

Item 24-1331: Approval to hire Matrix Consulting Group to complete an Organizational and Workload Study for the Appleton Police Department

Safety and Licensing Committee

Wed, Oct 23, 2024 5:30PM

Aldersperson Chris Croatt (District 14) 1:19:22

All right, let's move on to 24-1331, which is information item approval to hire Matrix Consulting Group to complete an organizational and workload study for APD. Chief Olson, would you like to comment on the attachments or talk to this?

Police Chief Polly Olson 1:19:38

Yeah, I can. You have in front of you, obviously the memo that was written by Director Ratchman who is also here tonight, and essentially, as you are well aware, that we've been having discussions for the last year, probably the last couple years, about some of the staffing, some have concerns, at the police department and certainly in taking a look at resource allocation. And this type of staffing study has, to my knowledge, not yet taken place at least in the almost 24 years that I've been employed at the Appleton Police Department. I do think it's long overdue.

Police Chief Polly Olson 1:20:14

Director Ratchman and his team spent a lot of time taking a look at some—developing some of the questions we'd have for potential vendors to carry out this workload study. Prior to developing the RFP, my staff, as well as officers that are members of the police union, were involved in the process of taking a look at the individual companies that submitted an RFP, and ultimately, we landed on the company that you have in front of you, which is Matrix Consulting Group. They weren't the most expensive group, and they weren't the least expensive group, but they certainly seemed to be the most qualified group that we all agreed upon would likely give us a comprehensive look and plan at our staffing situation and our resource allocation.

Aldersperson Chris Croatt (District 14) 1:21:08

Okay, great. Director Ratchman, you want to comment? This is a \$69,000 study, correct? Is that what the—

Police Chief Polly Olson 1:21:15

That's correct.

Aldersperson Chris Croatt (District 14) 1:21:15

—total project costs at on the last page is?

Police Chief Polly Olson 1:21:19

Oh, absolutely.

Director Jay Ratchman (HR) 1:21:25

Chair, thank you, Chair. I just would echo what the chief said, which is this has been about 12 months' worth of study for us. We reached out to a wide network of HR colleagues, police chief associations, union leadership at the state level, [Unclear], and the list goes on just to find out who does this type of study. Before we even did the RFP, we actually interviewed companies to find out who they were, to tell them a little bit about the Appleton Police Department, what we're looking to do, to make sure that they should even be included in the RFP process. And even after we received the RFPs, there was a nice team that reviewed this, but we also

interviewed the companies once again, just to make sure we had the right fit. And as the chief said, the Matrix group really stood out. They really hit all the points that we wanted in this staffing study.

Director Jay Ratchman (HR) 1:22:17

One other thing is, when you look at companies that do this type of work, some are a cookie cutter approach. They look at your population, they look at how many people you have in your police department, and they come up with a formula. That that does not work. It does not consider philosophies of your department, how many civilian staff you have, crime system statistics as well as, like, what's the vision of the department and where you want to go. So, I feel very comfortable with the Matrix, and we're excited to move forward.

Aldersperson Chris Croatt (District 14) 1:22:47

Great. Thank you. Yeah, it looks like they have extensive experience in this, doing over 400 of several in Wisconsin, including Milwaukee, Glendale, Oshkosh, Madison. So good choice, I think. All right. Questions, comments? Alder Hartzheim, Director—er District 13.

Aldersperson Sheri Hartzheim (District 13) 1:23:10

Thank you, Chair. The only question I have probably maybe can't be answered here. But what bucket of ARPA funds has this come out of, or will this come out of?

Aldersperson Chris Croatt (District 14) 1:23:21

Who wants to answer?

Director Jay Ratchman (HR) 1:23:22

I certainly can, but I know the mayor has joined back on as well. I think the mayor had wanted to comment about this.

Aldersperson Chris Croatt (District 14) 1:23:22

Oh, hey, Jake.

Mayor Jake Woodford 1:23:25

Yeah, hi, so happy to answer the question. So, there was a general allocation of ARPA funds directed toward ongoing city response to COVID. It's really more, as I mentioned, a general allocation. And as we are wrapping up with the term of the ARPA program and working on getting the last of that money allocated, our recommendation is to use a portion of those remaining funds for this purpose.

Mayor Jake Woodford 1:24:05

It's ultimately up to the council's discretion whether you want to go through the process of moving it from one bucket to another. But I would just note that from a budgetary perspective, you know, the budget—the buckets that were established by council did not create separate funds or special funds for the ARPA money. It was really more an organizing principle for the council and the administration to work through the process of allocating funds. So, it would come out of—unless there's a budget amendment to—and I don't even know that an amendment would be required. We'd have to ask the finance department. I don't even believe an amendment would be required to move it to a redesignated to another bucket more directly related to public safety. But our recommendation would be, if the council believes this is a worthwhile pursuit and a good use of these funds, to simply move it forward, and we would, we would use those remaining funds to support it.

Aldersperson Chris Croatt (District 14) 1:25:06

Okay, thank you, Mayor. Alder Fenton.

Alderson Denise Fenton (District 6) 1:25:09

Thank you. Just one note on—and I think I can point to the—oh my gosh, the—Director Ratchman would have to give me the correct name for the compensation survey that was done. But at that time, we talked about kind of the benefits of having somebody from the outside, in terms of people being open to asking questions, where, especially with the police force, I think it would be a whole lot harder with the—within the command structure of getting people to really open up about what their issues are. And so, I think in this particular case, you know, we have to spend money and the qualifications look excellent, but I think there's an intangible of having somebody from the outside do this. And obviously I know that our colleagues on human resources and information technology are going to have the vote on this, but I think it is an information item for us. I think this is a really good plan.

Alderson Chris Croatt (District 14) 1:25:09

Okay, thank you. Yeah. I was just going to mention that that this is information for this committee, but it is action for the next committee, which I know we're over, so we're getting there. Other questions, comments? Thank you all for the information.