



City of Appleton

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

Meeting Agenda - Final Safety and Licensing Committee

Wednesday, October 23, 2024

5:30 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

[24-1332](#) Safety & Licensing Committee Minutes from 10/9/2024 and 10/16/2024

Attachments: [S&L Minutes 10.9.2024.pdf](#)
[S&L Minutes 10.16.2024.pdf](#)

5. Public Hearing/Appealances

6. Action Items

[24-0420](#) Class "B" Beer and Reserve "Class B" Liquor License application for Delaires LLC d/b/a Delaire's, David Boulanger, Agent, located at 823 W. College Ave, contingent upon approval from the Health and Inspections departments.

Attachments: [Delaire's.Alcohol.Class B Beer Reserve Liquor.4.10.24.REDACTED.pdf](#)

Legislative History

10/9/24	Safety and Licensing Committee	recommended for approval
10/16/24	Common Council	referred to the Safety and Licensing Committee

[24-1318](#) Proposed Special Event Policy - 2025

Attachments: [2025 PROPOSED Special Event Policy.pdf](#)
[2025 PROPOSED Special Event Policy - REVISED.pdf](#)
[2025 Special Event Fee Schedule - Appendix 1 - REVISED.pdf](#)
[Memo- 2025 Proposed Special Event Policy.pdf](#)
[Current -2024- Special Events License Application.pdf](#)
[2023 Special Event Cost Summary - S&L UPDATED 10-16-24.pdf](#)

Legislative History

10/9/24 Safety and Licensing held
Committee
*The following appeared and addressed the committee:
Jennifer Stephany, Executive Director Appleton Downtown Incorporated
Becky Bartoszek, Fox Cities Chamber of Commerce President
Dave Willems, Mile of Music Organizer*

[24-1375](#) Taxicab Company License Renewal Application for L&M Carriage Service, Owner, Mike Gildernick, 3140 Mid Valley Rd., De Pere, WI 54115, contingent upon approval from all departments.
Attachments: [L&M Carriage Service Taxicab Co Renewal App.pdf](#)

7. Information Items

[24-1335](#) 2025 Legal & Administrative Services Budget - City Clerk's Office
Attachments: [2025 Legal Admin Services BUDGET.pdf](#)

[24-1336](#) 2025 Fire Department Budget
Attachments: [2025 Fire.pdf](#)
[2025 Haz-Mat.pdf](#)

[24-1338](#) 2025 Police Department Budget
Attachments: [2025 Police \(002\).pdf](#)

[24-1331](#) Approval to hire Matrix Consulting Group to complete an Organizational and Workload Study for the Appleton Police Department
Attachments: [Matrix Proposal.pdf](#)
[Memo to committee and council final.pdf](#)

[24-1339](#) Special Events
- Run Away Shoes, Houdini 10k, Jones Park, November 2nd 2024

[24-1333](#) Director's Report
1. City Clerk
2. Fire Chief
3. Police Chief

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.



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Meeting Minutes - Final Safety and Licensing Committee

Wednesday, October 9, 2024

5:30 PM

Council Chambers, 6th Floor

1. Call meeting to order

This meeting was called to order at 5:30 p.m. by Vice Chair Schultz

2. Pledge of Allegiance

3. Roll call of membership

Aldersperson Croatt appeared virtually.

Present: 5 - Croatt, Siebers, Doran, Fenton and Schultz

4. Approval of minutes from previous meeting

[24-1265](#)

Safety & Licensing Committee Minutes from 09/25/2024

Attachments: [S&L Minutes 09-25-24.pdf](#)

**Fenton moved, seconded by Siebers, that the Minutes be approved. Roll Call.
Motion carried by the following vote:**

Aye: 5 - Croatt, Siebers, Doran, Fenton and Schultz

5. **Public Hearing/Appearances**

6. **Action Items**

[24-1105](#)

Operator License for Cindy Reed.

Attachments: [Cindy Reed Operator License Application.pdf](#)

[Cindy Reed Clerk Letter.pdf](#)

[Cindy Reed PD Letter.pdf](#)

[Cindy Reed Denial Appeal Memo.pdf](#)

[Cindy Reed Documents Submitted to Safety and Licensing.pdf](#)

Cindy Reed appeared and addressed the committee.

Fenton moved, seconded by Doran, that the Operator License be recommended for denial. Roll Call. Motion carried by the following vote:

Aye: 3 - Croatt, Doran and Fenton

Nay: 2 - Siebers and Schultz

[24-1318](#)

Proposed Special Event Policy - 2025

Attachments: [2025 PROPOSED Special Event Policy.pdf](#)
[2025 Special Event Fee Schedule - Appendix 1.pdf](#)
[Memo- 2025 Proposed Special Event Policy.pdf](#)
[2023 Special Event Cost Summary- S&L.pdf](#)
[Current -2024- Special Events License Application.pdf](#)

*The following appeared and addressed the committee:
Jennifer Stephany, Executive Director Appleton Downtown Incorporated
Becky Bartoszek, Fox Cities Chamber of Commerce President
Dave Willems, Mile of Music Organizer*

Croatt moved, seconded by Schultz, that the Proposed Special Event Policy - 2025 be held until the next scheduled Safety and Licensing Committee Meeting. Roll Call. Motion carried by the following vote:

Aye: 5 - Croatt, Siebers, Doran, Fenton and Schultz

Balance of the action items on the agenda.

Fenton moved, Siebers seconded, to approve the report. The motion carried by the following vote:

Aye: 5 - Croatt, Siebers, Doran, Fenton and Schultz

[24-1235](#)

Class "B" Beer and "Class C" Wine License application for MyMy LLC d/b/a MyMy, Pa Zao Chang, Agent, located at 2825 Ballard Rd, contingent upon approval from the Health and Inspections departments.

Attachments: [MyMy_LLC.Alcohol.Class B_Beer_Class C_Wine.9.9.2024.REDACTED.pdf](#)

This Report Action Item was recommended for approval

[24-0420](#)

Class "B" Beer and Reserve "Class B" Liquor License application for Delaires LLC d/b/a Delaire's, David Boulanger, Agent, located at 823 W. College Ave, contingent upon approval from the Health and Inspections departments.

Attachments: [Delaire's.Alcohol.Class B_Beer_Reserve_Liquor.4.10.24.REDACTED.pdf](#)

This Report Action Item was recommended for approval.

[24-1262](#)

Temporary Class "B" Beer and "Class B" Wine License application for Photo Opp, John Adams, Person in Charge, located at 621 N. Bateman St, on October 18, 19, & 20, 2024 from 4:00 p.m. to 9:00 p.m. for Photo Gallery/Fundraiser special event, contingent upon approval from the Police, Health, and Fire departments.

Attachments: [Photo_Opp.Alcohol.Temp
B_Beer_Wine.Fundraiser.10.18.2024.REDACTED.pdf](#)

This Report Action Item was recommended for approval.

7. Information Items

[24-1267](#)

Special Events

- Appleton East Homecoming Parade, Approved Route, October 4th 2024
- Appleton Parks and Recreation, Flicks & Sips, Jones Park, October 4th 2024
- Appleton Fire Department - Open House, Fire Station #6, October 5th 2024
- Appleton Parks and Recreation, Glow in the Park, Pierce Park, October 11th 2024
- Johnston Elementary Mustang Mile, Approved Route, October 12th 2024
- YMCA of the Fox Cities, Freaky 5k, Pierce Park, October 26th 2024
- Appleton Charity Events, Halloween Pub Crawl, Participating Downtown Businesses, October 26th 2024

[24-1266](#)

Directors Report

1. City Clerk
2. Fire Chief
3. Police Chief

8. Adjournment

Fenton moved, seconded by Siebers, that the meeting be adjourned at 6:21 p.m. Roll Call. Motion carried by the following vote:

Aye: 5 - Croatt, Siebers, Doran, Fenton and Schultz



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Meeting Minutes - Final Safety and Licensing Committee

Wednesday, October 16, 2024

6:45 PM

Council Chambers, 6th Floor

1. Call meeting to order

Chair Croatt called the meeting to order at 6:45 p.m.

2. Pledge of Allegiance

3. Roll call of membership

Present: 4 - Croatt, Siebers, Doran and Fenton

Absent: 1 - Schultz

4. Approval of minutes from previous meeting

5. **Public Hearing/Appearances**

6. **Action Items**

[24-1337](#)

Temporary Class "B" Beer License application for Appleton Area Hockey Association, Sarah Feucht, Person in Charge, located at 1717 E. Witzke Blvd, on October 19, 2024 from 7:00 a.m. to 10:00 p.m. for Hockey Day Fox Cities kick off special event, contingent upon approval from the Police, Health and Fire departments.

Attachments: [Appleton Area Hockey Association.Alcohol.Temp B Beer.Hockey Day Fox Cities kick off.10.19.24.REDACTED.pdf](#)

Siebers moved, seconded by Croatt, that the Temporary Class "B" Beer License be approved. Roll Call. Motion carried by the following vote:

Aye: 4 - Croatt, Siebers, Doran and Fenton

Absent: 1 - Schultz

7. **Information Items**

8. Adjournment

Siebers moved, seconded by Fenton, that the meeting be adjourned at 6:47 p.m. Roll Call. Motion carried by the following vote:

Aye: 4 - Croatt, Siebers, Doran and Fenton

Absent: 1 - Schultz

Form
AB-200

Alcohol Beverage License Application

For Municipal Use Only	
Municipality	Appleton
License Period	24-25

License(s) Requested: (up to two boxes may be checked)

- Class "A" Beer \$ _____ Class "B" Beer \$ 100
 "Class A" Liquor \$ _____ "Class B" Liquor \$ _____
 "Class A" Liquor (cider only) \$ _____ Reserve "Class B" Liquor \$ 10500
 "Class C" Liquor (wine only) \$ _____

Fees	
License Fees	\$ 10,600
Background Check Fee	\$ 60
Publication Fee	\$ 7
Total Fees	\$ 10,667

Part A: Premises/Business Information

1. Legal Business Name (individual name if sole proprietorship) <u>Delaire's LLC</u>			
2. Business Trade Name or DBA <u>Delaire's</u>			
3. FEIN		4. Wisconsin Seller's Permit Number <u>456-1031294282-04</u>	
5. Entity Type (check one) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Limited Liability Company <input type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit Organization			
6. State of Organization <u>Wisconsin</u>		7. Date of Organization <u>9/20/2022</u>	8. Wisconsin DFI Registration Number <u>D073986</u>
9. Premises Address <u>823 827 W. College Ave.</u>			
10. City <u>Appleton</u>		11. State <u>WI</u>	12. Zip Code <u>54914</u>
13. County <u>Outagamie</u>	14. Governing Municipality: <input checked="" type="checkbox"/> City <input type="checkbox"/> Town <input type="checkbox"/> Village of: <u>Appleton</u>		15. Aldermanic District <u>11</u>
16. Premises Phone <u>727-808-9092</u>	17. Premises Email <u>delaires.wb@gmail.com</u>		18. Website _____
19. Premises Description - Describe the building or buildings where alcohol beverages are produced, sold, stored, or consumed, and related records are kept. Describe all rooms within the building, including living quarters. Authorized alcohol beverage activities and storage of records may occur only on the premises described in this application. Attach a map or diagram and additional sheets if necessary. <u>1779 sq. ft. premise where alcohol will be sold and stored. Alcohol consumed in bar area. Alcohol will be sold over bartop and stored in a backroom.</u>			
20. Mailing Address (if different from premises address)			
21. City		22. State	23. Zip Code

Part B: Questions

1. Has the business (sole proprietorship, partnership, limited liability company, or corporation) been convicted of violating federal or state laws or local ordinances? Exclude traffic offenses unless related to alcohol beverages. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, list the details of violation below. Attach additional sheets if necessary.			
Law/Ordinance Violated		Location	Trial Date
Penalty Imposed		Was sentence completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Law/Ordinance Violated		Location	Trial Date
Penalty Imposed		Was sentence completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	

2. Are charges for any offenses pending against the business? Exclude traffic offenses unless related to alcohol . . . Yes No
 beverages.

If yes, describe the nature and status of pending charges using the space below. Attach additional sheets as needed.

3. Is the applicant business or any of its officers, directors, members, agent, employees, owners, or other related individuals or entities a restricted investor with any interest in an alcohol beverage producer or distributor? . . . Yes No
 If yes, provide the name of the restricted investor and describe the nature of the interest.

4. Is the applicant business owned by another business entity? Yes No
 If yes, provide the name(s) and FEIN(s) of the business entity owners below. Attach additional sheets as needed.

4a. Name of Business Entity	4b. Business Entity FEIN
-----------------------------	--------------------------

5. Have the partners, agent, or sole proprietor satisfied the responsible beverage server training requirement for this license period? Submit proof of completion. Yes No

6. Is the applicant business indebted to any wholesaler beyond 15 days for beer or 30 days for liquor/wine? Yes No

7. Does the applicant business owe past due municipal property taxes, assessments, or other fees? Yes No

Part C: Individual Information

List the name, title, and phone number for each person or entity holding the following positions in the applicant business or businesses listed in Part B, Question 4: sole proprietor, all officers, directors, and agent of a corporation or nonprofit organization, all partners of a partnership, and all members, managers, and agent of a limited liability company. Attach additional sheets if necessary.

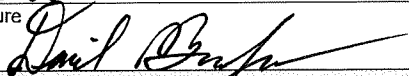
Include Form AB-100 for each person listed below. Corporations and LLCs must appoint an agent by including Form AB-101.

Last Name	First Name	Title	Phone
Boulanger	David	owner	

Part D: Attestation

One of the following must sign and attest to this application:
 • sole proprietor • one general partner of a partnership • one corporate officer • one member of an LLC

READ CAREFULLY BEFORE SIGNING: Under penalty of law, I have answered each of the above questions completely and truthfully. I agree that I am acting solely on behalf of the applicant business and not on behalf of any other individual or entity seeking the license. Further, I agree that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another individual or entity. I agree to operate this business according to the law, including but not limited to, purchasing alcohol beverages from state authorized wholesalers. I understand that lack of access to any portion of a licensed premises during inspection will be deemed a refusal to allow inspection. Such refusal is a misdemeanor and grounds for revocation of this license. I understand that any license issued contrary to Wis. Stat. Chapter 125 shall be void under penalty of state law. I further understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than \$1,000 if convicted.

Last Name Boulanger	First Name David	M.I. D
Title owner	Email	Phone
Signature 	Date 4/10/24	

Part E: For Clerk Use Only

Date Application Was Filed With Clerk 4-10-2024	License Number	Date License Granted	Date License Issued
Signature of Clerk/Deputy Clerk		Date Provisional License Issued (if applicable)	



City of Appleton Alcohol License Questionnaire

1. Name of Applicant: David Boulanger

2. Name of Business: Delaire's

(Check Applicable Box(s) to identify primary business activity)

- Restaurant
- Tavern/Night Club/Wine Bar
- Microbrewery/Brewpub
- Painting/Craft Studio
- Other (describe) Coffee bar

3. Address of Business: 827 W. College Ave, Appleton WI 54914
823

4. Have you or any member of your organization ever been convicted of a misdemeanor or ordinance violation? Yes _____ No X

AND/OR been convicted of a felony? Yes _____ No X

If yes to either question, please explain in detail below:

5. List all partners, shareholders or investors of your business. Include full name, middle initial and date of birth. Please use additional sheets if necessary.

<u>David</u>	<u>D</u>	<u>Boulanger</u>	
First name	M.I.	Last name	Date of Birth / /
First name	M.I.	Last name	Date of Birth / /
First name	M.I.	Last name	Date of Birth / /
First name	M.I.	Last name	Date of Birth

6. Name of person/corporation you are buying the premise and equipment from?

Name: _____
First name Middle Initial Last name

Address: _____
City State ZIP

7. What was the previous name and primary nature of the business operating at this location?

Name: Empty / VACANT

(Check Applicable Box(s) to identify primary business activity)

- Restaurant
 Tavern/Night Club/Wine Bar
 Microbrewery/Brewpub
 Painting/Craft Studio
 Other (describe) _____

8. Was this premise licensed for alcohol sales/consumption during the past license year?

Yes _____ If yes, please contact the Community and Economic Development Department at 832-6468 about obtaining a copy of an existing Special Use Permit and related requirements that may run with property.

No X If no, please contact the Community and Economic Development Department at 832-6468 about obtaining a Special Use Permit. A Special Use Permit may be required for your business activity prior to the issuance of a Liquor License, pursuant to the City of Appleton Zoning Ordinance.

9. If alcohol sales were a previous use in this building, when did the operation cease?

_____ months ago.

10. Seating capacity: Inside 15 Outside 0

11. Operating hours (Inside the building): 10AM - 10PM
Operating hours (Outdoor seating areas): —

12. Employees/Staff

Number of floor personnel 1 Number of door checkers _____

13. In general, state the size and operational details of the proposed establishment:

a. Gross floor building area of the premises to be licensed: 1779 square feet.

b. Gross outdoor seating areas of the premises to be licensed: 0 square feet.

c. Below, identify the operational details of the proposed establishment:

Serving coffee with liquor.

See attached business plan for more details.

Open every day 10am-10pm

[Signature]
Signature

4/10/24
Date

Agent Type (check one)	
<input checked="" type="checkbox"/> Original (no fee)	<input type="checkbox"/> Successor (\$10 fee for municipal licensees only)

Part A: Business Information	
1. Legal Business Name (individual name if sole proprietor) Delaire's LLC	
2. Business Trade Name or DBA Delaire's	
3. Entity Type (check one) <input checked="" type="checkbox"/> Limited Liability Company <input type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit Organization	
4. Alcohol Beverage Business Authorization (check one) <input checked="" type="checkbox"/> Municipal Retail License <input type="checkbox"/> State Permit	5. If successor agent, provide State Permit or Municipal Retail License Number
6. Describe the reason for appointing a successor agent, if successor is checked above.	


Part B: Agent Information			
1. Last Name Boulanger	2. First Name David	3. M.I. D	
4. Email		5. Phone	
6. Home Address 1024 Sumac Drive			
7. City West Bend	8. State WI	9. Zip Code 53090	10. Age
11. Drivers License/State ID Number		12. Drivers License/State ID State of Issuance	

Part C: Agent Questions	
1. Have you satisfied the responsible beverage server training requirement? Submit proof of completion.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Have you completed Form AB-100, <i>Alcohol Beverage Individual Questionnaire</i> ? Submit a completed Form AB-100 with this form.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Have you been a Wisconsin resident for at least 90 continuous days? See instructions for exceptions.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Continued →

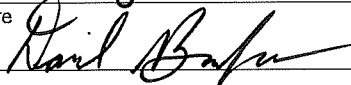
Part D: Business Attestation


READ CAREFULLY BEFORE SIGNING: I, the **Undersigned**, authorize the above-named individual to act for the above-named corporation, nonprofit organization, or limited liability company with full authority and control of the premises and of all alcohol beverage activities on such premises. I certify that I am authorized by the above-named entity to authorize this individual to act on behalf of the entity. If I am appointing a successor agent, I rescind all previous agent appointments for this premises. Further, I understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than \$1,000 if convicted.

Last Name Boulanger		First Name David	M.I. D
Title Owner	Email	Phone	
Signature 		Date 4/10/24	

Part E: Agent Attestation

READ CAREFULLY BEFORE SIGNING: I, the **Agent**, hereby accept this appointment as agent for the above-named corporation, nonprofit organization, or limited liability company and assume full responsibility for the conduct of all alcohol beverage activities on the premises for the above-named business. I further understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than \$1,000 if convicted.

Last Name Boulanger		First Name David	M.I. D
Signature 		Date 4/10/24	

 <p>CITY OF APPLETON POLICY</p>	<p style="text-align: center;">Title: SPECIAL EVENTS</p>	
<p>Department: Legal & Administrative Services</p>	<p>Policy Source: Office of the City Clerk</p>	<p>Audience: City employees, residents, visitors, event applicants/permit holders</p>
<p>Issue Date: September, 1996</p>	<p>Date Last Updated: February 2024</p>	<p>Total Pages: 12</p>
<p>Reviewed by Legal: November, 2002 January, 2017 January, 2024 October, 2024</p>	<p>Committee Approval Date: January 25, 2017 February 14, 2024</p>	<p>Council Approval Date: February 1, 2017 February 21, 2024</p>

I. PURPOSE

The City values the importance of community gatherings, large and small, as a key driver of quality of life in the Fox Cities. The purpose of this policy is to outline a clear and equitable process for special event organizers while also capturing necessary information for City staff to make informed decisions on use of resources and considerations to issue permits for safe and successful events.

II. POLICY

Events, gatherings, and planned occurrences on City property or in City rights-of-way that surpass the normal and ordinary use of such property may be considered special events and subject to review and permitting. *Certain events, while held on private property, may still require extraordinary services from the City or pose safety risks to the public and would benefit from review by the Special Events Committee and require a Special Event permit.*

III. DISCUSSION

It is recognized that special events of all size benefit the community. At the same time the City has numerous considerations when reviewing a special event such as: safety to

the public, preservation of life and property and compliance with the Municipal Code, County Ordinances, State Statutes, federal law and relevant City policies. These items are of paramount importance and will be heavily weighted in review of Special Event proposals in accordance with this policy.

Event organizers should have a consistent and streamlined process to follow when considering, applying for, and executing their events. Responsibility for the process and oversight of event permitting rests with the City of Appleton; responsibility for planning and execution of the special event is that of the event organizer(s).

Events and programs will be evaluated on the details – not the content – of the event in question and City staff will exercise discretion in reviewing each event on a case-by-case basis.

Costs of providing community events must be proportionally borne by event organizers and the City's taxpayers, though the City's goal is not to achieve 100% cost recovery for events and programs.

Impacts of events vary widely depending on expected attendance, location, and attributes of the event. Events should meet community expectations for provision of public safety resources and level of emergency preparedness based on the scale, complexity, and risk environment presented by the event.

The City must have sufficient notice prior to a special event so that the City may adequately evaluate the potential impact the event may have on resources of City Departments, City-owned properties and facilities, and ultimately on the public. Applications for special events must be submitted forty-five (45) days prior to the start of the event.

IV. DEFINITIONS

Anticipated attendance means an objective estimate made by an applicant of the maximum number of people that will attend at a given time. This may also be construed as peak attendance at the event.

Applicant means the person applying for the special event permit.

Days means calendar days.

Multiple day event means a special event that occurs on more than one day, where the days are consecutive or at a consistent interval (e.g., an event occurring on a consecutive Saturday and Sunday or an event occurring every other Tuesday), at the

same start and end time and at the same location. One special event license will be issued for a multiple day event.

Normal and ordinary use means the way City owned property should normally and ordinarily be used, as established by the department of that jurisdiction (e.g., a ball diamond complex's normal and ordinary use is for baseball/softball games, a public street's normal and ordinary use is for vehicular traffic, a sidewalk's normal and ordinary use is for pedestrian use). Whether an event is considered within the normal and ordinary use of the property is determined by the City department that maintains jurisdiction over the property.

Special event or **event** means any planned occurrence in the public right-of-way or on public property including, but not limited to, parades, gatherings, festivals and athletic events which are not within the normal and ordinary use of the place or which, by the nature of the event, may have a greater impact on City services or resources than would have occurred had the event not taken place. A special event may be a single day event or a multiple day event. A special event does not include block parties as defined by the Department of Public Works Block Party Policy.

Special Event Permit Application Form or **application** means the application available from the Office of the City Clerk that must be completed and filed in the Office of the City Clerk no later than forty-five (45) days prior to the event.

Special Event Permit means the permit issued by the City Clerk on the recommendation of the City Special Events Committee.

Special Events Committee or **Committee** means the committee comprised of City employees representing the following City departments: Health, Human Resources – Risk Management, Fire, Legal & Administrative Services, Parks & Recreation, Police, Public Works, and Valley Transit.

V. PROCEDURES

A. PERMIT REQUIREMENTS

1. APPLICATION. To obtain a special event permit, the applicant must file a completed application with the Office of the City Clerk a minimum of forty-five (45) days prior to the event and pay the application fee.

(a) LATE APPLICATIONS. Late applications result in an automatic denial of the special event permit.

- (b) ADDITIONAL RESERVATIONS/PERMITS/LICENSES. Applications must be complete and all relevant information enclosed in the application including additional reservations, licenses, or permits are required.
 - (c) MAP/ROUTE/DIAGRAM OF EVENT. A detailed map or diagram indicating the specific location and must be submitted with the application. The map should also indicate any proposed street closures and the proposed route and direction of route, including all turns and the number of traffic lanes to be used, if applicable. Event routes must be submitted with the application regardless of historical precedent. Proposed routes may be altered after the permit has been issued only at the discretion of the Police Department and the Department of Public Works.
2. STREET CLOSURE. Street closures will be reviewed on a case-by-case basis, with an emphasis on minimizing the impact to traffic flow on collector and arterial roadways.
- (a) COUNTY HIGHWAYS. Closure of county highways or their detour routes require approval of the county.
 - (b) INTERSTATES OR STATE HIGHWAYS. Closure of interstates or state highways or their detour routes require approval from the Wisconsin Department of Transportation. These approvals may require a pre-approved detour route capable of commercial motor vehicle traffic.
 - (c) TRAFFIC CONTROL PLAN. Applicants or their contractor must provide an acceptably prepared Traffic Control Plan (TCP) for review and approval six (6) weeks prior to the event for roadways or their detour routes defined as interstates, highways, or arterial roadways, or four (4) weeks prior to the event for other roadways. Roadway designations are defined in the City of Appleton's Temporary Traffic Control Manual. The plan must comply with the Federal Highway Administration's Manual on Uniform Traffic Control Devices, latest edition, and the City of Appleton's Temporary Traffic Control Manual, latest edition. Temporary traffic control devices/services must be provided by a contractor which has extensive experience in the industry and is approved in advance of the event. It is the responsibility of the applicant or their contractor to ensure that the approved temporary traffic control devices are:
 - 1) Assembled and delivered to the appropriate locations by noon on the day prior to the event, (unless a different time is pre-approved by City of Appleton staff).
 - 2) Properly configured in accordance with the approved TCP.

- 3) Removed from the roadway immediately following the end of the event.
- 4) Removed from the city rights-of-way within forty-eight (48) hours of the end of the event.

Road closures will use temporary traffic control devices, including barricades, temporary signs, and cones. When deployed on the public right-of-way, these constitute official traffic control devices. They shall not be removed or modified without permission from the City of Appleton or their designee.

3. INSURANCE. Events are required to have adequate levels of insurance as determined by the City's Risk Manager and based on the size and type of the event. Pertinent applicants must provide a valid certificate of insurance covering all liability with their application *and must list the City of Appleton as an additional insured.*
4. FOOD SERVICE. Events offering food to attendees shall describe the food service being offered and provide a list of food vendors with the application. Copies of food vendor's Health Licenses may also be required. Any updates to the vendor lists shall be submitted to the Health Department two (2) weeks prior to the event. Food vendors that are not pre-approved may not participate in the event.
5. SAFETY/SECURITY. Events must have a designated head of security and may be required to have additional security personnel at the rate of one (1) security person for every 300 persons present if alcohol is available for consumption, or for every 600 persons present if alcohol is not available for consumption. The City of Appleton has the discretion to modify these ratios as they deem necessary, and the applicant will be notified of the modification as soon as reasonably possible.
Security at a special event must meet the standards determined by the Appleton Police Department or must be provided by a contractor approved by the Appleton Police Department.
 - (a) HEAD OF SECURITY. The head of security must, at minimum, be (i) 18 years of age or older, (ii) clearly identifiable as event staff at all times during the event, (iii) reachable by phone at all times during the event by any City employee, (iv) able to call 911 during the event, (v) able to contact and instruct the security personnel, as applicable, during the event, and (vi) be trained as a crowd manager per the adopted Fire Code.
 - (b) SECURITY PERSONNEL. Security personnel must, at minimum, be: (i) 18 years of age or older, (ii) clearly identifiable as event staff at all times during the event, (iii) able to call 911 during the event, (iv) reachable at all times by

the head of security during the event, (v) be able to act on instructions from the head of security, or any other authorized person, in case of an emergency, and (vi) be trained as a crowd manager per the adopted Fire Code.

- (c) **ADDITIONAL REQUIREMENTS.** In the event the City of Appleton has a reasonable and justifiable reason to request the applicant have additional safety features at the event beyond what is provided for in the application on *supplemental form SE-03*, the Department(s) must let the applicant and the City Clerk know what additional safety features the event will need at the time the application is reviewed by the Department. *If the applicant refuses to provide, or cause to be provided by an approved contractor, the additional safety features recommended by the City of Appleton, the Department(s) may recommend denying the event/application per section VI. A. 2., and the applicant may appeal pursuant to section VI. A. 3.* *There are some circumstances in which the City of Appleton may deem it appropriate to provide additional equipment or services outside of the items noted on the application for a special event to uphold the safety of the public and preservation of life and property. These determinations made solely by the discretion of the City of Appleton, will not incur costs or fees to be borne proportionally by the applicant.*

6. SET-UP, TOILET FACILITIES, AND CLEAN-UP.

- (a) **SET-UP TIME.** Set-up for an event, including, but not limited to, dropping off supplies and erecting tents, shall not take place more than four (4) hours in advance of an event unless approval for earlier set-up has been granted in writing by the Department(s) with jurisdiction over the location of the event.
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- (c) **TOILETS.** It is the responsibility of the applicant to ensure the adequate number of toilets are available at the event.
- (d) **WASTE RECEPTACLES.** It is the responsibility of the applicant to ensure the proper number of waste receptacles are present at the event.
- (e) **CLEAN-UP.** It is the responsibility of the applicant to ensure the location of the event is left in the same condition it was prior to the event. All clean-up efforts must be completed *expeditiously and no later than* four (4) hours

after the conclusion of the event unless approval for additional clean-up time has been granted in writing by the Department with jurisdiction over the location of the event.

B. FACILITY RESERVATIONS

1. Facility reservations related to special events are on a first-come, first-served basis and may be made no more than one (1) year in advance; subject to sections V. B. 2. below.
2. Organizations/groups/individuals that have reserved a City park/facility for a special event have forty-five (45) days after the date of the special event to make reservations for the same location, day or weekend for the following year, *subject to the Park/Facility Reservation policy, which requires a special event application to be on file with the Office of the City Clerk prior to the reservation being finalized.* After forty-five (45) days the City park/facility will be open for the public to reserve.

C. PARADES

1. Applicants for parades must complete the supplemental parade questionnaire (SE-08) and submit it with their special event application.
2. Parade routes should seek to have minimal impact on traffic disruption in the proposed area. All parade routes are subject to review, modification and approval by way of the Special Events Committee.
3. The approved safety plan for the parade provided by the Appleton Police Department, must be adhered to. Failure to comply may result in citations or denial of future applications.
4. Throwing and distributing items from parade entries to spectators including, but not limited to, pamphlets, fliers, toys, stickers, food, or candy is prohibited.
5. Parade units may not operate in a reckless or dangerous manner.

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1. *Use of power outlets in City street light poles and tree planters (hereafter referred to as City Outlets) is not allowed unless specified as part of an approved Special Event Permit or otherwise approved by the City Traffic Engineer.*
2. *The maximum current draw available per duplex outlet is sixteen (16) amps, or two thousand (2,000) watts in total, including both the upper and lower half of*

the outlet. Exceeding this limit will likely blow a fuse and the City Outlet in question will be without power for the remainder of the event.

3. *City Outlets will be checked before and after each event. The costs associated with replacing blown fuses and/or making electrical repairs due to electrical overdraw will be the responsibility of the Special Event Permit holder.*
4. *All City Outlets have ground fault circuit interrupt (GFCI) protection. Any devices that will be plugged into a City Outlet should be checked prior to the event at a different location, to ensure that they do not trip a GFCI.*
5. *Extension cords plugged into City Outlets must comply with all of the following:*
 - (a) Outdoor rated, 3-wire,*
 - (b) 12 gauge or heavier,*
 - (c) No longer than 25 feet.*

Use of unacceptable extension cords may result in power being shut off.

6. *Nothing can be taped to City poles, as many types of tape leave residue that can damage the pole finish. Costs associated with any tape residue removal will be the responsibility of the Special Event Permit holder.*

E. FEES

1. **APPLICATION FEE.** The application fee is due upon submittal of a special event application to the Office of the City Clerk. *See Appendix 1 Fee Schedule.*
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4. **PERMIT FEES.** Charges for park facilities, food sales permits, Street Occupancy Permits, tent permits, etc., are to be paid in addition to the fees discussed in this policy. *Permit fees are due at the time the related permit application is submitted.*
5. **METER BAG FEES.** A Meter Bag application (*form SE-09*) shall be submitted at the time of the special event application submittal. Charges for meter bags are to be paid per the DPW Downtown Parking and Meter Bag Policy in addition to

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Events with a historic or projected attendance of approximately ten thousand (10,000) people or more, will require a Special Event Service Agreement with the City. The Special Event Service Agreement establishes event costs to be borne by the applicant. Failure to reach and/or complete a Special Event Service Agreement will result in the applicant being charged for twenty-five (25) percent of actual costs incurred pursuant to Appendix 1 – Fee Schedule.

- (a) Event organizers may request an estimate of fees prior to the event.*
- (b) Invoices for services rendered will be sent within forty-five (45) days after the event has concluded.*
- (c) Applicants for events in which the total anticipated services rendered exceeds five-thousand dollars (\$5,000) may be required to pay a portion of the anticipated fees for services rendered two (2) weeks in advance of the event.*
- (d) Failure to pay invoices by the time specified may result in the denial of future permit applications.*

7. **NON-REFUNDABLE.** All fees are non-refundable. Advance payments for services may be refunded pursuant to section V.F.2. below.

F. EVENT CANCELLATION.

1. The Mayor or designee may cancel an event without prior notice for any condition affecting public health, safety, or welfare of the City, or any condition that would affect facilities, grounds, or other natural resources at risk of damage or destruction if the event were permitted to take place.
2. *The applicant/organizer of the event should provide ample notice of intent to cancel any planned special event to the Office of the City Clerk. Event cancellation by the organizer does not guarantee availability of the venue, or resources to reschedule the event. Events that pre-paid for anticipated services rendered will receive a refund of the pre-paid amount for an event cancellation if the notice of cancellation is received by the City Clerk forty-eight (48) hours prior to the commencement of the event.*

- G. **COMPLIANCE.** The applicant is responsible for ensuring that the event complies with this policy and all applicable laws and regulations including, but not limited to, statutes, ordinances, traffic rules, park and trail rules, health laws, fire codes, City facility reservation policies and procedures, and alcohol licensing regulations. Failure to comply resulting in the City providing *additional services will result in the applicant being billed for the City provided services at the rate(s) outlined in Appendix 1 Fee Schedule.*
- H. **PRECEDENT.** Nothing in this policy shall take precedence over any applicable statutes or ordinances.


VI. APPLICATION REVIEW

- A. **DEPARTMENT REVIEW.** Applications are reviewed by employees from the following City departments: Health, Human Resources (Risk Management), Fire, Legal & Administrative Services (Office of the City Clerk), Parks & Recreation, Police, Public Works, and Valley Transit. Each department will recommend approval or denial of the application by providing the Office of the City Clerk with the information behind their recommendation. The City Clerk will issue the license upon receiving a recommendation for approval of the application from all reviewing departments.
1. **RELEVANT EVALUATION.** Each department must recommend approving or denying an application based on the information relevant to that department. A department's decision to recommend approving or denying an application may not be based in any way on the content of any message associated with the event. A department's decision to recommend approving or denying an application may be based on, but is not limited to, the following:
- (a) Use of departmental resources,
 - (b) Costs to the department,
 - (c) Any perceived public health or safety problem,
 - (d) If the applicant or reoccurring event has a history of not complying with this policy and/or other applicable rules or regulations, which has or may have an impact on the department, and
 - (e) Use of City property *including risk and impact to resources and the environment* that is relevant to the department, and
 - (f) *Overlapping events or conflicting events.*
2. **DENIAL RECOMMENDATION.** If a recommendation for denial is made by a department, an explanation must be provided to the City Clerk which will then be provided to the applicant.

3. APPEALS PROCESS. If an application is denied for any reason, including an inability to pay required fees due to indigency, the applicant may request the application be submitted to the Common Council by way of the Safety and Licensing Committee for review and a final determination of whether to grant the permit.
 - (a) *LATE APPLICATIONS: The City Clerk shall follow the notification requirements of Sec. 9-26 of the Municipal Code for application denials; however, late applications for special events present unique constraints for applications to appeal a denial due to the potential for the lack of an opportunity for an appeal to be decided by the Common Council prior to the scheduled event. Late applications are those filed with the Office of the City Clerk within forty-five (45) days of the event.*
 - (b) *In the event of a late application, the City Clerk shall, without undue delay, notify the applicant of the automatic denial due to the untimely application, the City Clerk shall, without undue delay, notify City staff to conduct their Departmental reviews of the application in order for the Safety & Licensing Committee and Common Council to have all relevant information to consider when deciding to grant or deny the permit. City staff shall make a reasonable effort to complete their Departmental review of the event prior to the appeal being heard by the Safety & Licensing Committee and, if applicable, continue their review to update the Common Council at the subsequent meeting.*
 - (c) *Notwithstanding the aforementioned concerns related to late applications, an applicant waives their right to appeal a denial decision when there is not time to provide sufficient notice to the public for the appeal to be included in the agenda for the next regularly scheduled Safety & Licensing Committee meeting if the subsequent Common Council meeting is after the event date.*
 4. WAIVER. Some or all of the license requirements may be waived in cases where the United States Secret Service notifies the City of a proposed event in which it will be assisting with security details. It will be at the discretion of the Special Events Committee which requirements will be waived.
 5. TIMING OF REVIEW. *Applications deemed complete by all relevant City Departments will be reviewed in a timely manner. Absent exceptional circumstances, application review and permit issuance will be completed a minimum of fourteen (14) days prior to the commencement of the event.*
- B. SPECIAL EVENTS STAFF COMMITTEE. The Special Events Committee is comprised of City staff from the following City departments: Health, Human Resources (Risk

Management), Fire, Legal & Administrative Services (Office of the City Clerk), Parks & Recreation, Police, Public Works, and Valley Transit.

1. **PURPOSE.** The purpose of the Special Events Committee is for Committee members to plan, coordinate, and discuss the City resources that will be used for an upcoming special event, to discuss interdepartmentally any concerns or problems with a special event, and to generally provide the other City departments with information that may be relevant to approving and/or denying special event applications.
2. **MEETINGS.** The Committee meets once a month as determined by the City Clerk.
3. **ATTENDANCE.** City departments who recommend approving or denying special event applications should ensure at least one member of their department attends each Committee meeting.
4. **SPECIAL EVENT APPLICANTS.** Applicants may request to attend a Special Event Committee meeting to address questions or concerns with their proposed event. Requests must be made to the Office of the City Clerk and will be accommodated to the extent possible.

 <p>CITY OF APPLETON POLICY</p>	<p style="text-align: center;">Title: SPECIAL EVENTS</p>	
<p>Department: Legal & Administrative Services</p>	<p>Policy Source: Office of the City Clerk</p>	<p>Audience: City employees, residents, visitors, event applicants/permit holders</p>
<p>Issue Date: September, 1996</p>	<p>Date Last Updated: February 2024</p>	<p>Total Pages: 12</p>
<p>Reviewed by Legal: November, 2002 January, 2017 January, 2024 October, 2024</p>	<p>Committee Approval Date: January 25, 2017 February 14, 2024</p>	<p>Council Approval Date: February 1, 2017 February 21, 2024</p>

I. PURPOSE

The City values the importance of community gatherings, large and small, as a key driver of quality of life in the Fox Cities. The purpose of this policy is to outline a clear and equitable process for special event organizers while also capturing necessary information for City staff to make informed decisions on use of resources and considerations to issue permits for safe and successful events.

II. POLICY

Events, gatherings, and planned occurrences on City property or in City rights-of-way that surpass the normal and ordinary use of such property may be considered special events and subject to review and permitting. *Certain events, while held on private property, may still require extraordinary services from the City or pose safety risks to the public and would benefit from review by the Special Events Committee and require a Special Event permit.*

III. DISCUSSION

It is recognized that special events of all size benefit the community. At the same time the City has numerous considerations when reviewing a special event such as: safety to

the public, preservation of life and property and compliance with the Municipal Code, County Ordinances, State Statutes, federal law and relevant City policies. These items are of paramount importance and will be heavily weighted in review of Special Event proposals in accordance with this policy.

Event organizers should have a consistent and streamlined process to follow when considering, applying for, and executing their events. Responsibility for the process and oversight of event permitting rests with the City of Appleton; responsibility for planning and execution of the special event is that of the event organizer(s).

Events and programs will be evaluated on the details – not the content – of the event in question and City staff will exercise discretion in reviewing each event on a case-by-case basis.

Costs of providing community events must be proportionally borne by event organizers and the City's taxpayers, though the City's goal is not to achieve 100% cost recovery for events and programs.

Impacts of events vary widely depending on expected attendance, location, and attributes of the event. Events should meet community expectations for provision of public safety resources and level of emergency preparedness based on the scale, complexity, and risk environment presented by the event.

The City must have sufficient notice prior to a special event so that the City may adequately evaluate the potential impact the event may have on resources of City Departments, City-owned properties and facilities, and ultimately on the public. Applications for special events must be submitted forty-five (45) days prior to the start of the event.

IV. DEFINITIONS

Anticipated attendance means an objective estimate made by an applicant of the maximum number of people that will attend at a given time. This may also be construed as peak attendance at the event.

Applicant means the person applying for the special event permit.

Days means calendar days.

Multiple day event means a special event that occurs on more than one day, where the days are consecutive or at a consistent interval (e.g., an event occurring on a consecutive Saturday and Sunday or an event occurring every other Tuesday), at the

same start and end time and at the same location. One special event license will be issued for a multiple day event.

Normal and ordinary use means the way City owned property should normally and ordinarily be used, as established by the department of that jurisdiction (e.g., a ball diamond complex's normal and ordinary use is for baseball/softball games, a public street's normal and ordinary use is for vehicular traffic, a sidewalk's normal and ordinary use is for pedestrian use). Whether an event is considered within the normal and ordinary use of the property is determined by the City department that maintains jurisdiction over the property.

Special event or **event** means any planned occurrence in the public right-of-way or on public property including, but not limited to, parades, gatherings, festivals and athletic events which are not within the normal and ordinary use of the place or which, by the nature of the event, may have a greater impact on City services or resources than would have occurred had the event not taken place. A special event may be a single day event or a multiple day event. A special event does not include block parties as defined by the Department of Public Works Block Party Policy.

Special Event Permit Application Form or **application** means the application available from the Office of the City Clerk that must be completed and filed in the Office of the City Clerk no later than forty-five (45) days prior to the event.

Special Event Permit means the permit issued by the City Clerk on the recommendation of the City Special Events Committee.

Special Events Committee or **Committee** means the committee comprised of City employees representing the following City departments: Health, Human Resources – Risk Management, Fire, Legal & Administrative Services, Parks & Recreation, Police, Public Works, and Valley Transit.

V. PROCEDURES

A. PERMIT REQUIREMENTS

1. APPLICATION. To obtain a special event permit, the applicant must file a completed application with the Office of the City Clerk a minimum of forty-five (45) days prior to the event and pay the application fee.

(a) LATE APPLICATIONS. Late applications result in an automatic denial of the special event permit.

- (b) ADDITIONAL RESERVATIONS/PERMITS/LICENSES. Applications must be complete and all relevant information enclosed in the application including additional reservations, licenses, or permits are required.
 - (c) MAP/ROUTE/DIAGRAM OF EVENT. A detailed map or diagram indicating the specific location must be submitted with the application. The map should also indicate any proposed street closures and the proposed route and direction of route, including all turns and the number of traffic lanes to be used, if applicable. Event routes must be submitted with the application regardless of historical precedent. Proposed routes may be altered after the permit has been issued only at the discretion of the Police Department and the Department of Public Works.
2. STREET CLOSURE. Street closures will be reviewed on a case-by-case basis, with an emphasis on minimizing the impact to traffic flow on collector and arterial roadways.
- (a) COUNTY HIGHWAYS. Closure of county highways or their detour routes require approval of the county.
 - (b) INTERSTATES OR STATE HIGHWAYS. Closure of interstates or state highways or their detour routes require approval from the Wisconsin Department of Transportation. These approvals may require a pre-approved detour route capable of commercial motor vehicle traffic.
 - (c) TRAFFIC CONTROL PLAN. Applicants or their contractor must provide an acceptably prepared Traffic Control Plan (TCP) for review and approval six (6) weeks prior to the event for roadways or their detour routes defined as interstates, highways, or arterial roadways, or four (4) weeks prior to the event for other roadways. Roadway designations are defined in the City of Appleton's Temporary Traffic Control Manual. The plan must comply with the Federal Highway Administration's Manual on Uniform Traffic Control Devices, latest edition, and the City of Appleton's Temporary Traffic Control Manual, latest edition. Temporary traffic control devices/services must be provided by a contractor which has extensive experience in the industry and is approved in advance of the event. It is the responsibility of the applicant or their contractor to ensure that the approved temporary traffic control devices are:
 - 1) Assembled and delivered to the appropriate locations by noon on the day prior to the event, (unless a different time is pre-approved by City of Appleton staff).
 - 2) Properly configured in accordance with the approved TCP.

- 3) Removed from the roadway immediately following the end of the event.
- 4) Removed from the city rights-of-way within forty-eight (48) hours of the end of the event.

Road closures will use temporary traffic control devices, including barricades, temporary signs, and cones. When deployed on the public right-of-way, these constitute official traffic control devices. They shall not be removed or modified without permission from the City of Appleton or their designee.

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(c) Applicants for events in which the total anticipated services rendered exceeds five-thousand dollars (\$5,000) may be required to pay a portion of the anticipated fees for services rendered two (2) weeks in advance of the event.

(d) Failure to pay invoices by the time specified may result in the denial of future permit applications.

7. **NON-REFUNDABLE.** All fees are non-refundable. Advance payments for services may be refunded pursuant to section V.F.2. below.

F. EVENT CANCELLATION.

1. The Mayor or designee may cancel an event without prior notice for any condition affecting public health, safety, or welfare of the City, or any condition that would affect facilities, grounds, or other natural resources at risk of damage or destruction if the event were permitted to take place.
2. *The applicant/organizer of the event should provide ample notice of intent to cancel any planned special event to the Office of the City Clerk. Event cancellation by the organizer does not guarantee availability of the venue, or resources to reschedule the event. Events that pre-paid for anticipated services rendered will receive a refund of the pre-paid amount for an event cancellation if the notice of cancellation is received by the City Clerk forty-eight (48) hours prior to the commencement of the event.*

- G. **COMPLIANCE.** The applicant is responsible for ensuring that the event complies with this policy and all applicable laws and regulations including, but not limited to, statutes, ordinances, traffic rules, park and trail rules, health laws, fire codes, City facility reservation policies and procedures, and alcohol licensing regulations. Failure to comply resulting in the City providing *additional services will result in the applicant being billed for the City provided services at the rate(s) outlined in Appendix 1 Fee Schedule.*
- H. **PRECEDENT.** Nothing in this policy shall take precedence over any applicable statutes or ordinances.

VI. APPLICATION REVIEW

- A. **DEPARTMENT REVIEW.** Applications are reviewed by employees from the following City departments: Health, Human Resources (Risk Management), Fire, Legal & Administrative Services (Office of the City Clerk), Parks & Recreation, Police, Public Works, and Valley Transit. Each department will recommend approval or denial of the application by providing the Office of the City Clerk with the information behind their recommendation. The City Clerk will issue the license upon receiving a recommendation for approval of the application from all reviewing departments.
1. **RELEVANT EVALUATION.** Each department must recommend approving or denying an application based on the information relevant to that department. A department's decision to recommend approving or denying an application may not be based in any way on the content of any message associated with the event. A department's decision to recommend approving or denying an application may be based on, but is not limited to, the following:
- (a) Use of departmental resources,
 - (b) Costs to the department,
 - (c) Any perceived public health or safety problem,
 - (d) If the applicant or reoccurring event has a history of not complying with this policy and/or other applicable rules or regulations, which has or may have an impact on the department, and
 - (e) Use of City property *including risk and impact to resources and the environment* that is relevant to the department, and
 - (f) *Overlapping events or conflicting events.*
2. **DENIAL RECOMMENDATION.** If a recommendation for denial is made by a department, an explanation must be provided to the City Clerk which will then be provided to the applicant.

3. APPEALS PROCESS. If an application is denied for any reason, including an inability to pay required fees due to indigency, the applicant may request the application be submitted to the Common Council by way of the Safety and Licensing Committee for review and a final determination of whether to grant the permit.
 - (a) *LATE APPLICATIONS: The City Clerk shall follow the notification requirements of Sec. 9-26 of the Municipal Code for application denials; however, late applications for special events present unique constraints for applications to appeal a denial due to the potential for the lack of an opportunity for an appeal to be decided by the Common Council prior to the scheduled event. Late applications are those filed with the Office of the City Clerk within forty-five (45) days of the event.*
 - (b) *In the event of a late application, the City Clerk shall, without undue delay, notify the applicant of the automatic denial due to the untimely application, the City Clerk shall, without undue delay, notify City staff to conduct their Departmental reviews of the application in order for the Safety & Licensing Committee and Common Council to have all relevant information to consider when deciding to grant or deny the permit. City staff shall make a reasonable effort to complete their Departmental review of the event prior to the appeal being heard by the Safety & Licensing Committee and, if applicable, continue their review to update the Common Council at the subsequent meeting.*
 - (c) *Notwithstanding the aforementioned concerns related to late applications, an applicant waives their right to appeal a denial decision when there is not time to provide sufficient notice to the public for the appeal to be included in the agenda for the next regularly scheduled Safety & Licensing Committee meeting if the subsequent Common Council meeting is after the event date.*
 4. WAIVER. Some or all of the license requirements may be waived in cases where the United States Secret Service notifies the City of a proposed event in which it will be assisting with security details. It will be at the discretion of the Special Events Committee which requirements will be waived.
 5. TIMING OF REVIEW. *Applications deemed complete by all relevant City Departments will be reviewed in a timely manner. Absent exceptional circumstances, application review and permit issuance will be completed a minimum of fourteen (14) days prior to the commencement of the event.*
- B. SPECIAL EVENTS STAFF COMMITTEE. The Special Events Committee is comprised of City staff from the following City departments: Health, Human Resources (Risk

Management), Fire, Legal & Administrative Services (Office of the City Clerk), Parks & Recreation, Police, Public Works, and Valley Transit.

1. **PURPOSE.** The purpose of the Special Events Committee is for Committee members to plan, coordinate, and discuss the City resources that will be used for an upcoming special event, to discuss interdepartmentally any concerns or problems with a special event, and to generally provide the other City departments with information that may be relevant to approving and/or denying special event applications.
2. **MEETINGS.** The Committee meets once a month as determined by the City Clerk.
3. **ATTENDANCE.** City departments who recommend approving or denying special event applications should ensure at least one member of their department attends each Committee meeting.
4. **SPECIAL EVENT APPLICANTS.** Applicants may request to attend a Special Event Committee meeting to address questions or concerns with their proposed event. Requests must be made to the Office of the City Clerk and will be accommodated to the extent possible.



Appendix 1

SPECIAL EVENT FEE SCHEDULE

Service		2025 Fees
SPECIAL EVENT APPLICATION FEES		
	Special Event Application Fee	\$75.00
	Police Investigation Fee (applicant)	\$7.00
GENERAL SERVICES/LICENSES/PERMITS		
Temporary Class "B" or "Class B" License		\$10.00
Bonfire Permit		\$15.00
Pyrotechnics Permit		\$1,000.00
Flame Effect Display		\$400.00
Inspection Fee		\$25.00
Tent Permit		\$100/Tent \$250 for 2 or more
PERSONEL FEES *staffing rates are per hour of service*		
Police Services		
	Sworn (Straight Time)	\$56.45
	Sworn (Overtime)	\$73.06
	Sworn (Double Time)	\$97.42
	Civilian (Straight Time)	\$43.07
	Civilian (Overtime)	\$53.63
	Civilian (Double Time)	\$71.51
	CSO (Straight Time)	\$24.21
	CSO (Overtime)	\$30.08
	CSO (Double Time)	\$40.11
Fire Services		
	Fire Inspection (per hour)	\$51.25
	Engine / Fire Crew	\$320.32
	Fire Personnel (Straight Time)	\$47.97
	Fire Personnel (1 1/2 Time)	\$71.96
	Fire Personnel (Dbl Time)	\$95.94
	Fire Battalion Chief (Straight Time)	\$60.76
	Public Education Specialist	\$32.90
Parks Services		
	Parks Personnel	\$43.51
Dept. of Public Works Services		
	Electrician (Straight Time)	\$54.59
	Electrician (1 1/2 Time)	\$81.74
	Electrician (Dbl Time)	\$108.98

	Street/Sign Personnel (Straight Time)	\$46.14
	Street/Sign Personnel (1 1/2 Time)	\$69.21
	Street/Sign Personnel (Dbl Time)	\$92.28
EQUIPMENT FEES/RENTALS - FEMA Rates		
Bagged Parking Meters - charged per meter per day		\$9.00
No Parking Signs (per day)		
	Less than 20 signs	\$15.00
	20-49 signs	\$50.00
	50-99 signs	\$112.00
	100 or more signs	\$225.00
Hard Barricades (per day)		
	Dump Truck	\$77.76 /hour
	Garbage Truck	\$90.30 /hour
All Terrain Vehicle (ATV)		\$23.74 /hour
Aerial Lift, Truck Mntd (Telescopic Boom 61ft)		\$23.90 /hour
Ambulance (GVW 8600 Pounds)		\$39.28 /hour
Back-Pack Blower		\$1.90 /hour
Bus to 150 (FEMA rate to 100)		\$31.99 /hour
Bus to 210 (FEMA rate to 185)		\$41.46 /hour
Bus to 300 (FEMA rate to 230)		\$49.13 /hour
Flat bed utility trailer 6 ton		\$2.87 /hour
Street Sweeper		\$127.96/hour
Garbage Truck (rear load)		\$90.30/hour
Truck, Pickup 1/2 ton Pickup Truck		\$16.52/hour
Truck, Pickup 3/4 ton Pickup Truck		\$16.52/hour
Truck, Pickup 1-ton Pickup Truck		\$29.46/hour
Truck, Pickup 1 1/2 ton Pickup Truck 4X4-Axle		\$29.46/hour
Truck, Fire 1500 GPM		\$220.55/hour
Van, Custom Special Service Canteen Truck		\$22.74/hour
Vehicle, Small		\$7.94/hour
Fuse		\$15.00
GFCI Duplex Outlet		\$20.00
FACILITIES RENTALS/FEES		
Parks and Recreation Special Event Fee		\$50.00
Park Pavilion Rentals - Resident		
	Appleton Memorial Park - Pavilion	\$60.00
	Appleton Memorial Park - Amphitheater	\$45.00
	City Park	\$50.00
	Erb Park	\$80.00

	Pierce Park	\$125.00
	Telulah Park	\$100.00
Park Pavilion Rentals - Non-Resident		
	Appleton Memorial Park - Pavilion	\$120.00
	Appleton Memorial Park - Amphitheater	\$90.00
	City Park	\$100.00
	Erb Park	\$160.00
	Pierce Park	\$250.00
	Telulah Park	\$200.00
Jones Park Fee Schedule - (To rent Jones Park Lot or Stage, organizer must also rent Jones Park Pavilion)		
	Local Non-Profit Organization	\$125.00/day
	National Non-Profit Organization	\$175.00/day
	For-Profit Organization	\$325.00/day
	Private Event	\$525.00/day
Jones Park Lot/Stage		
	Local Non-Profit Organization	\$125.00/day
	National Non-Profit Organization	\$175.00/day
	For-Profit Organization	\$325.00/day
	Private Event	\$525.00/day
Houdini Plaza Fee Schedule		
	Local Non-Profit Organization	\$25.00/day
	National Non-Profit Organization	\$100.00/day
	For-Profit Organization	\$300.00/day
	Private Event	\$500.00/day

These rates are 100% of actual services rendered. Fees to be assessed are determined as provided by the Special Event Policy utilizing these rates in increments of .25 hours.

This Fee Schedule will be updated at least every two years consistent with the FEMA rate schedule.



DEPARTMENT OF
**LEGAL AND
ADMINISTRATIVE
SERVICES**

OFFICE OF THE CITY CLERK

100 N Appleton Street
Appleton, WI 54911
p: 920.832.6443
f: 920.832.5823
www.appleton.org

MEMORANDUM

New Special Events Policy

Date: October 4, 2024

To: Safety & Licensing Committee, Ald. Croatt – Chair;
Common Council

From: Kami Lynch, City Clerk

Encl: New Special Events Policy, Appendix 1 – Fee Schedule, Existing Special Events Policy,
2023 Event Costs

The proposed Special Events Policy was created due to the increasing volume of special events, growing complexities with public gatherings, and rising labor and material costs. The proposed policy seeks to accomplish ensure the well-being of all participants of special events and our City resources . It is intended that the proposed policy would be effective January 1, 2025 due to budgetary impacts associated with the policy revisions. The proposed policy is a result of research on comparable communities and their procedures, impacts on City Department resources, costs to taxpayers, safety and security at events, and impacts of events to the environment and City property.

There are vast changes in the organization, formatting and elements of the policy. Therefore, there is no red-lined version of the policy, but the existing policy is included for reference. Information that has been added to the proposed policy is italicized, while information in plain text is copied from the existing policy. Some of the significant changes in the new policy are addressed below.

Anticipated Attendance and Application Deadlines

The new policy removes the correlation of anticipated attendance with timing of application filing and related fees.

It is often difficult for applicants to accurately discern anticipated attendance as numerous factors arise on a specific event date and time. Events are no longer categorized by size and now proposed is a uniform application deadline for all events – a minimum of forty-five (45) days prior to the event date. Forty-five (45) days prior to the event allows adequate time for departmental review and coordination of services required for the event.

Fees

Currently, special event fees are derived from event categorization based upon anticipated attendance, whether the event requests street closure, and timing of filing the application. This fee structure fell short of accurately accounting for actual City services rendered in preparation for, during, and after an event. The City recognizes the benefits

special events bring to our community and this policy seeks to bring an appropriate balance to the shared costs of holding events. All comparable/neighborhood communities charge special event holders for all actual costs (100%) of their personnel working in conjunction with special events. The new policy seeks to recoup twenty-five percent (25%) of actual services rendered utilizing the enclosed Fee Schedule (Appendix 1). The City distinguishes the unique provisions involved in planning for large-scale events. For events having historical or projected attendance of approximately 10,000 people or more, a Special Event Service Agreement between the applicant and the City will establish the costs to be borne by the applicant on a case-by-case basis. If a service agreement cannot be reached, then the Fee Schedule rates will apply. The actual costs of City services for various types of events occurring in 2023 is enclosed for reference.

Safety and Security

Revisions to this section include the requirement for a special event applicant to complete a supplemental Safety & Emergency Response Plan with their application. This plan assists applicants with necessary event preparations and plans for various incidents or emergencies. The new policy also provides that applicants refusing to provide recommended safety features by the City may have their application denied. There is also a provision stating that certain circumstances in which the City deems it appropriate to provide additional services beyond what is in the application, will not result in the applicant being charged for those added services.

Use of City Electricity

The existing policy does not address use of City Electricity through power outlets in City street poles or planters. These outlets are frequently utilized during special events occurring in the downtown area and it is crucial that applicants understand the parameters and safety provisions surrounding use of these outlets.

Modifications to the Special Event Application and supplemental information for applicants is an on-going process and will continually be evaluated and updated to best suit the needs of applicants and to provide that the City receives necessary information to decipher Special Event impacts for related planning and permitting.

I encourage you to reach out with questions regarding the new Special Events Policy as they arise. This will expedite the retrieval of the requested information so that it may be shared without delay.



Special Event Permit Application Form

CASH OR CHECK ONLY!

Additional Documentation

- Safety and Emergency Plan
- Certificate of Insurance
- Route/Map
- Supplemental Parade Questionnaire

FEES ARE NON-REFUNDABLE

Special Event License (CLLCMS) - see attached fee chart

Date Recv'd ____/____/____
 Total \$ _____
 Receipt #: _____

Please Note: Incomplete applications will not be accepted and will be returned to applicant. Applications are forwarded for review once payment is received. Applying does not guarantee the application will be approved – please speak to the City Clerk for more information. The application fee will be based on the date the City Clerk's Office receives the completed application. For more information, please refer to the Special Event Policy or Manual.

PLEASE PRINT CLEARLY!

SECTION 1 – EVENT ORGANIZER - Information about the person, entity or organization holding the special event.

Organization's Name: _____

Organization's Address: _____

Organization's Phone Number: _____ Organization's Email/Website: _____

SECTION 2 – APPLICANT INFORMATION - Information for person to contact before, during and after the event, if necessary.

Name : _____ Date of Birth: _____

Address: _____

Phone Number: _____ Email Address: _____

SECTION 3 – EVENT INFORMATION –Application must be filed at least 11 days prior to event. Applications received 10 days prior to event are NOT accepted, please plan accordingly.

Name of Event: _____

Event Location: _____

Event Date (list each date if it's a multi-day event): _____

Event Set Up Time: _____ Event Start Time: _____ Event End Time: _____

Head of Security's Name: _____ Head of Security Phone Number: _____

Total Anticipated Attendance (Participants/Attendees): _____

Admission Requirements: _____

Event information (whether the event has occurred before, purpose, activity, who can participate, etc.):

SECTION 4 – APPLICANT CHECKLIST - *The applicant is responsible for contacting all necessary City departments and for obtaining all necessary reservations, permits, licenses and variances. Answer all questions regardless of size of event. Incomplete applications will not be processed.*

DEPARTMENT OF PUBLIC WORKS – (920) 832-5580

	Yes	No	Action to be taken by applicant:
1. Are you requesting street closure? Name of barricade company _____	<input type="checkbox"/>	<input type="checkbox"/>	If yes, your barricading contract provider will be required to submit a Traffic Control Plan to the Department of Public Works.
2. Did you include a <i>detailed map/diagram</i> of the event location and route (if applicable) with this application?	<input type="checkbox"/>	<input type="checkbox"/>	Be sure the event map/diagram is detailed, including showing all turns and the number of traffic lanes to be used.
3. Are you requesting parking meters to be bagged?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, a list of meters must be provided to the Department of Public Works.
4. Are you requesting use of the sidewalk or right of way?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Department of Public Works for a Street Occupancy Permit.
5. Are you requesting use of City Electricity (on City street poles/planters)?	<input type="checkbox"/>	<input type="checkbox"/>	If, yes, please provide diagram specifying requested locations of outlets.

FIRE DEPARTMENT – (920) 832-5810

	Yes	No	Action to be taken by applicant:
1. Will the event be held indoors?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Fire Department for more information.
2. Will a tent or any other temporary structure be erected?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Fire Department for information about submitting a structure plan.
3. Will there be a tent larger than 200 square feet?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Fire Department for a permit.
4. Will fireworks/pyrotechnic be used during the event?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Fire Department for a permit.

HEALTH DEPARTMENT – (920) 832- 6429

	Yes	No	Action to be taken by applicant:
1. Will food be prepared and/or served at the event?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Health Department for permitting requirements and for safe food handling tips.
2. Will there be a band or amplified music/noise?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Health Department for a variance and more information.
3. Will there be portable restrooms?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, review guidelines on portable restrooms available in the Special Event Policy and Manual.

PARKS & RECREATION DEPARTMENT – (920) 832-5905

	Yes	No	Action to be taken by applicant:
1. If the event will be in a park have you reserved the park?	<input type="checkbox"/>	<input type="checkbox"/>	If no, contact Parks, Recreation and Facilities Management to make a reservation.
2. Will there be rides and/or inflatables at the event?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact Parks, Recreation and Facilities Management for more information.

POLICE DEPARTMENT – (920) 832-5500

	Yes	No	Action to be taken by applicant:
1. Do you have a plan for medical emergencies that may occur during your event?	<input type="checkbox"/>	<input type="checkbox"/>	If no, contact the Police Department for assistance.
2. Is security needed for the event?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Police Department for assistance defining your safety/security plan.
3. Are you requesting any special parking restrictions?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the Appleton Police Department for more information.

RISK MANAGEMENT – (920) 832-6300

	Yes	No	Action to be taken by applicant:
1. Do you have the proper insurance for your event and have you provided your certificate of insurance to the City?	<input type="checkbox"/>	<input type="checkbox"/>	If no, contact the City's Risk Manager.

CITY CLERK'S OFFICE – (920) 832-6443

	Yes	No	Action to be taken by applicant:
1. Will alcoholic beverages be served/sold at the event?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the City Clerk's Office to obtain a Temporary Class "B" license.
2. Does your event plan include a parade?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the City Clerk's office to fill out the required Parade Supplemental Questionnaire.
3. Does your event plan include shuttle services/rides?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the City Clerk's office for information on the licensing of taxicab/limousine/shuttle companies.
4. Do you owe money for past events?	<input type="checkbox"/>	<input type="checkbox"/>	If yes, contact the City Clerk – your application may not be accepted.

SECTION 5 – ADDITIONAL INSURED REQUIREMENT

For events that involve more than 250 people, if a street closure is requested or if structures are brought onto public premises; the event holder agrees to list the City of Appleton, and its officers, council members, agents, employees, and authorized volunteers as an additional insured on the event holder's general liability insurance policy. Certificates of insurance displaying this additional insured status must list the following as the certificate holder: City of Appleton, Attention: Risk Manager, 100 North Appleton Street, Appleton, WI 54911.

Signature of Applicant: _____ Date: _____

Print Name: _____

SECTION 6 – CERTIFICATION

By signing below, I certify that I am at least 18 years of age, that I have read and understand the Special Event Policy, and that I agree to the terms and conditions contained in the Special Event Policy. My signature further confirms (i) that I understand the filing of this application does not ensure the issuance of a Special Event License, (ii) that the Special Event License Fee is non-refundable pursuant to the terms of the Special Event Policy, (iii) I will be responsible for ensuring the event and event participants comply with all applicable city ordinances, traffic rules, park rules, state health laws, fire codes and liquor licensing regulations and any other applicable laws, rules and regulations including the Special Event Policy, (iv) that fees for park facilities, food sales permits, tent and fireworks permits, etc., are in addition to the Special Event License Fee, (v) that I am authorized to apply for this Special Event Licensed on behalf of the organization holding the event (if applicable), and (vi) that the information contained in this Application is true to the best of my knowledge. I understand that intentionally providing false or misleading information in this Application may lead to civil or criminal penalties.

Signature of Applicant: _____ Date: _____

Print Name: _____

SECTION 7 – INDEMNIFICATION

Please read carefully before signing! This section affects your legal rights.

IF THERE IS ANYTHING IN THIS SECTION THAT YOU DO NOT UNDERSTAND OR IF YOU OBJECT TO ANY PROVISION CONTAINED IN THIS SECTION, YOU SHOULD NOT SIGN THIS SECTION AS IT IS DRAFTED, BUT RATHER SEEK ADVICE FROM YOUR LEGAL COUNSEL. REQUESTS FOR MODIFICATIONS MAY BE DIRECTED TO THE CITY ATTORNEY'S OFFICE AT 920-832-6423 WEEKDAYS BETWEEN 8:00 AM AND 4:00 PM.

INDEMNIFICATION: BY SIGNING BELOW I ACKNOWLEDGE THAT FOR GOOD AND VALUABLE CONSIDERATION, I, THE APPLICANT, ON BEHALF OF MYSELF AND THE ORGANIZATION, IF APPLICABLE, AGREE TO INDEMNIFY, DEFEND AND HOLD HARMLESS THE CITY OF APPLETON AND ITS OFFICERS, OFFICIALS, EMPLOYEES AND AGENTS FROM AND AGAINST ANY AND ALL LIABILITY, LOSS, DAMAGE, EXPENSES AND COSTS, INCLUDING ATTORNEY FEES, ARISING OUT OF THE ACTIVITIES PERFORMED AS DESCRIBED HEREIN, CAUSED IN WHOLE OR IN PART BY ANY NEGLIGENT ACT OR OMISSION OF THE APPLICANT/ORGANIZATION, ANYONE DIRECTLY OR INDIRECTLY EMPLOYED BY ANY OF THEM OR ANYONE WHOSE ACTS ANY OF THEM MAY BE LIABLE, EXCEPT WHERE CAUSED BY THE SOLE NEGLIGENCE OR WILLFUL MISCONDUCT OF THE CITY.

Signature of Applicant: _____ Date: _____

Print Name: _____

SINGLE DAY EVENT LICENSE FEE -- **Includes \$7 for a Police investigation fee**

NUMBER OF DAYS BEFORE THE EVENT	SMALL EVENTS ² Without Street Closure	SMALL EVENTS ² With Street Closure	LARGE EVENTS ³ Without Street Closure	LARGE EVENTS ³ With Street Closure	SIGNIFICANT EVENTS ⁴ Without Street Closure	SIGNIFICANT EVENTS ⁴ With Street Closure
90+ days	\$62	\$117	\$557	\$777	\$1,107	\$1,657
60-89 days	\$73	\$172	\$667	\$832	\$1,327	\$1,877
45-59 days	\$89	\$227	\$887	\$1,107	\$1,822	\$2,757
30-44 days	\$117	\$337	\$997	\$1,107 + Late Fee ¹	\$1,822 + Late Fee ¹	\$2,757 + Late Fee ¹
11-29 days	\$227	\$447	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application Not Accepted
10 days	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application Not Accepted
Late Fee ¹	N/A	N/A	N/A	\$800	\$800	\$1,500

¹ **LATE FEE** will be charged for late applications for Large and Significant Events that have been held for the last two consecutive years where nothing has changed, subject to the late fee and the application approval process. If the event has not been held the last two consecutive years or if there is a change to the event from the previous year the application will not be accepted.

² **SMALL EVENT** = Anticipated attendance of less than 1,000 people.

³ **LARGE EVENT** = Anticipated attendance of between 1,000 and 4,999 people.

⁴ **SIGNIFICANT EVENT** = Anticipated attendance of 5,000 people and over.

MULTIPLE DAY¹ EVENT LICENSE FEE-- **Includes \$7 for a Police investigation fee**

NUMBER OF DAYS BEFORE THE EVENT	SMALL EVENT³ Without Street Closure	SMALL EVENT³ With Street Closure	LARGE EVENT⁴ Without Street Closure	LARGE EVENT⁴ With Street Closure	SIGNIFICANT EVENT⁵ Without Street Closure	SIGNIFICANT EVENT⁵ With Street Closure
90 days or more	\$62	\$117	\$557	\$777 first day + \$192 each additional day = total fee	\$1,107	\$1,657 first day + \$412 each additional day = total fee
60-89 days	\$73	\$172	\$667	\$832 first day + \$207 each additional day = total fee	\$1,327	\$1,877 first day + \$467 each additional day = total fee
45-59 days	\$89	\$227	\$887	\$1,107 first day + \$275 each additional day = total fee	\$1,822	\$2,757 first day + \$825 each additional day = total fee
30-44 days	\$117	\$337	\$997	\$1,107 first day fee + \$275 each additional day + Late Fee ² = total	\$1,822 + Late Fee ² = total	\$2,757 first day + \$825 each additional day + Late Fee ² = total
10-29 days	\$227	\$447	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application Not Accepted
< 10 days	Application Not Accepted	Application Not Accepted	Application Not Accepted	Application not Accepted	Application Not Accepted	Application Not Accepted
Late Fee ²	N/A	N/A	N/A	\$800	\$800	\$1,500

¹ **MULTIPLE DAY EVENT** means a special event that occurs on more than one day, where the days are consecutive or at a consistent interval (e.g., an event occurring on a consecutive Saturday and Sunday or an event occurring every other Tuesday), at the same start and end time and at the same location. One special event license will be issued for a multiple day event.

² **LATE FEE** will be charged for late applications for Large and Significant Events that have been held for the last two consecutive years where nothing has changed, subject to the late fee and the application approval process. If the event has not been held the last two consecutive years or if there is a change to the event from the previous year the application will not be accepted.

³ **SMALL EVENT** = Anticipated attendance of less than 1,000 people.

⁴ **LARGE EVENT** = Anticipated attendance of between 1,000 and 4,999 people.

⁵ **SIGNIFICANT EVENT** = Anticipated attendance of 5,000 people and over.

2023 Event Cost Tracking - City Sponsored Events and Selected Other Events

DEPARTMENT	City-Sponsored Events						Special Event Type										2024 #s	
Police Department	Appleton Jayces Fireworks	Flag Day Parade	Children's Parade	Holiday Parade	Memorial Day Parade	Community Event - Small	Car Show - Large	Cultural Exhibition Event	Large Entertainment Event	Large Festival	Car Show - Significant	Large Run/Walk	Small Fun Run	Cultural Event - Large	Significant Run	Large Run	N Homecoming Parade	W Homecoming Parade
Application Fee	\$1,707.00	\$0.00	\$0.00	\$0.00	\$0.00	\$82.00	\$1,000.00	\$1,875.00	\$2,632.00	\$1,507.00	\$1,500.00	\$757.00	\$57.00	\$882.00	\$707.00	\$757.00	\$117.00	\$107.00
Size of Event	Large	Large	Large	Significant	Large	Small	Large	Large	Significant	Significant	Significant	Large	Small	Large	Large	Large	Small	Small
Street Closure (Y/N)	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
# of Employees	41	54	11	69	19	8	8	9	31	84	60	20	4	8	27	16	11	13
Total Staff Hours	155	204	45	245.8	105.75	57.6	37.5	51	255.5	508.75	464.5	130.6	7.25	37	211.5	97.5	22	29
Cost APD (Personnel)	\$10,380.81	\$13,920.00	\$1,533.00	\$14,318.00	\$6,658.94	\$4,929.55	\$1,998.00	\$2,058.00	\$17,749.00	\$35,584.87	\$31,916.56	\$5,934.00	\$445.39	\$3,276.26	\$11,938.86	\$5,620.00	\$983.98	\$1,346.89
Fire Department	Appleton Jayces Fireworks	Flag Day Parade	Children's Parade	Holiday Parade	Memorial Day Parade	Community Event - Small	Car Show - Large	Cultural Exhibition Event	Large Entertainment Event	Large Festival	Car Show - Significant	Large Run/Walk	Small Fun Run	Cultural Event - Large	Significant Run	Large Run	N Homecoming Parade	W Homecoming Parade
# of Employees	4	-	-	-	-	-	-	2	2	10	2	-	-	-	2	-	-	-
Total Staff Hours	16	-	-	-	-	-	-	8	10	25	5	-	-	-	8	-	-	-
Fire Inspection	\$820.00	-	-	-	-	-	-	-	\$1,025.00	\$812.00	\$512.50	-	-	-	-	-	-	-
Fire Personnel (1.5 time)	\$1,151.36	-	-	-	-	-	-	\$2,302.72	-	\$4,317.60	-	-	-	-	\$1,151.36	-	-	-
Fire B/C Cost	-	-	-	-	-	-	-	-	-	\$1,215.20	-	-	-	-	-	-	-	-
Total Cost Fire	\$1,971.36	-	-	-	-	-	-	\$2,302.72	\$1,025.00	\$6,042.30	\$512.50	-	-	-	\$1,151.36	-	-	-
Parks and Rec - Facilities	Appleton Jayces Fireworks	Flag Day Parade	Children's Parade	Holiday Parade	Memorial Day Parade	Community Event - Small	Car Show - Large	Cultural Exhibition Event	Large Entertainment Event	Large Festival	Car Show - Significant	Large Run/Walk	Small Fun Run	Cultural Event - Large	Significant Run	Large Run	N Homecoming Parade	W Homecoming Parade
# of Employees	-	-	-	-	-	-	1	-	-	-	-	-	-	1	-	-	-	-
Total Hours	-	-	-	-	-	-	1.25	2	-	-	-	-	-	1.5	-	1.75	-	-
Total Cost	-	-	-	-	-	-	\$54.39	\$87.02	-	-	-	-	-	\$65.27	-	\$76.14	-	-
Parks and Rec - Grounds	Appleton Jayces Fireworks	Flag Day Parade	Children's Parade	Holiday Parade	Memorial Day Parade	Community Event - Small	Car Show - Large	Cultural Exhibition Event	Large Entertainment Event	Large Festival	Car Show - Significant	Large Run/Walk	Small Fun Run	Cultural Event - Large	Significant Run	Large Run	N Homecoming Parade	W Homecoming Parade
Total Cost P&R	\$60.00	-	-	-	-	-	-	\$117.00	\$29.00	-	-	-	-	-	-	-	-	-
Department of Public Works	Appleton Jayces Fireworks	Flag Day Parade	Children's Parade	Holiday Parade	Memorial Day Parade	Community Event - Small	Car Show - Large	Cultural Exhibition Event	Large Entertainment Event	Large Festival	Car Show - Significant	Large Run/Walk	Small Fun Run	Cultural Event - Large	Significant Run	Large Run	N Homecoming Parade	W Homecoming Parade
# of Employees	3	18	-	18	13	-	3	3	5	20	-	2	-	-	2	-	1	1
Total Labor Hours	7.5	134.25	-	135.5	116.75	-	11.25	10	44	157.25	-	2.5	-	-	4	-	2	2
Total Labor Cost	\$262.01	\$4,667.50	-	\$5,255.13	\$7,288.52	-	\$373.24	\$371.18	\$2,570.43	\$7,996.80	-	\$220.13	-	-	\$349.70	-	92.28	92.28
Total Equipment Hours	4.5	59.75	-	-	21.25	-	6.75	6.5	30.75	83	-	-	-	-	-	-	-	-
Total Equipment Cost	\$72.18	\$2,955.09	-	\$5,698.48	\$631.07	-	\$108.27	\$104.26	\$2,536.80	\$4,308.04	-	\$56.14	-	-	\$56.14	-	-	-
Total cost for DPW	\$334.19	\$7,622.59	-	\$10,953.61	\$7,919.59	-	\$481.51	\$475.44	\$5,107.23	\$12,304.84	-	\$276.27	-	-	\$405.84	-	92.28	92.28
Total Costs	\$12,746.36	\$21,542.59	\$1,533.00	\$25,271.61	\$14,578.53	\$4,929.55	\$2,579.51	\$5,040.18	\$23,910.23	\$53,932.01	\$32,429.06	\$6,210.27	\$445.39	\$3,341.53	\$13,496.06	\$5,696.14	\$1,076.26	\$1,439.17



Application for Taxicab/Limousine Company License

CASH OR CHECK ONLY

Original Application
 Renewal License
 # 5-24

FEES ARE NON-REFUNDABLE

Fee Per Each Individual Vehicle (CLLTSE) \$30.00
 Investigation Fee (CLLPF) \$7.00

Date Recv'd 10, 17, 24
 Total \$ 37.00
 Receipt #: 7507-4

LICENSE PERIOD IS FROM
 July 1st – June 30th

Note: please allow 3 weeks for application processing

SECTION 1 – APPLICANT INFORMATION Answer all questions completely. Please PRINT clearly.

Company Name
L & M CARRIAGE SERVICE

Business Address
 3140 Mid Valley Dr

City
 De Pere

State
 WI

Zip Code
 54115

Company Email Address [REQUIRED]
 Deniselmq@aol.com

Company Phone Number [REQUIRED]
 920-532-0882

Individual
 Partnership
 Corporation

Business Owners Name
 Mike Gildernick

Date of Birth
 [REDACTED]

Gender
 M

Business Owner Phone Number
 [REDACTED]

Business Owner Email Address
 [REDACTED]

Driver's License Number
 [REDACTED]

State Licensed
 WI

SECTION 2 - COMPANY HISTORY

Is the company currently licensed in any other municipality? YES X NO

If Yes, what municipality? _____

Has the company ever been denied a license by any municipality? YES X NO

If Yes, please explain: _____

Have any of the owners ever been convicted of a crime? YES X NO

If Yes, please explain: _____

Describe the basic operations of the company:
 Provide entertainment via horse& wagon/carriage rides

If the business is located in the City limits, Municipal Code requires that off-street parking is provided for. If applicable, what provisions have been made for off street parking?
 NA

SECTION 3 – VEHICLES TO BE OPERATED - Attach additional sheets if necessary

Vehicle Number	Capacity	Make/Model	DOT License Plate #
GREEN TROLLEY WAGON	15-20	NA	NA

SECTION 4 – INSURANCE NOTICE

Insurance Carrier
WEST BEND MUTUAL

Insurance Agent Name
BETTY CLOW

Insurance Agent Phone Number
 [REDACTED]

Insurance Agent Email Address
 [REDACTED]

Policy Number
 [REDACTED]

Policy Period
 09/04/24 - 09/04/25

SECTION 5- PENALTY NOTICE

I confirm that I have the authority to sign and certify the information contained herein as the permittee/licensee, or duly authorized representative of the entity obtaining this permit/license. I have reviewed and understand the insurance requirements of the City of Appleton. I hereby certify that I, or the company I represent, have insurance in the amounts required to obtain this permit/license, have named the City of Appleton as an additional insured for purposes of this permit/license and have provided the name of my insurance carrier, the policy number, and policy period above. Further, I agree to maintain appropriate insurance coverage for the duration of this permit/license and to indemnify, defend and hold harmless the City of Appleton and its officers, officials, employees and agents from and against any and all liability, loss, damage, expenses, costs, including attorney's fees arising out of the activities performed as described herein, caused in whole or in part by any negligent act or omission of the applicant, anyone directly or indirectly employed by any of them, which may arise from the use of city right-of-way or property under this permit or license.

I certify that this application, and all information and documentation provided therein, is true and accurate.

Applicant's Signature Mrs. Mike Galdemiek Date: 10 1 14 1 2024

FOR OFFICE USE ONLY

Department	Approve	Deny	Date of Recommendation	Staff Member	
Risk Management					
Police					
Fire					
Inspection					
Safety and Licensing					
Common Council					
COI on File? YES NO	Denial Reasoning		Date Issued	Expiration Date	License Number

Return to Office of the City Clerk: 100 N. Appleton St, Appleton WI 54911

**TAXICAB/LIMOUSINE/COMMERCIAL QUADRICYCLE
COMPANY LICENSE INFORMATION**

- Taxicab/Limousine Service Company Licenses are required within the City of Appleton when individuals are intending to operate a taxicab or limousine company. See City of Appleton Municipal code Sec. 9-721 for more information and definitions.
 - Commercial Quadricycles as defined in §340.01(8m) of the Wisconsin Statutes are to be licensed as limousines.
- The process to obtain a Taxicab/Limousine Service License takes approximately 3 weeks from the date of application until the date of issuance and requires approval from several City departments, the Safety and Licensing Committee and the Common Council.
 - When applying for a Commercial Quadricycle license, proposed route maps are required to be submitted attached to the application. These maps are then reviewed for approval by the Appleton Police Department. See City of Appleton Municipal code Sec. 9-729 for more information.
- If your company is licensed in another Wisconsin municipality you are exempt from paying a fee to the City of Appleton. A completed, signed application form along with a current Certificate of Insurance is all that is required for the company.
- Each Taxicab/Limousine Service Company License includes a single Taxicab Driver's License.

CITY OF APPLETON 2025 BUDGET

LEGAL SERVICES

City Attorney: Christopher R. Behrens

Deputy City Attorney: Amanda K. Abshire

City Clerk: Kami L. Lynch

CITY OF APPLETON 2025 BUDGET LEGAL SERVICES

MISSION STATEMENT

The Legal Services Department is committed to being a resource; providing information to external customers and information, legal advice and guidance to internal customers.

DISCUSSION OF SIGNIFICANT 2024 EVENTS

City Attorney's Office:

- As of June 1, represented the City in traffic and ordinance related matters in 2024, including 2,798 scheduled initial court appearances, 41 scheduled jury and court trials and 1,118 scheduled pre-trials/jury trial conferences or motion hearings.
- Operated the Granicus system and provided legal and procedural advice during committee meetings.
- Negotiated a new PILOT agreement with Mosaic.
- Worked cooperatively with City staff on multiple acquisitions including land for the Southpoint Commerce Park trail and parcels needed for construction projects via the condemnation process.
- Actively engaged in litigation including defense of a variety of lawsuits including, but not limited to, employment matters, property damage, foreclosures, and small claims.
- Provided defense litigation, as well as worked with outside counsel, on pending State and federal matters involving Appleton police officers.
- Provided ongoing assistance in various roles in support of the Library building project including the second relocation.
- Assisted the Community Development and Public Works department with the drafting and negotiation of several development agreements including RISE apartments, Fox Commons, Villas at Meade Pond, 222 Building, and an amendment to the Clearwater Creek Development Agreement.
- Memorandum of Understanding was signed and put into effect with Gold Cross.
- Provided research, advice, and guidance regarding aldermanic resolutions being considered or submitted.
- Provided assistance to various departments regarding historical information pertaining to land use matters, agreements, contracts, and the like.
- Negotiated, drafted and finalized various agreements in relation to downtown development including Fox Commons/City Center access, the Dark Horse 'no build' easement, and a license agreement for the former Blue Ramp site along with the extension/amendment.
- Drafted or assisted in amending or creating more than 90 ordinances, including multiple department renaming ordinances.
- Obtained Oneida Street DNR site closure from a previous street project.
- In just under the first six months of 2024, the Attorney's Office processed over 125 new agreements/contracts. Processing a contract can include negotiation, preparation of the contract document, circulation for signatures, tracking, and distribution.
- Responded to, or provided guidance for, numerous open records requests received by City departments.
- Performed a thorough review of all parking agreements.
- Provided officers and staff of the Appleton Police Department with research results, written legal guidance as well as assisted APD officers to address legal questions on multiple situations.

City Clerk's Office:

- Implemented numerous alcohol licensing changes that included modifications to alcohol license renewals and preparations for electronic delivery of alcohol renewal information.
- Implemented Chapter 125 alcohol law changes such as new forms, new license types, and regulations.
- Updated the alcohol license policy to address licensing activity and clarify regulations for applicants.
- Assisted the APD and DOR with enforcement of gambling devices in Class A establishments.
- Successfully administered the Spring Election during a severe winter storm with power outages at polling places.
- Modified and improved the Election Day Contingency Plans as a result of experiencing a major election incident.
- Administered the 2024 Board of Review.
- Made modifications to the Special Event Policy to reflect current practices and standards.
- Began proposals for changing how Special Events are applied for, paid for, and implemented.
- Completed the destruction of November 2020 election materials.
- Completed a third round of redistricting and modified Ward plans as a result of state legislative district changes.
- Created a Student Voter Guide to assist Lawrence University students with voting options/requirements.
- Administered a demanding and hectic Presidential Election and coinciding Special Election.
- Ordered and utilized new absentee ballot envelopes and instructions as prescribed by the WEC.
- Created instructions for the creation of Zoom meetings for virtual participation at Committee/Council meetings.

CITY OF APPLETON 2025 BUDGET LEGAL SERVICES

MAJOR 2025 OBJECTIVES

- Work with the Department of Public Works, and/or outside consultants, to ensure that all necessary acquisitions and paperwork for upcoming Public Works projects are completed.
- Continue to assist, guide and advise City staff, as well as elected officials, on legal matters in a timely fashion.
- Continue to work with other departments to ensure that City tasks are completed timely, projects are not delayed and items such as land acquisitions and negotiated agreements are completed pursuant to the department's requested deadline, whenever possible.
- Represent and defend the City in future lawsuits brought against it, its employees or officials except when particular expertise of outside counsel is required or mandated by the insurance carrier.
- Continue to prosecute City citations with a yearly average of over 2,000 initial appearances, 150 scheduled jury and court trials and an average of 3,200 pre-trials/jury conferences and motion hearings.
- Work with the Parks and Recreation Department (APRD) on the continued development of trails and parkland, display of public art, and other projects as they arise.
- Continue to work with City staff and Council on the drafting and amending of ordinances.
- Continue to work with City staff on the preparation, processing, routing, and distribution of contracts and agreements.
- Work cooperatively with the Community Development Department to develop and negotiate development agreements and land transactions, and provide guidance regarding Municipal Code updates and other development issues as they arise.
- Continue to develop and implement new filing systems for City records and documents.
- Continue to work with various departments on large mailings and copy jobs to enhance accuracy and efficiency.
- Actively explore opportunities for process improvement and streamlining of procedures.
- Continue training for electronic poll books and developing additional procedures to assist with operation and set-up of the devices.
- Successfully administer two scheduled elections, with minimal issues and maximum efficiency.
- Actively assist local candidates with qualifications and forms required for running for office.
- Work with other departments to reduce mail costs and find innovative ways to distribute information and documents.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	Change *
Program Revenues		\$ 261,004	\$ 245,529	\$ 236,000	\$ 236,000	\$ 314,000	33.05%
Program Expenses							
14510	Administration	378,854	397,899	399,842	404,842	410,181	2.59%
14521	Litigation	169,787	183,411	207,844	213,644	214,283	3.10%
14530	Recordkeeping	114,638	113,605	117,716	117,716	119,167	1.23%
14540	Licensing	71,597	48,797	74,666	74,666	57,170	-23.43%
14550	Elections	191,989	162,683	252,314	252,314	200,695	-20.46%
14560	Mail/Copy Center	216,038	166,880	196,340	196,340	190,434	-3.01%
TOTAL		\$ 1,142,903	\$ 1,073,275	\$ 1,248,722	\$ 1,259,522	\$ 1,191,930	-4.55%
Expenses Comprised Of:							
Personnel		902,928	839,632	966,477	966,477	940,315	-2.71%
Training & Travel		14,867	13,178	15,480	20,480	15,000	-3.10%
Supplies & Materials		142,632	126,049	161,850	161,850	124,275	-23.22%
Purchased Services		82,476	94,416	104,915	110,715	112,340	7.08%
Full Time Equivalent Staff:							
Personnel allocated to programs		8.67	8.67	8.67	8.67	8.67	

* % change from prior year adopted budget
Legal Services.xlsx

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Administration

Business Unit 14510

PROGRAM MISSION

We will provide legal services to City staff and Alderpersons in an efficient manner to assist them in making fully informed decisions. We will provide guidance, training and development of our department's employees, keeping them well-informed while increasing their potential and job satisfaction.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", #4: "Continually 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:

- Prepare contracts and legal opinions in a timely fashion and provide counsel and legal advice to departments and officials.
- Attend all meetings of the Common Council's committees, boards and commissions and provide legal advice, including parliamentary procedure guidance, as requested by members and respond to requests for information.
- Administer cost-effective management of department activities.
- Encourage employees to attend training in personal and professional development.
- Continue to review all department functions and strive for maximum efficiency utilizing current technologies.
- Review all existing policies and processes and develop and implement new procedures when deemed necessary.
- Provide customer service to both internal and external customers at a level of acceptable or higher.
- Continue involvement in the real estate aspect of the City's business to ensure that appropriate steps are taken to protect the City's interest and to ensure that there are no irregularities on the titles of City real estate.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Administration

Business Unit 14510

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
480100 General Charges for Service	\$ 85	\$ 158	\$ 100	\$ 100	\$ 100
Total Revenue	<u>\$ 85</u>	<u>\$ 158</u>	<u>\$ 100</u>	<u>\$ 100</u>	<u>\$ 100</u>
Expenses					
610100 Regular Salaries	\$ 272,433	\$ 290,460	\$ 288,207	\$ 288,207	\$ 296,278
615000 Fringes	77,249	78,060	79,615	79,615	81,883
620100 Training/Conferences	10,111	8,853	10,600	15,600	10,600
620400 Tuition Fees	815	-	-	-	-
620600 Parking Permits	3,780	4,325	4,320	4,320	4,320
630100 Office Supplies	654	2,345	800	800	800
630200 Subscriptions	8,880	9,211	10,500	10,500	10,500
630300 Memberships & Licenses	2,994	2,346	3,200	3,200	3,200
632001 City Copy Charges	1,021	651	1,500	1,500	1,500
640400 Consulting Services	-	865	-	-	-
641307 Telephone	793	783	900	900	900
641800 Equipment Repairs & Maint.	124	-	200	200	200
Total Expense	<u>\$ 378,854</u>	<u>\$ 397,899</u>	<u>\$ 399,842</u>	<u>\$ 404,842</u>	<u>\$ 410,181</u>

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

None

CITY OF APPLETON 2025 BUDGET

LEGAL SERVICES

Litigation

Business Unit 14521

PROGRAM MISSION

We will continue to advise and represent the City of Appleton and its employees in potential claims, filed claims, and pending litigation.

PROGRAM NARRATIVE

Link to City Goals:

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

Objectives:

The City of Appleton, by its very nature, is involved in a multitude of circumstances which could result in litigation. We are engaged in the continuous process of employment activity and providing various services to the public, including public works, police and fire protection. This office has maintained an active and aggressive stance in representing the interests of the City, whether a matter is handled by office staff or in cooperation with outside counsel.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Litigation

Business Unit 14521

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
503500 Other Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses					
610100 Regular Salaries	\$ 126,746	\$ 132,559	\$ 142,605	\$ 142,605	\$ 146,882
615000 Fringes	39,366	47,311	54,739	54,739	56,901
640202 Recording/Filing Fees	2,907	2,438	3,500	3,500	3,500
640400 Consulting Services	768	1,103	7,000	12,800	7,000
Total Expense	\$ 169,787	\$ 183,411	\$ 207,844	\$ 213,644	\$ 214,283

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

None

CITY OF APPLETON 2025 BUDGET

LEGAL SERVICES

Recordkeeping

Business Unit 14530

PROGRAM MISSION

In order to meet legal requirements and to provide a history of the City to the Common Council, City departments and the public, we will provide timely filing, maintenance and retrieval of all official City documents and provide support services.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #4: "Continually 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:

- Effectively respond to all document requests and public inquiries.
- Timely organize City meeting information for City officials, staff and public.
- Appropriately organize and retain City records as required by State law.
- Continue to prepare for transition to an electronic records management system.
- Organize vault files in a logical and accessible manner.
- Continue to move records to offsite storage facility.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Recordkeeping

Business Unit 14530

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 48,783	\$ 53,308	\$ 53,568	53,568	\$ 55,113
610500 Overtime Wages	1,647	417	270	270	278
615000 Fringes	27,422	26,472	27,328	27,328	28,351
630100 Office Supplies	56	172	250	250	200
631603 Other Misc. Supplies	-	11	-	-	-
632002 Outside Printing	-	-	100	100	75
640202 Recording/Filing Fees	60	90	200	200	150
641200 Advertising	36,670	33,135	36,000	36,000	35,000
Total Expense	<u>\$ 114,638</u>	<u>\$ 113,605</u>	<u>\$ 117,716</u>	<u>\$ 117,716</u>	<u>\$ 119,167</u>

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

Advertising

Required legal publications	\$ 35,000
	<u>\$ 35,000</u>

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Licensing

Business Unit 14540

PROGRAM MISSION

In order to ensure a safe, healthy and accepting environment for our community, we will assist applicants in the application process, provide information on requirements and procedures, and we will process all applications and issue all approved licenses and permits in a timely manner to individuals and organizations.

PROGRAM NARRATIVE

Link to City Goals:

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

Objectives:

- Efficiently service license inquiries, issues, and applicants.
- Continue to provide prompt turnaround time from initial application.
- Accurately maintain data files.
- Work with other departments to ensure timely processing of licenses.
- Assist applicants/organizations for special events through the permitting process.
- Attend training and monitor procedures to keep current with State licensing requirements.

Major Changes in Revenue, Expenditures or Programs:

In 2025, changes will occur in the way special events are paid for. Event organizers will be charged for 25% of the City services incurred as a result of the event. This is reflected as a revenue increase, when in actuality it is recouping a portion of the costs that are incurred by departments to support the various special events occurring within the City.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Licensing

Business Unit 14540

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
430100 Amusements License	\$ 8,651	\$ 8,670	\$ 8,200	\$ 8,200	\$ 10,500
430300 Cigarette License	6,200	6,000	5,500	5,500	5,500
430600 Liquor License	149,265	124,686	125,000	125,000	130,000
430700 Operators License	50,760	54,335	48,000	48,000	50,000
430900 Sundry License	3,780	3,624	3,200	3,200	3,400
431300 Special Events License	21,565	25,913	25,000	25,000	100,000
431600 Second Hand/Pawnbroker	2,130	1,850	2,000	2,000	1,900
431700 Commercial Solicitation	5,075	2,810	4,000	4,000	3,000
431800 Christmas Tree License	225	225	250	250	200
432000 Taxi Cab/Limousine License	720	870	700	700	700
432100 Taxi Driver License	1,150	1,250	1,050	1,050	1,000
432200 Special Class "B" License	570	750	600	600	600
441100 Sundry Permits	765	790	3,500	3,500	800
501000 Miscellaneous Revenue	6,820	5,460	5,900	5,900	5,800
Total Revenue	\$ 257,676	\$ 237,233	\$ 232,900	\$ 232,900	\$ 313,400
Expenses					
610100 Regular Salaries	\$ 42,472	\$ 37,695	\$ 45,777	\$ 45,777	\$ 48,256
610500 Overtime Wages	1,107	418	132	132	139
615000 Fringes	27,639	20,374	27,707	27,707	7,125
630100 Office Supplies	324	1,183	800	800	1,500
631603 Other Misc. Supplies	40	-	-	-	50
632002 Outside Printing	-	30	200	200	100
642900 Interfund Allocations	15	(10,903)	50	50	-
Total Expense	\$ 71,597	\$ 48,797	\$ 74,666	\$ 74,666	\$ 57,170

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

None

CITY OF APPLETON 2025 BUDGET

LEGAL SERVICES

Elections

Business Unit 14550

PROGRAM MISSION

For the benefit of the community, in order to ensure effective democratic decision-making, to maintain all election data and to respond to information requests, we will administer elections as required.

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: "Continually 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:

- Promote use of the state's MyVote website for online voter registration and absentee ballot requests.
- Utilize the City's website for additional voter outreach and education.
- Provide effective training for all election inspectors.
- Streamline and organize polling place procedures and materials.
- Effectively assist local candidates.
- Continue to enhance efficiencies in election administration.

Major Changes in Revenue, Expenditures or Programs:

The budget for this program fluctuates from year to year based on the number of elections to be held. 2025 is a two-election year requiring less staffing and supplies for election administration than in 2024. However, to save for equipment repairs and replacements, this budget includes an increase in the Equipment Repairs/Maintenance account. Our Badger books will be over 5 years old in 2025 and our hardware model is no longer available or supported for use as electronic poll books. A phased product replacement plan that begins in 2025 will ensure that our hardware remains available and functional to support election day activities.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Elections

Business Unit 14550

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Misc. State Aids	\$ 2,057	\$ 7,559	\$ 2,000	\$ 2,000	\$ -
490800 Misc Intergov. Charges	-	579	1,000	1,000	500
502000 Donations & Memorials	1,186	-	-	-	-
Total Revenue	\$ 3,243	\$ 8,138	\$ 3,000	\$ 3,000	\$ 500
Expenses					
610100 Regular Salaries	\$ 57,277	\$ 47,800	\$ 55,333	\$ 55,333	\$ 54,280
610500 Overtime Wages	1,198	265	1,973	1,973	2,162
610800 Part-Time Wages	82,010	31,650	110,706	110,706	57,484
615000 Fringes	28,291	25,826	30,177	30,177	30,449
620200 Mileage Reimbursement	161	-	160	160	80
620600 Parking Permits	-	-	400	400	-
630100 Office Supplies	527	420	4,000	4,000	1,200
631603 Other Misc. Supplies	2,924	634	500	500	250
632002 Outside Printing	8,274	9,645	13,500	13,500	6,000
641200 Advertising	2,493	1,436	2,600	2,600	1,500
641800 Equipment Repairs & Maint.	1,491	24,716	10,000	10,000	30,000
650301 Facility Rent	3,780	1,890	3,780	3,780	1,890
659900 Other Contracts/Obligation	3,563	18,401	19,185	19,185	15,400
Total Expense	\$ 191,989	\$ 162,683	\$ 252,314	\$ 252,314	\$ 200,695

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

Other Contracts/Obligations

Modus Election Software	\$ 11,700
Equipment & Ballot Programming	3,700
	<u>\$ 15,400</u>

Equipment Repairs/Maintenance

Badger Books Replacement Units	
10 units	\$ 30,000
	<u>\$ 30,000</u>

CITY OF APPLETON 2025 BUDGET

LEGAL SERVICES

Mail/Copy Services

Business Unit 14560

PROGRAM MISSION

In order to ensure mail, photocopy and package handling services to all City departments in the most timely and cost-effective manner, we will provide prompt service and education to all users of our services.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #4: "Continually 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:

- Timely processing of printing, copying, and mailing requests.
- Collaboration with other departments to reduce mailing costs.
- Maintain log of postage and UPS items.
- Educate City departments on mail/copy service procedures.

Major Changes in Revenue, Expenditures or Programs:

Postage has decreased slightly due to less absentee ballots mailed with fewer elections in 2025.

The interfund allocations for charging departments back for mail services was being charged under the licensing account. To reflect this, the interfund allocation amount has been moved to mail/copy to reflect the chargebacks in the appropriate business unit.

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

Mail/Copy Services

Business Unit 14560

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 41,008	\$ 40,712	\$ 44,720	\$ 44,720	\$ 46,062
610500 Overtime Wages	958	-	129	129	133
615000 Fringes	27,322	6,305	3,491	3,491	28,539
630100 Office Supplies	1,700	5,120	6,000	6,000	4,500
630400 Postage/Freight	106,594	90,867	118,000	118,000	93,000
631603 Other Misc. Supplies	6,585	2,712	500	500	500
632002 Outside Printing	2,059	702	2,000	2,000	900
641800 Equipment Repairs & Maint.	10,115	1,445	500	500	800
642900 Interfund Allocations	-	-	-	-	(4,000)
650302 Equipment Rent	19,697	19,017	21,000	21,000	20,000
Total Expense	<u>\$ 216,038</u>	<u>\$ 166,880</u>	<u>\$ 196,340</u>	<u>\$ 196,340</u>	<u>\$ 190,434</u>

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

Postage/Freight

United Mailing Service	\$ 20,000
UPS	1,000
US Postal Service	72,000
	<u>\$ 93,000</u>

Equipment Rent

Postage machine rental	\$ 8,000
Copier Rental	12,000
	<u>\$ 20,000</u>

**CITY OF APPLETON 2025 BUDGET
LEGAL SERVICES**

	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>
Program Revenues						
422400 Miscellaneous State Aids	2,057	7,559	-	2,000	2,000	-
430100 Amusements License	8,651	8,670	8,200	8,200	8,200	10,500
430300 Cigarette License	6,200	6,000	3,100	5,500	5,500	5,500
430600 Liquor License	149,265	124,686	67,812	125,000	125,000	130,000
430700 Operators License	50,760	54,335	13,653	48,000	48,000	50,000
430900 Sundry License	3,780	3,624	1,545	3,200	3,200	3,400
431300 Special Events License	21,565	25,913	15,150	25,000	25,000	100,000
431600 Second Hand License	2,130	1,850	150	2,000	2,000	1,900
431700 Commercial Solicitation License	5,075	2,810	1,150	4,000	4,000	3,000
431800 Christmas Tree License	225	225	-	250	250	200
432000 Taxi Cab/Limousine License	720	870	-	700	700	700
432100 Taxi Driver License	1,150	1,250	150	1,050	1,050	1,000
432200 Special Class "B" Beer License	570	750	190	600	600	600
441100 Sundry Permits	765	790	280	3,500	3,500	800
480100 General Charges for Service	85	158	148	100	100	100
490800 Misc Intergovernmental Charges	1,186	579	520	1,000	1,000	500
501000 Miscellaneous Revenue	6,820	5,460	3,791	5,900	5,900	5,800
TOTAL PROGRAM REVENUES	261,004	245,529	115,839	236,000	236,000	314,000
Personnel						
610100 Regular Salaries	545,339	555,930	162,848	630,210	630,210	646,871
610500 Overtime Wages	4,911	1,101	1,053	2,504	2,504	2,712
610800 Part-Time Wages	82,010	31,650	30,737	110,706	110,706	57,484
611400 Sick Pay	329	668	-	-	-	-
611500 Vacation Pay	43,050	45,935	7,931	-	-	-
615000 Fringes	227,289	204,348	56,846	223,057	223,057	233,248
TOTAL PERSONNEL	902,928	839,632	259,415	966,477	966,477	940,315
Training~Travel						
620100 Training/Conferences	10,111	8,853	2,819	10,600	15,600	10,600
620200 Mileage Reimbursement	161	-	35	160	160	80
620400 Tuition Fees	815	-	-	-	-	-
620600 Parking Permits	3,780	4,325	-	4,720	4,720	4,320
TOTAL TRAINING/TRAVEL	14,867	13,178	2,854	15,480	20,480	15,000
Supplies						
630100 Office Supplies	3,261	9,240	3,541	11,850	11,850	8,200
630200 Subscriptions	8,880	9,211	2,616	10,500	10,500	10,500
630300 Memberships & Licenses	2,994	2,346	-	3,200	3,200	3,200
630400 Postage/Freight	106,594	90,867	31,781	118,000	118,000	93,000
631603 Other Misc. Supplies	9,549	3,357	-	1,000	1,000	800
632001 City Copy Charges	1,021	651	30	1,500	1,500	1,500
632002 Outside Printing	10,333	10,377	-	15,800	15,800	7,075
TOTAL SUPPLIES	142,632	126,049	37,968	161,850	161,850	124,275
Purchased Services						
640202 Recording/Filing Fees	2,967	2,528	758	3,700	3,700	3,650
640400 Consulting Services	768	1,968	-	7,000	12,800	7,000
641200 Advertising	39,163	34,571	9,205	38,600	38,600	36,500
641307 Telephone	793	783	271	900	900	900
641800 Equipment Repairs & Maint.	11,730	26,161	121	10,700	10,700	31,000
642900 Interfund Allocations	15	(10,903)	(770)	50	50	(4,000)
650301 Facility Rent	3,780	1,890	1,170	3,780	3,780	1,890
650302 Equipment Rent	19,697	19,017	3,557	21,000	21,000	20,000
659900 Other Contracts/Obligation	3,563	18,401	11,685	19,185	19,185	15,400
TOTAL PURCHASED SVCS	82,476	94,416	25,997	104,915	110,715	112,340
TOTAL EXPENSE	1,142,903	1,073,275	326,234	1,248,722	1,259,522	1,191,930

CITY OF APPLETON 2025 BUDGET

FIRE DEPARTMENT

Fire Chief: Jeremy J. Hansen

Deputy Fire Chief: Ryan A. Weyers

CITY OF APPLETON 2025 BUDGET FIRE DEPARTMENT

MISSION STATEMENT

With our partners, the Appleton Fire Department protects the community with exceptional service. Our vision is to pursue excellence and to enhance the quality of life in Appleton and our regional community.

DISCUSSION OF SIGNIFICANT 2024 EVENTS

In January, the department participated in a 2% Fire Dues audit with the Wisconsin Department of Safety and Professional Services to confirm compliance with the state regulations for fire department dues entitlement. In 2023, the department received \$311,579 in fire insurance dues funding through this program for continued partial funding of public education and fire prevention programming.

The department received an Assistance to Firefighters Grant for \$192,000 to provide paramedic training for four Appleton Fire Department personnel. All four have successfully completed Paramedic school at Fox Valley Technical College and the national testing requirements needed to be licensed as a paramedic. The Appleton Fire Department finalized the work on a \$1.9 million regional radio grant through the Assistance to Firefighters Grant (AFG). The grant provided intrinsically safe portable radio components for eighteen fire and EMS agencies in Outagamie County. As the host agency, the department coordinated agency purchases and distribution. The final step of programming the radios is the responsibility of the vendor. The department put the radios into service this summer. The department also received approximately \$24,000 from Firehouse Sub Foundation to purchase eight video laryngoscopes, and \$8,200 from the Hazardous Materials Emergency Preparedness (HMEP) grant to host a 'Battery Emergencies' class focusing on transportation incidents. The department has a pending \$400,000 Assistance to Firefighter's Grant for cardiac monitors as another step toward paramedic engine companies.

Staff members from the Appleton Fire and Police Departments worked tirelessly along with state representatives to push forward legislation defining and formalizing the role of the armed Tactical Emergency Medical Services (TEMS) medic. In late March, Governor Tony Evers signed Senate Bill 829 allowing a Tactical Emergency Medical Services (TEMS) professional to carry a firearm in prohibited areas. This bill adds an exception that mirrors the exception for law enforcement officers for a tactical emergency medical services professional who is certified as such by the Law Enforcement Standards Board and acting in the line of duty.

The Emergency Medical Services Division completed a significant amount of work to ensure the department's records management system is compliant with the current edition of the National Emergency Medical Services Information System (NEMSIS), which is the universal standard for how patient care information is collected. NEMSIS 3.5 was designed to increase the accuracy and efficiency of documentation, enhance health information exchange, and ultimately improve patient care. In addition, this division is developing the framework for paramedic engine companies in 2025.

In the first half of 2024, the department had three retirements and a resignation. The positions included two Lieutenants, a Driver/Engineer, and a Firefighter. The positions were filled through internal promotions resulting in firefighter vacancies. The department participated in a regional hiring process and hired a recruit firefighter in May. He joined the rank of the front-line operations staff after a six-week recruit academy in late June. Another hiring process was conducted to fill the existing five firefighter vacancies. The department plans to hold an additional recruit academy in the fall for these positions. The department's Resource Development Division held an Acting Officer Academy in February which qualified two additional personnel to fill the role of Company Officer as needed due to vacations or other vacancies. In April, a two-week Driver's Academy was held utilizing fire department staff as instructors to qualify an additional six personnel to drive as needed.

During the first part of the year, the department's training focused on refining search and rescue operations, specifically victim rescue tactics, in alignment with the latest guidelines from Underwriters Laboratories Fire Safety Research Institute (UL/FSRI). These tactical adjustments are designed to enhance efficiency and effectiveness in locating and rescuing victims in fire situations. By integrating these evidence-based strategies, we aim to significantly increase the chances of survival for any individuals trapped in fires, ensuring our response is both swift and methodical. This proactive approach underscores the commitment to adopting the most advanced and proven methods to safeguard the community.

This May marked five years since Driver/Engineer Mitch Lundgaard was killed in the line of duty. Multiple remembrance events were held for the Fire Department as park construction continues to move forward. Fundraising efforts continue and construction of the park has begun. During this phase of the project, basketball and pickleball courts with lights and a sport court plaza with shade and seating were installed. In addition, a multi-use sport field and two playgrounds for various aged children has been constructed along with interior pathways connecting these amenities. In the next phase, the pavilion will be constructed, and additional paved trails will be installed. Representatives from the Appleton Fire Department, the Lundgaard family, and City staff are involved with this project.

A new fee schedule took effect on January 1, 2024. Due to this, the Fire Prevention Division saw an increased awareness of false alarms by local businesses. Although it hasn't yet, this awareness should translate to reduced false alarm responses. Another part of the fee structure change was an increase in fire protection plan review and permit fees. This increase has helped cover the cost to the City for performing this service.

CITY OF APPLETON 2025 BUDGET FIRE DEPARTMENT

MAJOR 2025 OBJECTIVES

With our partners, the Appleton Fire Department protects the community with exceptional service. We pursue excellence and enhance the quality of life in Appleton and our regional community.

The department is responsible for saving lives and protecting property with exceptional service. The role of the Fire Department is evolving to improve awareness of all facets of life safety.

In 2025, the department will strive to meet the following goals:

Improve an awareness of changing community needs and diverse community populations and their effect on our levels of service and programs.

Maintain identified levels of service in a cost-effective manner by providing quality programs to our community.

Provide a quality work environment which both encourages and enhances employee participation and growth, as well as supporting efficient work processes and sustainability.

Continue to enhance the department's capability to respond to routine and non-routine emergencies. This includes working with law enforcement to address rescue task force response capabilities for active violence incidents involving an active shooter and mass casualties.

Implement the departmental strategic plan and support the strategic initiatives identified in the City's strategic plan.

Maintain and enhance existing regional relationships.

Utilize existing staff to deliver public education programs and continue to enhance our fire prevention efforts.

Develop short- and long-range plans and regional partnerships to ensure timely, effective and efficient pre-hospital medical care to the community.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	Change *
Program Revenues		\$ 453,443	\$ 489,990	\$ 473,300	\$ 473,300	\$ 549,300	16.06%
Program Expenses							
18010	Administration	577,354	594,002	622,317	622,317	630,797	1.36%
18021	Fire Suppression	10,226,794	11,074,032	10,720,402	10,755,470	11,090,472	3.45%
18022	Special Operations	179,463	208,722	190,975	190,975	194,883	2.05%
18023	Resource Devel.	257,011	242,679	187,938	187,938	197,243	4.95%
18024	Emergency Medical Svc	739,397	729,036	957,110	957,110	985,733	2.99%
18032	Fire Prevention	1,215,298	1,188,763	1,319,546	1,319,546	1,346,953	2.08%
18033	Technical Services	438,180	463,758	456,322	456,322	465,457	2.00%
TOTAL		\$ 13,633,497	\$ 14,500,992	\$ 14,454,610	\$ 14,489,678	\$ 14,911,538	3.16%
Expenses Comprised Of:							
Personnel		12,055,686	12,752,170	12,623,603	12,623,603	13,013,798	3.09%
Training & Travel		36,774	50,992	39,250	39,250	39,250	0.00%
Supplies & Materials		281,140	255,059	293,941	329,009	294,903	0.33%
Purchased Services		1,259,897	1,442,771	1,497,816	1,497,816	1,563,587	4.39%
Capital Expenditures		-	-	-	-	-	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		96.00	96.00	96.00	96.00	96.00	

* % change from prior year adopted budget

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Administration

Business Unit 18010

PROGRAM MISSION

For the benefit of the Appleton community and Fire Department employees, so that they are protected from the effects of fire and other hazards, we will set community-wide fire protection goals and establish necessary direction, policies, and procedures to meet them.

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: "Continually assess trends affecting the community and proactively respond", and #7: "Communicate our success through stories and testimonials".

Objectives:

Identify current service levels and evaluate their effectiveness and customer value.

Address service needs created by continued City growth.

Plan and prepare operational and capital budgets.

Maintain staffing levels as detailed in the table of organization and approved by the Common Council.

Continue the development of joint service opportunities and regional relationships with neighboring fire departments.

Enhance internal and external communications and working relationships.

Continue to implement the records management system (RMS) for improved reporting capabilities.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Administration

Business Unit 18010

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422600 Fire Insurance Dues	\$ 277,234	\$ 311,579	\$ 325,000	\$ 325,000	\$ 368,000
480100 Charges for Services	43	53	-	-	-
Total Revenue	\$ 277,277	\$ 311,632	\$ 325,000	\$ 325,000	\$ 368,000
Expenses					
610100 Regular Salaries	\$ 272,306	\$ 278,486	\$ 277,895	\$ 277,895	\$ 283,659
610500 Overtime Wages	1,904	1,596	1,333	1,333	1,373
610800 Part-Time Wages	7,692	14,719	15,600	15,600	16,764
615000 Fringes	83,095	89,192	92,261	92,261	94,893
620100 Training/Conferences	4,895	3,411	3,000	3,000	3,000
630100 Office Supplies	4,305	2,801	3,750	3,750	3,750
630300 Memberships & Licenses	540	815	800	800	800
630400 Postage/Freight	400	75	250	250	250
630500 Awards & Recognition	1,549	1,777	1,440	1,440	1,440
630700 Food & Provisions	2,351	1,959	1,920	1,920	1,920
631500 Books & Library Materials	280	-	-	-	-
631603 Other Misc. Supplies	354	456	250	250	250
632001 City Copy Charges	5,696	5,148	6,450	6,450	6,450
632002 Outside Printing	1,786	1,140	1,000	1,000	1,000
632700 Miscellaneous Equipment	8,638	8,073	8,000	8,000	8,000
640400 Consulting Services	1,430	882	1,000	1,000	1,000
640700 Solid Waste/Recycling	4,126	4,293	4,220	4,220	5,225
640800 Contractor Fees	600	2,000	1,000	1,000	1,000
641300 Utilities	163,346	163,938	190,565	190,565	178,945
642501 CEA Operations/Maint.	5,283	5,230	7,330	7,330	8,216
642502 CEA Depreciation/Replace.	6,778	8,011	4,253	4,253	12,862
Total Expense	\$ 577,354	\$ 594,002	\$ 622,317	\$ 622,317	\$ 630,797

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

None

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Fire Suppression

Business Unit 18021

PROGRAM MISSION

To meet the needs of our community and enhance the quality of life of our citizens and visitors by providing a safe, healthy, and accepting environment through emergency and non-emergency response.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement", #3: "Recognize and grow everyone's talents", and #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Identify and develop pre-fire plans for new structures, update pre-fire plans for existing structures, and develop emergency response plans for special events which present potential risks within the community.

Proactively pursue, with our regional partners, the enhancement of our current mutual aid agreements and automatic aid agreements, evaluation of shared resources, updating of emergency management planning, and cooperative training exercises to help reduce the threats to our regional security and economy.

Identify and develop employee safety programs, practices, and training for reducing the impact of lost time from work-related injuries.

Major changes in Revenue, Expenditures, or Programs:

The increase in CEA maintenance and replacement costs have increased to accomodate our newest fire apparatus.

CITY OF APPLETON 2025 BUDGET

FIRE DEPARTMENT

Fire Suppression

Business Unit 18021

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Miscellaneous State Aids	\$ -	\$ 65,078	\$ 30,000	\$ 30,000	\$ 30,000
480100 General Charges for Svc	27,554	2,565	3,000	3,000	3,000
Total Revenue	<u>\$ 27,554</u>	<u>\$ 67,643</u>	<u>\$ 33,000</u>	<u>\$ 33,000</u>	<u>\$ 33,000</u>
Expenses					
610100 Regular Salaries	\$ 6,124,980	\$ 6,268,433	\$ 6,445,265	\$ 6,445,265	\$ 6,608,556
610500 Overtime Wages	687,731	1,015,891	377,330	377,330	386,761
615000 Fringes	2,519,887	2,741,093	2,782,374	2,782,374	2,913,553
620100 Training/Conferences	15,008	16,115	15,750	15,750	15,750
620400 Tuition Fees	2,550	1,000	4,000	4,000	4,000
630600 Building Maint./Janitorial	2,984	3,045	3,348	3,348	3,348
631603 Other Misc. Supplies	1,155	99	1,300	1,300	1,300
632101 Uniforms	1,582	4,664	2,000	2,000	2,000
632102 Protective Clothing	76,863	64,702	115,150	150,218	115,150
632199 Other Clothing	2,379	1,571	1,800	1,800	1,800
632700 Miscellaneous Equipment	-	12,804	-	-	-
642501 CEA Operations/Maint.	265,489	349,905	337,163	337,163	377,942
642502 CEA Depreciation/Replace.	499,480	573,301	608,399	608,399	632,462
643000 Health Services	26,706	21,409	26,523	26,523	27,850
Total Expense	<u>\$ 10,226,794</u>	<u>\$ 11,074,032</u>	<u>\$ 10,720,402</u>	<u>\$ 10,755,470</u>	<u>\$ 11,090,472</u>

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

Training/Conferences

Company Officer training	\$ 4,000
Driver/Engineer training	6,000
Firefighter training	5,750
	<u>\$ 15,750</u>

Protective Clothing

Firefighter turnout gear	\$ 85,150
Helmets	9,000
Boots	9,000
Gloves	7,000
Hoods	5,000
	<u>\$ 115,150</u>

Health Services

NFPA-compliant physicals	\$ 26,327
Duty evaluations	1,523
	<u>\$ 27,850</u>

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Special Operations

Business Unit 18022

PROGRAM MISSION

For the benefit of the Appleton community, contracted jurisdictions, and our environment, we will protect life and property by promoting educational and preventive measures and respond to situations that require specialty skilled services.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement" and #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Provide for local hazardous materials response in jurisdictions as defined by contract.

Seek grant opportunities for equipment and training available through local and State organizations.

Maintain necessary equipment and skill levels for local incidents.

Continue the partnership with Winnebago County (Oshkosh Fire Department) and Brown County (Green Bay Metro Department).

Provide specialized emergency response to include: local hazardous materials response, confined space rescue, water rescue, structural collapse response, and trench rescue.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Special Operations

Business Unit 18022

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Miscellaneous State Aids	\$ 9,047	\$ 29,222	\$ 24,000	\$ 24,000	\$ 24,000
423000 Misc Local Govt Aids	11,800	11,800	11,800	11,800	11,800
480100 General Charges for Services	-	2,860	-	-	-
480700 Incineration Fees	10,671	4,910	8,500	8,500	8,500
Total Revenue	\$ 31,518	\$ 48,792	\$ 44,300	\$ 44,300	\$ 44,300
Expenses					
610100 Regular Salaries	\$ 86,651	\$ 90,659	\$ 95,541	\$ 95,541	\$ 97,985
610500 Overtime Wages	9,520	30,419	7,405	7,405	7,628
615000 Fringes	35,158	42,197	42,029	42,029	43,270
632102 Protective Clothing	12,178	12,945	13,000	13,000	13,000
632700 Miscellaneous Equipment	29,331	30,000	30,000	30,000	30,000
640700 Waste/Recycling Pickup	6,625	2,502	3,000	3,000	3,000
Total Expense	\$ 179,463	\$ 208,722	\$ 190,975	\$ 190,975	\$ 194,883

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

Miscellaneous Equipment

Monitoring and research equipment authorized through the State EPCRA grant (80/20 match)	
Outagamie County	\$ 10,000
Calumet County	10,000
Manitowoc County	10,000
	<u>\$ 30,000</u>

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Resource Development

Business Unit 18023

PROGRAM MISSION

To enhance the safety and performance of employees and assure the effectiveness of response to the community, we will provide a variety of appropriate training programs.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #3: "Recognize and grow everyone's talents" and #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Maintain compliance with Federal and state mandatory class requirements.

Investigate and encourage attendance at specialized training to expand personal growth and development.

Facilitate and coordinate the Safety Committee meetings for the department to promote health and safety among employees.

Seek opportunities to provide leadership training, including command level training, through internal and/or external sources.

Continue to define our role as fire and EMS providers at active shooter incidents.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Resource Development

Business Unit 18023

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 158,452	\$ 154,777	\$ 103,540	\$ 103,540	\$ 106,631
610500 Overtime Wages	14,246	2,114	14,713	14,713	15,154
615000 Fringes	66,521	59,823	45,549	45,549	46,966
620100 Training/Conferences	2,520	2,500	2,500	2,500	2,500
631500 Books & Library Materials	870	1,151	1,200	1,200	1,200
631603 Other Misc. Supplies	1,004	-	1,400	1,400	1,400
632300 Safety Supplies	636	729	750	750	750
632700 Miscellaneous Equipment	6,903	6,396	6,500	6,500	6,500
642501 CEA Operations/Maint.	3,011	3,550	3,665	3,665	4,108
642502 CEA Depreciation/Replace.	2,848	11,639	8,121	8,121	12,034
Total Expense	<u>\$ 257,011</u>	<u>\$ 242,679</u>	<u>\$ 187,938</u>	<u>\$ 187,938</u>	<u>\$ 197,243</u>

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

None

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Emergency Medical Services

Business Unit 18024

PROGRAM MISSION

The mission of Appleton Fire Department's Emergency Medical Services Division is to enhance the quality of life in our community by providing a premier level of pre-hospital services which ultimately improve the outcomes for those that need our service.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement", #3: "Recognize and grow everyone's talents", and #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Provide timely, state-of-the-art pre-hospital care to all people within our service area.

Provide quality, consistent pre-hospital medical training to all employees of the Fire Department.

Maintain compliance with department, local, and State codes, laws, guidelines, and regulations.

Ensure continuous program development and quality improvement.

Work with our Medical Director to monitor the percentage of cardiac patients who were discovered in ventricular fibrillation that survived and were discharged from the hospital.

Participate with other fire departments, Gold Cross Ambulance, and other agencies during medical training or exercises.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Emergency Medical Services

Business Unit 18024

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Miscellaneous State Aids	\$ -	\$ -	\$ -	\$ -	\$ 7,500
502000 Donations & Memorials	2,000	-	-	-	-
Total Revenue	\$ 2,000	\$ -	\$ -	\$ -	\$ 7,500
Expenses					
610100 Regular Salaries	\$ 489,034	\$ 478,805	\$ 633,937	\$ 633,937	\$ 659,578
610500 Overtime Wages	5,028	2,111	16,168	16,168	16,975
615000 Fringes	189,028	188,664	265,721	265,721	267,325
620100 Training/Conferences	7,246	22,259	6,500	6,500	6,500
630300 Memberships & Licenses	200	-	-	-	-
632400 Medical/Lab Supplies	19,697	10,046	20,000	20,000	20,000
642501 CEA Operations/Maint.	-	-	3,665	3,500	4,108
642502 CEA Depreciation/Replace.	-	-	7,619	3,665	7,747
632700 Miscellaneous Equipment	29,164	27,151	3,500	7,619	3,500
Total Expense	\$ 739,397	\$ 729,036	\$ 957,110	\$ 957,110	\$ 985,733

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

Medical/Lab Supplies

Medications	\$ 5,000
Protective clothing items	6,250
Bandages, tourniquets, splints	6,000
Medical bags	1,200
Miscellaneous items	1,550
Total	\$ 20,000

CITY OF APPLETON 2025 BUDGET

FIRE DEPARTMENT

Fire Prevention/Public Education

Business Unit 18032

PROGRAM MISSION

For the preservation of lives and property in our community, we will provide fire inspection, education, code development, and fire and life safety plan review.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #2: "Encourage active community participation and involvement" and #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Perform all State-mandated fire and life safety inspections in all buildings, and all plan reviews of State and locally required fire protection systems.

Review all license applications for compliance with the provisions of the Fire Prevention Code.

Continue proactive involvement with all City departments, as well as surrounding community departments to create a more consistent and cohesive code enforcement process throughout our community.

Continue pre-incident planning using a computer-aided drafting program.

Develop, implement, coordinate, and evaluate risk reduction programs designed to meet the needs of our community's diverse populations.

Provide public information at emergency incidents and throughout the year.

Define a media relationship strategy as a method/vehicle to communicate prevention messages.

Enhance fire and life safety awareness in the City of Appleton.

Major changes in Revenue, Expenditures, or Programs:

The increase in revenue is related to fee increases approved by the Common Council.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Fire Prevention/Public Education

Business Unit 18031 / 18032

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
441200 Tent Permits	\$ 625	\$ 500	\$ 3,000	\$ 3,000	\$ 3,000
441300 Burning Permits	25,602	22,586	30,000	30,000	25,000
441400 Firework Permits	325	350	2,000	2,000	2,000
441800 Fire Protection Plan Review	-	-	15,000	15,000	15,000
480100 Reinspection Fees	-	-	-	-	2,500
480600 False Alarm Fees	26,300	14,550	14,000	14,000	40,000
490800 Misc Intergov Charges	7,352	7,470	7,000	7,000	9,000
Total Revenue	\$ 60,204	\$ 45,456	\$ 71,000	\$ 71,000	\$ 96,500
Expenses					
610100 Regular Salaries	\$ 808,911	\$ 755,108	\$ 866,219	\$ 866,219	\$ 888,585
610500 Overtime Wages	44,532	60,303	18,072	18,072	18,515
615000 Fringes	319,800	329,548	380,703	380,703	393,917
620100 Training/Conferences	4,555	5,707	7,500	7,500	7,500
630200 Subscriptions	2,242	230	3,400	3,400	3,900
630300 Memberships & Licenses	1,936	4,644	3,000	3,000	3,000
631500 Books & Library Materials	687	-	-	-	-
632300 Safety Supplies	6,709	6,178	7,000	7,000	7,000
632700 Miscellaneous Equipment	2,804	-	1,000	1,000	1,000
641200 Advertising	836	155	750	750	750
642501 CEA Operations/Maint.	13,547	10,833	14,659	14,659	16,432
642502 CEA Depreciation/Replace.	8,739	16,057	17,243	17,243	6,354
Total Expense	\$ 1,215,298	\$ 1,188,763	\$ 1,319,546	\$ 1,319,546	\$ 1,346,953

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

None

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Technical Services

Business Unit 18033

PROGRAM MISSION

For the benefit of the Fire Department and community, we will purchase vehicles and equipment and ensure that they are maintained in a condition that safely meets the operational needs of the Department.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", and #3: "Recognize and grow everyone's talents".

Objectives:

Provide and track all preventive, scheduled, and emergency maintenance on all non-motorized equipment to meet applicable standards.

Research, purchase, and distribute equipment needed by the department.

Provide ongoing technical training for department personnel.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

Technical Services

Business Unit 18033

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 86,120	\$ 85,618	\$ 95,575	\$ 95,575	\$ 97,995
610500 Overtime Wages	9,793	23,147	4,861	4,861	4,985
615000 Fringes	35,297	39,467	41,512	41,512	42,730
630600 Building Maint./Janitorial	14,778	14,469	15,383	15,383	15,845
630803 Seed, Fertilizer	269	142	-	-	-
630902 Tools & Instruments	2,527	1,939	1,700	1,700	1,700
631000 Miscellaneous Chemicals	4,466	3,798	4,500	4,500	4,500
631603 Other Misc. Supplies	1,198	986	2,050	2,050	2,050
632503 Other Materials	363	-	-	-	-
632601 Repair Parts	5,902	3,803	5,500	5,500	5,500
632700 Miscellaneous Equipment	26,414	21,323	26,600	26,600	26,600
640800 Contractor Fees	1,128	-	-	-	-
640900 Inspection Fees	3,467	2,294	3,000	3,000	3,000
641800 Equipment Repairs & Maint.	15,941	29,482	19,000	19,000	19,000
641900 Communication Eq. Repairs	5,441	5,717	7,000	7,000	7,000
642000 Facilities Charges	218,339	229,811	229,641	229,641	234,552
642501 CEA Operations/Maint.	4,026	1,762	-	-	-
642502 CEA Depreciation/Replace.	2,711	-	-	-	-
Total Expense	\$ 438,180	\$ 463,758	\$ 456,322	\$ 456,322	\$ 465,457

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

Miscellaneous Equipment

Firefighting equipment (hose, tools, nozzles, breathing apparatus, etc.)	\$ 11,000
Rescue tools	6,000
Station furniture and appliances	4,500
Support equipment (air compressor, preemption equipment, exhaust systems)	5,100
	<u>\$ 26,600</u>

Building Maint./Janitorial

Paper products	\$ 4,500
Cleaning supplies	9,200
Cleaning equipment	2,145
	<u>\$ 15,845</u>

Equipment Repairs & Maintenance

Self-contained breathing apparatus	\$ 5,000
Extrication tool maintenance	7,000
Appliance & station equipment repairs	3,000
Miscellaneous equipment repairs	4,000
	<u>\$ 19,000</u>

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

	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>
Program Revenues						
422400 Miscellaneous State Aids	61,937	94,300	4,510	54,000	54,000	61,500
422600 Fire Insurance Dues	277,234	311,579	-	325,000	325,000	368,000
423000 Miscellaneous Local Govt Aids	11,800	11,800	11,800	11,800	11,800	11,800
441200 Tent Permits	625	500	450	3,000	3,000	3,000
441300 Burning Permits	25,602	22,586	6,413	30,000	30,000	25,000
441400 Firework Permits	325	350	-	2,000	2,000	2,000
441800 Fire Protection Plan Review	-	-	-	15,000	15,000	15,000
480100 General Charges for Service	27,597	5,478	3,506	3,000	3,000	5,500
480600 False Alarm Fees	26,300	14,550	27,400	14,000	14,000	40,000
480700 Incineration Fees	10,671	4,910	2,180	8,500	8,500	8,500
490800 Misc Intergovernmental Charges	7,352	7,470	11,965	7,000	7,000	9,000
502000 Donations & Memorials	2,000	16,467	-	-	-	-
TOTAL PROGRAM REVENUES	451,443	489,990	68,224	473,300	473,300	549,300
Personnel						
610100 Regular Salaries	7,530,564	7,513,046	2,367,670	8,469,772	8,469,772	8,694,789
610500 Overtime Wages	772,754	1,135,581	415,849	439,882	439,882	451,391
610800 Part-Time Wages	7,692	14,719	4,884	15,600	15,600	16,764
611000 Other Compensation	63,133	68,206	12,900	48,200	48,200	48,200
611400 Sick Pay	42,927	43,624	11,406	-	-	-
611500 Vacation Pay	389,830	487,010	28,734	-	-	-
615000 Fringes	3,248,786	3,489,984	1,152,985	3,650,149	3,650,149	3,802,654
TOTAL PERSONNEL	12,055,686	12,752,170	3,994,428	12,623,603	12,623,603	13,013,798
Training~Travel						
620100 Training/Conferences	34,224	49,992	18,514	35,250	35,250	35,250
620400 Tuition Fees	2,550	1,000	-	4,000	4,000	4,000
TOTAL TRAINING / TRAVEL	36,774	50,992	18,514	39,250	39,250	39,250
Supplies						
630100 Office Supplies	4,305	2,801	1,320	3,750	3,750	3,750
630200 Subscriptions	2,242	230	1,898	3,400	3,400	3,900
630300 Memberships & Licenses	2,676	5,459	2,343	3,800	3,800	3,800
630400 Postage/Freight	400	75	-	250	250	250
630500 Awards & Recognition	1,549	1,777	597	1,440	1,440	1,440
630600 Building Maint./Janitorial	17,762	17,514	6,779	18,731	18,731	19,193
630700 Food & Provisions	2,351	1,959	268	1,920	1,920	1,920
630803 Seed, Fertilizer	269	142	-	-	-	-
630902 Tools & Instruments	2,527	1,939	-	1,700	1,700	1,700
631000 Miscellaneous Chemicals	4,466	3,798	-	4,500	4,500	4,500
631500 Books & Library Materials	1,837	1,151	110	1,200	1,200	1,200
631603 Other Misc. Supplies	3,711	1,541	296	5,000	5,000	5,000
632001 City Copy Charges	5,696	5,148	915	6,450	6,450	6,450
632002 Outside Printing	1,786	1,140	43	1,000	1,000	1,000
632101 Uniforms	1,582	4,664	19	2,000	2,000	2,000
632102 Protective Clothing	89,041	77,647	39,426	128,150	163,218	128,150
632199 Other Clothing	2,379	1,571	40	1,800	1,800	1,800
632300 Safety Supplies	7,345	6,907	4,347	7,750	7,750	7,750
632400 Medical/Lab Supplies	19,697	10,046	1,923	20,000	20,000	20,000
632503 Other Materials	363	-	-	-	-	-
632601 Repair Parts	5,902	3,803	545	5,500	5,500	5,500
632700 Miscellaneous Equipment	103,254	105,747	6,731	75,600	75,600	75,600
TOTAL SUPPLIES	281,140	255,059	67,600	293,941	329,009	294,903
Purchased Services						
640400 Consulting Services	1,430	882	-	1,000	1,000	1,000
640700 Solid Waste/Recycling Pickup	10,751	6,795	1,536	7,220	7,220	8,225
640800 Contractor Fees	1,728	2,000	906	1,000	1,000	1,000
640900 Inspection Fees	3,467	2,294	2,502	3,000	3,000	3,000
641200 Advertising	836	155	215	750	750	750
641301 Electric	78,396	79,105	21,465	82,111	82,111	83,865
641302 Gas	37,511	29,280	11,652	52,756	52,756	37,591
641303 Water	10,636	10,922	3,005	9,221	9,221	10,992
641304 Sewer	3,243	3,542	1,019	3,418	3,418	4,062

**CITY OF APPLETON 2025 BUDGET
FIRE DEPARTMENT**

	<u>2022</u> <u>ACTUAL</u>	<u>2023</u> <u>ACTUAL</u>	<u>2024</u> <u>YTD ACTUAL</u>	<u>2024</u> <u>ORIG BUD</u>	<u>2024</u> <u>REVISED BUD</u>	<u>2025</u> <u>BUDGET</u>
641306 Stormwater	14,749	14,782	4,430	14,719	14,719	14,744
641307 Telephone	7,188	8,490	2,856	8,457	8,457	8,559
641308 Cellular Phones	11,623	17,817	4,038	19,883	19,883	19,132
641800 Equipment Repairs & Maint.	15,941	29,482	1,457	19,000	19,000	19,000
641900 Communication Eq. Repairs	5,441	5,717	5,583	7,000	7,000	7,000
642000 Facilities Charges	218,339	229,811	65,551	229,641	229,641	234,552
642501 CEA Operations/Maint.	291,356	371,280	45,270	366,482	366,482	410,806
642502 CEA Depreciation/Replace.	520,556	609,008	96,944	645,635	645,635	671,459
643000 Health Services	<u>26,706</u>	<u>21,409</u>	<u>262</u>	<u>26,523</u>	<u>26,523</u>	<u>27,850</u>
TOTAL PURCHASED SVCS	<u>1,259,897</u>	<u>1,442,771</u>	<u>268,691</u>	<u>1,497,816</u>	<u>1,497,816</u>	<u>1,563,587</u>
Capital Outlay						
640400 Machinery & Equipment	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	-	-	-	-	-	-
 TOTAL EXPENSE	 <u>13,633,497</u>	 <u>14,500,992</u>	 <u>4,349,233</u>	 <u>14,454,610</u>	 <u>14,489,678</u>	 <u>14,911,538</u>

**CITY OF APPLETON 2025 BUDGET
SPECIAL REVENUE FUNDS**

Hazardous Materials, Tier II

Business Unit 2090

PROGRAM MISSION

In order to protect people and the environment, we will provide certain Tier II hazardous materials handling services relating to the containment of hazardous substances in the event of an accidental spill, release, or discharge within our service area.

PROGRAM NARRATIVE

Link to Strategy:

Implements Key Strategy #2: "Encourage active community participation and involvement".

Objectives:

The Cities of Appleton, Oshkosh, and Green Bay provide haz-mat services under a contract with the State of Wisconsin.

The Tier II Wisconsin Hazardous Materials Response Team will strive to meet the provisions of the State contract by providing service to the contract area, providing equipment as recommended by the State, and providing an adequate number of trained, medically monitored, competent and supervised personnel.

The City of Appleton also contracts for a Radiological Response Team which responds to radiological incidents to provide metering and detection.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			% Change *
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	
Program Revenues		\$ 71,732	\$ 114,769	\$ 72,075	\$ 72,075	\$ 72,075	0.00%
Program Expenses		\$ 119,427	\$ 205,638	\$ 72,075	\$ 72,075	\$ 72,075	0.00%
Expenses Comprised Of:							
Personnel		73,009	77,004	46,700	46,700	46,700	0.00%
Training & Travel		20,668	17,443	6,000	6,000	6,000	0.00%
Supplies & Materials		12,403	76,840	8,525	8,525	8,525	0.00%
Purchased Services		3,271	3,269	2,100	2,100	2,100	0.00%
Capital Expenditures		10,076	31,082	8,750	8,750	8,750	0.00%

* % change from prior year adopted budget
HazMat Type II.xls

**CITY OF APPLETON 2025 BUDGET
SPECIAL REVENUE FUNDS**

Hazardous Materials, Tier II

Business Unit 2090

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Miscellaneous State Aids	\$ 70,074	\$ 70,074	\$ 70,075	\$ 70,075	\$ 70,075
423000 Misc Local Govt Aids	-	11,900	-	-	-
471000 Interest on Investments	(10,750)	12,685	2,000	2,000	2,000
480100 General Charges for Svc	12,408	19,255	-	-	-
500400 Sale of City Property	-	855	-	-	-
Total Revenue	\$ 71,732	\$ 114,769	\$ 72,075	\$ 72,075	\$ 72,075
Expenses					
610100 Regular Salaries	\$ 6,790	\$ 6,050	\$ 5,720	\$ 5,720	\$ 6,100
610500 Overtime Wages	46,356	50,319	30,980	30,980	30,600
615000 Fringes	19,863	20,635	10,000	10,000	10,000
620100 Training/Conferences	20,668	17,443	6,000	6,000	6,000
630700 Food & Provisions	300	274	350	350	350
630902 Tools & Instruments	2,022	1,554	3,075	3,075	3,075
631000 Miscellaneous Chemicals	6,053	4,963	2,500	2,500	2,500
631500 Books & Library Materials	288	-	200	200	200
631603 Other Misc. Supplies	802	561	800	800	800
632601 Repair Parts	1,513	497	1,000	1,000	1,000
632700 Miscellaneous Equipment	1,425	68,991	600	600	600
640400 Consulting Services	338	338	350	350	350
641308 Cellular Phones	2,933	2,931	1,750	1,750	1,750
641700 Vehicle Repairs & Maint.	7,317	5,900	4,000	4,000	4,000
641800 Equipment Repairs & Maint.	259	-	1,250	1,250	1,250
643000 Health Services	2,500	3,142	3,500	3,500	3,500
680403 Vehicles	-	22,040	-	-	-
Total Expense	\$ 119,427	\$ 205,638	\$ 72,075	\$ 72,075	\$ 72,075

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

None

CITY OF APPLETON 2025 BUDGET
HAZARDOUS MATERIALS, TIER II
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE (DEFICIT)

Revenues	2022 Actual	2023 Actual	2024 Budget	2024 Projected	2025 Budget
Intergovernmental	\$ 70,074	\$ 81,974	\$ 70,075	\$ 70,075	\$ 70,075
Interest Income	(10,750)	12,685	2,000	2,000	2,000
Other	12,408	20,110	-	-	-
Total Revenues	<u>71,732</u>	<u>114,769</u>	<u>72,075</u>	<u>72,075</u>	<u>72,075</u>
Expenses					
Program Costs	119,427	205,638	72,075	72,075	72,075
Total Expenses	<u>119,427</u>	<u>205,638</u>	<u>72,075</u>	<u>72,075</u>	<u>72,075</u>
Revenues over (under) Expenses	(47,695)	(90,869)	-	-	-
Fund Balance - Beginning	<u>437,539</u>	<u>389,844</u>	<u>298,975</u>	<u>298,975</u>	<u>298,975</u>
Fund Balance - Ending	<u>\$ 389,844</u>	<u>\$ 298,975</u>	<u>\$ 298,975</u>	<u>\$ 298,975</u>	<u>\$ 298,975</u>

CITY OF APPLETON 2025 BUDGET

POLICE DEPARTMENT

Police Chief: Polly A. Olson

Assistant Police Chief: Todd A. Freeman

CITY OF APPLETON 2025 BUDGET POLICE DEPARTMENT

MISSION STATEMENT

Excellence in Police Service.

DISCUSSION OF SIGNIFICANT 2024 EVENTS

The Appleton Police Department experienced an active year with an emphasis on recruitment, traffic safety, neighborhood initiatives, community collaboration, and engaging in the police philosophy to reduce crime and improve the quality of life in Appleton. A high priority was the safe movement of pedestrian and vehicular traffic along with addressing other nuisance concerns, such as excessive vehicle noise. The Traffic Safety Unit (TSU) addresses complaints, educates the public, and identifies traffic enforcement initiatives. An analysis of traffic safety data highlighted the need to assign a second Traffic Safety Officer (TSO) to this unit. Due to an unexpected vacancy in Support Services, we had an opportunity to reassess our Table of Organization and reassign the position to meet the need in TSU. The Traffic Safety Officers will continue to evaluate and refine traffic safety measures to create a positive safety culture in our community.

The K9 Unit remains an integral part of the Police Department providing support in the apprehension of suspects, locating missing persons, narcotics detection, and community support. With the loss of K9 Faro and retirement of K9 Eon, two new canines will be joining the K9 Unit after training is completed in New Mexico in the fall of 2024. With the expected retirement of K9 Zuul, another canine will be acquired in early 2025. Another fundraising campaign is planned for 2024 to support the K9 Program through donations made to the *Appleton Police K9 Program Fund* at the Community Foundation of the Fox Valley Region.

Meeting the needs of the community is essential. Collaborative efforts between the Police Department, Public Health Department, and Community Development Department supported various community initiatives with funding through the American Rescue Plan Act (ARPA). Reducing homelessness coincides with providing solutions in reducing calls for service. To support this initiative two Health Department positions, the Coordinated Entry and Community Resource Navigator, were positioned within the Police Department for easier collaboration by sharing expertise and resources. Another strategic alliance was combining Neighborhood and Neighborhood Watch Programs to enhance community engagement initiatives creating a more resilient community. An approach to fostering an interactive community will encourage partnerships with businesses, schools, and other organizations to connect with the underserved through various projects. The outreach to individuals, families, and neighborhoods will engage our citizens in events and provide an exchange of information to strengthen the wellness of our community.

Renovations to the police shooting range include a new ventilation and target control system to ensure compliance with OSHA regulations. In addition, the reconstruction to widen an exterior door will allow a vehicle inside the range for High-Risk Vehicle Contact training. This was a new procedure implemented in 2023 by the Wisconsin Department of Justice Training and Standards to increase officer safety during critical incidents when positioned in and around a vehicle.

CITY OF APPLETON 2025 BUDGET POLICE DEPARTMENT

MAJOR 2025 OBJECTIVES

Continue collaboration of the Police Chief's Community Advisory Board to educate the community in crime prevention and other police services.

Promote the recruitment process through social media outlets and evaluate other options to attract qualified candidates.

Deploy law enforcement resources in the most efficient and effective manner to ensure we are successfully improving our ability to respond to the needs of the community.

Strengthen community outreach with increased presence in neighborhoods and parks, neighborhood programs, and enhancing community policing initiatives.

Provide excellence in investigative services to citizens and victims impacted by crime in our community.

Prioritize traffic safety measures to enhance traffic safety in our community.

Expand and use our communications platforms to educate the community on our successes and encourage active participation in public safety.

Continue partnerships for collaborative crisis response to mental health calls for service.

Evaluate and refresh patrol allocation model for determining optimum patrol levels.

Continue partnerships to improve techniques for interactions with people who experience mental health crises.

Secure grant funding that would allow us to purchase necessary equipment to provide excellent service to the community.

Continue the development of the diverse and dynamic Volunteer Program.

Promote the continued health and well-being of employees through wellness check-ins.

DEPARTMENT BUDGET SUMMARY							
Programs		Actual			Budget		%
Unit	Title	2022	2023	Adopted 2024	Amended 2024	2025	Change *
Program Revenues		\$ 1,157,140	\$ 1,304,047	\$ 1,301,888	\$ 1,301,888	\$ 1,421,588	9.19%
Program Expenses							
17511	Executive Management	1,299,739	1,270,680	1,135,727	1,142,427	892,486	-21.42%
17512	Administrative Services	1,958,711	1,869,022	1,873,588	1,873,588	1,888,706	0.81%
17524	Community Services	884,507	875,148	834,288	834,288	860,372	3.13%
17532	Investigative Services	4,103,859	4,593,336	4,900,418	4,900,418	5,829,972	18.97%
17541	Field Operations	11,103,980	11,605,233	12,297,479	12,314,637	12,432,687	1.10%
TOTAL		\$ 19,350,796	\$ 20,213,419	\$ 21,041,500	\$ 21,065,358	\$ 21,904,223	4.10%
Expenses Comprised Of:							
Personnel		16,581,719	17,595,011	18,079,814	18,079,814	18,747,759	3.69%
Training & Travel		98,366	83,315	93,960	93,960	93,960	0.00%
Supplies & Materials		329,543	277,728	267,725	291,583	270,725	1.12%
Purchased Services		2,341,168	2,257,365	2,600,001	2,600,001	2,791,779	7.38%
Full Time Equivalent Staff:							
Personnel allocated to programs		140.00	140.00	140.00	140.00	140.00	

* % change from prior year adopted budget
Police.xls

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Executive Management

Business Unit 17511

PROGRAM MISSION

The mission of the Executive Management team is to lead and support Department members to meet the City of Appleton mission and the Appleton Police Department mission of *Excellence in Police Services*.

PROGRAM NARRATIVE

Link to City Goals:

Implements all Key Strategies in the City of Appleton Strategic Plan.

Objectives:

Responsibly deliver excellent police services and ensure budget and policy compliance.

Provide leadership and oversight to the community to support community partnerships.

Coordinate inter- and intradepartmental activities and solicit employee participation in department programs.

Major Changes in Revenue, Expenditures or Programs:

This budget includes an increase in revenue for Court Fines & Fees. With increased grant activity since 2021 we are now experiencing a 40% increase in court fines the first six months of 2024 compared to the same months in previous years.

This budget also reflects the Police Department reorganization following a vacancy in the Support Services Unit. The reduction in salaries and fringe benefits reflects the reassignment of the Lieutenant and Traffic Safety Officer to Field Operations.

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Executive Management

Business Unit 17511

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
422400 Miscellaneous State Aids	\$ 15,360	\$ 16,320	\$ 36,480	\$ 36,480	\$ 36,480
451000 Court Fines & Fees	218,300	264,236	250,000	250,000	330,000
480100 General Charges for Svc.	18,781	21,548	20,000	20,000	20,000
480600 False Alarm Fees	4,724	15,225	15,000	15,000	15,000
501000 Miscellaneous Revenue	36,066	32,677	20,000	20,000	30,000
502000 Donations & Memorials	32,713	31,046	25,000	25,000	25,000
503000 Damage to City Property	64,811	9,504	-	-	-
503500 Other Reimbursements	120	120	-	-	-
508500 Cash Short or Over	(1)	7	-	-	-
Total Revenue	\$ 390,874	\$ 390,683	\$ 366,480	\$ 366,480	\$ 456,480
Expenses					
610100 Regular Salaries	\$ 735,560	\$ 704,427	\$ 634,473	\$ 634,473	\$ 469,094
610400 Call Time	9	128	-	-	-
610500 Overtime Wages	9,387	27,531	10,144	10,144	-
610800 Part-Time Wages	28,147	20,252	-	-	-
615000 Fringes	278,198	273,425	255,025	255,025	186,307
620100 Training/Conferences	89,519	77,662	85,000	85,000	85,000
620400 Tuition Fees	5,975	4,448	8,960	8,960	8,960
620500 Employee Recruitment	2,872	1,205	-	-	-
630200 Subscriptions	1,116	624	630	630	630
630300 Memberships & Licenses	3,087	1,965	2,965	2,965	2,965
630400 Postage/Freight	502	212	200	200	200
630500 Awards & Recognition	2,216	2,114	2,100	2,100	2,100
630700 Food & Provisions	3,245	3,203	2,800	2,800	2,800
631200 Guns & Ammunition	43,223	30,659	43,000	49,700	43,000
631500 Books & Library Materials	401	100	330	330	330
631603 Other Misc. Supplies	16,008	7,988	8,000	8,000	8,000
632100 Clothing	28,419	39,382	20,500	20,500	20,500
632700 Miscellaneous Equipment	7,119	5,556	5,000	5,000	5,000
640200 Legal Fees	106	766	300	300	300
640400 Consulting Services	600	2,570	2,000	2,000	2,000
641200 Advertising	-	1,358	-	-	1,000
641800 Equipment Repairs & Maint.	302	348	500	500	500
643000 Health Services	45	45	200	200	200
659900 Other Contracts/Obligation	43,683	64,712	53,600	53,600	53,600
Total Expense	\$ 1,299,739	\$ 1,270,680	\$ 1,135,727	\$ 1,142,427	\$ 892,486

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

Training/Conferences

DOJ training and standards	\$ 17,000
SWAT/TEMS training	10,000
Leadership development	10,000
DAAT/firearms	10,000
Crime/drug prevention	14,000
Investigative/Forensic	12,000
Threat assessment/other	12,000
Total	\$ 85,000

Guns & Ammunition

Ammunition/XREP rounds	\$ 35,500
Firearms/Taser/Armorer/Range	7,500
Total	\$ 43,000

Clothing

New officer guns	\$ 4,000
Badges, patches, bars, etc.	4,000
Replace damaged items	500
Protective vests (20)	12,000
Total	\$ 20,500

Other Contracts and Obligations

Background checks	\$ 2,500
PD range maintenance	8,875
Lexipole policy management	27,725
Notary/chaplain/photos/misc	2,500
Employee wellness program	12,000
Total	\$ 53,600

CITY OF APPLETON 2025 BUDGET

POLICE DEPARTMENT

Administrative Services Unit

Business Unit 17512

PROGRAM MISSION

For the benefit of the community, City operating departments, law enforcement agencies, and other governmental offices, we will process and maintain police records and prepare documentation for prosecution, so that quality of life and community safety is ensured.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategies #1: "Responsibly deliver excellent services", #3: "Recognize and grow everyone's talents", #4: "Continually assess trends affecting the community and proactively respond", #5: "Promote an environment that is respectful and inclusive", and #6: "Create opportunities and learn from successes and failures".

Objectives:

Supply accurate and timely information to police officers, City departments, and other external agencies.

Provide a centralized repository for all field reports created by law enforcement personnel.

Maintain a working relationship with surrounding communities and counties that allow the sharing of law enforcement records.

Major Changes in Revenue, Expenditures or Programs:

No major changes.

CITY OF APPLETON 2025 BUDGET

POLICE DEPARTMENT

Administrative Services Unit

Business Unit 17512

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Expenses					
610100 Regular Salaries	\$ 991,766	\$ 959,167	\$ 929,609	\$ 929,609	\$ 936,462
610400 Call Time Wages	-	-	400	400	400
610500 Overtime Wages	12,392	21,915	56,751	56,751	56,178
610800 Part-Time Wages	772	-	-	-	-
615000 Fringes	408,998	358,995	353,895	353,895	354,068
630100 Office Supplies	13,775	11,989	14,000	14,000	14,000
631603 Other Misc. Supplies	695	408	550	550	550
632001 City Copy Charges	13,357	11,772	12,300	12,300	12,300
632002 Outside Printing	5,005	1,322	5,000	5,000	5,000
632700 Miscellaneous Equipment	1,070	559	-	-	-
640700 Waste/Recycling Pickup	5,254	4,545	4,400	4,400	4,500
641300 Utilities	205,977	195,839	200,227	200,227	206,095
641800 Equipment Repairs & Maint.	1,850	1,061	1,335	1,335	1,504
642000 Facilities Charges	251,533	251,390	253,721	253,721	258,449
659900 Other Contracts/Obligation	46,267	50,060	41,400	41,400	39,200
Total Expense	<u>\$ 1,958,711</u>	<u>\$ 1,869,022</u>	<u>\$ 1,873,588</u>	<u>\$ 1,873,588</u>	<u>\$ 1,888,706</u>

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

<u>Other Contracts/Obligations</u>	
CradlePoint aircards	\$ 33,000
Law enforcement technology	4,000
Floor mats	2,200
	<u>\$ 39,200</u>

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Community Services

Business Unit 17524

PROGRAM MISSION

For the benefit of citizens, visitors, and City departments, in order to provide a timely response to requests for service, we will provide services in non-violent, non-critical situations.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy #4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Provide support services to patrol officers by having Community Service Officers (CSOs) complete those operational tasks that do not require a sworn officer.

Develop staff to become potential officer candidates.

Increase the number and effectiveness of proactive patrols and activities (City parks, parking ramps, special events, etc.).

Major Changes in Revenue, Expenditures or Programs:

This budget reflects an increase in revenue and expenses for the Crossing Guard Program contracted with All City Management Services which is a shared cost with the Appleton Area School District.

In 2024, a summer pilot program was initiated to ensure safety in our parks. In collaboration with the Parks and Recreation Department and the Police Department, Community Service Officers (CSO) completed a special assignment for park patrol during the months of June, July, and August. Part Time wages have been increased by \$6,000 to continue this program in 2025.

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Community Services

Business Unit 17524

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
431000 Dog Licenses	\$ 11,438	\$ 11,035	\$ 20,000	\$ 20,000	\$ 20,000
431100 Cat Licenses	4,085	4,087	5,000	5,000	5,000
503500 Other Reimbursements	137,287	130,286	127,645	127,645	133,272
Total Revenue	\$ 152,810	\$ 145,408	\$ 152,645	\$ 152,645	\$ 158,272
Expenses					
610100 Regular Salaries	\$ 254,139	\$ 228,127	\$ 161,716	\$ 161,716	\$ 166,777
610400 Call Time Wages	701	100	200	200	200
610500 Overtime Wages	14,379	13,625	10,642	10,642	10,808
610800 Part-Time Wages	223,938	260,190	291,200	291,200	297,200
615000 Fringes	100,305	95,818	96,340	96,340	99,942
631603 Other Misc. Supplies	956	848	1,000	1,000	1,000
632101 Uniforms	1,929	1,990	2,000	2,000	2,000
632300 Safety Supplies	659	937	900	900	900
632700 Miscellaneous Equipment	1,403	1,485	1,500	1,500	1,500
659900 Other Contracts/Obligation	286,098	272,028	268,790	268,790	280,045
Total Expense	\$ 884,507	\$ 875,148	\$ 834,288	\$ 834,288	\$ 860,372

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

Other Contracts/Obligations

Fox Valley Humane Association	\$ 13,000
Wild animal service	500
All City Management Services	266,545
	\$ 280,045

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Investigative Services

Business Unit 17532

PROGRAM MISSION

We develop crime prevention strategies, investigate major crimes and arrest suspects who commit crimes in support of the criminal justice system, the community, and victims, in order to prevent and/or minimize the impact of major crimes.

PROGRAM NARRATIVE

Link to City Goals:

Implements all Key Strategies.

Objectives:

Provide major case investigative support to the districts.

Conduct investigations in high-tech crimes.

Evaluate investigators' case review and reporting procedures.

Support investigations with qualified forensic recovery and analysis.

Build partnerships in the schools with staff, students, and parents to ensure a safe learning environment.

Led by the Special Investigation Unit - aggressively pursue street level crimes and offenders.

Major Changes in Revenue, Expenditures or Programs:

This budget reflects the Police Department reorganization with reassignment of the Community Resource Unit (CRU) from Field Operations (17541) to better align with Investigations on the Table of Organization. CRU positions include a Lieutenant, Behavioral Health Officer, Community Liaison Officer, Threat Assessment Officer, Victim Services Officer, and Police Community Engagement Specialist.

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Investigative Services

Business Unit 17532

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
480100 General Charges for Svc	\$ 25,488	\$ 44,183	\$ 25,000	\$ 25,000	\$ 25,000
490500 SRO Reimbursement	579,251	714,152	748,763	748,763	772,836
Total Revenue	\$ 604,739	\$ 758,335	\$ 773,763	\$ 773,763	\$ 797,836
Expenses					
610100 Regular Salaries	\$ 2,746,665	\$ 3,054,620	\$ 3,252,853	\$ 3,252,853	\$ 3,874,737
610400 Call Time Wages	25,400	18,820	5,822	5,822	5,903
610500 Overtime Wages	145,213	181,114	172,261	172,261	182,284
615000 Fringes	1,130,088	1,282,902	1,420,472	1,420,472	1,712,355
631603 Other Misc. Supplies	1,059	1,184	2,000	2,000	2,000
632001 City Copy Charges	4,844	4,477	3,500	3,500	4,500
632400 Medical/Lab Supplies	9,166	8,951	9,000	9,000	9,000
632700 Miscellaneous Equipment	5,306	2,493	8,000	8,000	8,000
641800 Equipment Repairs & Maint.	423	-	500	500	500
659900 Other Contracts/Obligation	35,695	38,775	26,010	26,010	30,693
Total Expense	\$ 4,103,859	\$ 4,593,336	\$ 4,900,418	\$ 4,900,418	\$ 5,829,972

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

Other Contracts/Obligations

Forensic software maint/upgrade	\$ 6,360
GPS, Griffeye Analyze, TLO	5,735
GrayKey	11,918
Investigative labs, record requests, misc	2,180
Towing service	4,500
Total	\$ 30,693

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Field Operations (Patrol)

Business Unit 17541

PROGRAM MISSION

Provide excellence in police service by working in partnership with our community and other government agencies to identify and resolve problems and improve the quality of life in our community through innovative and refined problem-solving methods.

PROGRAM NARRATIVE

Link to City Goals:

Implements all Key Strategies.

Objectives:

Be visible and accessible within our community and our department.

Facilitate the development of collaborative efforts between police and community partners by encouraging officers to apply the philosophy of problem oriented policing as part of their everyday work experience.

Adapt quickly to changing conditions and constantly examine current operating practices to improve processes.

Encourage community participation in crime prevention strategies.

Create partnerships in the community to identify and solve recurring problems.

Major Changes in Revenue, Expenditures or Programs:

This budget reflects the Police Department reorganization with reassignment of the Lieutenant and Traffic Safety Officer positions from the Executive budget (17511) and the reassignment of the Community Resource Unit to the Investigative Services Unit (17532).

This budget also reflects an increase of \$71,344 in Other Contract and Obligations for the second-year contract of the Axon Officer Safety Program.

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

Field Operations (Patrol)

Business Unit 17541

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2022	2023	Adopted 2024	Amended 2024	2025
Revenues					
503500 Other Reimbursements	\$ 8,717	\$ 9,621	\$ 9,000	\$ 9,000	\$ 9,000
Total Revenue	<u>\$ 8,717</u>	<u>\$ 9,621</u>	<u>\$ 9,000</u>	<u>\$ 9,000</u>	<u>\$ 9,000</u>
Expenses					
610100 Regular Salaries	\$ 6,404,211	\$ 6,773,560	\$ 7,212,555	\$ 7,212,555	\$ 7,039,911
610400 Call Time Wages	71,374	66,599	19,760	19,760	20,225
610500 Overtime Wages	430,982	495,128	279,831	279,831	286,318
615000 Fringes	2,569,095	2,758,568	2,915,865	2,915,865	3,048,590
631200 Guns & Ammunition	7,500	7,500	7,500	7,500	7,500
631603 Other Misc. Supplies	38,914	43,178	28,000	31,000	30,000
632001 City Copy Charges	1,481	1,617	1,650	1,650	1,650
632700 Miscellaneous Equipment	117,088	85,215	85,300	99,458	85,300
641800 Equipment Repairs & Maint.	1,888	9,113	5,900	5,900	7,900
642501 CEA Operations/Maint.	709,480	631,911	704,943	704,943	734,304
642502 CEA Depreciation/Replace.	585,829	565,419	697,364	697,364	753,119
643100 Interpreter Services	8,044	9,704	4,000	4,000	8,000
644400 Witness Fees	316	497	500	500	500
659900 Other Contracts/Obligation	157,778	157,224	334,311	334,311	409,370
Total Expense	<u>\$ 11,103,980</u>	<u>\$ 11,605,233</u>	<u>\$ 12,297,479</u>	<u>\$ 12,314,637</u>	<u>\$ 12,432,687</u>

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

Other Misc. Supplies

Canine program	\$ 10,000
Bike patrol	2,000
First responder supplies	3,000
Explorers program	1,500
Radio batteries & supplies	5,000
Drones, flares, honor guard, misc.	8,500
	<u>\$ 30,000</u>

Other Contracts & Obligations

Body cams/Taser program	\$ 324,205
Flock Safety	53,000
Aladtec scheduling program	12,665
Axon Traffic Safety	2,750
Biohazard cleaning	650
Canine vet service	2,500
OWI blood draws	12,600
Records requests	1,000
	<u>\$ 409,370</u>

Miscellaneous Equipment

Essential personal protection equipment (PPE)	\$ 50,200
PBTs	2,000
Canine equipment	2,600
Radar speed detection	8,000
Radios	9,000
Recorders	1,500
SWAT equipment/vests	12,000
	<u>\$ 85,300</u>

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

	2022 ACTUAL	2023 ACTUAL	2024 YTD ACTUAL	2024 ORIG BUD	2024 REVISED BUD	2025 BUDGET
Program Revenues						
422400 Miscellaneous State Aids	15,360	16,320	-	36,480	36,480	36,480
431000 Dog Licenses	11,438	11,035	12,990	20,000	20,000	20,000
431100 Cat Licenses	4,085	4,087	2,545	5,000	5,000	5,000
451000 Court Fines & Fees	218,300	264,236	123,742	250,000	250,000	330,000
480100 General Charges for Service	44,269	65,731	13,262	45,000	45,000	45,000
480600 False Alarm Fees	4,724	15,225	2,150	15,000	15,000	15,000
490500 PSL Reimbursement	579,251	714,152	-	748,763	748,763	772,836
501000 Miscellaneous Revenue	36,066	32,677	16,480	20,000	20,000	30,000
502000 Donations & Memorials	32,713	31,046	1,111	25,000	25,000	25,000
503000 Damage to City Property	64,811	9,504	3,263	-	-	-
503500 Other Reimbursements	146,124	140,027	4,114	136,645	136,645	142,272
508500 Cash Short or Over	(1)	7	8	-	-	-
TOTAL PROGRAM REVENUES	1,157,140	1,304,047	179,665	1,301,888	1,301,888	1,421,588
Personnel						
610100 Regular Salaries	10,530,390	11,090,974	3,302,856	11,977,079	11,977,079	12,486,981
610400 Call Time Wages	97,484	85,647	11,315	26,182	26,182	26,728
610500 Overtime Wages	612,353	739,313	187,994	529,629	529,629	535,588
610800 Part-Time Wages	252,857	280,442	88,953	291,200	291,200	297,200
611000 Other Compensation	152,662	163,638	5,253	214,127	214,127	-
611400 Sick Pay	4,766	19,474	4,066	-	-	-
611500 Vacation Pay	444,523	445,815	215,425	-	-	-
615000 Fringes	4,486,684	4,769,708	1,551,280	5,041,597	5,041,597	5,401,262
TOTAL PERSONNEL	16,581,719	17,595,011	5,367,142	18,079,814	18,079,814	18,747,759
Training~Travel						
620100 Training/Conferences	89,519	77,662	30,964	85,000	85,000	85,000
620400 Tuition Fees	5,975	4,448	1,018	8,960	8,960	8,960
620500 Employee Recruitment	2,872	1,205	-	-	-	-
TOTAL TRAINING / TRAVEL	98,366	83,315	31,982	93,960	93,960	93,960
Supplies						
630100 Office Supplies	13,775	11,989	4,407	14,000	14,000	14,000
630200 Subscriptions	1,116	624	262	630	630	630
630300 Memberships & Licenses	3,087	1,965	1,951	2,965	2,965	2,965
630400 Postage/Freight	502	212	80	200	200	200
630500 Awards & Recognition	2,216	2,114	1,249	2,100	2,100	2,100
630700 Food & Provisions	3,245	3,203	585	2,800	2,800	2,800
631200 Guns & Ammunition	50,723	38,159	35,597	50,500	57,200	50,500
631500 Books & Library Materials	401	100	539	330	330	330
631603 Other Misc. Supplies	57,632	53,606	13,251	39,550	42,550	41,550
632001 City Copy Charges	19,682	17,866	2,806	17,450	17,450	18,450
632002 Outside Printing	5,005	1,322	331	5,000	5,000	5,000
632101 Uniforms	17,985	14,810	4,484	10,500	10,500	10,500
632102 Protective Clothing	12,363	26,562	908	12,000	12,000	12,000
632300 Safety Supplies	659	937	-	900	900	900
632400 Medical/Lab Supplies	9,166	8,951	8,684	9,000	9,000	9,000
632700 Miscellaneous Equipment	131,986	95,308	24,116	99,800	113,958	99,800
TOTAL SUPPLIES	329,543	277,728	99,250	267,725	291,583	270,725
Purchased Services						
640202 Recording/Filing Fees	106	766	46	300	300	300
640400 Consulting Services	600	2,570	2,854	2,000	2,000	2,000
640700 Solid Waste/Recycling Pickup	5,254	4,545	1,432	4,400	4,400	4,500
641200 Advertising	-	1,358	240	-	-	1,000
641301 Electric	94,110	96,479	20,532	88,159	88,159	95,089
641302 Gas	38,319	27,754	8,572	42,202	42,202	36,027
641303 Water	3,849	3,599	951	3,570	3,570	3,854
641304 Sewer	1,745	1,692	471	1,770	1,770	2,104
641306 Stormwater	5,969	6,051	1,443	6,000	6,000	6,000
641307 Telephone	22,893	22,629	10,068	22,526	22,526	23,521

**CITY OF APPLETON 2025 BUDGET
POLICE DEPARTMENT**

	<u>2022 ACTUAL</u>	<u>2023 ACTUAL</u>	<u>2024 YTD ACTUAL</u>	<u>2024 ORIG BUD</u>	<u>2024 REVISED BUD</u>	<u>2025 BUDGET</u>
641308 Cellular Phones	39,092	37,635	10,535	36,000	36,000	39,500
641800 Equipment Repairs & Maint.	4,463	10,522	3,372	8,235	8,235	10,404
642000 Facilities Charges	251,533	251,390	60,488	253,721	253,721	258,449
642501 CEA Operations/Maint.	709,480	631,911	180,985	704,943	704,943	734,304
642502 CEA Depreciation/Replace.	585,829	565,419	142,498	697,364	697,364	753,119
643000 Health Services	45	45	-	200	200	200
643100 Interpreter Services	8,044	9,704	2,826	4,000	4,000	8,000
644400 Witness Fees	316	497	248	500	500	500
659900 Other Contracts/Obligation	<u>569,521</u>	<u>582,799</u>	<u>466,712</u>	<u>724,111</u>	<u>724,111</u>	<u>812,908</u>
TOTAL PURCHASED SVCS	<u>2,341,168</u>	<u>2,257,365</u>	<u>914,273</u>	<u>2,600,001</u>	<u>2,600,001</u>	<u>2,791,779</u>
 TOTAL EXPENSE	 <u>19,350,796</u>	 <u>20,213,419</u>	 <u>6,412,647</u>	 <u>21,041,500</u>	 <u>21,065,358</u>	 <u>21,904,223</u>

**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

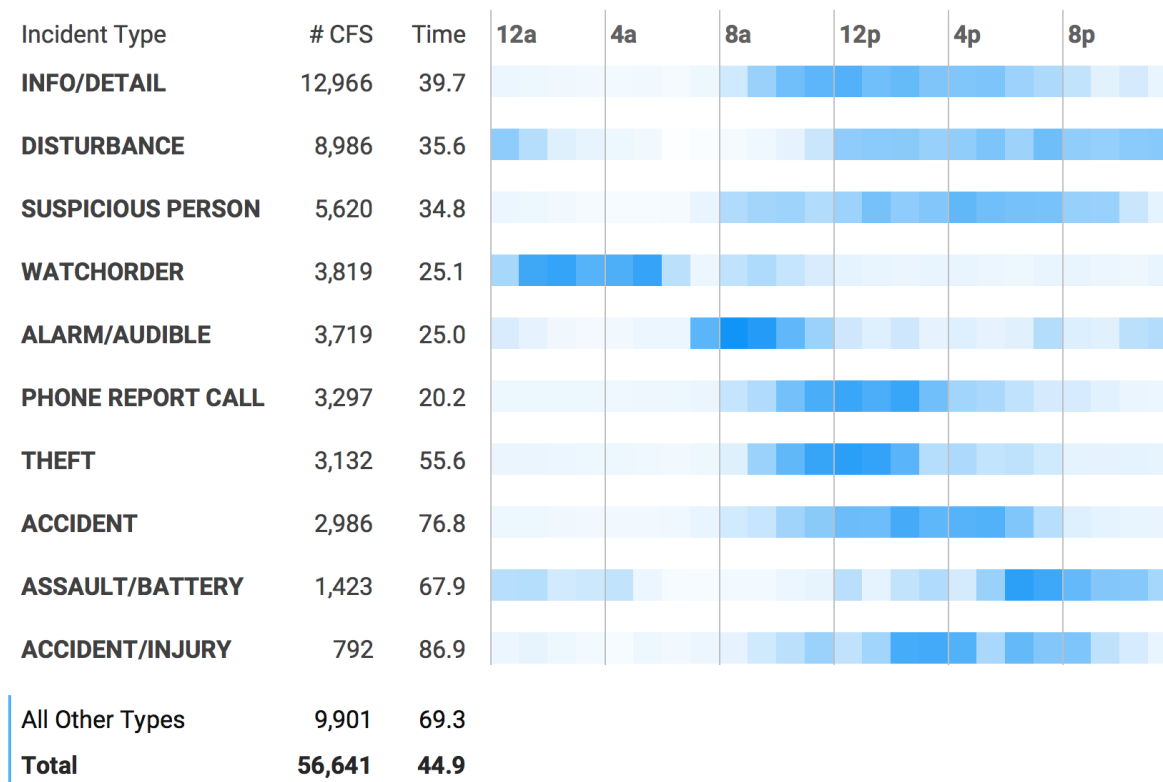
Analysis of patrol proactivity (or % of uncommitted time) at a detailed level is able to show whether the strategies for deploying resources are able to most efficiently provide resources against workload levels as they vary throughout the day and week:

Uncommitted Time by Hour and Weekday

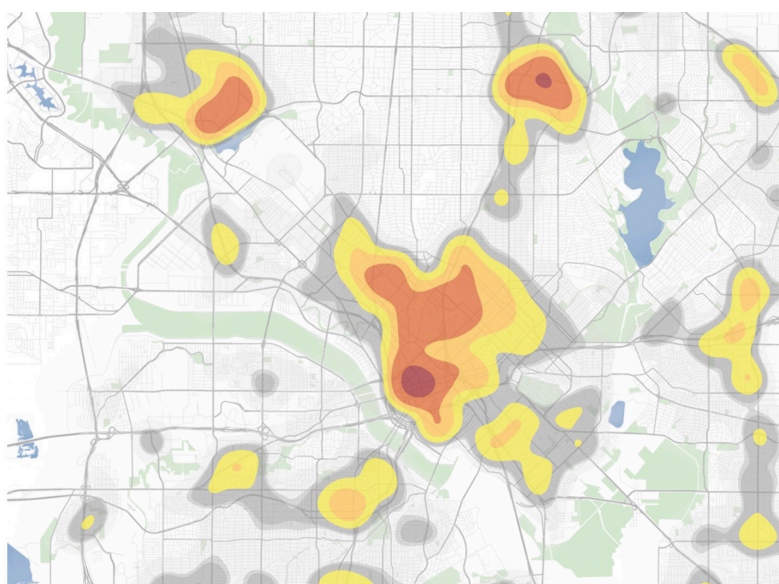
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	43%	56%	61%	61%	60%	57%	47%	54%
6am-10am	44%	34%	34%	33%	34%	34%	40%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm-2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%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

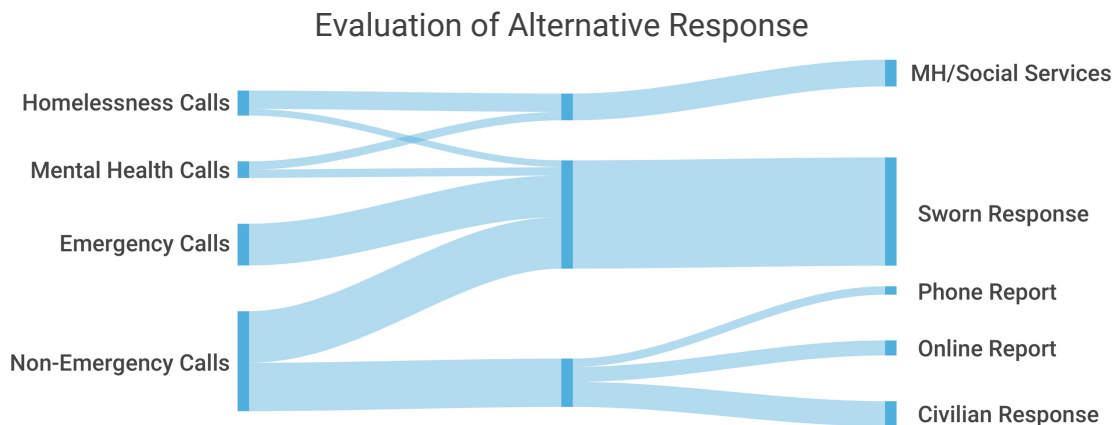
Incident/Crime Occurrence Trends

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.

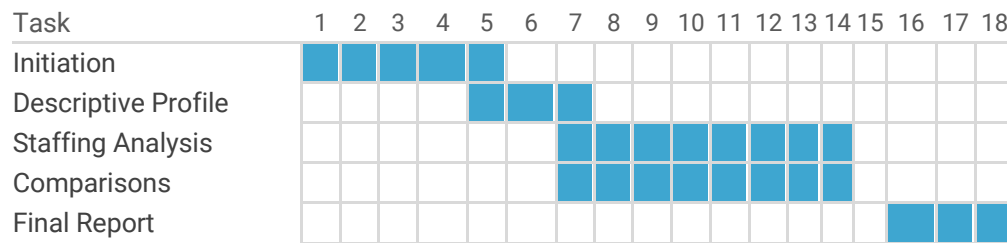
Following completion of the draft final report, the document will be reviewed with the project committee, and revisions will be made thereafter. Upon finalization of the report, the project team will be available to present the results of the study to the Appleton Common Council and police department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



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.