

**Date:** Monday, April 14, 2014  
**Time:** 5:00 pm  
**Place:** City Hall

## **PUBLIC SAFETY COMMITTEE**

- A. CALL TO ORDER & ROLL CALL
- B. CORRECTION OF MINUTES
- C. ANY APPEARANCES FROM THE PUBLIC
- D. BUSINESS PRESENTED BY FIRE/EMERGENCY MANAGEMENT DEPARTMENT
- E. BUSINESS PRESENTED BY POLICE DEPARTMENT

1. DISCUSS AND APPROVE SPECIAL EVENT(S):

1. **Green County Conservation League Educational Event:** Resolution by the Public Safety Committee to recommend the approval of a special event application from the Green County Conservation League to hold an Education Event in Honey Creek Park, May 2, 2014, from 7:00 AM to 3:00 PM. The event consists of several demonstration and discussion sites within the park, which attendees rotate between. A rest room plan using the park facilities is submitted and approved. A certificate of insurance indemnifying the City of Monroe in the amount set by City Code is attached, along with any other needed permits or special requirements. For purposes of this permit, the special event area is that area within 100 feet of this event. No other events or similar activities, other than those authorized by law, may take place at the same time and location as this event.

Individual Requesting Item	Fred Kelley
Expected Length of Discussion	5 minutes

Documents: [SPECIAL EVENT APPLIC conservation league.pdf](#)

2. ICMA CENTER FOR PUBLIC SAFETY MANAGEMENT PROPOSAL FOR COMPREHENSIVE ANALYSIS OF LAW ENFORCEMENT SERVICES

Continue discussion regarding a Performance Based Staffing study of Monroe Police Department. This study was suggested at a prior meeting by Alder Boyce. City Administrator Rath was requested to obtain and will have potential costs for the study and other details.

Individual Requesting Item	Fred Kelley
Expected Length of Discussion	20 minutes

Documents: [R-2014-04-07\\_PS-ICMA Study.pdf](#), [D-2014-04-07\\_ICMA Proposal-Redacted.pdf](#)

F. BUSINESS BY MEMBERS

May make brief informative statements or bring up items to be discussed at a future meeting.

G. ADJOURNMENT

Request from persons with disabilities who need assistance to participate in this meeting, including need for an interpreter, materials in alternate formats, or other accommodations, should be made to the Office of the City Clerk at (608) 329-2564 with as much advance notice as possible so that proper arrangements can be made.

Notice is hereby given that a majority of the members of the Common Council of the City of Monroe may be present at this meeting to gather information about the matters set forth on this agenda. This notice is given pursuant to the Wisconsin Open Meetings Law.

**Members: Chairperson Tyler Schultz, Tom Miller, Brooke Bauman, and Alternate Michael Boyce**

## City of Monroe Special Event Permit

Received in Clerk's office on <u>3/31/14</u>
By <u>ekm</u> Date Paid <u>n/a</u>

**RETURN APPLICATION BY:** April 3, 2014

Thank you for being willing to plan a community celebration or special event. This permit application form will provide the City information needed to assist you in sorting through departments and types of requirements needed to obtain proper permits and inspections so as to assist us all in creating a safe and lawful event.

**Please fill out as completely as possible and attach additional information if necessary.**

### **Return to City Clerk's Office.**

Special events are governed by city ordinances and organizers are responsible for all necessary permits, trash and litter pickup, and for damage to any property, as well as possible billing for city services. The organization/organizer agrees to be responsible for the supervision of the event and conduct of persons present.

#### **1. Name and Address**

a. Name, address and telephone number of Sponsor:

Name: Green County Conservation League (Nate Bloom)

Address: P.O. Box 351  
Monroe, WI 53566

Phone: 325-7555

Person in Charge Tonya Gratz

b. Names, addresses and telephone numbers of not less than three (3) individuals who will hold positions of responsibility with respect to the Special Event:

Name: <u>Tonya Gratz</u>	Name: <u>Jason Thomas</u>	Name: <u>Chris Newberry</u>
Address: <u>1627 4th Ave West</u>	Address: <u>1627 4th Ave West</u>	Address: <u>1627 4th Ave West</u>
<u>Monroe WI 53566</u>	<u>Monroe WI 53566</u>	<u>Monroe WI 53566</u>
Phone: <u>(608) 325-4195 ext. 121</u>	Phone: <u>325-4195 ext. 101</u>	Phone: <u>325-4195 ext. 120</u>

2. **Convictions** A statement of any conviction of the Sponsor, any officer or director of the Sponsor, the person in charge, and the three (3) individuals listed under 1b above, for any violation of any criminal law or municipal ordinance other than traffic violations. Such Statement shall include a statement of the nature of the offense and the punishment or penalty assessed therefore none

#### **3. Description of Special Event**

NAME OF EVENT: Green County Conservation Day

TYPE OF EVENT: educational  
(Example: run, walk, parade, festival, neighborhood event)

LOCATION OF EVENT: Honey Creek Park

NUMBER OF YEARS THIS EVENT HAS BEEN IN EXISTENCE: 0

NUMBER OF PEOPLE ANTICIPATED: 350

PEAK HOURS OF EVENT 9<sup>am</sup> - 2<sup>30</sup>pm

ESTIMATED CROWD SIZE DURING PEAK HOURS: 350

NUMBER OF PEOPLE AT LAST EVENT: 0

**WILL THIS YEARS EVENT INCLUDE, USE OR PROVIDE** (indicate "yes" or "no")

no beer/wine no carnival no tents yes electrical usage no barricades  
yes food service no noise amplification no fireworks no 2-way radios  
no use of city hydrants yes medical assistance or first aid no outdoor signs/banners

**ARE YOU CHARGING FOR PARKING, PARTICIPANT FEES OR ANY TYPE OF ADMISSION OR SPECTATOR FEES? PLEASE EXPLAIN.** no fees charged. Free for all attendees

**ARE YOU SELLING CONCESSIONS? PLEASE EXPLAIN.** no

**HAVE PROVISIONS BEEN MADE FOR PORTABLE/PERMANENT RESTROOMS? ATTACH PLAN FOR ANY NEEDED PORTABLE RESTROOMS, INCLUDING NUMBER RENTED AND COPY OF RENTAL AGREEMENT** no. will use facilities on site

**NUMBER OF SITES AND LOCATIONS WHERE MONEY WILL BE HANDLED:** none

**THE EVENT IS RESPONSIBLE FOR TRASH AND LITTER CONTROL. HOW WILL THIS BE HANDLED?** Organizers will ensure trash + litter are collected and disposed of.

**WILL ANYTHING BE SERVED IN GLASS, METAL OR PLASTIC CONTAINERS?** (if yes, please attach a copy of your recycling plan) yes X no

**PLEASE INDICATE ANY ADDITIONAL SECURITY MEASURES BEING TAKEN AND DESIGNATE HEAD OF SECURITY IF APPLICABLE:** ( private security, fences, persons checking identification, etc.)  
none

**IF STREET CLOSURES ARE REQUESTED,** please indicate exact requested location, dates and times, including set up and take down: (attach map and site plan of the area) no street closure

**PLEASE INDICATE ANY NEED FOR POLICE SERVICES OR ANY OTHER CITY SERVICES:**  
none

*\*\*\*If special services are necessary, the applicant most likely will be required to make reimbursement to the City of Monroe for the total number of labor hours performed at an overtime rate of pay.\*\*\**

**PLEASE INDICATE ANY PLANS THAT HAVE BEEN MADE FOR MEDICAL SERVICES AND FIRST AID:** will have first aid kit available

**WILL THERE BE ANY COOKING WITH FLAMMABLE LIQUIDS OR GASES OR POTENTIALLY DANGEROUS COOKING APPLIANCES?** no

**PLEASE DESCRIBE ANY OTHER DETAIL OF YOUR EVENT NOT ALREADY COVERED. YOU MAY ATTACH AN ADDITIONAL PIECE OF PAPER.**

**\*\*YOU MUST SUBMIT PLANS FOR LARGE TENTS AND A DETAILED MAP OR DIAGRAM OF THE ENTIRE SPECIAL EVENT AREA INCLUDING PARKING AREAS.**

**Term of Permit** Special Event Begins: Date: May 2, 2014 Hour: 8<sup>00</sup> Am  
Special Event Ends: Date: May 2, 2014 Hour: 3<sup>00</sup> PM  
Hours of operation each day (attach separate sheet if necessary) From: \_\_\_\_\_ To: \_\_\_\_\_

5. **Prior Suspensions or Revocations** A statement of any prior suspension or revocation of a Special Event permit of the Sponsor or any Individual who will hold a position of responsibility with respect to the Special Event \_\_\_\_\_
6. **Mapped Routes** When the proposed Special Event will feature foot or bicycle races, runs, rides or parades, the Sponsor shall submit the proposed route at the time of filing the application.
7. **Vendors** Is Sponsor requesting suspension of vendors (Vendors, Canvassers, Peddlers) that are not associated with Special Event? If yes, describe area in which vendors are suspended during special event. no

THE CITY REQUESTS THAT ALL NEIGHBORS/BUSINESSES IN THE CLOSED AREA BE NOTIFIED.

HAVE THE REQUIRED LEVELS OF INSURANCE INDEMNIFYING THE CITY BEEN OBTAINED? \_\_\_\_\_

ATTACH COPY OF INSURANCE CERTIFICATE TO COMPLETED SPECIAL EVENT PERMIT APPLICATION. **(PLEASE NOTE INSURANCE REQUIREMENT THAT THE CITY OF MONROE BE NAMED AS AN ADDITIONAL INSURED ON THE CERTIFICATE OF INSURANCE)**

TYPE OF SPECIAL EVENT: EXEMPT X NON-EXEMPT \_\_\_\_\_  
FEES: \$0.00 \$25.00  
(NO REFUND ON FEES)

The applicant agrees to indemnify and save harmless the City against all liabilities, claims, demands, and losses, including costs, expenses, and reasonable attorney fees, for injury or death of any individual or loss or damages to the property of any person arising from any activity undertaken pursuant to a permit issued under this chapter. Applicant agrees to provide insurance binder or certificate of insurance as required by 3-13-10 INSURANCE REQUIREMENTS (Attached). Applicant further agrees to comply with 3-13-13 SPECIAL EVENT REGULATIONS (Attached).

Tony G. Gatz 3/31/14  
WITNESSED BY

Nathan Bloom 13-31-14  
SIGNATURE OF APPLICANT/DATE

TO BE COMPLETED BY CITY OF MONROE

Approved by:



Fire Chief

Police Chief

Building Inspector

City Clerk

Approved by Public Safety Committee on: \_\_\_\_\_

Approve by City Council on: \_\_\_\_\_

The Green County Conservation Field Day will be held Friday, May 2, 2014 at Honey Creek Park on Monroe's west side. We will begin at 9:00 and conclude by 2:20.

These resource experts will give 20 minute presentations:

1. Soil Conservation and Engineering-Janet Vosberg, Brian Hillers NRCS
2. Fish Management and Stream Water Quality-Jim Amrhein, Kurt Welke, DNR
3. Wildlife Biology-Brian Buenzow, DNR
4. Native American History of Green County-Janet Gobeli
5. Prairies- Tom Mitchell, Prairie Enthusiasts
6. Birds of Wisconsin-Green/Rock Audubon Society
7. Storm Water-Al Gerber, City of Monroe
8. Wetlands-Erin Holmes, Pheasants Forever Biologist
9. Woodland Survivor-Tonya Gratz, Green County Land Conservation Department
10. Sawmill Demonstration-Logan Wells, WI FFA President
11. Tree Identification and Management-Matt Singer, DNR forester
12. Soil Pit and Soils-Chris Miller, NRCS
13. Ground Water Conservation-Victoria Soloman UWEX

An air horn will sound once when each session ends. Five sounds of the air horn signals lunch time. Please go to lunch only after the air horn sounds 5 times.

A lunch will be provided to the presenters at the shelter house provided by the Farm Bureau. Students and teachers should bring a lunch.

We will watch the weather very closely the morning of May 2. If the event must be cancelled, we will call all schools and presenters by 7:30 AM on Friday, May 2. The general guidance is that a heavy rain at 7:00 AM causes cancellation and a sprinkle does not. Temperature is not a consideration, please dress accordingly. Students and teachers will be walking on rough terrain so closed toe shoes are recommended. A rain date is not available because it is too complicated for all presenters. Our phone numbers are office (608)325-4195 extension 3, Jason Thomas cell (608) 558-3562, Land Conservation Cell (608) 558-8839.

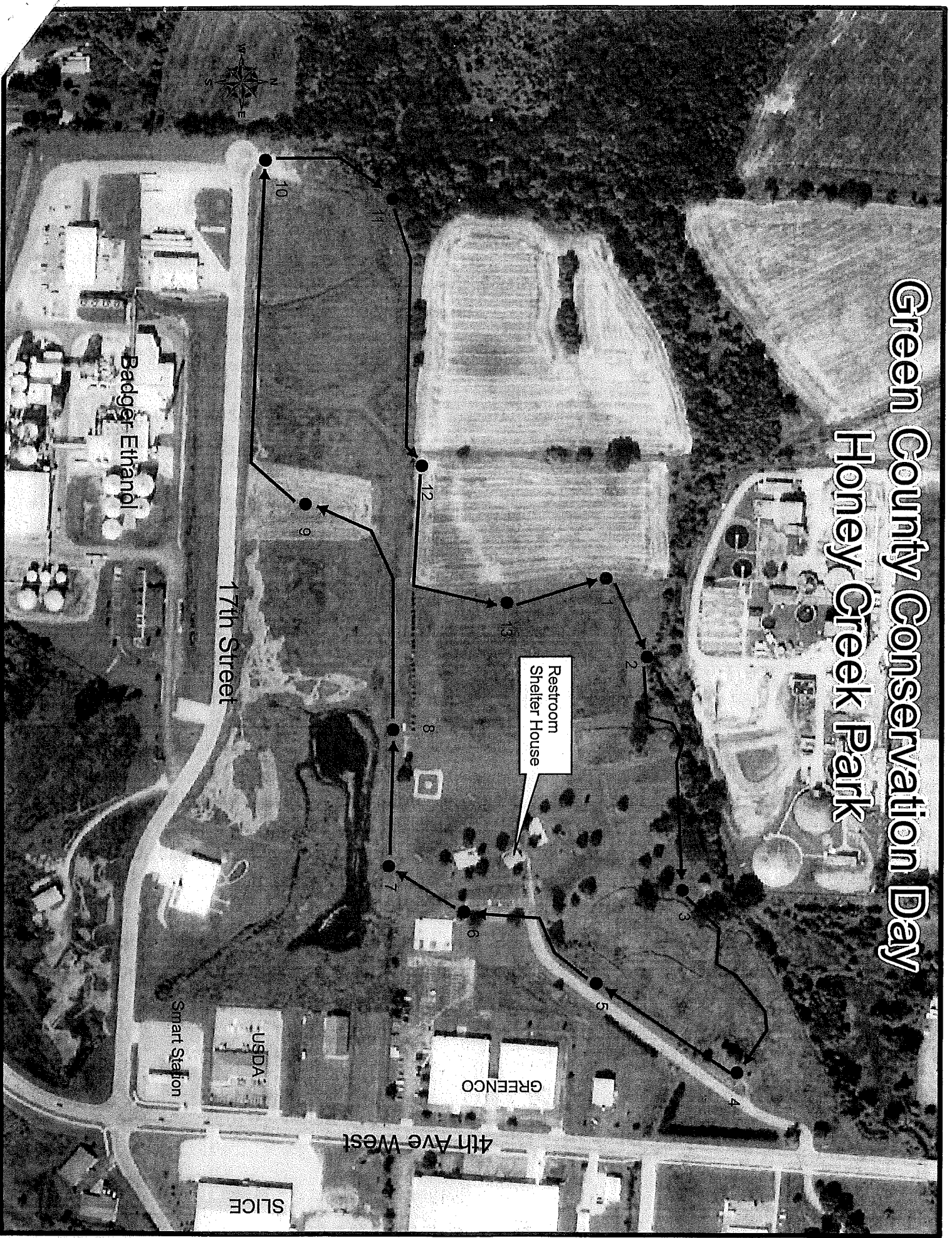
Conservatively yours,

Jason Thomas and Tonya Gratz





# Green County Conservation Day Honey Creek Park



Restroom  
Shelter House

Badger Ethanol

17th Street

4th Ave West

GREENCO

USDA  
Smart Station

SLICE



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
2/7/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Dave Mosher & associates 1118 17th Avenue PO Box 707 Monroe WI 53566	<b>CONTACT NAME:</b> Jeff Jenson <b>PHONE (A/C No. Ext):</b> (608) 325-2111 <b>FAX (A/C No.):</b> (608) 325-7153 <b>E-MAIL ADDRESS:</b> jjenson@mosherinsurance.com																					
<b>INSURED</b> Green County Conservation League PO Box 531 Monroe WI 53566	<table border="1"><tr><th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A:</td><td>Capitol Insurance Companies</td><td></td></tr><tr><td>INSURER B:</td><td></td><td></td></tr><tr><td>INSURER C:</td><td></td><td></td></tr><tr><td>INSURER D:</td><td></td><td></td></tr><tr><td>INSURER E:</td><td></td><td></td></tr><tr><td>INSURER F:</td><td></td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Capitol Insurance Companies		INSURER B:			INSURER C:			INSURER D:			INSURER E:			INSURER F:		
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INSURER C:																						
INSURER D:																						
INSURER E:																						
INSURER F:																						

## COVERAGES

CERTIFICATE NUMBER: CL142704906

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY			CP00213444	12/18/2013	12/18/2014	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	X					MED EXP (Any one person)	\$ 5,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$ 1,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						GENERAL AGGREGATE	\$ 1,000,000
							PRODUCTS - COMP/OP AGG	\$ 1,000,000
	AUTOMOBILE LIABILITY							
	ANY AUTO						COMBINED SINGLE LIMIT (Ea accident)	\$
	ALL OWNED AUTOS						BODILY INJURY (Per person)	\$
	HIRED AUTOS						BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB						EACH OCCURRENCE	\$
	EXCESS LIAB						AGGREGATE	\$
	DED							\$
	RETENTION \$							\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATUTORY LIMITS	OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.I. EACH ACCIDENT	\$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.I. DISEASE - EA EMPLOYEE	\$
							E.I. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
For specifics, see policy and/or endorsements

City of Monroe is additional insured with respects to General Liability.

## CERTIFICATE HOLDER

## CANCELLATION

City of Monroe 1110 18th Ave Monroe, WI 53566	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  Jeff Jenson/JCJ



**CITY OF MONROE**  
**PUBLIC SAFETY COMMITTEE**  
**SPECIAL EVENT REQUIREMENTS**

**SPECIAL EVENT**  
**GREEN COUNTY CONSERVATION LEAGUE EDUCATIONAL EVENT**  
**May 2, 2014**

**SPONSOR**  
**Green County Conservation League**  
**PO Box 351**  
**Monroe, WI 53566**  
**(608) 325-7555 (Tonya Gratz)**

**This special event permit is approved subject to the following conditions and requirements:**

- 1. Authorize the sponsor(s) to hold a Green County Conservation League Educational Event, May 2, 2014, from 7:00 AM to 3:00 PM, in Honey Creek Park.**
- 2. The event includes an educational event with crowd of about 350 persons, outdoor amplified sound, food concessions and demonstrations.**
- 3. Sponsor is required to insure that amplified sound does not unreasonably disturb the surrounding residential areas.**
- 4. For purposes of this permit, the event area includes all of the area within the 100 feet of the scheduled event. No other events or similar activities, other than those authorized by law or approved by the applicant may take place in the same area at the same time.**
- 5. Rest room plan indicates use of park's facilities, plan acceptable.**
- 6. No other services are requested or authorized.**



# CITY OF MONROE

## COUNCIL/COMMITTEE COMMUNICATION FORM

MEETING: Public Safety Committee  
MEETING DATE: TBD

SUBJECT: ICMA - Comprehensive Analysis of Law Enforcement Services  
DATE SUBMITTED: April 7, 2014  
SUBMITTED BY: Administrator Rath

POLICY QUESTION: SHOULD THE PUBLIC SAFETY COMMITTEE RECOMMEND CONTRACTING WITH THE ICMA CENTER FOR PUBLIC MANAGEMENT TO CONDUCT A COMPREHENSIVE ANALYSIS OF LAW ENFORCEMENT SERVICES FOR THE CITY OF MONROE.

### ISSUE SUMMARY:

At the March 3, 2014 meeting of the Public Safety Committee, Alder Boyce presented an idea to contract ICMA to conduct a staffing analysis for the Police Department. By general consensus the Committee instructed Rath to investigate the time, cost, and other information needed for the study. Attached to this sheet is the bulk of the proposal from ICMA. Additionally, the proposal included about ten pages of staff resumes which were redacted. If Council Members have an interest in reviewing this information, they should contact Rath for the redacted pages.

### FISCAL IMPACT:

REVIEWED BY: \_\_\_\_\_  
City Comptroller

Initial Project Costs: **\$35,451** per the proposal

Future Ongoing Costs: Additional support if requested is \$2,000 / day plus travel expenses

Physical Impact (on people/space): Staff time will be necessary to collect, and submit data / respond to data requests; review draft reports; and participate in on-site visits.

Residual or Support/Overhead/Fringe Costs:

### ATTACHMENTS

Proposal submitted by ICMA

STAFF RECOMMENDATION: **N/A**

APPROVED FOR SUBMITTAL BY:

\_\_\_\_\_  
City Staff Member

\_\_\_\_\_  
Philip Rath  
City Administrator

CITY CLERK USE ONLY  
BOARD ACTION TAKEN

Resolution No. \_\_\_\_\_

Ordinance No. \_\_\_\_\_

Approved \_\_\_\_\_  
Other \_\_\_\_\_

Continued To: \_\_\_\_\_

Referred To: \_\_\_\_\_

Denied \_\_\_\_\_

File No. \_\_\_\_\_

Proposal for  
Comprehensive Analysis of Law Enforcement Services  
City of Monroe, Wisconsin



POLICE OPERATIONS

POLICE OPERATIONS

C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

Submitted by:

*ICMA Center for Public Safety Management*  
International City/County Management Association  
777 North Capitol Street, NE – Suite 500  
Washington, DC 20002  
716-969-1360



*Leaders at the Core of Better Communities*



*Leaders at the Core of Better Communities*

March 17, 2014

Philip Rath  
Administrator  
City of Monroe  
1110 18<sup>th</sup> Avenue  
Monroe, WI 53566

Dear Mr. Rath :

The ICMA Center for Public Safety Management is pleased to submit this proposal for an analysis of law enforcement services for Monroe, Wisconsin. The ICMA approach is unique and more comprehensive than ordinary accreditation or competitor studies. In general, our analysis involves the following major outcomes:

- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department.
- Examine the department's organizational structure and culture;
- Perform gap analysis, comparing the "as is" state of the department to the best practices of industry standards;
- Recommend a management framework to ensure accountability, increased efficiency and improved performance;
- Conduct a data-driven forensic analysis to identify actual workload;

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of subject matter experts in the areas of emergency services. The team assigned to the project will have hundreds of years of practical experience managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience completing hundreds of projects nation-wide. The team assembled for you will be true "subject matter experts" not research assistants or interns.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. I, along with my colleagues at ICMA, greatly appreciate this opportunity and would be pleased to address any comments you may have. You may contact me at 716.969.1360 or via email at [lmatarese@icma.org](mailto:lmatarese@icma.org)

Sincerely,

A handwritten signature in black ink, appearing to read 'Leonard A. Matarese', is written over a series of horizontal dashed lines.

Leonard A. Matarese, ICMA-CM, IPMA-HR Director,  
Research and Project Development ICMA Center for  
Public Safety Management

## **International City/County Management Association (ICMA)**

The International City/County Management Association (ICMA) is a 100 year old, non- profit professional association of local government administrators and managers, with approximately 9,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to its citizens in an efficient and effective manner. Our work spans all of the activities of local government - parks, libraries, recreation, public works, economic development, code enforcement, Brownfield's, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state and federal governments as well as private foundations. For example, we are involved in a major library research project funded by the Bill and Linda Gates Foundation and we are providing community policing training in Panama working with the U.S. State

Department. We have personnel in Afghanistan assisting with building wastewater treatment plants and have teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA Center for Public Safety Management (ICMA/CPSM)** is one of four Centers within the US Programs Division of ICMA providing support to local governments in the areas of police, dispatch, fire, EMS, Emergency Management and Homeland Security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security.

ICMA/CPSM is also involved in police and fire chief selection; assisting local governments in identifying these critical managers thru original research we have conducted identifying the core competencies of police and fire managers and providing assessment center resources.

Our local government technical assistance includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices. We have conducted over 150 such studies in 30 states and 91 communities ranging in size from 8,000 population Boone, IA to 800,000 population Indianapolis, IN.

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development.

For this project, the ICMA has assembled a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project team leader, two Operations Leaders and several senior public safety Subject Matter Experts selected from our team specifically to meet the needs of the municipality.

**The management organizational chart for the project includes the following  
Key Team Members:**



**Milestone 1 - Full execution of the agreement**

Agreement will identify Project Launch date.

**Milestone 2 - Project Launch**

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, and commencing information gathering.

**Milestone 3a - Information Gathering and Data Extraction- 30 Days**

Immediately following project launch, the police operations lead will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

**Milestone 3b - Data Extraction and Analysis - 14 Days**

Also immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

**Milestone 3c - Data Certification - 14 days****Milestone 4a - Data Analysis and Delivery of Draft Data Report - 30 days**

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to each of the departments for their review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

**Milestone 4b - Departmental Review of Draft Data Report - 14 days**

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

**Milestone 4c - Final Data Report - 10 days**

After receipt of the department's comments, the data report will be finalized within 10 days.

**Milestone 5 - Conduct On-Site Visit - 30 days**

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

**Milestone 6 - Draft Operations Report - 30 days**

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to each department. Again the departments will have 10 days to review and comment.

**Milestone 7 - Final Report 15 days**

Once the Department's comments and concerns are received by ICMA the combined final report will be delivered to the city within 15 days.

**TOTAL ELAPSED TIME: 105 - 135 days**

ICMA team developed a standardized approach to conducting analyses of police, fire and public safety departments by combining the experience sets of dozens of subject matter experts.

We understand Monroe, Wisconsin is a community of approximately 11,000 people in Green County and would be looking for a workload and staffing analysis for its police department.

We begin projects with a request for data, documents and worksheets.

Next, and unlike most consulting firms, we extract raw data on calls for service from an agency's computer aided dispatch system to analyze both the dispatch and record keeping of the agency as well as conduct a forensic analysis of the police workload and deployment. This is a major portion of our project and we do not rely on information supplied by annual reports but rather go to the source of those reports to ensure the accuracy of information that has been supplied. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

ICMA also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-site arrival of an ICMA team, agencies are asked to compile a number of key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities and threats of the department). We have found that this standardized approach ensures that we measure and observe all of the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of ICMA recommendations and developing new processes and programs that may arise as implementation evolves.

The following information describes the ICMA approach to studying, understanding, evaluating, and reporting on police departments around the country. Although no two police departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits ICMA to offer recommendations that comport with the best practices in policing, yet tailor-made for the client community.

#### **I. Benchmark the community**

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates. The ICMA study may involve interviews and surveys directed at stakeholders in the community. Elected

officials, community groups (civic, business, religious, labor, etc.), community leaders, and employee labor representatives would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. ICMA will work with the agency to identify community members that can provide this important information.

Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

## **II. Patrol Operations**

Police agencies routinely speak about “recommended officers per 1,000 population” or a “National Standard” for staffing or comparisons to other municipalities. There are no such standards, nor are there “recommended numbers of “officer per thousand”. The International Association of Chiefs of Police (IACP) states; “Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions.”

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government’s ability to fund.

ICMA’s team of doctoral level experts in Operations Research in Public Safety have created in **The ICMA Patrol Workload & Deployment Analysis System®** the ability to produce detailed information on workload even in those agencies without sophisticated management information systems. Using the raw data extracted from the police department’s CAD system our team converts calls for service into police services workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities).

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

ICMA has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

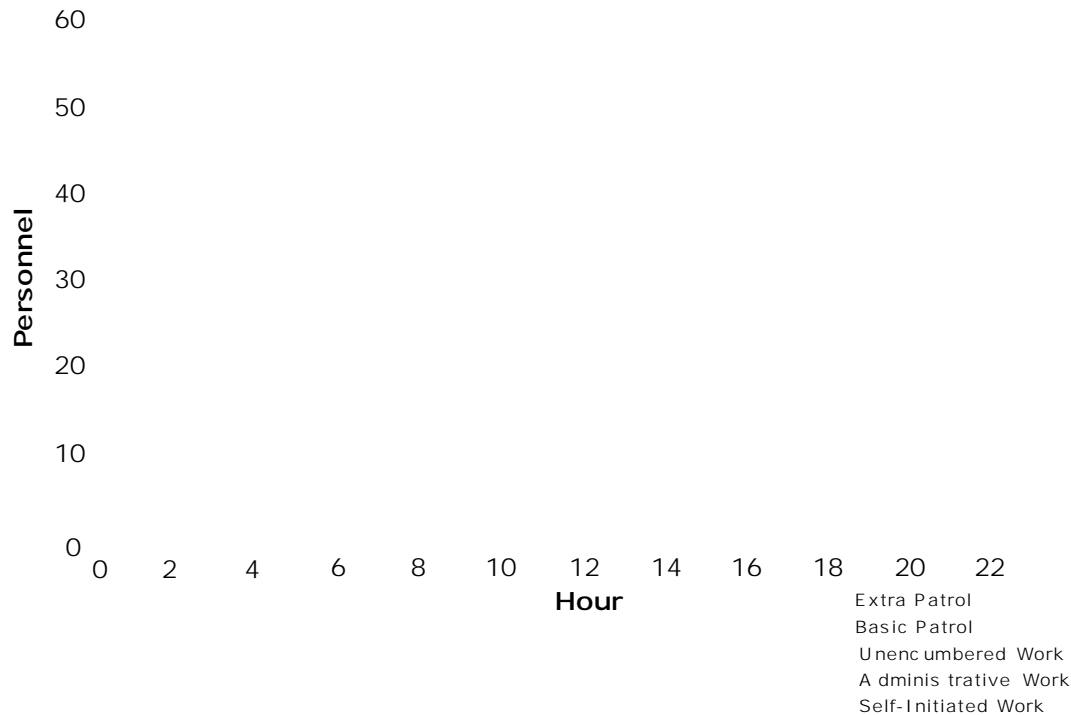
To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

### **Workload vs. deployment analysis sample**

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So in this example, at noon there are approximately 17 hours of work (including citizen initiated & officer initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 30 man hours of available resources meaning that at that hour, on average, of the 30 officers on duty 16 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact - it becomes a policy issue as to how much uncommitted time a city wants, and is willing to pay for.



Other-Initiated Work

The ICMA study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. This information is developed by first extracting data from the departments CAD system. The extracted information is then processed and workload is calculated. This workload is then compared to deployment levels. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- What is the workload?
- Based on this workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are need to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and

- what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

The study will determine the gaps in patrol coverage and recommendations for modifying temporal and spatial deployment. With the appropriate “best fit” of patrol coverage identified, a determination can be made about the exact number of officers required to meet service demands, and in what shift/district/division combinations to maximize resources.

In addition to the analysis of patrol operations from the CAD system and workload, the ICMA study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels

The ICMA study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

ICMA advocates community policing as its operational philosophy. The ICMA study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the ICMA study would evaluate the relationship of patrol operations with the rest of the department. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

## **I. Investigations**

The ICMA study will assess investigations - both reactive and proactive. The ICMA team will explore the following questions:

- Staffing - Are there sufficient investigators available to handle the workload?
- Workload - What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management - Is there an effective case management system in place?
- Effectiveness & Efficiency - How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence - How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations function make use of intelligence?
- Civilianization opportunities - What are the potential areas for civilianization?
- Technological opportunities - Is technology being leveraged to improve investigations?
- Crime scene - Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations - the same approach and inquiries found in sections above are applied to each specialized investigative unit in the department.
  - Narcotics

- Violent Offenders
- Warrants and Fugitives
- Bombings and Arson
- Fraud/Cyber crimes
- All other specialized investigations units

ICMA will essentially evaluate each investigative unit operating in the agency. This evaluation will make an assessment of the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

### **III. Administration and Support**

Once again, ICMA will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing;
- Workload;
- Civilianization possibilities;
- Cost saving opportunities;
- Out-sourcing opportunities;
- Best practice comparisons and opportunities for improvement.

The ICMA team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit;
- Evaluate the performance of the unit. In most cases this is a quantitative; evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided;
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

### **IV. Organizational Culture**

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing police service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of a police organization is a reflection of its members and the community it serves. Through focus groups, interviews, and observations, the ICMA team will evaluate operational readiness and need. In addition, every member of the department will be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life. This part of the ICMA study is critical to the overall success of the project as it provides a better understanding of the police department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization.



## **V. Organizational Structure and Administration**

Based on the above, we are able to analyze current management structure and practice and make recommendations to improve organizational administration. The product of this analysis is a proposed staffing mode. The product of this analysis also generally ends up with a leaner, flatter, and more efficient organizational design.

## **VI. Performance Management**

The overarching philosophy of the ICMA approach is to evaluate the police department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning.

It is also important to assess the organization's ability to carry out its mission. Essentially, does the police department know its goals, and how does it know

they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department "think" about its mission, how does it identify and measure what's important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The ICMA team will evaluate the

department and make recommendations to assist with improving capacity in this area, if necessary. In addition, ICMA can offer performance management training and mentoring services to support organizational success.

## Proposed Fees

The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

ICMA will conduct the workload, deployment, and operational analysis of the police department for \$35,451 exclusive of travel. The project would be billed in three installments: 40% within 14 days of signing the contract; 40% with delivery of the police draft data analysis; 20% with delivery of the final reports. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy and a final report will be delivered within 30 days of the comment period.

### **Deliverables**

Draft reports will be provided for department review in electronic format.

In order to be ecologically friendly, ICMA will deliver the final report in computer readable material either by email or CD or both. The final reports will incorporate the operational as well as data analysis. Should the municipality desire additional copies of the report, ICMA will produce and deliver whatever number of copies the client request and will invoice the client at cost.

Should the local government desire additional support or in-person presentation of findings, ICMA will assign staff for such meetings at a cost of \$2,000 per day/per person along with reimbursement of travel expenses.

## Conclusion

Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, ICMA Center for Public Safety Management acts as a trusted advisor, assisting local governments in an objective manner. In particular, ICMA's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes ICMA a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.