served. A redistribution of traffic units was also needed based more on a risk assessment approach.

A follow up study provided an assessment of alternative police response for calls involving mental health issues and homelessness as well as civilian response to low priority calls.

Miami Beach, Florida

Staffing and Deployment Studies

Wayne Jones
 Police Chief
 (305) 673-7925
waynejones@miamibeachfl.gov

Over the past several years, Matrix has been retained to conduct three separate studies of the Miami Beach PD

2018 Staffing Study: Our team provided analysis on staffing needs and deployment strategies of patrol and proactive and specialized units. Recommendations included realigning responsibilities between patrol and specialized units, revised minimum staffing levels, and increase the staffing of certain support units to better facilitate field operations.

2020 Scheduling Options Study: Using our proprietary data analytics model for developing shift schedules and interactively evaluating their effectiveness, our team developed several options for the department, including various 10 and 12-hour configurations.

2021 Entertainment District Policing Study: In response to increasing public safety demands in the South Beach entertainment district, the study recommended staff increases and redeployment, alternative scheduling, additional technologies (e.g., ALPRs), and detention transports.

4. Project Team

Our police consulting team is an ensemble – we work together as one team on most of our projects. This is a choice of our firm – to develop and utilize a stable team of consultants on all of our projects. This has a major advantage over teams that are constructed on a per project basis – consistency in analysis, depth, and customer service.

Our Project Executive, Richard Brady, is the President and Founder of our firm with over 40 years of experience consulting with local organizations, specifically law enforcement agencies across the country. Our proposed Project Manager, Ian Brady, is a Senior Vice President of the firm and leads our Police consulting practice.

- **Richard Brady** As the President of the firm, with 40 years of police analytical experience, I would manage the project. I have led all our law enforcement service assessments.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB) and recent head of Ontario's Inspectorate of Policing.
- **John Scruggs**, a Manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Tim Donohoe**, a Senior Consultant with the firm with over 25 years of police experience and recent consulting experience, including internationally.
- **Philip Berry**, a Senior Consultant with Matrix, has over 6 years of experience serving as an analyst for law enforcement and criminal justice agencies.

All proposed staff are committed to the project and are available for its duration.

The following tables provide updated resumes for all project staff team members, noting relevant service to the scope of work outlined above.

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and our Canadian firm, MCG Consulting Solutions in 2017. He leads our Public Safety Practice which includes law enforcement and justice studies. He has served as the Project Manager or Lead Analyst on hundreds of public safety studies in his 40-year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to his founding of these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Austin, TX: Richard lead a consulting team to assist the APD recreate its approach to community policing to involve everyone, not just those with specialty assignments. While the study supported the addition of staff, the study also found that there were significant opportunities to support community policing in leadership, policies, recruitment, training, supervision, and use of data.

Columbus, OH: Richard led this recent project that identified the need for new positions, but more importantly, identified a number of areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

There was a 'disconnect' between the policies and management.

Ossining, NY: Richard led this just-completed engagement evaluating opportunities to reform policing consistent with 21st Century Policing concepts. Key recommendations included:

- Improve the functioning, transparency and objectivity of the Citizen / Police Complaint Review Board.
- Work with other agencies to create a mental health response unit.
- Expand training in the areas of racism, bias, de-escalation.

Role on This Engagement:

Richard will serve as a project executive and advisor.

Relevant Clients:

- MB Winnipeg
- ON Kawartha Lakes
- AB Edmonton
- CA Los Angeles
- CA San Francisco
- TX Austin
- TX Fort Worth
- MO Kansas City
- OH Columbus
- NY Ossining
- NY Albany
- VA Richmond
- NC Raleigh
- NC Asheville
- AZ Phoenix
- WA Tacoma
- OR Portland

Years of Consulting: 40

Education:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

IAN BRADY

SENIOR VICE PRESIDENT, MATRIX CONSULTING GROUP

Ian Brady is a Senior Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit, and has over 10 years of consulting experience. Specializing in public safety, he works on all of our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies’ analytical efforts, including for:

- New agency formation feasibility, financial and service delivery (For nine municipalities in Riverside County, CA).
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Study

- Led a comprehensive staffing study of LAPD field services.
- Recreated the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Lead analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Role on This Engagement:

Ian will serve as the project manager and lead analyst in field services, as well as more generally over data analytics.

He will be involved in all project stages, including on-site interview and review meetings, and will be involved in the development of each deliverable.

Relevant Clients:

- AZ Peoria
- AL Birmingham
- CA Berkeley
- CA Los Angeles
- CA Roseville
- CA Sacramento
- CA San Francisco
- CA San Jose
- CO Adams County
- FL Miami Beach
- FL Orange County
- GA DeKalb County
- HI Kauai County
- IL Lansing
- IL Rockford
- KS Wichita
- MB Winnipeg
- MD Harford County
- MD Howard County
- MN Hennepin County
- MO Columbia
- MO Kansas City
- OK Midwest City
- NC Raleigh
- NJ Mahwah
- NM Rio Rancho
- NY Newburgh
- OH Columbus
- OR Portland
- PA Carlisle
- TX Austin
- TX Fort Worth
- TX Travis County
- VA Suffolk
- WA Tacoma
- WI Oshkosh

Years of Experience: 10

Education:

BS in Politics, Willamette University.

JOHN SCRUGGS

SENIOR MANAGER, MATRIX CONSULTING GROUP

John Scruggs is a senior manager / analyst on law enforcement, public safety, and criminal justice engagements.

John’s relevant experience include:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence functions.
- Retired Captain with 26 years of Law Enforcement Experience.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Kawartha Lakes, Ontario: John served as the lead analyst of the on this engagement which reviewed the current staffing and developed staffing projections for a facilities study. Key recommendations included:

- Identified two patrol positions needed in the next 4 years and six positions over the next 20 years to better meet adopted proactive policing thresholds.
- Identified a shortage of detectives assigned to investigate crimes committed at the Central East Correctional Center.

Role on This Engagement:

He will be an analyst on the project focusing on investigations.

Relevant Clients:

- AL Gulf Shores
- AZ Buckeye
- CA Los Angeles
- CA San Jose
- CA Santa Clara
- FL St. Cloud
- KS Kansas City
- KS Wyandotte County
- MA Yarmouth
- MN Hennepin County
- MO Kansas City
- OR Tigard
- PA Lower Saucon
- PA Narberth
- PA Upper Macungie
- NC Waxhaw
- NC Raleigh
- TX Denton
- TX Fort Worth
- TX Glen Heights
- TX Lewisville
- TX Sunnyvale
- WA Monroe
- WA Tacoma
- WI Dodge County

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Devon Clunis served as Chief of Police of the Winnipeg Police Service, and was the first Black police chief in Canada. He is a highly regarded policing professional, with 35 years of combined policing and consulting experience. He is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with The Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

Experience Highlights

Province of Ontario: Provided strategic oversight of the establishment of the Inspectorate of Policing, ensuring critical collaborative input from relevant stakeholders, including the public, Police Services, Police Boards, Police Unions, and various other bodies within the Justice System framework.

- Oversaw all aspects of Vision, Mission, and Guiding Principles formation.
- Established policies, procedures, and SOP guidelines.
- Led the hiring of staff and created a people-centered, community-focused, continuous pursuit of excellence operational framework.
- Oversaw the creation of the implementation and operational, strategic plans to guide the establishment and future operations of the Inspectorate.

Winnipeg Police Service: Served as Chief of Police, and led overarching institutional change.

- Facilitated the creation of five-year transformational strategic and business plans to lead the organization from 2015 to 2019.
- Worked with police and the community to develop a collaborative approach to community safety and well-being, resulting in a critical shift in police and community relationships.

Role in This Engagement:

Chief Clunis will utilize his extensive experience in engaging stakeholders to build strategies across all areas of the organization, focusing particularly on organizational culture and community engagement.

Relevant Clients:

AZ	Chandler
AZ	San Carlos Apache
AB	Edmonton
CA	Los Angeles
CA	Richmond
OH	Cincinnati
OH	Columbus
MO	Kansas City
PA	Upper Macungie
WI	Madison
MB	Winkler
MB	Modren
ON	Kawartha Lakes
WA	Everett

Years of Consulting Experience: 35

Years of Government Experience: 29

Education:

Law degree,
Université Laval

Political science /
Economics degree,
McGill University

PHILIP BERRY

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Philip Berry serves in a senior consultant capacity alongside management to provide in-depth analysis of relevant topics, as well as providing theoretical background knowledge of criminological principles and spatiotemporal analytics.

Prior to joining Matrix, Philip spent time as a research analyst with the Virginia Criminal Sentencing Commission in Richmond, VA. Philip has also spent time at academic institutions as an instructor throughout the east coast throughout the duration of his graduate-level coursework.

Experience Highlights

Madison, WI: Philip served as a part of the Strategic Plan team to develop a holistic and bifurcated Strategic Plan for the Madison Police Department.

Cedar Hill, TX: Led MCG project staff regarding patrol resource analysis, internal employee survey methodologies, and external community survey completion.

Boise, ID: Coordinated all survey methodologies with regard to both internal employee surveys and external comparative surveys, leading to gap analyses to strengthen practices of BPD.

Fountain Hills, AZ: Led the creation of an interactive model for forecasting the costs of establishing a new police agency, using extensive research on compensation structures, and operating costs to accurately model feasibility.

Virginia Criminal Sentencing Commission: Led research analyses surrounding the sentencing practices of judges throughout the Commonwealth. Analyses surrounded the effect of changing legislation on prison bed capacity in the state.

Role on This Engagement:

Philip will serve as an analyst and researcher on every project deliverable, taking the lead on selected functions.

Relevant Clients:

AZ	Fountain Hills
AZ	Goodyear
AZ	Phoenix
CA	Anaheim
CA	Richmond
CA	Signal Hill
CA	La Verne
FL	Hallandale Beach
ID	Boise
NY	Monroe County
OK	Ada
PA	Pittsburgh
TX	Cedar Hill
TX	Cedar Park
TX	Fort Worth
VA	Virginia Beach
WA	Everett
WA	Ridgefield
WI	Madison
WI	Milwaukee

Years of Experience: 9

Education

- B.A., Lebanon Valley College, Sociology
- M.A., Radford University, Criminology
- A.B.D., University of South Carolina, Criminology

Professional Associations:

- International Association of Crime Analysts
- American Society of Criminology
- American Criminal Justice Society
- American Sociological Association

TIM DONOHOE

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Tim Donohoe is a Senior Consultant with over 26 years of experience in both local and international law enforcement. He most recently served as Mission Advisor for the United States Department of Justice, International Criminal Investigative Training Assistance Program for the country of Armenia and as a Senior Law Enforcement Advisor for the country of Ukraine implementing police reform.

He is a retired Commander with the Reno, NV Police Department and has command level experience in both police operations and administration.

Mr. Donohoe holds a master’s degree in criminology and criminal justice from the University of Colorado at Denver and a Bachelor of Science degree in Criminology and Criminal Justice from Portland State University. He is an Adjunct Professor at the University of Nevada, Reno.

Experience Highlights

U.S. Department of Justice, International Criminal Investigative Training Assistance Program: Mission Advisor, Armenia

Supported the government of Armenia’s effort to develop a new patrol police department. Aid in the development of patrol police admission standards, institutional procedures, training requirements, and civilian ministry oversight.

Worked closely with the Armenian Ministry of Justice, the Armenian National Police Executive Staff, and newly selected Armenian National Patrol Police leadership.

Senior Law Enforcement Advisor, Ukraine

Instruct/assist with implementation of various programs associated with police reform efforts.

Territorial Community Police Officer (TCPO) Supervisor Project o Police Training Officer Program (Train the Trainer Course)

Lead Trainer/Supervisor, Ukraine

Led a team of trainers in designing and instructing two, one month-long train-the-trainer courses in community-oriented policing, use of force techniques, and patrol tactics.

Bangladesh National Police Project

Assisted in the development of a police training program and manual – Using Community Policing and Problem Solving to Counter Violent Extremism and Terrorism.

Relevant Clients

AZ Chandler
 AZ Goodyear
 CA Federal Reserve Bank
 CA La Verne
 CA Richmond
 CA San Diego Harbor
 CA San Jose
 CA Signal Hill
 CT Bridgeport
 FL Osceola County
 ID Boise
 NY Monroe County
 NY Syracuse
 OH Cincinnati
 OK Ada
 OR Bend
 PA Pittsburgh
 RI East Greenwich
 TX Cedar Hill
 TX Cedar Park
 TX Fort Worth
 TX Texas City
 VA Virginia Beach
 WI Milwaukee

Relevant Positions:

Adjunct Professor
 University of Nevada, Reno

Police Commander
 Reno Police Department

Law Enforcement
 Advancing Data and
 Science Scholar (LEADS)
 National Institute of Justice

Education:

M.A., University of
 Colorado at Denver,
 Denver

B.S., Portland State
 University, Portland, OR

4 Cost Proposal

The Matrix Consulting Group is pleased to submit our price proposal to conduct the Operational and Workload Study for the Appleton Police Department. This price is based on the scope of work and the task plan presented. The table below provides our fees for the study, with hours and costs broken down by task and by project team classification level:

Task	Project Manager/ Executive	Senior Manager/ Manager	Consultant	Total Hours	Total Fee
1. Initiation and Interviews	16	16	56	88	\$16,000
2. Profile	16	8	16	40	\$8,600
3. Analysis of Workload and Staffing	24	32	72	128	\$23,600
4. Comparisons	4	0	32	36	\$6,000
5. Draft and Final Report	16	16	24	56	\$11,200
Total Hours	76	72	200	348	
Hourly Rate	\$300	\$175	\$150		
Total Professional Fees	\$22,800	\$12,600	\$30,000		\$65,400
Travel Expenses					\$3,600
Total Project Cost					\$69,000



Fringe Benefits			
CITY OF APPLETON POLICY		SECTION:	Human Resources
ISSUE DATE:	April 2000	LAST UPDATE:	August 2024
POLICY SOURCE:	Human Resources Department		
POLICY AUDIENCE:	All Employees Excludes Valley Transit, Police and Fire protective employees covered by a collective bargaining agreement.		

I. PURPOSE

To outline for employees the fringe benefits available to all employees, excluding represented Valley Transit, Police and Fire protective employees.

II. POLICY

It is the policy of the City of Appleton to make available fringe benefits as outlined in this policy. It is also the policy of the City of Appleton to provide incentives, recognize significant levels of responsibilities, and to attract and retain qualified employees by offering comparable benefits.

III. DISCUSSION

This policy provides the current fringe benefits available. These benefits are subject to change with approval of the Common Council.

IV. DEFINITIONS

- A. Regular Full-Time (exempt): Employees who work a minimum of 2080 hours per year or 80 hours bi-weekly and not eligible for overtime or compensatory time for any hours worked beyond 40 hours per week. A full-time exempt employee is expected to work whatever hours necessary to complete the job they have been hired for. Employees who are classified as exempt are paid on a “salaried basis” meaning that the person will be paid the same full salary for any week in which work is performed without regard to the number of hours worked.
- B. Regular Full-Time (non-exempt): Employees who work 2080 hours per year and are eligible for overtime after working 40 hours per week.
- C. Regular Part-Time (exempt): Employees who are normally scheduled to work a minimum 1040 hours per year but less than 2080 hours per year and are not eligible for overtime or compensatory time for any hours worked beyond their standard bi-weekly hours.
- D. Regular Part-Time (non-exempt): Employees who are normally scheduled to work a minimum 1040 hours per year but less than 2080 hours per year and are eligible for straight time pay for hours worked beyond their standard biweekly hours and for overtime after working 40 hours per week.
- E. Non-represented: All employees whose benefits are not covered by a Collective Bargaining Agreement.
- F. Represented: Employees whose benefits are covered by a Collective Bargaining Agreement. Those include: Valley Transit Teamster Local 662, Appleton Professional Police Non-supervisory Unit and the Appleton International Association of Firefighters Local 257.
- G. Domestic Partner: Persons without registration that meet the following criteria:
 - a. Each individual is at least 18 years old and competent to enter into a contract;
 - b. Neither individual is married to, or in a domestic partnership with, another;
 - c. They share a common residence

- d. Their partnership must not violate Wisconsin Statutes which bar marriage between certain persons based on kinship and divorce;
- e. They must consider themselves to be members of each other's immediate family and
- f. They must agree to be responsible for each other's basic living expenses.

Employees who wish to utilize the funeral leave benefits available for domestic partners must submit in writing to the Human Resources Department proof that the criteria listed above in (a-f) are met. Human Resources will make a determination on eligibility based on the information provided by the employee.

- H. Look-Back Measurement Period: Rules set by Health Care Reform to offer coverage to an employee who at time of hire wasn't eligible for medical insurance coverage. If during measurement period the employee's hours increase to over 30 hours per week on average then must be offered medical insurance. Measurement Period is the 12 months the City will use to review hours worked in the calculation. Administrative Period is the 60-day period for the City to administratively compute hours work to know if insurance should be offered. Stability Period is the 12-month period of time that once an employee qualifies must be allowed to stay on medical insurance.

V. BENEFITS

A. Health and Dental Insurance

1. Health Insurance:

Regular full-time and part-time employees working 30 hours or more per week, shall be eligible for the health insurance benefit plan.

Effective January 1, 2013 part-time employees who are enrolled in the City health insurance program shall be grandfathered and will continue to be eligible for health insurance benefits provided they maintain their enrollment in the plan. If said employee chooses to drop coverage the part-time employee must work 30 hours per week to re-enroll.

Health insurance is effective on the 31st calendar day of employment. Employees who do not enroll at this time can make coverage election during the open enrollment period for the following calendar year. Employees who experience a qualifying status change may enroll mid-year.

Employees working less than 40 hours per week (1.0 FTE) will have premiums prorated. Premiums will be deducted from the employee's payroll check. All premiums will be taken on a pre-tax basis unless the employee notifies the Human Resources Department in writing of their desire to have the premium deducted on a taxable basis. Any missed payments for insurance premiums will be deducted at a later date, or the employee will be invoiced. Failure to make timely payments may cause cancellation of coverage.

Employees who have a spouse who also work for the City must select either one family plan or two single plans.

The City will follow the Health Care Reform Act look-back provision in order to determine if a previously not eligible employee becomes eligible for medical insurance. The Measurement Period will be November 1 through October 31. The Administrative Period will be November 1 through December 31. The Stability Period will be January 1 through December 31.

2. Dental Insurance:

Regular full-time and part-time employees working 20 hours or more per week, shall be eligible for the dental insurance benefit plan.

Employees working less than 40 hours per week (1.0 FTE) will have premiums prorated. Premiums will be deducted from the employee's payroll check. All premiums will be taken on a

pre-tax basis unless the employee notifies the Human Resources Department in writing of their desire to have the premium deducted on a taxable basis. Any missed payments for insurance premiums will be deducted at a later date, or the employee will be invoiced. Failure to make timely payments may cause cancellation of coverage.

Dental insurance is effective on the 31st calendar day of employment. Employees who do not enroll at this time can make coverage elections during the open enrollment period for the following calendar year. Employees who experience a qualifying status change may enroll mid-year.

Employees who have a spouse who also work for the City must select either one family plan or two single plans.

B. Life Insurance

1. **Basic Life Insurance:** Regular full-time and regular part-time employees are eligible for term life insurance in an amount equal to one time the employee's annual salary rounded to the next even thousand increment to a maximum of \$50,000. The City shall pay the full cost of the premium.
2. **Optional Life Insurance:** In addition to the \$50,000 term life insurance, regular full-time and regular part-time employees can purchase optional life insurance in \$10,000 increments. Optional life insurance can be purchased for spouse and dependent children. The employee must pay the full premium for all optional life insurance.

Life insurance is effective on the first of the month after thirty (30) calendar days of employment.

C. Long-Term Disability Insurance

Regular full-time and regular part-time employees will be eligible for long-term disability insurance. Coverage will be provided at 60 % of the employee's salary for non-work-related injuries or illnesses after a ninety (90)-calendar day waiting period. The carrier must deem employees eligible. The City shall pay the full cost of the premium.

Long-term disability insurance is effective on the first of the month after ninety (90) (uninterrupted) calendar days of employment.

D. Wisconsin Retirement System

The City shall pay one half of all actuarially required contribution for funding benefits under the retirement system for regular full-time and regular part-time employees, this excludes Police and Fire protective employees. Participation in the Wisconsin Retirement System is mandatory.

E. Deferred Compensation Program (Section 457 Plan)/Roth

Regular full-time and regular part-time employees are eligible to participate in the City Deferred Compensation Program upon enrollment into the program anytime on or after their first day of employment. Any amounts contributed to the program, which must be by payroll deduction, are paid for fully by the employee. Under this plan, you may contribute money (on a pre-tax basis) in a tax deferred investment of your choice to earn tax deferred interest until you are ready to receive distributions, usually at retirement. There is also a Roth option that must be by payroll deduction and is paid for fully by the employee. This allows you to contribute money (on an after-tax basis) to investments of your choice.

F. Post Employment Health Plan (PEHP)

The City of Appleton participates in the PEHP for Non-Represented Public Employees in accordance with the terms and conditions of the Plan's Participation Agreement.

1. **Monthly Contributions:**

The City agrees to contribute to the Plan on behalf of all regular full-time non-represented employees. The City shall contribute for each Eligible Employee the amount of ten dollars (\$10) per month.

The City shall pay the annual administration fee on behalf of the eligible active employee. The procedure for payment of the administration fee shall be accomplished by a deduction and reimbursement directly into the employee's account.

Regular part-time employees are not eligible for payment of the annual administration fee or the monthly contribution to the PEHP.

2. Additional Contributions:

In addition to the monthly contribution amount, the City will contribute upon retirement, the value of unused sick leave of an Eligible Employee's accumulated sick leave balance to the maximum as follows:

90 days for formerly represented AFSCME employees;

90 days plus any accumulated physical fitness bonus incentive for Police Captains and Lieutenants and;

120 days plus any accumulated physical fitness bonus incentive for Police/Fire administrative protective status personnel and

120 days for all other employees

(For purposes of the additional contribution, an Eligible Employee is an employee who is qualified for an annuity under the Wisconsin Retirement System.)

PEHP contributions are not reportable earnings to the Wisconsin Retirement System.

Contributions to the PEHP may only be used after an employee leaves employment with the City of Appleton. Monthly contributions are placed into an account that may be used to pay for IRS qualified expenses. The additional contributions are placed into an account that may be used to pay for premium contributions only.

- G. Flexible Spending Account: All regular full-time and regular part-time employees are eligible to participate in the dependent care flexible spending account program. Enrollment shall be January 1 of each year for existing employees or within thirty (30) calendar days for newly hired employees or for qualifying status changes. This program allows the employee to use pre-tax funds to pay for IRS qualified expenses for children under the age of thirteen (13) or day care expenses for disabled dependents.
- H. Worker's Compensation: Regular full-time employees and regular part-time employees shall receive worker's compensation benefits based on state worker's compensation laws, with the exception's that there shall be no cap on the weekly (TTD) temporary total disability payments and they be compensated for the first three days at 66 2/3% following the date of injury, after the 7 day period is met. All protected police and fire personnel shall receive the same benefit afforded to the represented employees in the department.
- I. Tuition Reimbursement: All regular full-time non-represented employees who successfully complete job-related continuing education courses toward a degreed program shall be reimbursed for fifty percent (50%) of the cost of tuition and books. The total amount reimbursed will not exceed fifty percent (50%) of the amount charged by the University of Wisconsin system for similar courses that is paid by the employee.

Library employees shall be reimbursed for up to 25% of the cost of tuition and books, paid by the employee, not to exceed that charged by the University of Wisconsin system for similar courses for graduate Library education.

The department head and the Director of Human Resources must approve participation in such courses, in advance. Successful completion shall mean a passing grade if the course or program is graded on a pass/fail basis or a grade of "C" or better if letter grades are issued. Class participation will be on the employee's own time.

All tuition reimbursement requests shall be subject to available departmental funds. Reimbursements from other sources will offset City contributions. (ie; grants).

- J. Direct Deposit: All employees are required to have their payroll checks direct deposited into a bank or credit union of their choice. The full amount of the deposit must go into one account.
- K. Employee Assistance Program (EAP): The City sponsors an EAP to help employees and those living in their households maintain healthy levels of emotional, work-life, and physical well-being, and to limit the effect of personal problems on job performance. All employees and those living in their households are eligible to utilize resources and services offered through the EAP. This benefit comes at no cost to the employee or participant and is designed to provide short-term confidential counseling and referral services, financial information and resources, legal support and resources, work-life solutions, and Guidance Resources Online. Services rendered by the EAP are provided through a contract with a private employee assistance consulting firm.

L. Vision Insurance

Regular full-time and part-time employees working 20 hours or more per week, are eligible to enroll in a voluntary vision insurance benefit plan.

Premiums will be deducted from the employee's payroll check. All premiums will be taken on a pre-tax basis unless the employee notifies the Human Resources Department in writing of their desire to have the premium deducted on a taxable basis. Any missed payments for insurance premiums will be deducted at a later date, or the employee will be invoiced. Failure to make timely payments may cause cancellation of coverage.

Vision insurance is effective on the 31st calendar day of employment. Employees who do not enroll at this time can make coverage elections during the open enrollment period for the following calendar year. Employees who experience a qualifying status change may enroll mid-year.

Employees who have a spouse who also works for the City must select either one family plan or two single plans.

- M. Other Benefits: Other voluntary benefits may be offered based on the City's discretion.

VI. PAID LEAVE

Employees shall receive a total of twelve (12) holidays per year (this includes scheduled holidays, as listed below). When a holiday falls on Saturday or Sunday, it shall be determined by the Mayor in November of the previous year, if service to the public will be required on the Friday or Monday. If it is determined that service will be provided to the public, employees shall work those days as part of their normal workweek and will be given a floating holiday off in lieu of the Friday before and/or the Monday after a holiday to be scheduled with supervisory approval. Department Directors will inform employees the November prior to the beginning of the following year of any variations of the following schedules. For those employees who are not required to service the public as noted above, when New Years, Independence Day, or Christmas falls on Saturday they shall be observed on the preceding Friday and when they fall on Sunday they shall be observed on the following Monday.

- A. Holidays: the City (excluding Valley Transit and Library) shall observe the following holidays:
 - 1. New Year's Day

2. Memorial Day
3. Independence Day
4. Labor Day
5. Thanksgiving Day
6. Day after Thanksgiving
7. Last working day before Christmas
8. Christmas Day
9. Four floating holidays
10. Any additional holidays granted by the Common Council

Valley Transit shall observe the following holidays:

1. New Year's Day
2. Memorial Day
3. Independence Day
4. Labor Day
5. Thanksgiving Day
6. Christmas Day
7. Six floating holidays
8. Any additional holidays granted by the Common Council.

The Appleton Public Library shall observe the following holidays:

1. New Year's Day
2. Memorial Day
3. Independence Day
4. Labor Day
5. Thanksgiving Day
6. Christmas Eve
7. Christmas Day
8. New Year's Eve
9. Four floating holidays
10. Any additional holidays granted by the Common Council and Library Board

Regular full-time employees are eligible for holidays based on eight (8) hours for each of the above listed holidays. Police Lieutenants and Captains who are required to work (minimum staffing) ~~at least 8 (eight)~~ hours on Thanksgiving Day, Day after Thanksgiving, Christmas Eve or Christmas Day shall be entitled to receive \$100 compensation.

Regular part-time employees are eligible for holidays pro-rated based on the approved budgeted position. If one of the above listed holidays falls on a regularly scheduled day off for a regular part-time employee, the employee may have the option, with department head approval, of taking pay for the holiday, taking an additional day off during the pay period or scheduling the holiday as a floating holiday to be used by December 31.

Floating Holidays may be charged in one quarter hour increments and/or pursuant to departmental policy. Floating Holidays must be used during the calendar year, or they will be lost. Department directors/ or designee shall approve the number of employees off on a floating holiday at any one given time, as well as how employees will pick floating holidays and whether or not employees will be allowed to cancel scheduled floating holidays.

In order for regular full-time and regular part-time employees to be eligible for holiday pay, they must work their regularly scheduled workday immediately preceding and following the holiday, except in the case of an employee on an approved paid leave. Floating holidays will be pro-rated in the year of hire and termination/resignation/retirement as follows:

	Hired	Leaving
January-March	3	0

April-June	2	1
July-September	1	2
October-December	0	3

Non-exempt employees who work on any of the scheduled holidays shall receive double time pay for all hours worked on the holiday unless otherwise noted in departmental policies or have received an additional day off as noted above.

When an exempt employee is required to work one of the holidays listed above, that supervisor shall be given an additional floating holiday off, to be scheduled with supervisory approval. This provision shall not apply to Fire personnel working a 24-hour shift.

Non-represented Fire Personnel working a 24-hour shift shall be granted pay for scheduled holidays in accordance with the current International Association of Fire Fighters Local 257 collective bargaining agreement. In addition to the pay for scheduled holidays, 24-hour shift personnel shall be entitled to floating holidays based on the following schedule:

Upon promotion or year of hire:	one (1) floating holiday
After five (5) years of city service:	two (2) floating holidays
After eight (8) years of city service:	three (3) floating holidays

Floating Holidays shall be charged in one quarter hour increments and/or pursuant to departmental policies or guidelines.

- B. Vacation: All regular full-time employees shall be entitled to paid vacation benefits as of January 1 of each year based upon their length of continuous service. For purposes of determining future vacation eligibility, the year of hire shall be treated as a full year of service.

Regular part-time employees are eligible for vacation pro-rated based on the approved budgeted position. Regular part-time employees shall use vacation based on the number of hours scheduled to work on the day or days for which the vacation is requested.

Paid vacations shall be provided in accordance with the following:

Vacation Schedules: Existing employees shall be placed on the schedule below effective January 1, 2012. Employees will not lose earned vacation as a result of that placement and shall move to the next increment based on their years of service on the schedule below.

Year of hire: Persons hired prior to July 1 of any year shall receive one week (5 working days) of vacation during their year of hire subject to approval of their department head or Mayor if appropriate and in accordance with department policies.

1. Non-exempt:

- After one year of continuous service: one week of vacation (five working days.)
- After two years of continuous service: two weeks of vacation (ten working days.)
- After six years of continuous service: two weeks plus two days of vacation (twelve working days.)
- After eight years of continuous service: three weeks of vacation (fifteen working days.)
- After twelve years of continuous service: four weeks of vacation (twenty working days.)
- After fifteen years of continuous service: four weeks plus two days of vacation (twenty-two working days.)
- After twenty-years of continuous service: five weeks

2. Exempt:

After one year of continuous service: two weeks (ten working days.)
After five years of continuous service: three weeks (fifteen working days)
After eight years of continuous service: three weeks plus three days of vacation (eighteen working days.)
After twelve years of continuous service: four weeks plus two-days of vacation (twenty- two working days.)
After twenty years of continuous service: five weeks plus four days of vacation (twenty-nine working days.)

3. Fire Personnel working a 24-hour shift:
After one year of continuous service: three days of vacation.
After two years of continuous service: six days of vacation.
After five years of continuous service: seven days of vacation.
After eight years of continuous service: ten days of vacation.
After twelve years of continuous service: thirteen days of vacation.
After sixteen years of continuous service: fourteen days of vacation.
After twenty years of continuous service: sixteen days of vacation.

Administration of Vacation:

Department directors/or designee shall approve the number of employees off on vacation at any one given time, as well as how employees will pick vacations and whether or not employees will be allowed to cancel vacations.

With the exception of the year of hire, vacation credits are earned in one year and are available for use in the following year. All employees entitled to three (3) weeks or more of vacation must schedule and take at least two (2) weeks of vacation during the year of entitlement. All employees entitled to less than three (3) weeks of vacation must schedule and take at least one (1) week of vacation during the year of entitlement. Employees who do not schedule the minimum required vacation will have it scheduled for them at a time determined by the department. If a department is unable to schedule the minimum required vacation for the employee, the time will be lost.

Vacation benefits shall be charged in one quarter hour increments and/or pursuant to departmental policies or guidelines.

When a holiday falls during an employee's vacation, he/she shall not be required to use a vacation day in lieu of the holiday.

In the event an employee or family member becomes ill during an employee's vacation, the employee will not be allowed to substitute sick leave for vacation unless the need for sick leave commences prior to the start of the approved vacation.

Regular employees who move from one position to another by transfer, promotion, or demotion, in the City, shall be credited with accumulated vacation leave in their new position.

An employee whose employment status is changed from temporary to regular status without a break in service shall receive vacation credits from the original date of hire. Library employees whose status is changed from temporary to regular status will have their vacation based on their status effective date change.

No credit for vacation leave shall be granted for time worked by an employee in excess of their normal workweek.

Use of vacation time must be approved in advance by the department head.

Vacation Carry-Over:

Any employee may carry over, from one year to the next, up to a maximum of five (5) days (forty hours) vacation.

Non-represented Fire employees working a 24-hour shift may carry over, from one year to the next, three (3) days.

Any vacation time that is carried over into a subsequent year shall be considered the first vacation time used by the employee in the subsequent year. The process at year end for employees who have unused vacation will be as follows:

1. Any unused eligible balance up to forty hours will automatically be carried over to the next year.
2. Any remaining balance up to forty hours may be paid to the employees PEHP or H.S.A. account. (No more than a total of up to 40 hours for the two plans combined)

Any employee wishing to have their remaining balance paid to the PEHP (up to 40 hours maximum), must enter the hours of the remaining balance in the payroll system on the payroll that includes 12/31 and use a code of "VT" in Iseries or 822 in Tyler Munis.

Any employee wishing to have their remaining balance paid to their H.S.A. account (up to 40 hours maximum), must enter the hours of the remaining balance in the payroll system on the payroll that includes 12/31 and use the code of "XV" in Iseries or 818 in Tyler Munis.

Fire personnel employees who have vacation balances as of December 31, will have the unused eligible balance up to three days for Fire personnel working a 24 hour shift, automatically carried over to the next year and any remaining balance up to three days for Fire personnel working a 24 hour shift may be paid to their PEHP account or their H.S.A. account: (No more than a total of up to 40 hours for the two plans combined)

In both payout options, Fire employees working a 24-hour shift will have their shift hours converted to a 40 hour paid work week.

All eligible vacation not used in the year in which it is available and not carried over, must be entered into the payroll system with the VT or XV codes for payment to their PEHP or H.S.A. account or the vacation time will be lost.

At termination or retirement, any unused vacation will be paid to the employee in a lump sum. Vacation cannot be used over payroll periods to extend the last day of employment.

Exceptions to the above vacation carryover and PEHP/H.S.A. contribution beyond forty hours and three days for Fire personnel working a 24-hour shift, may be made in unusual circumstances as pre-approved by the Department Director or Mayor as appropriate and the Human Resources Director.

The Human Resources Director may request exceptions to the vacation provisions as it relates to placement on the schedule, on a case-by-case basis with a report to the Human Resources Committee.

- C. Paid Time Off: (PTO) Employees shall receive six (6) PTO days January 1 of each year to be used as paid time off. Part-time employees shall receive a pro-rated amount based on their approved budgeted position. For newly hired employees, PTO days shall be pro-rated based on the month hired. Employees will be allowed to carryover three (3) PTO days not used as of December 31st. Any request made for PTO days shall follow the normal procedure for the type of leave being requested. (e.g. vacation, floating holidays and sick leave must follow the normal guidelines used for requesting that type of benefit)

PTO days shall be pro-rated in the year of hire/termination/resignation/retirement as follows:

Hired Leaving

January-February	5	0
March-April	4	1
May-June	3	2
July-August	2	3
September-October	1	4
November-December	0	5

Fire employees working a 24-hour shift shall receive four (4) PTO days on January 1st of each year to be used as paid time off. Fire employees will be allowed to carryover two (2) PTO days not used as of December 31st.

PTO days for Fire employees working a 24-hour shift shall be pro-rated in the year of hire/termination resignation/retirement as follows:

	Hired	Leaving
January-March	3	0
April-June	2	1
July-September	1	2
October-December	0	3

Employees who use more PTO than they are entitled to in the year they leave employment shall owe the City the time back unless the employee leaves employment as a result of physician certified disability.

PTO days shall be charged in one quarter hour increments and/or pursuant to departmental policies or guidelines.

- D. Sick Leave: Employees who have sick leave on the books will have that balance grandfathered as of December 31, 2011, and employees will no longer earn sick leave.

Sick leave that has been grandfathered may be used for an absence due to illness of, or injury to, the employee or an immediate family member living in the employee's residence, unless otherwise qualified under the Family Medical Leave Act.

Sick leave cannot be used until all Paid Time Off (PTO) days have been exhausted unless otherwise qualified under the Family Medical Leave Act. Employees must use the 2nd sick leave bank before accessing the regular bank;

1. PTO
2. 2nd sick leave bank
3. Regular sick leave bank

Sick leave and PTO may be used for doctor or dental appointments, which cannot be scheduled during an employee's regular time off. Employees are encouraged to schedule routine appointments that minimize the operational impact to the department.

Sick leave and PTO shall be charged in no less than one quarter-hour increments provided it is pre-approved by the employee's supervisor and/or pursuant to departmental policies or guidelines

A regular employee who moves from one position to another by transfer, promotion, or demotion, in the City, shall have their total sick leave credits transferred to the new department.

Employees who wish to utilize the sick leave benefits available for domestic partners must submit in writing to the Human Resources Department proof that the criteria listed above in (a-f) under Definitions (G) are met. Human Resources will make a determination on eligibility based on the information provided by the employee.

- E. Funeral Leave: In the case of the death of the employee's spouse, domestic partner, child, or stepchild, regular full-time employees may be paid for scheduled time lost up to ten (10) working days, but not to exceed (80) eighty hours, at the employee's regular straight time rate. Leave must be taken within 60 days of the death.

In the case of death in the immediate family of a regular full-time employee, the employee will be paid for the scheduled time lost up to three (3) scheduled workdays, but not to exceed (24) twenty-four hours at the employee's regular straight time hourly rate.

For purposes of funeral leave, immediate family shall be defined as the employee's grandchild; mother or stepmother; father or stepfather; legal guardian; sister or brother; mother-in-law or father-in-law; any other relative living in the employee's residence at the time of death; or the mother or father of the employee's domestic partner.

In the event of death of the grandparent of the employee, grandparent of the employee's spouse, or grandparent of the employee's domestic partner, the employee will be given leave for the day of the funeral, but not to exceed (8) hours at the employee's straight time hourly rate.

Fire employees working a 24-hour shift shall be eligible for funeral leave based on the following:
Spouse, domestic partner, child or stepchild: 5 workdays without loss of pay
Immediate Family: 2 workdays
Grandparent: 1 workday

Employees who wish to utilize the funeral leave benefits available for domestic partners must submit in writing to the Human Resources Department proof that the criteria listed above in (a-f) under Definitions (G) are met. Human Resources will make a determination on eligibility based on the information provided by the employee.

Regular part-time employees are eligible for funeral leave pro-rated based on the approved budgeted position.

F. Compensatory Time: Non-exempt regular full-time employees will be paid-overtime at time and one-half for all hours in excess of forty hours worked in a pay week. Non-exempt regular full-time employees, with the prior approval of their supervisor, may have the option of converting additional time worked to compensatory time off up to a maximum of 40 hours. Request for usage of compensatory time shall be pursuant to departmental policies.

G. Jury Duty/Witness Duty: Regular full-time and regular part-time employees shall receive full pay for any workday the employee serves as a juror or if subpoenaed on witness duty if the employee was scheduled for work. In order for an employee to be eligible for witness duty pay, the reason for being a witness must be related to their employment with the City of Appleton. As a condition for such payment, the employee shall report for work for their regularly scheduled hours immediately before and following such duty when reasonably possible and shall immediately notify the Employer upon receipt of the jury summons or subpoena. The employee shall complete a Jury Duty Request form and submit it to their supervisor as soon as they are notified by subpoena of their requested appearance.

In order to receive full pay the employee is required to, upon receipt of jury or witness pay, submit their jury or witness pay to the City payroll office. The payroll office will cash the employees check, retain the portion of the check representing per diem payments, and give the employee the mileage and meal reimbursement portions of the check.

Employees, at their option, may use paid time off for a day of jury or witness duty and thereby retain the jury or witness pay as well as full pay for the day(s).

VII. LEAVE OF ABSENCE

Leaves of absence, outside of the entitlements covered by the Family and Medical Leave (FMLA) act, may be granted without pay subject to the conditions below. FMLA leaves of absence are covered in the City of Appleton FMLA policy and will be administered in accordance with Wisconsin and Federal laws.

Leaves will be granted at the total discretion of the Department Head and the Human Resources Director. A leave of absence must be requested at least 30 days prior to the taking of such leave, or in emergency cases as soon as reasonable or practicable. An acceptable physician's certification shall be required for all medical leaves of absences.

A leave of absence may be considered for up to one calendar year. If leave is needed beyond one calendar year and it is related to a medical condition, then employee may be placed on an inactive status. Inactive status may only be considered if:

- The employee is not permanently restricted from returning to their position.
- There is no financial impact to the City (e.g. salary or fringe benefits) while on an inactive status.
- The position will not be held vacant.
- All other requirements under Leave of Absence in this policy are followed.

Employees returning from an inactive status will be eligible to return to the same or a like position in that department, if one exists, when they are deemed fit for duty. The inactive status will end no later than three years from the date of leave, at which point employment will terminate.

The employee must exhaust all available paid time off benefits prior to the commencement of an unpaid leave of absence.

Return to work earlier than the scheduled termination of leave date may be arranged by the department head and the employee with the approval of the Human Resources Director, provided it does not conflict with the physician's certification.

Employees on an unpaid leave of absence with the City may not be employed elsewhere unless otherwise approved by the Human Resources Director.

If an employee is unable to return to work on the date stipulated, they may submit a written request to extend their leave of absence, subject to the approval of the Human Resources Director. If, on the date following the expiration of the leave of absence, an extension is not requested and granted and the employee has not returned to their position, the employee shall be considered to have voluntarily resigned from City employment.

VIII. BENEFIT STATUS DURING LEAVE OF ABSENCE

An employee on a leave of absence without pay (non-FMLA leave) will have coverage on the medical, dental, and vision plan until the end of the month which their leave started. COBRA continuation coverage will be offered the first of the month following the start of the leave.

Any missed premiums for optional life insurance voluntary disability, and accident insurance during this leave will be collected through payroll deduction(s) when the employee has returned to work. If the leave continues into the new year, the employee will receive an invoice on the missed premiums.

Paid time off and vacation shall not be earned by an employee during a leave of absence without pay, a suspension without pay, or when the employee is otherwise in a non-compensable status (excluding approved FMLA). Should such period without pay exceed thirty (30) calendar days in any calendar month. In this case, the employee's vacation, floating holiday and PTO entitlement for the following year shall be pro-rated.

IX. PHYSICAL FITNESS PROGRAM-POLICE & FIRE SWORN PERSONNEL

Exempt non-represented protective status personnel shall have the option of participating in the Physical Fitness Salary Incentive and Physical Fitness Bonus Incentive program.

All participating protective status personnel will be tested on the schedule for the represented employees within their respective departments annually (Fire and Police)

A. Physical Fitness Salary Incentive:

Annual Testing: Participating employees receiving a score of “excellent” will be paid a physical fitness salary incentive of 2% of base pay and those receiving a score of “good” will be paid a physical fitness salary incentive of 1% of their base pay until the next testing date. Such payment shall be in a lump sum payable within thirty (30) days of the finalization of the testing results and shall be calculated on the basis of 2% or 1% of the employee’s annual base pay, calculated on the rate of pay at the time of the test. Employees receiving a score of “adequate” or “poor” will not be eligible for a physical fitness salary incentive.

B. Physical Fitness Bonus Incentive:

Annual Testing: Participating employees shall be eligible for eight (8) hours of physical fitness bonus pay for each testing period that the employee receives a score of “excellent” and four (4) hours of physical fitness bonus pay for each testing period that the employee receives a score of “good”. Employees who score as “adequate” or “poor” will not be eligible for a physical fitness bonus incentive.

The accumulated total physical fitness bonus incentive shall be paid to the eligible employee upon retirement (as defined by WRS) to the PEHP. Such payment will be made in accordance with and in addition to the retirement benefits outlined in section V. (Benefits) E. (Post Employment Health Plan) and section XI. (Termination Benefits) of this policy.

X. TERMINATION BENEFITS

- A. Retirement: Employees retiring, with proper notice, at or above the normal retirement age established under the Wisconsin Retirement System and/or eligible for a retirement annuity from the Wisconsin Retirement System shall be eligible for the following benefits:
- a. A lump sum pay-out of their accumulated and carry-over vacation balance *
 - b. A lump sum pay-out of floating holiday and PTO based upon the proration outlined in, Section IV-Paid Leave, of this policy.**
 - c. A lump sum pay-out of their accumulated compensatory time.
 - d. Accumulated and unused sick leave to a maximum of one hundred and twenty (120) days, (90 days maximum for formerly represented AFSCME employees and Police Captains and Lieutenants), shall be paid to the Post Employment Health Plan. Additionally, any accumulated physical fitness bonus incentive for protective status personnel shall be paid to the PEHP).
 - e. If the employee has completed at least five (5) years of service with the City, the employee may be eligible for a medical plan option excluding dental and vision coverage. Such medical option may be made available to employees and spouses at their own expense, up to the time the employee and/or spouse turns age 65 or becomes eligible for Medicare, provided they exercise this option prior to their last day of work.
 - f. The option of continuing dental, and/or vision coverage under COBRA through the City’s COBRA administrator in accordance with state and federal laws.
- B. Resignation: Employees who resign their employment with proper notice shall be eligible for the following benefits:
- a. A lump sum pay-out of their accumulated and carry-over vacation balance. *
 - b. A lump sum pay-out of floating holiday and PTO based upon the proration outlined in, Section IV Paid Leave, of this policy.**
 - c. A lump sum pay-out of their accumulated compensatory time.
 - d. The option of continuing the medical, dental, and/or vision coverage under COBRA through the City’s COBRA administrator in accordance with state and federal laws.

- C. Retirement or Resignation without proper notice: Employees who retire or resign their employment without proper notice (unless the reason for lack of proper notice is due to a physician certified disability) may be eligible for the following benefits:
 - a. A lump sum pay-out of any carry-over vacation balance.*
 - b. A lump sum pay-out of any accumulated vacation balance based upon the following pro-ration
 - 1. Employees required to give a (2) week notice will have a reduction of 10 days.
 - 2. Employees required to give a (30) thirty-day notice will have a reduction of 30 days.
 - c. Floating holiday and/or PTO**
 - d. Employees will receive a lump sum pay-out of their accumulated compensatory time.
 - e. The option of continuing the medical, dental, and/or vision coverage under COBRA through the City's COBRA administrator in accordance with state and federal laws.
 - f. Accumulated and unused sick leave to a maximum of one hundred and twenty (120) days, (90 days maximum for formerly represented AFSCME employees and Police Captains and Lieutenants), shall be paid to the Post Employment Health Plan. Additionally, any accumulated physical fitness bonus incentive for protective status personnel shall be paid to the PEHP).

- D. Termination: Employees benefits:
 - a. A lump sum pay-out of any carry-over vacation *
 - b. Floating holiday and/or PTO**
 - c. Employees will receive a lump sum pay-out of their accumulated compensatory time.
 - d. The option of continuing the medical, dental, and/or vision coverage under COBRA through the City's COBRA administrator in accordance with state and federal laws.

- E. Death of an employee: In the event of the death of an employee, the following benefits shall be direct deposited into the employee's account:
 - a. A lump sum pay-out of their accumulated and carry-over vacation balance.*
 - b. A lump sum pay-out of floating holiday and PTO based upon the proration outlined in, Section VI Paid Leave, of this policy.
 - c. A lump sum pay-out of their accumulated compensatory time.
 - d. A lump sum pay-out of accumulated and unused sick leave to a maximum of ninety (90) working days. For those employees who are eligible, up to an additional thirty (30) days of accumulated sick leave (beyond the 90 days) and any accumulated physical fitness bonus incentive for protective status personnel shall be paid to the employee's spouse and if no spouse is living, the employee's estate.
 - e. A medical plan option excluding dental and vision, may be made available to the employee's spouse at their own expense, up to the time the spouse turns age sixty-five (65) or becomes eligible for Medicare, provided they exercise this option within thirty days of the employee's death.
 - f. The spouse shall have the option of continuing dental and vision coverage under COBRA through the City's COBRA administrator in accordance with state and federal laws.

*Employees leaving with less than twelve (12) months of service shall owe the City back all vacation time used.

**Employees who have used more floating holiday and/or PTO benefit than they were entitled pursuant to Section VI Paid Leave, of this policy in the last year of their employment will have an amount equal to the paid but unearned benefit deducted from their final pay (unless the employee leaves employment as a result of a physician certified disability).

CITY OF APPLETON 2025 BUDGET

INFORMATION TECHNOLOGY

Information Technology Director: Corey J. Popp

Deputy Director of Information Technology: Jennifer M. Thompson

CITY OF APPLETON 2025 BUDGET INFORMATION TECHNOLOGY

MISSION STATEMENT

The Information Technology Department serves to provide all City departments with reliable, timely and accurate computer applications, as well as planning and implementation of technology related hardware and services that are both cost-effective and responsive to departmental needs.

DISCUSSION OF SIGNIFICANT 2024 EVENTS

The Information Technology staff continued to support the City's departments, staff, and citizens' increasing dependence on reliable IT services through a focus on supporting staff, processes, and network security. Some examples of accomplishments in 2024 are:

Strategy

- Promoted a Help Desk Analyst to a PC/LAN Specialist.
- Hired a Help Desk Analyst.
- One part-time iSeries Systems Analyst retired and the position remains unfilled while department needs are analyzed.

Design

- Began design of the Tyler ERP Enterprise Asset Management system (EAM).

Transition

- ERP Utility Billing module projected to go live at the end of November 2024.
- Projected to soft launch the new www.appletonwi.gov website in November 2024.
- Migrated the Health Department billing off of the iSeries to State's environmental health system.

Operations

- Acquired and began installation of over 50 antiquated network Ethernet switches.
- Completed all network remediations.

Continual Service Improvement

- Closed 25 projects between January 1, 2024 and May 30, 2024 (-32% YoY).
- 2,214 help desk incidents, problems, and requests were created from January 1 to May 30, 2024, (-23% YoY).
- Automated monitoring created 3,605 event notifications from January 1, 2024 to May 30, 2024 (+220% YoY).
- 170 end-user security access adds/changes were created from January 1, 2024 to May 30, 2024 (+21% YoY).

CITY OF APPLETON 2025 BUDGET INFORMATION TECHNOLOGY

MAJOR 2025 OBJECTIVES

Strategy

- Continue to develop the direction and strategy for IT Services by way of communication with the Mayor, IT/HR Committee, and Common Council.
- Continue to fine tune IT governance by implementing additional Information Technology Infrastructure Library (ITIL) processes as needed.

Design

- Expand citizen engagement and self-service using the City's new website and Tyler ERP.
- Design Tyler ERP Permitting and Licensing, preparing to transition away from the iSeries.
- Expand the implementation of a new cloud-based Public Safety Camera Program.

Transition

- Transition Enterprise Asset Management from the iSeries mainframe to Tyler ERP.
- Continue to seek opportunities to convert in-house applications to Software as a Service (SaaS), managed services, or cloud hosting.
- Begin the migration of on-premise network storage and mapped drives to O365 SharePoint.

Operations

- Continue to ensure that IT services are delivered effectively and efficiently by fulfilling user requests, resolving service failures, fixing problems, and carrying out routine operational tasks.

Continual Service Improvement

- Define additional methods of Service Measurement and Reporting.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	Change *
Program Revenues		\$ -	\$ 2,205	\$ -	\$ -	\$ -	N/A
Program Expenses							
13010	Administration	216,142	336,326	344,092	344,092	356,626	3.64%
13020	Development	501,049	751,610	720,369	720,369	593,643	-17.59%
13030	Network	1,381,886	1,790,993	1,602,319	1,943,319	1,816,050	13.34%
TOTAL		\$ 2,099,077	\$ 2,878,929	\$ 2,666,780	\$ 3,007,780	\$ 2,766,319	3.73%
Expenses Comprised Of:							
Personnel		945,529	956,195	1,036,197	1,036,197	1,025,174	-1.06%
Training & Travel		19,175	27,111	32,596	32,596	32,270	-1.00%
Supplies & Materials		59,624	236,897	139,250	139,250	200,965	44.32%
Purchased Services		1,074,749	1,658,726	1,458,737	1,799,737	1,507,910	3.37%
Full Time Equivalent Staff:							
Personnel allocated to programs		10.00	10.00	10.00	10.00	10.00	

* % change from prior year adopted budget
Technology Services.xls

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Administration

Business Unit 13010

PROGRAM MISSION

To ensure that staff within the Information Technology Department can perform their duties in an effective manner while working in a pleasing and comfortable atmosphere. We will provide necessary tools, equipment, training and support to promote a healthy work environment that encourages customer support and personal development.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #2: "Encourage active community participation and involvement", #3: "Recognize and grow everyone's talents", #4: "Continuously assess trends affecting the community and proactively respond", #6: "Create opportunities and learn from successes and failures" and #7: "Communicate our success through stories and testimonials".

Objectives:

- Provide training resources to maintain, enhance and develop skills for efficient job performance and personal development of staff.
- Provide workspace, parking, and supplies to create a comfortable working environment that meets safety and environmental needs.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Administration

Business Unit 13010

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
501000 Miscellaneous Revenue	\$ -	\$ 1,271	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 1,271	\$ -	\$ -	\$ -
Expenses					
610100 Regular Salaries	\$ 145,474	\$ 245,479	\$ 243,024	\$ 243,024	\$ 249,551
615000 Fringes	39,650	59,347	60,222	60,222	62,166
620100 Training/Conferences	10,380	22,997	28,000	28,000	26,750
620200 Mileage Reimbursement	756	-	720	720	720
620600 Parking Permits	3,780	4,043	3,876	3,876	4,800
630100 Office Supplies	50	1,000	2,000	2,000	2,000
630300 Memberships & Licenses	239	-	50	50	-
630500 Awards & Recognition	45	200	200	200	150
632001 City Copy Charges	1,410	954	1,500	1,500	1,500
632700 Miscellaneous Equipment	-	20	1,000	1,000	1,000
641300 Utilities	2,441	2,286	3,500	3,500	7,989
659900 Other Contracts/Obligation	11,917	-	-	-	-
Total Expense	\$ 216,142	\$ 336,326	\$ 344,092	\$ 344,092	\$ 356,626

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

Training/Conferences

Tyler PACE	\$ 17,850
Udemy Training	4,800
Tyler Connect Conference (ERP)	4,100
	<u>\$ 26,750</u>

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Development

Business Unit 13020

PROGRAM MISSION

To ensure that all ERP users can collect, process and manage needed information and communicate more effectively, we will assist with the analysis, development, testing and implementation of new and upgraded automated systems, as well as maintain the availability and reliability of the ERP and related systems.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #2: "Encourage active community participation and involvement", #4: "Continuously assess trends affecting the community and proactively respond", and #6: "Create opportunities and learn from successes and failures".

Objectives:

- Transition Enterprise Asset Management from the iSeries mainframe to Tyler ERP.
- Design Tyler ERP Permitting and Licensing, preparing to transition from the iSeries mainframe.
- Expand citizen engagement and self-service using the City's new website and Tyler ERP.
- Continue support of the legacy iSeries platform, while preparing for its sunset end of year 2025.

Major changes in Revenue, Expenditures, or Programs:

Over \$80,000 decrease in total expenditures due to lowered website and document storage costs, as well as a decrease in salary costs related to a 2024 Systems Analyst retirement and subsequent position hold.

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Development

Business Unit 13020

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 185,687	\$ 194,410	\$ 261,031	\$ 261,031	\$ 222,943
610400 Call Time Wages	2,379	1,703	2,604	2,604	2,224
610800 Part-Time Wages	34,526	35,677	-	-	-
615000 Fringes	74,698	81,187	99,759	99,759	98,463
632700 Miscellaneous Equipment	1,623	3,714	-	-	-
640400 Consulting Services	15,675	13,418	12,000	12,000	12,000
641800 Equip. Repairs & Maint.	13,023	9,205	7,000	7,000	2,100
642400 Software Support	173,438	412,296	337,975	337,975	255,913
Total Expense	<u>\$ 501,049</u>	<u>\$ 751,610</u>	<u>\$ 720,369</u>	<u>\$ 720,369</u>	<u>\$ 593,643</u>

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

Software Support

Tyler ERP	\$ 220,443
Tyler ERP Payments	3,870
Revize Website	16,400
iSeries Prodata DBU Maint	500
iSeries HelpSystems	8,000
iSeries Elite Forms	2,000
iSeries COBOL	500
Domain and Certificate Registrations	2,000
Apex Dev Software	2,200
	<u>\$ 255,913</u>

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Operations

Business Unit 13030

PROGRAM MISSION

To ensure that users of City network data and communication systems can continue to perform automated functions in an effective manner, we will maintain the availability and reliability of such systems and correct any operational problems, as well as provide appropriate upgrades and development of new systems as needed.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #2: "Encourage active community participation and involvement", #4: "Continuously assess trends affecting the community and proactively respond", and #6: "Create opportunities and learn from successes and failures".

Objectives:

- Expand the implementation of a new cloud-based Public Safety Camera Program.
- Continue to seek opportunities to convert in-house applications to Software as a Service (SaaS), managed services, or cloud hosting.
- Begin the migration of on-premise network storage and mapped drives to O365 SharePoint.

Major changes in Revenue, Expenditures, or Programs:

- Firewall maintenance for software updates, patches, and vendor support that was previously paid up front for five years is now due annually for \$50,000.
- Increased the Public Safety Camera operations budget by \$36,400 for an estimated 12 replacement cameras.
- Added AFD EMS service requiring \$30,976 in 1st-year startup costs (\$14,281 of the initial cost recurs annually).
- Added a backup Internet circuit for \$14,000 recurring annually.

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

Operations

Business Unit 13030

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
501000 Miscellaneous Revenue	\$ -	\$ 934	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 934	\$ -	\$ -	\$ -
Expenses					
610100 Regular Salaries	\$ 349,199	\$ 256,891	\$ 278,006	\$ 278,006	\$ 293,740
610400 Call Time Wages	2,946	2,762	2,773	2,773	2,930
610500 Overtime Wages	1,092	915	1,788	1,788	1,907
615000 Fringes	109,878	77,824	86,990	86,990	91,250
620100 Training/Conferences	4,259	71	-	-	-
630100 Office Supplies	9,382	9,621	8,500	8,500	8,500
632700 Miscellaneous Equipment	46,875	221,388	126,000	126,000	187,815
640400 Consulting Services	81,095	81,792	33,700	374,700	33,700
641307 Telephone	2,907	3,494	1,750	1,750	-
641800 Equipment Repairs & Maint.	24,423	188,684	84,300	84,300	86,000
641900 Communication Eq. Repairs	25,954	58,322	46,800	46,800	72,300
642400 Software Support	617,871	697,391	767,112	767,112	814,908
642600 Network Security Support	106,005	191,838	164,600	164,600	223,000
Total Expense	\$ 1,381,886	\$ 1,790,993	\$ 1,602,319	\$ 1,943,319	\$ 1,816,050

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

<u>Miscellaneous Equipment</u>		<u>Software Support</u>	
Computers	\$ 83,000	AFD-Cradlepoint	\$ 2,200
Public Safety Cameras	45,120	AFD-EMS Cardiac Maintenance Software	8,000
APD Mobile Data Computers	30,000	AFD-EMS Narcotics Vault SaaS	1,298
AFD EMS Training Hardware	16,695	AFD-EMS Protocol Application	3,400
Misc. network hardware	13,000	AFD-EMS Vector Solutions Control Substance app	2,160
	<u>\$ 187,815</u>	AFD-Farozone diagramming software	2,600
		AFD-ImageTrend Elite RMS	24,000
<u>Consulting</u>		AFD-ImageTrend Investigations	3,000
Network consulting	\$ 17,000	AFD-Miovision Opticom	3,230
Telephone system consulting	16,700	AFD-Vector Solutions LMS & Sched	20,000
	<u>\$ 33,700</u>	APD-Celebrite Forensics	14,000
		APD-ID Networks FingerRoll Live	4,300
<u>Equip. Repairs & Maint.</u>		APD-K9 Unit	600
HBS Activate	\$ 45,000	APD-Porter Lee Beast Evidence	2,200
Cisco Meraki Licensing	34,100	Assessor-Apex Sketching	2,200
ParkPlace Server Support	6,900	Assessor-OnceHub	1,500
	<u>\$ 86,000</u>	Assessor-CAMA	40,000
		Atty-Cycom CityLaw	11,400
<u>Communication Equip. Repair</u>		Clerks-ID Wholesaler Cloudbadging	1,300
AAMFON	\$ 40,000	Comms-ArchiveSocial	15,000
Backup Internet circuit	14,000	DPW-Autodesk CAD	28,000
WiscNet	12,000	DPW-Bentley Systems Carahsoft OpenRoads	2,000
Spectrum VPNs	3,000	DPW-PipeTech	5,000
CradlePoint Netcloud	3,300	Facilities-Facilicad	9,000
	<u>\$ 72,300</u>	Facilities-Identiv Hirsch Velocity Access Control	22,000
		Facilities-Siemans's Desigo HVAC	4,000
<u>Network Security Support</u>		Finance-DebtBook	13,000
Barracuda email security	\$ 70,000	GIS-ESRI ArcGIS	62,500
Palo Alto Firewall Maintenance	50,000	Health-Granicus Host Compliance	10,000
Nexum SNOCC	42,000	HR-Neogov	31,000
APD Absolute Secure Access	28,000	IT-Adobe Creative Suite	19,000
Firewall penetration testing	15,000	IT-Azure Cloud Backups	42,000
Cortex XDR Pro	9,400	IT-Helpdesk	2,600
Cortex XDR Prevent	5,600	IT-Microsoft O365	170,000
AFD Absolute Secure Access	3,000	IT-Mitel Support	44,000
	<u>\$ 223,000</u>	IT-NetApp Support	35,000
		IT-PDQ Deploy	8,400
		IT-VMWare	10,000
		IT-Zoom	4,000
		Misc. Increases	5,000
		MSB-FMLive	6,500
		MSB-Mitchell Shopkey	2,000
		Parks-Modeco Timescape	4,000
		Parks-Vermont Systems RecTrac/Webtrac SaaS	17,000
		Public Safety-Camera Licensing	11,520
		Public Safety-Spillman CAD	85,000
			<u>\$ 814,908</u>

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

	2022 <u>ACTUAL</u>	2023 <u>ACTUAL</u>	2024 <u>YTD ACTUAL</u>	2024 <u>ORIG BUD</u>	2024 <u>REVISED BUD</u>	2025 <u>BUDGET</u>
Revenues						
501000 Miscellaneous Revenues	-	2,205	-	-	-	-
TOTAL PROGRAM REVENUES	-	2,205	-	-	-	-
Salaries						
610100 Regular Salaries	581,039	624,535	194,723	782,061	782,061	766,234
610400 Call Time Wages	5,325	4,591	1,373	5,377	5,377	5,154
610500 Overtime Wages	1,092	1,003	335	1,788	1,788	1,907
610800 Part-Time Wages	34,526	35,677	9,939	-	-	-
611400 Sick Pay	17,633	-	-	-	-	-
611500 Vacation Pay	81,688	72,031	12,516	-	-	-
615000 Fringes	224,226	218,358	69,080	246,971	246,971	251,879
TOTAL PERSONNEL	945,529	956,195	287,966	1,036,197	1,036,197	1,025,174
Training~Travel						
620100 Training/Conferences	14,639	23,068	2,498	28,000	28,000	26,750
620200 Mileage Reimbursement	756	-	-	720	720	720
620600 Parking Permits	3,780	4,043	4,800	3,876	3,876	4,800
TOTAL TRAINING / TRAVEL	19,175	27,111	7,298	32,596	32,596	32,270
Supplies						
630100 Office Supplies	9,432	10,621	1,727	10,500	10,500	10,500
630300 Memberships & Licenses	239	-	-	50	50	-
630500 Awards & Recognition	45	200	-	200	200	150
632001 City Copy Charges	1,410	954	3	1,500	1,500	1,500
632700 Miscellaneous Equipment	48,498	225,122	10,849	127,000	127,000	188,815
TOTAL SUPPLIES	59,624	236,897	12,579	139,250	139,250	200,965
Purchased Services						
640400 Consulting Services	96,770	95,210	8,157	45,700	386,700	45,700
641200 Advertising	-	561	-	-	-	-
641307 Telephone	3,909	4,490	1,520	1,750	1,750	4,489
641308 Cellular Phones	1,439	729	329	3,500	3,500	3,500
641800 Equipment Repairs & Maint.	37,446	197,889	13,110	91,300	91,300	88,100
641900 Communication Eq. Repairs	25,954	58,322	1,083	46,800	46,800	72,300
642400 Software Support	791,309	1,109,687	165,791	1,105,087	1,105,087	1,070,821
642600 Network Security Support	106,005	191,838	45,966	164,600	164,600	223,000
659900 Other Contracts/Obligation	11,917	-	-	-	-	-
TOTAL PURCHASED SVCS	1,074,749	1,658,726	235,956	1,458,737	1,799,737	1,507,910
TOTAL EXPENSE	2,099,077	2,878,929	543,799	2,666,780	3,007,780	2,766,319

**CITY OF APPLETON 2025 BUDGET
CAPITAL PROJECTS FUNDS**

NOTES

Lined area for notes.

**CITY OF APPLETON 2025 BUDGET
CAPITAL PROJECTS FUNDS**

Information Technology

Business Unit 4220

PROGRAM MISSION

This program accounts for funding sources and expenditures for various data processing, communications, and technology related needs.

PROGRAM NARRATIVE

Link to Strategy:

Implements Key Strategy #1: "Responsibly deliver excellent services".

Objectives:

Further descriptions of projects to be paid from this fund can be found in the Capital Projects section of the budget, as follows:

Project	Amount	Page
Information Technology - ERP	\$ 395,564	Projects, pg. 654
Public Safety Camera Program	38,716	Projects, pg. 605
	<u>\$ 434,280</u>	

Major changes in Revenue, Expenditures, or Programs:

Public Safety Camera Program is moving here from DPW due to the nature of the equipment and system.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			% Change *
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	
Program Revenues		\$ 110,770	\$ 276,747	\$ 150,000	\$ 150,000	\$ 434,280	189.52%
Program Expenses		\$ 488,835	\$ 29,836	\$ 150,000	\$ 566,110	\$ 434,280	189.52%
Expenses Comprised Of:							
	Personnel	-	-	-	-	-	N/A
	Purchased Services	-	-	-	-	-	N/A
	Capital Expenditures	488,835	29,836	150,000	566,110	434,280	189.52%
	Transfers Out	-	-	-	-	-	N/A

**CITY OF APPLETON 2025 BUDGET
CAPITAL PROJECTS FUNDS**

Information Technology

Business Unit 4220

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
471000 Interest on Investments	\$ (9,230)	\$ 26,747	\$ -	\$ -	\$ -
591000 Proceeds of Long-term Debt	120,000	250,000	150,000	150,000	434,280
592100 Transfer In - General Fund	550,000	-	-	-	-
Total Revenue	<u>\$ 660,770</u>	<u>\$ 276,747</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 434,280</u>
Expenses					
680401 Machinery & Equipment	\$ 179,419	\$ 29,836	\$ 150,000	\$ 335,000	\$ 38,716
681500 Software Acquisition	309,416	-	-	231,110	395,564
Total Expense	<u>\$ 488,835</u>	<u>\$ 29,836</u>	<u>\$ 150,000</u>	<u>\$ 566,110</u>	<u>\$ 434,280</u>

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

None

**CITY OF APPLETON 2025 BUDGET
INFORMATION TECHNOLOGY**

SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

Revenues	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Budget
Interest Income (Loss)	\$ (9,230)	\$ 26,747	\$ -	\$ -	\$ -
Other	-	-	-	-	-
Total Revenues	<u>(9,230)</u>	<u>26,747</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenses					
Program Costs	488,835	29,836	150,000	566,110	434,280
Total Expenses	<u>488,835</u>	<u>29,836</u>	<u>150,000</u>	<u>566,110</u>	<u>434,280</u>
Revenues over (under) Expenses	(498,065)	(3,089)	(150,000)	(566,110)	(434,280)
Other Financing Sources (Uses)					
Proceeds of G.O. Debt	120,000	250,000	150,000	150,000	434,280
Operating Transfers In	550,000	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>670,000</u>	<u>250,000</u>	<u>150,000</u>	<u>150,000</u>	<u>434,280</u>
Net Change in Equity	171,935	246,911	-	(416,110)	-
Fund Balance - Beginning	<u>409,987</u>	<u>581,922</u>	<u>828,833</u>	<u>828,833</u>	<u>412,723</u>
Fund Balance - Ending	<u>\$ 581,922</u>	<u>\$ 828,833</u>	<u>\$ 828,833</u>	<u>\$ 412,723</u>	<u>\$ 412,723</u>

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Human Resources Director: Jay M. Ratchman

Deputy Director of Human Resources: Kim M. Kamp

CITY OF APPLETON 2025 BUDGET HUMAN RESOURCES

MISSION STATEMENT

The Human Resource Department will attract, develop, and retain a high-performing, diverse workforce and foster an environment where employees can use their talents to thrive.

DISCUSSION OF SIGNIFICANT 2024 EVENTS

The Human Resources (HR) staff continued to support and provide service to City departments, staff, and the public through innovative programs and enhancements. Some examples of accomplishments in 2024 are:

General Administration:

- Continued use of the Baker Tilly safe system to keep our compensation plan competitive within the market.
- Implemented cost saving strategies for specialty prescription medications with Prudent RX.
- Implemented cost saving program through Proximal to provide employees choice in high quality, lower cost providers.
- Continued to train/develop staff members within HR, with specific focus on ERP and Neogov technologies.
- Continued working with the Financial Wellness Team, focusing on communication of the newly added Pimco Balanced Retirement Mutual Income Fund that is geared toward retirees and employees near retirement to generate retirement income.
- Continued relationships with UMR and CVS/Caremark, allowing us to continue to obtain significant rebates as part of this cooperative.
- Continued health services at the employee Connecting Care Clinic (CCC) and renewal of our commitment with the AASD. Successfully relocated the clinic, with a new location offering additional space, easier patient access, and significant cost savings.
- Continued transition into Tyler ERP for HR and Payroll systems.
- Updated a variety of HR and safety policies.
- Continued work by the HealthSmart Team, including sponsoring wellness programs and a wellness fair that is planned for October 2024. On-site biometric health screenings will take place in fall 2024.
- Provided monthly updates to dashboards to measure key metrics related to HR.
- Used employee surveys to gain feedback on our onboarding and new employee experience.
- Monitored usage of the Employee Assistance Program and surveyed employees for feedback on their experiences using this service.
- Started initial work on 457 deferred compensation plan review and compliance with Secure Act 2.0.

Employee and Labor Relations:

- Assisted with general leaves of absence, FMLA leaves of absence, and worker's compensation.
- Addressed wage compression issues and internal compensation equity issues.
- Assisted departments with a variety of employment related matters.
- Managed the unemployment compensation program (monitoring claims, responding to the State of Wisconsin, and contesting claims when appropriate).

Talent Acquisition and Retention:

- Completed recruitment processes for internal promotions, lateral transfers, and external recruitment.
- Coordinated and assisted the Police and Fire Commissions with the selection of police officers, firefighters, and other promotional processes.
- Completed hiring process for two Director positions.
- Continued efforts to increase our reach through social media, direct recruitment, and branding of recruitment materials.
- Conducted interviews in-person, virtually (Microsoft Teams and Zoom), and via the phone to accommodate candidate needs.
- Worked with the Parks and Recreation Department to increase efficiencies for seasonal recruitment.
- Continued on-going maintenance of Human Resources and DEI dashboards to display diversity, equity, and inclusion data for existing employees and recruitment processes.

Talent Management and Development:

- Coordinated required new-hire paperwork and training for seasonal staff via onboarding portal.
- Provided required training virtually for general employees and supervisors.
- Facilitated initial new employee online orientation training through the onboarding tool.
- Introduced the City Star Awards programs.
- Conducted bimonthly new supervisor orientation training and new employee orientations.
- Provided recognition for administrative professionals during Administrative Professionals' Week.
- Implemented recognition for multiple departments.
- Continued with City Celebrations Recognition program for employees with milestone anniversaries (10, 20, and 30 years).
- Administered the THRIVE Leadership Academy for current and upcoming City leaders.
- Facilitated EQi assessments and individual/team development.
- Facilitated EQi360 and Hogan assessments with the City leadership team members.

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

MAJOR 2025 OBJECTIVES

To provide departmental support meeting the City's organizational needs in the areas of:

Human Resources Compliance and Administration:

- Ongoing monthly review of the medical and dental plans against trend and compliance changes.
- Quarterly strategic planning with insurance brokers on health, dental, and other benefit plans to review and, when appropriate, implement cost containment strategies.
- Evaluate and administer the annual personal health risk assessments and other health and wellness driven benefits for all employees, spouses, and retirees.
- Administer various wellness programs to educate employees and promote health and wellness.
- Ongoing review and maintenance of non-represented employee compensation system to ensure that it remains fair, equitable, and legally compliant.
- Promote the Connecting Care Clinic and services to maximize our return on investment.
- Promote programs to increase employee financial wellness and retirement readiness.
- Continue review of 457 deferred compensation plan and compliance with Secure Act 2.0.
- Enter into contract negotiations with Fire for a successor contract.
- Provide assistance on labor contract interpretations and handle grievances.
- Monitor unemployment reports and work with Attorney's Office on unique claims.

Talent Acquisition and Retention:

- Fill vacant employee positions throughout the year.
- Continue to use a variety of means to interview candidates (e.g. in-person, virtual, and phone).
- Continue to evaluate the use of testing and employment related assessments to best meet the organization's needs.
- Review background procedures and evaluate alternatives.
- Increase social media impact and continue to market HR on the appropriate social media platforms.
- Monitor and explore ways to improve our diversity outreach.
- Share and highlight DEI statistics with internal and external audiences.
- Enhance employment branding and utilize tools for targeted messaging.

Talent Management and Development:

- Continue to implement Citywide talent management strategy, including updates and implementation of Citywide and department workforce analyses, succession plans, individual development plans and leadership development programs.
- Continue to create and facilitate required general employee and supervisory training sessions.
- Continue development and implementation of e-learning programs.
- Conduct new employee orientation sessions.
- Facilitate new supervisor orientation sessions.
- Conduct seasonal employee training programs and online learning.
- Coordinate team and individual development opportunities for City employees.
- Manage and expand use of online onboarding and offboarding systems.
- Coordinate and facilitate organizational culture initiatives.
- Expand use of EQi, Hogan, and other leadership development tools.
- Research the development of a new aspiring leaders program to help prepare employees to move into supervisory roles.
- Continue to implement and manage performance evaluation and learning management system.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	Change *
Program Expenses							
14010	HR Compliance	404,386	409,050	416,431	421,381	426,111	2.32%
14020	Talent Acquisition	225,254	211,310	201,339	201,339	197,410	-1.95%
14040	Talent Management	195,658	189,612	194,080	194,080	199,719	2.91%
TOTAL		\$ 825,298	\$ 809,972	\$ 811,850	\$ 816,800	\$ 823,240	1.40%
Expenses Comprised Of:							
Personnel		671,054	709,979	697,905	697,905	711,986	2.02%
Training & Travel		23,521	18,273	26,350	26,350	26,350	0.00%
Supplies & Materials		10,895	11,794	15,781	15,781	15,552	-1.45%
Purchased Services		119,828	69,926	71,814	76,764	69,352	-3.43%
Full Time Equivalent Staff:							
Personnel allocated to programs		6.15	6.15	6.15	6.15	6.15	

* % change from prior year adopted budget
Human Resources.xls

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Human Resources Compliance and Administration

Business Unit 14010

PROGRAM MISSION

For the benefit of managers and employees, so that the City may attract and retain talented and dedicated staff who will be fairly and equitably compensated and supervised, we will develop and administer policies and procedures, maintain compensation schedules reflective of the market, conduct labor contract negotiations, resolve grievances, and assist with employee-related issues.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", and #5: "Promote an environment that is respectful and inclusive".

Objectives:

- Develop, implement, maintain and distribute policies and procedures applicable to City employees.
- Review policies and procedures.
- Serve as a resource for other agencies seeking employment and statistical data.
- Administer various policies and programs to comply with state and Federal legislation.
- Administer employer fringe benefit programs and voluntary fringe benefit programs.
- Administer employee wellness programs.
- Ensure fringe benefit programs are administered in accordance with state and federal regulations.
- Counsel employees on benefit related matters.
- Conduct organizational benefit reviews.
- Coordinate and administer the employee compensation and classification system, including use of the Baker Tilly safe system, for ongoing evaluations.
- Administer the performance and goal evaluation system.
- Educate employees on health insurance costs and issues.
- Maintain employment records.
- Negotiate labor union contracts, address employee issues, and handle grievances as they occur.
- Investigate complaints and follow through to resolution.
- Provide intervention and conflict resolution services.
- Assist and advise employees on employment related issues.
- Provide contract interpretation and training.
- Coordinate and participate in grievance and interest arbitrations.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Human Resources Compliance and Administration

Business Unit 14010

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 291,557	\$ 291,718	\$ 293,578	\$ 293,578	\$ 302,236
610500 Overtime Wages	2,479	2,313	-	-	-
615000 Fringes	99,758	106,415	106,064	106,064	110,086
620100 Training/Conferences	1,028	58	-	-	-
620200 Mileage Reimbursement	81	72	72	72	72
620600 Parking Permits	2,511	2,880	2,880	2,880	2,880
630100 Office Supplies	1,399	1,000	1,000	1,000	1,000
630300 Memberships & Licenses	-	578	420	420	420
630500 Awards & Recognition	-	92	92	92	92
630700 Food & Provisions	123	233	125	125	125
632001 City Copy Charges	2,630	2,555	3,000	3,000	3,000
632002 Outside Printing	200	393	400	400	400
632700 Miscellaneous Equipment	841	225	200	200	200
640400 Consulting Services	1,174	50	8,000	12,950	5,000
641307 Telephone	481	468	500	500	500
659900 Other Contracts/Obligation	124	-	100	100	100
Total Expense	<u>\$ 404,386</u>	<u>\$ 409,050</u>	<u>\$ 416,431</u>	<u>\$ 421,381</u>	<u>\$ 426,111</u>

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

None

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Talent Acquisition and Retention

Business Unit 14020

PROGRAM MISSION

For the benefit of the program managers, so that the City will have a qualified, diverse staff, we will research, recruit and recommend appropriate candidates.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", and #5: "Promote an environment that is respectful and inclusive."

Objectives:

- Review and make recommendations on the filling of vacancies, reorganizations and other staffing changes.
- Review and update job descriptions and post or advertise vacant positions.
- Receive and screen applications.
- Administer selection process including: corresponding with applicants; maintaining recruitment data; testing; interviewing; performing background and reference checks; coordinating travel arrangements; medical, psychological, and physical agility testing; and documenting employment offers.
- Maintain statistical data on applicant files.
- Process all recruitment for seasonal employees.
- Outline and document all hiring processes and continue to explore online job posting opportunities.
- Evaluate the use of testing and employment related assessments and background procedures.
- Use Neogov system for all volunteer processes to streamline and ensure all background checks are completed.
- Build qualified applicant pools that are representative of the community.
- Continually evaluate creative methods to attract quality talent.
- Work through branding of recruitment materials.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
HUMAN RESOURCES**

Talent Acquisition and Retention

Business Unit 14020

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 103,915	\$ 122,381	\$ 111,584	\$ 111,584	\$ 106,493
610500 Overtime Wages	-	31	-	-	-
615000 Fringes	42,646	53,764	52,464	52,464	53,088
620100 Training/Conferences	39	28	-	-	-
620200 Mileage Reimbursement	134	72	72	72	72
620500 Employee Recruitment	10,210	7,587	14,000	14,000	14,000
630300 Memberships & Licenses	319	198	205	205	205
630700 Food & Provisions	835	596	500	500	500
640400 Consulting Services	60,963	26,364	22,314	22,314	22,852
641200 Advertising	6,016	120	-	-	-
641307 Telephone	177	169	200	200	200
Total Expense	<u>\$ 225,254</u>	<u>\$ 211,310</u>	<u>\$ 201,339</u>	<u>\$ 201,339</u>	<u>\$ 197,410</u>

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

Consulting Services

Pre-employment Physical Testing	\$ 11,302
Pre-employment Psychological Testing	8,800
Personnel Evaluation, Inc.	2,750
	<u>\$ 22,852</u>

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Talent Management and Development

Business Unit 14040

PROGRAM MISSION

For the benefit of City staff and the community, we will provide training to meet strategic goals and educational opportunities for staff to enhance employees' skills, to fulfill legally mandated training requirements, and to increase employee engagement and development.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", #5: "Promote an environment that is respectful and inclusive", and #6: "Create opportunities and learn from successes and failures".

Objectives:

- Coordinate and conduct annual required general employee training classes for all employees.
- Coordinate and facilitate supervisory training.
- Maintain Citywide training and tracking database.
- Create and manage e-learning courses.
- Facilitate staff and team development sessions.
- Deliver organizational development training.
- Conduct bimonthly new employee orientation programs.
- Conduct bimonthly new supervisor orientation training.
- Coordinate and conduct seasonal training through our online onboarding tool and in-person classes.
- Facilitate Citywide talent management strategy, including workforce analysis and succession plans.
- Implement recommendations of City Culture Team based on input received in the employee Stay Interviews and Group Engagement Conversations (e.g., career development planning and ongoing growth assignments).
- Coordinate and facilitate leadership programs, including individual development plans and mentoring program.
- Continue to implement and manage online Neogov performance evaluation system.
- Continue to expand use of online onboarding and offboarding systems.
- Coordinate and facilitate organizational culture discussions and action plans.
- Manage and expand use of leadership development tools (i.e. EQi, Hogan).
- Coordinate and implement 360 assessment tool for the leadership team members.
- Offer new THRIVE 2.0 classes for continued leadership development.
- Research and implement development programs for mid-level managers.
- Administer City engagement and recognition programs, including City Celebrations (to recognize tenured staff), City Stars (for outstanding performance), ongoing departmental and individual recognition, and the annual employee picnic.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

CITY OF APPLETON 2025 BUDGET

HUMAN RESOURCES

Talent Management and Development

Business Unit 14040

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 96,547	\$ 97,827	\$ 98,285	\$ 98,285	\$ 102,615
610500 Overtime Wages	-	199	-	-	-
615000 Fringes	34,152	35,331	35,930	35,930	37,468
620100 Training/Conferences	9,293	7,360	9,110	9,110	9,110
620200 Mileage Reimbursement	225	216	216	216	216
630300 Memberships & Licenses	-	-	289	289	60
630700 Food & Provisions	4,548	5,924	9,550	9,550	9,550
640400 Consulting Services	49,797	41,755	40,000	40,000	40,000
659900 Other Contracts/Obligation	1,096	1,000	700	700	700
Total Expense	<u>\$ 195,658</u>	<u>\$ 189,612</u>	<u>\$ 194,080</u>	<u>\$ 194,080</u>	<u>\$ 199,719</u>

DETAILED SUMMARY OF 2025 PROPOSED EXPENDITURES > \$15,000

Consulting Services

General Employee Training/Development	\$ 6,500
Organizational Development	10,000
Supervisor/Leadership Development	22,000
Administrative Professionals Event	1,500
	<u>\$ 40,000</u>

CITY OF APPLETON 2025 BUDGET HUMAN RESOURCES

	2022 ACTUAL	2023 ACTUAL	2024 YTD ACTUAL	2024 ORIG BUD	2024 REVISED BUD	2025 BUDGET
Salaries						
610100 Regular Salaries	492,019	511,926	503,447	503,447	503,447	511,344
610500 Overtime Wages	2,479	2,543	-	-	-	37,468
615000 Fringes	176,556	195,510	194,458	194,458	194,458	163,174
TOTAL PERSONNEL	671,054	709,979	697,905	697,905	697,905	711,986
Training~Travel						
620100 Training/Conferences	10,360	7,446	9,110	9,110	9,110	9,110
620200 Mileage Reimbursement	440	360	360	360	360	360
620500 Employee Recruitment	10,210	7,587	14,000	14,000	14,000	14,000
620600 Parking Permits	2,511	2,880	2,880	2,880	2,880	2,880
TOTAL TRAINING / TRAVEL	23,521	18,273	26,350	26,350	26,350	26,350
Supplies						
630100 Office Supplies	1,399	1,000	1,000	1,000	1,000	1,000
630300 Memberships & Licenses	319	776	914	914	914	685
630500 Awards & Recognition	-	92	92	92	92	92
630700 Food & Provisions	5,506	6,753	10,175	10,175	10,175	10,175
632001 City Copy Charges	2,630	2,555	3,000	3,000	3,000	3,000
632002 Outside Printing	200	393	400	400	400	400
632700 Miscellaneous Equipment	841	225	200	200	200	200
TOTAL SUPPLIES	10,895	11,794	15,781	15,781	15,781	15,552
Purchased Services						
640400 Consulting Services	111,934	68,169	70,314	70,314	75,264	67,852
641200 Advertising	6,016	120	-	-	-	-
641307 Telephone	658	637	700	700	700	700
659900 Other Contracts/Obligation	1,220	1,000	800	800	800	800
TOTAL PURCHASED SVCS	119,828	69,926	71,814	71,814	76,764	69,352
TOTAL EXPENSE	825,298	809,972	811,850	811,850	816,800	823,240

Updates thru 10/17/24

HR Generalist	Position	Dept.	Date of Vacancy	Open Date	# of Openings	Status
Jessie	Operator II - Water	DPW	10/21/2024	10/9/2024	1	Application deadline: 10/27/24.
	Master Mechanic -Valley Transit	VT	06/08/24	06/12/24	1	Application deadline: 10/27/24.
	Waste Water Operator	Utilities	6/7/2024 & 10/14/2024	05/10/24	2	Reviewing top candidates.
	Part Time Bus Driver	VT	NA	10/07/24	NA	Application deadline: 11/24/24.
Morgan	Police Officer	Police	12/01/23	N/A	5+Elig.	Application deadline: open. PFC interviews: 10/28/24. Conditional offer extended to 3 candidates. Job offer accepted, start date: 1/8/25.
	Firefighter	Fire	NA	09/17/24	Elig.	Application deadline: 11/10/24.
	Battalion Chief - Resource Development	Fire	01/01/25	10/07/24	1	Application deadline: open.
	Library Assistant - Materials Management (Acquisitions)	Library	08/10/24	09/16/24	1	References pending on 1 candidate.
	Deputy Director Finance	Finance	09/06/24	08/09/24	1	Application deadline: 10/27/24.
Vanessa	Community Service Officer	Police	8/30/2024	9/17/2024	1	Reviewing applications.
			Total Positions Open:		13	
On Hold						
HR Generalist	Position	Dept.	Date of Vacancy	# of Openings	Status	
Morgan	Library Clerk - Regular Part-Time	Library	07/01/22	1	Internal transfer. Position on hold until new construction complete.	
Jessie	Transit Maintenance Operations Supervisor	VT	03/25/23	1	Position on hold.	
			Total On Hold	2		