



# City of Appleton

100 North Appleton Street  
Appleton, WI 54911-4799  
www.appletonwi.gov

## Meeting Agenda - Final

### Human Resources & Information Technology Committee

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Wednesday, August 27, 2025

6:30 PM

Council Chambers, 6th Floor

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1. Call meeting to order
2. Pledge of Allegiance
3. Roll call of membership
4. Approval of minutes from previous meeting

[25-0999](#) Minutes 08/13/25

**Attachments:** [8.13.25.pdf](#)

#### 5. Public Hearing/Appealances

#### 6. Action Items

[25-1000](#) Request the Approval of Table of Organization Police Department.

**Attachments:** [Police revised 8-20-25.pdf](#)

[25-1001](#) Request the Approval of Alderperson Salaries.

**Attachments:** [Alderperson Salary Adjustment 2025 Attorney Letter.pdf](#)

[Elected Alderperson Salary History.pdf](#)

[Alderperson Comp 2025 Comparable.pdf](#)

#### 7. Information Items

[25-1002](#) Police Department Staffing Study Update.

**Attachments:** [SL and HRIT info item - matrix study memo.pdf](#)

[Police revised 8-20-25.pdf](#)

[Prof Dev Admin DRAFT Lieutenant.pdf](#)

[25-1005](#) Recruitment Status Report through 8/21/25

**Attachments:** [RSR 082125.pdf](#)

8. Adjournment

*For any questions contact Kasie Lemerand 920-832-6458*



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## Meeting Minutes - Final Human Resources & Information Technology Committee

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Wednesday, August 13, 2025

6:30 PM

Council Chambers, 6th Floor

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1. Call meeting to order

2. Pledge of Allegiance

3. Roll call of membership

**Present:** 4 - Hartzheim, Jones, Wolff and Stancil-Martin

**Excused:** 1 - Hayden

4. Approval of minutes from previous meeting

[25-0929](#)

Minutes 05/14/25

**Attachments:** [5.14.25.pdf](#)

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

**Aye:** 4 - Hartzheim, Jones, Wolff and Stancil-Martin

**Absent:** 1 - Hayden

5. **Public Hearing/Appearances**

6. **Action Items**

[25-0930](#)

Request the Approval of Successor Labor Agreement with IAFF Local 257 (2026-2028).

**Attachments:** [Memo to Committee and Council.pdf](#)  
[Fire Fighter Contract 2026 Strike and Bold.pdf](#)

**Jones moved, seconded by Stancil-Martin, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:**

**Aye:** 4 - Hartzheim, Jones, Wolff and Stancil-Martin

**Absent:** 1 - Hayden

[25-0931](#) Request the Approval of changes to the City Fringe Benefits Policy - May 2025

**Attachments:** [Fringe Benefit Policy - May 2025.pdf](#)

Jones moved, seconded by Wolff, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:

**Aye:** 4 - Hartzheim, Jones, Wolff and Stancil-Martin

**Absent:** 1 - Hayden

## 7. Information Items

[25-0935](#) 2025 Mid- year Budget Report Information Technology

**Attachments:** [2025 Mid-Year Update.IT.pdf](#)

This Presentation was received and filed

[25-0932](#) 2025 Mid-year Budget Report.

**Attachments:** [Mid-year HR Report out.pdf](#)

This Presentation was received and filed

[25-0933](#) Employee Mental Health Resources.

**Attachments:** [Mental Health Memo 2025.pdf](#)

This Presentation was received and filed

[25-0934](#) Recruitment Status Report through 7/31/25

**Attachments:** [RSR\\_073125.pdf](#)

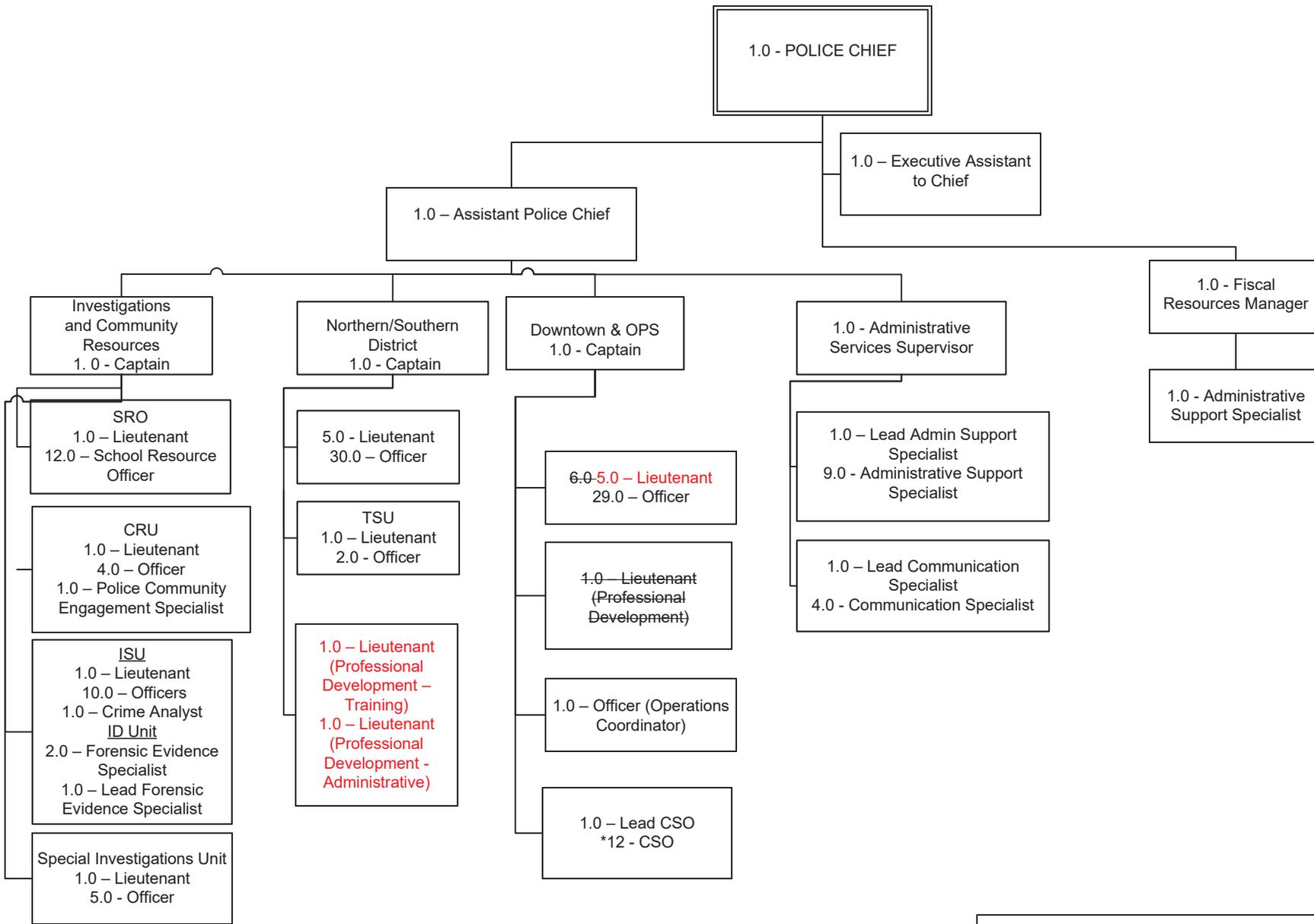
This Presentation was received and filed

## 8. Adjournment

Jones moved, seconded by Wolff, that the meeting be adjourned at 7:06pm. Roll Call. Motion carried by the following vote:

**Aye:** 4 - Jones, Wolff, Stancil-Martin and Hartzheim

**Absent:** 1 - Hayden



Draft 8/20/25



DEPARTMENT OF  
**LEGAL AND  
ADMINISTRATIVE  
SERVICES**

**CITY ATTORNEY'S OFFICE**  
100 North Appleton Street  
Appleton, WI 54911  
p: 920.832.6423  
f: 920.832.5962  
www.appleton.org

TO: Alderperson Sheri S Hartzheim, Chair  
Members of the Human Resources / Information Technology Committee

From: Zak Buruin, Assistant City Attorney

Date: August 7, 2025

RE: Alderperson Salary Adjustment  
City Attorney File No. A19-0536

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Alderperson salaries are reviewed annually to give Council the ability to review and adjust the Alderperson salary for a future Council. On October 2, 2024, the Common Council voted to maintain the \$6,750 annual salary of all Alderpersons, effective April 2025.

Wisconsin Statutes §62.09(6)(am)2 prohibits changing Alderperson salaries after the “earliest time for filing nomination papers for the office” and no changes can be made in the compensation during “the term of office for which the deadline applies.”

Therefore, Council has the following options available depending on whether it wants different salaries for half of the Council, or one across-the-board adjustment for a future Council:

1. *For staggered salaries:* Council may establish salaries for Alderpersons for terms starting in April 2026 (Districts 2, 4, 6, 8, 10, 12, and 14) prior to December 1, 2025, and subsequently establish alderpersons' salaries for terms starting in April 2027 (Districts 1, 3, 5, 7, 9, 11, 13, and 15) prior to December 1, 2026: or,
2. For a single adjustment: establish the salary for all alderpersons seated on the Council in April 2027 prior to December 1, 2025.

As a reminder, changes to the salary amount require a majority vote at the committee level but will ultimately require approval by three-fourths of all members of the council for final approval as required by Wisconsin Statutes §62.09(6)(a).

If you have any questions or concerns, please do not hesitate to get in touch.

## ELECTED ALDERPERSON SALARIES (revised 2024)

<b>Council Date</b>	<b>Election Year</b>	<b>Salary</b>	<b>Benefits</b>	<b>Notes</b>
9-17-2014	2016	\$5921	Parking pass	Addition of parking pass and wage 2% increase
11-18-2015	2017	\$5980	Parking pass	1% increase. *See note below
10-19-2016	2018	\$6129.50	Parking pass	2.5% increase
10-18-2017	2019	No increase	Parking pass	
11-7-2018	2020	No increase	Parking pass	
11-6-2019	2021	\$6221.44	Parking pass	1.5% increase
n/a (year 2020)	2022	\$6221.44	Parking pass	HR did not get on committee agenda timely. No change to wage.
9-15-2021	2023	\$6750	Parking pass	
11-16-2022	2024	\$6750 (no increase)	Parking pass	HR committee special session 11/16/2022
11-15-2023	2025	\$6750 (no increase)	Parking pass	0% increase
10-2-2024	2026	\$6750 (no increase)	Parking pass	0% increase

\*An error from 2017 was discovered in August 2024. The Council approved no increase on 11/18/2015 for election year 2017; however, a 1% adjustment was provided, bumping the salary to \$5980. This error was discussed by the HR/IT Committee on September 25, 2024

**Alderspersons 2025**

<b>Municipality</b>	<b>Population</b>	<b># elected</b>	<b>2025 Salary</b>	<b>2026 Salary (if known)</b>	<b>2027 Salary (if known)</b>	<b>Benefits</b>	<b>Expense Account</b>
Appleton	74,719	15	\$6,750			Parking pass, EAP	None
Eau Claire	71,230	11	President = \$3,600; District= \$3000; At Large= \$8000	President = \$12,000 as of 4/2026; District = \$3000 (Will move to \$8000 in 4/2027); At Large = \$8000	President = \$12,000; all others \$8,000	\$10/mo cell phone allowance; \$88.43 auto allowance	None
Green Bay	107,395	12	\$10,493			Health, Dental, deferred comp	None
Kenosha	97,079	17	\$6,000			None	\$50 per diem per 1/2 day; \$100 per diem per 6 hour day; \$50 per meeting; \$100 per month expense allowance; \$130
La Crosse	52,680	13	President = \$10,800; others \$8,400			WRS, ICI, Section 125	Yes - \$300/ month
Manitowoc	34,568	10	\$5,400			City issued iPad, which is kept upon conclusion of term	None
Neenah	27,453	9	President = \$6,264; others \$5,544			None	None
Menasha	18,069	8	President = \$5,808; others \$5,508			None	None

Oshkosh	66,184	5 council, 1 deputy mayor	\$5,000			None	None
Sheboygan	49,686	10	President = \$7,327; others \$6,327			None	None
Wausau	39,968	11	\$5,355			None	None
West Bend	31,886	8	\$4,236	\$4,236	\$5,720 with expense allowance of \$50/month	None	\$30/month
De Pere	25,348	8	\$7,948	\$8,186		EAP	\$750 device stipend each election or re- election
Fond du Lac	44,678	7	President = \$6000; others \$5,000			None	None



*Polly Olson, Chief of Police*  
222 South Walnut Street  
Appleton, WI 54911  
Phone: 920.832.5500  
Fax: 920.832.5553  
police.appletonwi.gov

To: Safety and Licensing Committee  
Human Resources and Information Technology Committee  
From: Chief Polly Olson  
Date: August 7, 2025  
Subject: Staffing Study – Informational Item

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At the conclusion of the last budget cycle, the Common Council provided approval to fund a staffing study for the police department. A competitive Request for Proposals process was conducted, and the project was awarded to Matrix Consulting Group (Matrix); a consultancy with extensive experience in law enforcement agency staffing analysis. This study commenced in December 2024, and the final draft was received in July 2025.

The Appleton Police Department (APD) has had a long history of being an innovative and progressive police agency. When I was hired 25 years ago, the APD was one of very few agencies seeking candidates with diverse backgrounds and experience. They placed value on a higher education, rewarding employees who obtain advanced degrees. This practice has not changed. Although the landscape of policing has evolved significantly, our standards and expectations remain high and consistent.

Because of the high expectations set for our employees, we have been able to cultivate a strong relationship with our community with existing resources. We employ police officers with a leadership mindset who take personal responsibility for ensuring transparency and collaboration with those we serve.

This staffing study brought to light the strengths of our agency. It also identified some areas where changes might help to positively address some of the “pain points” experienced by our staff. Regardless of the recommendations we ultimately implement, the actionable strategies illuminated in this study will help guide us in the right direction to ensure we continue our long-standing practice of excellence in policing.

The request for Matrix was 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.”

This process was data driven with a large emphasis placed on CAD data and case management information. It is difficult to capture the nuances within an agency when relying heavily on summative statistical data alone. When considered alongside departmental knowledge of the nuances and context behind said data, the report's recommendations have been found reasonable and are expected to further enhance our ability to effectively serve this community.

It is important to note that this study is a snapshot of where we are at as an organization using data primarily from 2024. It does not account for future city growth, the anticipated continued diversification of our community, and potentially changing safety demands. The growth on the north side of the city should be considered when evaluating future patrol needs. Additional needs for traffic enforcement and greater demands for response to community-generated calls for service can be expected with further growth. Additional operational needs, such as consideration of the use of sub-stations to improve response times and employee experience, may also be needed in the future.

It is also important to recognize the work we do in the police department is dependent on programming and other vital work happening across the City of Appleton. Our success as an agency hinges on continued positive collaboration across all city departments. For example, our partnership with the City Health Department to house the Basic Needs Social Worker and our work with CEDC to reimagine "Neighborhoods" and our "Neighborhood Watch" program. This report and its recommendations assume a steady state in all other areas of City operations and programming.

The full report is 135 pages. Here are the key highlights:

#### Pages 2-4 – Summary of recommendations:

- Administrative Services Department
  - Identifies the manager has a large span of control, therefore recommends converting both "Lead" positions into official supervisory roles. **This recommendation is based on a basic span-of-control formula that does not account for on-the-ground operational realities. We will continue to monitor unit performance with this recommendation in mind, however, we are not considering immediate action.**
- Patrol Division
  - Increase patrol staffing by 1 FTE – **Mayor Woodford intends to include a request for an additional patrol FTE for Council consideration in the 2026 Executive Budget and Service Plan.**
  - Deploy patrol personnel to optimize their service levels – **APD Command is exploring various schedules for patrol. Examples of potential changes include: shifting resources to earlier in the day; adjusting minimum staffing levels to better meet service demands; adjusting minimum staffing by the season.**
  - K9 Unit will establish their own schedule to maximize their deployments. **This could result in a potential estimate savings of \$25,000 in overtime costs which could offset some of the cost of an additional patrol officer position.**
  - Increase the traffic unit by 3 Full-Time Equivalent Positions (FTE) – **Adding additional traffic safety officers will be a future priority.**
  - Explore converting the Operations Coordinator to a non-sworn position – **As this is a complex role with interwoven responsibilities, APD Command finds that a sworn officer in this role is required. Recommendation will not be considered at this time.**

- Increase Professional Development by 2 full-time officers – We are exploring moving one patrol lieutenant into the Professional Development unit to share training and additional administrative duties. This could expand our capacity for Virtual Reality training, equipment management, and small group intensive training. We recognize we have an obligation to ensure we provide exceptional support and training for our staff. We feel we can accomplish this with reallocation of existing resources.
- Investigative Services
  - Add 1 FTE Lieutenant to both Investigative Services Unit (ISU) and the School Resource Officer (SRO) unit – This recommendation is based on a basic span-of-control formula that does not account for on-the-ground operational realities. We will continue to monitor unit performance with this recommendation in mind, however, we are not considering immediate action
  - Maintain current staffing of detectives but transfer caseload from SROs to ISU – We are evaluating caseloads for all investigators to ensure resources are properly managed. Our investigative services division is unique when compared to similar and larger-sized agencies. As we are situated in three counties, we work with three vastly different district attorneys. We expect high clearance rates from our investigators, who work tirelessly to develop relationships with victims and witnesses. This takes additional time and resources but is the cornerstone of our mission and values as an organization. Several of our investigators serve on federal-level taskforces, and this time was not captured in the study. It is not unusual for our investigators to get pulled into assisting SIU with warrants or to conduct unified tactics training – this time was also not accounted for in this study.
  - Add 1 FTE Forensic Evidence Specialist – We are prioritizing this recommendation for the 2027 budget cycle.
  - Create a Forensic Evidence Supervisor – We are prioritizing this recommendation for the 2027 budget cycle.
  - Add 1 FTE Sex Offender Registry Specialist (SORP) investigator, 1 FTE Lake Winnebago Area MEG – Drug Unit (LWAM) investigator, 1 FTE Special Investigations Unit (SIU) Investigator – These recommendations will be considered as a part of our future planning. We are prioritizing Internet Crimes Against Children (ICAC) Investigations and seeking ways to better distribute the caseload of the current SORP investigator.

#### Pages 5 – 17 – Administrative Services

#### Pages 18 – 21 – Calls for service by Hour, Weekday, and by Month (2024)

- 27,713 community-generated calls for service
- Calls for service peak between 1500 and 1700 M-F, 1700 on Sunday, and between 1900 and 2100 on Saturday.
- Calls for service are lowest at 0400
- Calls for service are notably lower in the winter months, with a 13.2% decrease in February.
- Calls for service are predictably the highest in the summer months, with a 16.1% increase in August.

#### Pages 21-22 – Most common calls for service by type

**Page 23 – Response times**

- Excellent overall response times. Response times are calculated from the time of call creation to the time of arrival.

**Pages 24 – 25 – Analysis of patrol resource needs**

- Patrol Proactivity - the percentage of time in which an officer is available and on duty that is not spent responding to community-generated calls for service.
- Our agencies targeted patrol proactivity level was determined to be **50%**

**Pages 25 – 34 – Patrol unit staffing, net availability, and proactivity**

- APD was staffed with 48 patrol officers during 2024. This was our “average staffing level,” which excludes officers in training, light-duty assignments, and extended absences. This number also excludes the K9 and traffic officers.
- Work hours/FTE per year = 2015
- Average total leave hours/FTE = 211 (pulled from actual data for 2024)
- On-duty court time/FTE = 20 hours (this was an average based on the industry standard – our CAD system does not accurately track this metric)
- On-duty training time/FTE = 75 hours (calculated from APD data)
- Administrative time/FTE = 273 hours
- **Total net available hours = 1436 (2015-211-20-75-273=1436)**
- **Total net available hours per year are 68,928 (1436 hours x 48 officers)**
- **Total workload is 36,532 hours (total time taken to handle the community-generated calls for service)**

**CALCULATION OF OVERALL PATROL PROACTIVITY**

Total Patrol Net Available Hours		68,928
Total Patrol Workload Hours	–	36,532
<hr/>		
Resulting # of Uncommitted Hours	=	32,396
Divided by Total Net Available Hours	÷	68,928
<hr/>		
Overall Proactive Time Level	=	46.9%

- APD patrol units have a patrol proactive time of **46.9%**, a figure that falls short of the targeted levels of proactive capability (50%). This percentage indicates staffing levels are potentially capable of handling the calls for service workload in Appleton with sufficient proactive time available to address problems in the community.

**PROACTIVITY BY HOUR AND WEEKDAY**

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	63%	79%	75%	74%	72%	66%	43%	69%
6am-10am	32%	24%	28%	26%	12%	22%	41%	28%
10am-2pm	26%	2%	-2%	6%	6%	-22%	15%	5%
2pm-6pm	29%	25%	28%	27%	27%	18%	37%	33%
6pm-10pm	47%	53%	46%	57%	53%	45%	45%	49%
10pm-2am	57%	74%	55%	69%	70%	62%	53%	63%
Overall	45%	48%	42%	48%	46%	37%	42%	47%

- These findings suggest that our department maintains strong proactive levels during the night and overnight hours, but there is limited flexibility during the daytime periods. For the community, this means that service levels are likely more responsive and enforcement-oriented at night, but more reactive and call-driven during the day. As such, any efforts to enhance visibility, conduct proactive enforcement, or address quality-of-life concerns during daylight hours may require additional staffing, strategic reallocation of resources, or a combination of approaches.

**Pages 34 – 36 – Patrol unit staffing levels required to meet service level objectives**

- The amount of “buffer” that an agency requires should be based on the historical rate of attrition in patrol.
- Turnover data was examined from 2022 – 2024
- Our turnover rate was determined to 9.3%. This means an additional 9.3% authorized positions should be added on top of the actual number currently filled to account for turnover.

### CALCULATION OF PATROL UNIT STAFFING NEEDS

Total Workload Hours		36,532
Proactivity Target		50%
Staffed Hours Needed	=	73,065
Net Available Hours Per Officer	÷	1,436
Turnover Factor	+	9.3%
<hr/>		
<b>Patrol Officer FTEs Needed</b>	<b>=</b>	<b>56</b>

- The data suggest our department needs to be staffed with **56 patrol officers** to reach the targeted proactivity rate of 50%.

Pages 36 – 39 – Analysis of self-initiated activity

Pages 39 – 42 – Recommended patrol staffing deployment

### RECOMMENDED PATROL STAFFING AND DEPLOYMENT

Team	Shift	Start Time	End Time	# Rec.
Red	Days	0700	1900	<b>9</b>
	Swing 1	0900	2100	<b>6</b>
	Swing 2	1500	0300	<b>6</b>
	Nights	1900	0700	<b>7</b>
Blue	Days	0700	1900	<b>9</b>
	Swing 1	0900	2100	<b>6</b>
	Swing 2	1500	0300	<b>6</b>
	Nights	1900	0700	<b>7</b>
<b>Total FTE (Recommended):</b>				<b>56</b>

Pages 42 – 44 – Evaluation of minimum staffing levels

- When evaluating the minimum staffing levels of a police patrol division, it is critical to consider both the workload demands and the need to maintain continuous coverage across all shifts. Key factors include the volume and nature of calls for service, response time expectations, geographic coverage areas, and officer availability after accounting for leave, training, and other non-patrol duties. Ultimately, the goal is to maintain adequate staffing to ensure officer safety, public service levels, and operational flexibility at all hours of the day.

- To evaluate the minimum staffing levels for their effectiveness in their ability to handle the workload in Appleton across all hours of the day, project staff have assigned a **20% proactivity** floor and calculated hourly staffing needs based upon this proactive driver.
- The 20% proactivity level is the minimum number of officers needed to handle calls for service. This does not account for officer-safety factors, fatigue, etc.

#### Pages 44 – 47 – K9 Unit

\*\*see above recommendations

#### Pages 47 – 49 – Traffic Safety Unit

- The expansion of the traffic safety unit will increase capacity for the patrol unit to handle calls for service by reducing the number of crashes and unsafe driving complaints generated by the community. This will be a future budget priority.

#### Pages 50 – 54 – CSO's

#### Pages 54 – 55 – Operations Coordination

- \*\*see above recommendation

#### Pages 56 – 59 – Professional Development

- Education and training are critical components of police agencies. Advanced training technologies and techniques are essential for equipping officers with a necessary combination of knowledge and skills, enhancing the safety and effectiveness of law enforcement while benefiting communities.
- Increasing Professional Development staffing will enable our department to explore advanced training technologies and techniques and enhance the department's training program for both sworn and non-sworn employees. Although the department will need to continue relying on part-time trainers, adding an additional officer (potential achieved by moving a patrol lieutenant) will help alleviate staffing issues and overtime caused by depending on part-time trainers to fulfill these roles.
- Additional administrative responsibilities give to this position will free up time for patrol lieutenants to be present for additional field supervision.

#### Pages 60 – 63 – Investigator net availability calculation

- As previously mentioned above, the 2027 budget cycle will prioritize adding a civilian to the evidence unit. The creation of a supervisor for that unit is also a priority item.
- The evidence unit is one of the highest liabilities in the department. It is imperative we have adequate staffing to ensure the integrity of our evidence and property. We fill current gaps in service by assigning officers to this unit while they are operating in a modified duty capacity. While sufficient in the immediate term, this is not a sustainable plan moving forward.

### Pages 77 – 80 – Crime analyst and School Resource Officer Unit

- Evaluate the handling of investigative caseload by SRO's – consider transferring some cases to ISU.
- Adding an additional SORP investigator will be considered in future planning exercises.

### Pages 80 – 82 - Special Investigations Unit

- Matrix recommended adding an investigator to both SIU and the MEG unit. This recommendation was based on the high production of the unit with self-initiated activity and their measurable outcomes. Increasing capacity in this unit in the future will be a decision made after considering community priorities.

### Pages 82 – 90 – Community Resource Unit

- The aggregate activity of this unit is difficult to quantify with limited mechanisms for measuring outcomes. The work of this unit was captured by detailing the expectations from each role.

### Results of the Employee Survey

- The initial round of invitations was distributed on February 24, 2025, and the survey closed to responses on March 7, 2025. Of the 140 invitations sent to APD employees, the project team received 115 responses (either partial or complete), resulting in a response rate of 82%.

#### Highlights:

- APD respondents expressed high levels of satisfaction on several key topics, including:
  - General service levels to the City of Appleton
  - Training practices within the department
  - Patrol and other field services within the agency
- While respondents felt that the current alternative response services offered by APD are strong, respondents (notably civilian respondents) indicated that these personnel are fully utilized and that the need for these services is growing throughout the City of Appleton.
- Open-ended responses indicate that staffing is the most notable opportunity for improvement within APD, while the personnel within APD is the organization's greatest strength.

#	Statement	SD	D	A	SA	NO
1	The department provides a high level of service to the community.	1%	2%	44%	54%	0%
2	Community policing is a high priority for the department.	1%	7%	42%	49%	1%
3	In general, we have a good relationship with the community.	0%	0%	44%	55%	1%
4	I have the <u>technology necessary</u> to complete my job tasks adequately and efficiently.	5%	20%	51%	21%	3%
5	Appleton PD is a desirable place of employment for potential employees.	0%	5%	51%	38%	6%
6	There is clear communication from the top of the organization.	8%	31%	42%	15%	5%
7	Supervisory spans of control are adequate.	5%	11%	57%	17%	10%
8	We have the resources we need to complete our jobs effectively.	2%	21%	57%	18%	2%

Responding employees indicated high levels of agreement relating to all topics covered in the general topics' matrix above. This finding is extraordinary in the experience of Matrix project staff. The members of our Command Staff were pleased to see the level of overall alignment of these results in the survey. We would like to further explore questions #4 and #6 above to determine how and where to make improvements.

#	Statement	SD	D	A	SA	NO
1	I received enough initial training to be effective at my job.	1%	3%	69%	27%	0%
2	I received enough continual training to be effective at my job.	0%	19%	58%	21%	3%
3	Our training division has adequate resources to provide sufficient training for our department.	7%	24%	50%	13%	5%
4	There is sufficient specialized training offered through the department.	5%	33%	46%	11%	6%
5	The department <u>provide</u> sufficient opportunities to attend specialized <u>trainings</u> outside the department.	8%	36%	39%	10%	6%

The responses to these questions helped us prioritize growing our training unit to elevate our ability to facilitate good quality training and growth opportunities.

#	Statement	SD	D	A	SA	NO
1	We have sufficient proactive time available to address problems in the community.	5%	31%	53%	8%	3%
2	Most of the time, there are adequate backup units available.	7%	19%	63%	10%	2%
3	Our response times to lower-priority calls are adequate.	2%	15%	71%	12%	0%
4	Our response times to higher-priority calls are adequate.	0%	7%	54%	37%	2%
5	Our current shift schedule works well operationally.	2%	19%	59%	20%	0%
6	Our shift schedule allows for a good work / life balance.	7%	15%	59%	17%	2%
7	The amount of overtime I am required to work is reasonable.	2%	14%	58%	10%	17%
8	Patrol Lieutenants have sufficient presence in the field.	17%	29%	42%	8%	3%
9	The collateral duties that are assigned to me are manageable.	3%	22%	64%	5%	5%

Responding patrol employees indicated high levels of agreement relating to all topics covered in the patrol matrix above. **This finding is extraordinary in the experience of Matrix project staff.** These findings exhibit that APD patrol officers have favorable opinions on all these vital topics, including, but not limited to:

- Having sufficient proactive time to address problems throughout the community
- The presence of backup units
- Response times to high- and low-priority calls for service
- The feasibility of the current shift schedule and its ability to allow officers to perform an adequate number of tasks as well as provide a satisfactory work/life balance
- The manageable number of collateral duties assigned to personnel

While patrol employees expressed a high level of agreement with all topics above, statement number 8 regarding the adequate field presence of patrol Lieutenants only garnered 50% agreement compared to 46% disagreement. As a result, these findings are explored further below.

### PATROL OPPORTUNITIES FOR IMPROVEMENT

As mentioned above, only 50% of patrol employees agreed that “patrol Lieutenants have sufficient presence in the field.” Project staff conducted crosstabulations on these findings and, as a result, discrepancies across patrol shifts were revealed, as shown below:

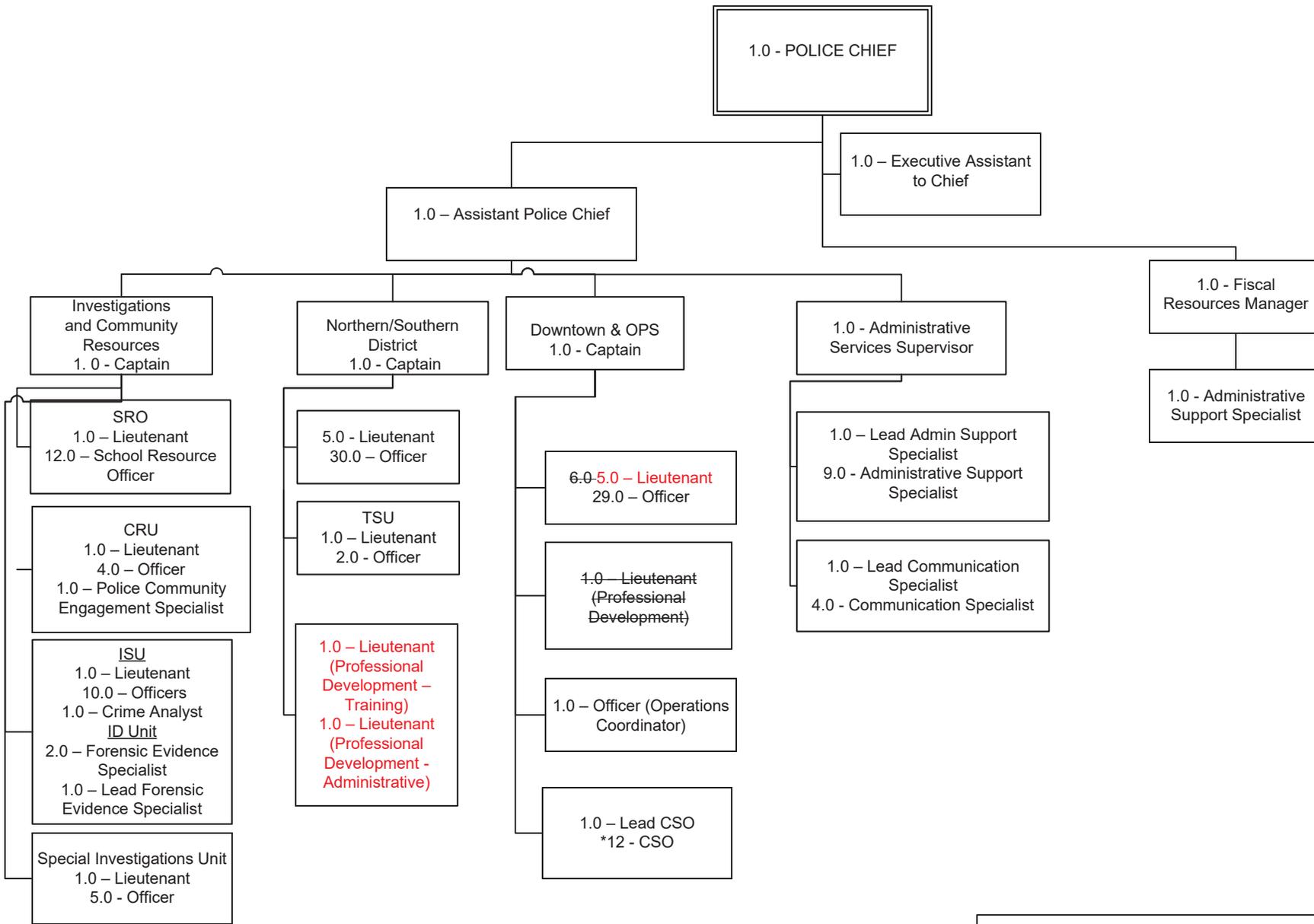
Patrol Shift	SD	D	A	SA	NO
Day Shift	35%	42%	23%	0%	0%
Afternoon Shift	0%	22%	67%	11%	0%
Night Shift	7%	13%	47%	20%	13%

Respondents assigned to the day shift disagree at a substantially higher rate with this statement compared to their counterparts assigned to the afternoon and night shifts. This finding likely correlates with an increased workload during daytime hours.

The remainder of the Matrix reports provides the results of the comparative study (pages 102 – 139).

The comparative study highlights the areas where Appleton Police Department stands out compared to other similar sized agencies. We strive to maintain our position in the Midwest as an agency that leads the field in recruitment and retainment along with delivering exceptional police services.

In conclusion, this Matrix Staffing Study is a tool to guide us in our strategic planning efforts in the next 5 – 10 years. It will be important to reassess some of these included metrics regularly to assess what additional changes/additions need to be made.



Draft 8/20/25

**PROFESSIONAL DEVELOPMENT ADMINISTRATIVE  
LIEUTENANT  
PROFESSIONAL DEVELOPMENT UNIT  
APPLETON POLICE DEPARTMENT**

*Reviewed Date: August 7, 2025*

**NATURE OF WORK**

Under general supervision of the Patrol Captain, this first-line supervisory position is responsible for complex supervisory and managerial functions designed to enhance the performance of the Professional Development Unit. This position participates in the hiring process for new officers, coordinates the issuance of new equipment to entry level officers, and oversees the deployment to and return of officer's department related equipment. Manages the purchasing, inventory and maintenance of all officer-related department equipment. Develops and conducts shift-level and department-wide training. The assigned supervisor should be a highly motivated, organized, decision-oriented individual capable of managing complex and large-scale events and organizational projects, paying meticulous attention to detail.

**ESSENTIAL JOB FUNCTIONS**

In addition to performing all the Job Functions listed in the Police Officer job description, this position has the following requirements:

1. Maintains supplies for all officer-related department equipment, and works with various vendors, contractors, etc. to achieve the optimum prices and services available for equipment purchases.
2. Participates in various communications committees/organizations to remain current on communication changes, regional and statewide interoperability issues, and research enhancements to radio and tower systems, communication regulations and policies.
3. Coordinates the issuance of department equipment for entry-level police officers.
4. Assists with on-boarding of new officers and mentoring program.
5. Establishes workable emergency back-up procedures for equipment.
6. Completes special projects and additional duties as assigned.
7. Coordinates with CEA and Technology Services the technology communication functions, such as laptops, and portable radio communications.
8. Collaborates with the Professional Development Lieutenant to address training needs.
9. Functions as the FTO Coordinator.

**REQUIREMENTS OF WORK**

1. Knowledge of modern principles, practices and methods of police administration and organization.
2. Knowledge of departmental administrative and management programs.

3. Ability to evaluate subordinate staff member's performance tactfully and impartially, applying commendations and disciplinary action accurately.
4. Ability to delegate authority, responsibility, tasks to appropriate subordinates.
5. Ability to accurately monitor and observe subordinate performance for compliance with directives and established policies.
6. Ability to plan activities, goals, and objectives of staff members and the department.
7. Ability to analyze the department's needs, mission statement, future expansion and manpower requirements, and recommend appropriate changes that are feasible for the department.
8. Ability to identify and bring about changes needed for the department that would improve police protection and public safety.

**Updates thru 8/21/25**

HR Generalist	Position	Dept.	Date of Vacancy	Open Date	# of Openings	Status
Vanessa	Grounds Coordinator	P&R	4/11/2025	6/30/2025	1	Job offer extended, start date: 9/8/25.
	Operator I - Sanitation	DPW	7/8/2025	6/18/2025	2	Panel interviews: 9/3/25.
	Operator I - Forestry	DPW	8/2/2025	7/30/2025	1	Panel interviews: 9/3/25.
	Operator I - Parking	DPW	7/19/2025	7/28/2025	1	Medical and background pending on top candidate.
	Operator II - Water	DPW	8/8/2025	7/30/2025	1	Panel interviews: 8/26/25.
	City Surveyor	DPW	9/3/2025	8/11/2025	1	Application deadline: 8/24/25.
	Water Plant Operator	Utilities	8/18/2025	7/14/2025	1	Job offer extended to top candidate.
	Bus Driver Full-time & Part-time	VT	NA	NA	NA*	Application deadline: Open. Medical pending on 1 candidates.
Morgan	Police Officer	Police	NA	N/A	1+Elig.	Application deadline: 9/14/25. Chief Panel interviews: 8/21/25.
	Assistant Police Chief	Police	NA	07/11/25	1	Internal Application Deadline: 9/1/25.
	Captain	Police	NA	06/01/25	1	PFC Interviews: 11/17/25.
	Lieutenant	Police	NA	06/01/25	1	PFC Interviews: 11/24/25.
	Community Service Officer	Police	8/30/2024	2/19/2025	3	Background pending on 2 candidates. Conditional offers extended to 2 candidates.
	Electrical Inspector	Community Development	7/19/2025	6/30/2025	1	Job offer accepted, start date: 9/15/25.
	Library Page	Library	7/29/25 8/12/25	7/11/2025	4	Four job offers accepted, start dates: 9/3, 9/9, 9/15/25.
	Account Clerk I	Finance	6/31/2025	N/A	1	Screening Interviews: 8/21/25.
	Enterprise Accounting Manager	Finance	10/2/2025	8/14/2025	1	Application deadline: 9/7/25.
				Total Positions Open:	<b>22</b>	
<b>On Hold</b>	<b>Position</b>	<b>Dept.</b>	<b>Date of Vacancy</b>	<b># of Openings</b>	<b>Status</b>	
Vanessa	Engineering Technician	DPW	10/4/24 & 3/14/25	2	Position on hold.	
Morgan	Library Assistant - Public Services (Sub)	Library	8/19/2025	1	Position on hold.	
<b>Total On Hold</b>				<b>3</b>		

\*Will continue to fill Bus Driver vacancies as needed.