CITY OF GLENDALE
5909 North Milwaukee River Parkway
Glendale, Wisconsin 53209

Due to rising cases of COVID-19 this meeting will be conducted via Zoom

Join Zoom Meeting
https://us02web.zoom.us/j/88556124056

Meeting ID: 885 5612 4056
+1 312 626 6799 US (Chicago)

AGENDA—COMMON COUNCIL MEETING

Monday, February 22, 2021
6:00 p.m.

1. Roll Call and Pledge of Allegiance.

2. Video Presentations by Parkway Elementary School and Glendale River Hills School District students celebrating Black History Month.
   a) Resolution to Commemorate Black History Month.

3. Public Comment. Glendale residents, business owners and property owners are invited to speak to the Council on items that are not on the agenda and are within the City's ability to regulate or control.

4. Consent Agenda:
   a) Adoption of Minutes of Meeting held on February 8, 2021.
   b) Review and File Monthly Departmental Reports.
   c) Resolution Setting the Time and Date of the First 2021 Board of Review Meeting.
   d) Proclamation of March 7-13, 2021 as Women in Construction Week for the City of Glendale.

5. New Business: (The public may speak to the Council prior to the beginning of deliberations on these items, provided they have notified their respective Alderperson or the Mayor in advance of this meeting).
   a) Resolution Approving a "Single or Multi-Year Capital" Budget to Purchase North Shore Fire Department Large Apparatus Equipment for 2022, 2023, 2024 and 2025.
   b) Recommendation from the Plan Commission for approval of the Connecting Glendale 2020 Bicycle and Pedestrian Plan.
   c) Review and possible action on authorizing a consultant contract for the Police Organization Study.
   d) Review and Approval of the Spring City-wide Newsletter.

6. Commission, Committee, Board Reports: (This is an Opportunity for Council Members to Report on their Respective Committees, Commissions, Boards of which they serve as a Member.)

7. The Common Council will convene in Closed Session per Wis. Stats. §19.85(1)(g) Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved (Lakeshore Veterinary Clinic); and Wis. Stats. §19.85(1)(e) for Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session (Sprecher Brewing Development Agreement).

8. Possible Action on Closed Session Items.
   a) Consideration and possible approval of Sprecher Brewing Development Agreement.

9. Adjournment.

Upon reasonable notice, efforts will be made to accommodate the needs of persons with disabilities.

STATE OF WISCONSIN :: CITY OF GLENDALE :: MILWAUKEE COUNTY

* *

RESOLUTION NO: 21-02
RECOGNITION OF NATIONAL BLACK HISTORY MONTH

* *

WHEREAS, in 1925, Carter G. Woodson founded the Association for the Study of Negro Life and History and conceived and announced Negro History Week to be celebrated during the week encompassing the birthdays of Abraham Lincoln and Frederick Douglas in February 1926;

WHEREAS, as a result of the 1926 celebration, teachers across the United States sought materials to instruct pupils on the study of life and history of African Americans, and citizens supported efforts to increase education on these and other relevant topics;

WHEREAS, in 1976, then-President Gerald R. Ford expanded the celebration to a month and urged Americans to "seize the opportunity to honor the too-often neglected accomplishments of Black Americans in every endeavor throughout our history";

WHEREAS, Black people helped develop our nation in countless ways, those recognized, but often unrecognized, and unrecorded; and

WHEREAS, the professional contributions of Black Americans range from being scientists, inventors, educators, farmers, homemakers, renowned world-wide Olympian athletes, entertainers, and explorers of earth and sky, have been recognized annually during National Black History Month; and

WHEREAS, Black citizens have participated, and continue to participate, in every effort to secure, protect, and maintain the essence and substance of American democracy; and

WHEREAS, National Black History Month is an important vehicle to promote culturally relevant activities and events that celebrate the accomplishments and lives of Black people in a way that occurs annually throughout cities, school districts, college campuses, public libraries, businesses, and non-profits throughout Milwaukee County, Wisconsin, and the Nation. We encourage and empower the city of Glendale to similarly offer excellent opportunities to focus the energy, attention, commitment, and action of the entire community; and

WHEREAS, not only during the month of February 2021 but throughout the remainder of this year, it is important that we as a city seek to understand how to thoughtfully and holistically address and uplift Black achievements and contributions in order to continue this rich legacy that positivity impacts every community.

NOW, THEREFORE, BE IT RESOLVED that the City of Glendale does hereby recognize February 2021 as Black History Month and supports the important work and services provided by African American residents throughout Glendale, the State of Wisconsin, and throughout the Nation;

Done in meeting duly assemble this, the 17th day of February 2021.

_____
Bryan Kennedy, Mayor

Countersigned:

_____
Megan Humitz, City Clerk

4A–4D
2/22/2021

CONSENT AGENDA

CITY OF GLENDALE COMMON COUNCIL

Meeting Minutes
February 8, 2021

Regular meeting of the Common Council of the City of Glendale held via Zoom conference call.

The meeting was called to order by Mayor Kennedy at 6:00 p.m.

Roll Call: Present: Mayor Bryan Kennedy, Ald. Tomika Vukovic, Jim Daugherty, John Gelhard, Richard Wiese, Steven Schmelzling, and JoAnn Shaw.

Other Officials Present: Rachel Safstrom, City Administrator; John Fuchs, City Attorney; Mark Ferguson, Police Chief; Mustafa Emir, City Engineer; Todd Stuebe, Community Development Director; Ann Christiansen, Health Department Director; and Megan Humitz, City Clerk.

PLEDGE OF ALLEGIANCE.

The members of the Common Council, City staff, and all those present pledged allegiance to the flag of the United States of America.

OPEN MEETING NOTICE.

Administrator Safstrom advised that in accordance with the Open Meeting Law, the local news media was advised on Thursday, February 4, 2021, of the date of this meeting; that the Agenda was posted on the official bulletin board of City Hall, the Glendale Police Department, and the North Shore Library; that copies of the Agenda were made available to the general public in the Municipal Building and the Police Department; and those persons who requested, were sent copies of the Agenda.

PUBLIC COMMENT.

No public comment.

PRESENTATION BY SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION – MILWAUKEE NORTH-SOUTH TRANSIT ENHANCEMENT STUDY.

Administrator Safstrom stated Mr. Kevin Muhs, Executive Director, and Ms. Carrie Cooper, Principal Transportation Planner for the Southeastern Wisconsin Regional Planning Commission (SEWRPC) will be giving a brief presentation on the Milwaukee North-South Transit Enhancement Study. Ms. Cooper and staff met with City staff in December 2020 to give an overview of this study and determined a presentation to Council was appropriate. The project website, www.mkenorthsouth.com, provides more information regarding the study, as well as a sign up to be notified of upcoming meetings and an option to provide comments.

Ms. Cooper stated Milwaukee County requested assistance on the transit feasibility study, which will provide options for locally preferred alternatives such as light rail, commuter rail, streetcar, or bus rapid transit. The currently existing purple line runs from the Glendale Industrial Park to Northwestern Mutual/IKEA, for a length of approximately 15 miles and 145 stops. The purpose of the study is to speed up service and reduce stops. Adjustments in 2021 will reconfigure the route to the Bayshore development. There are currently two virtual public meetings set for February 23rd and 24th, and more information can be found on the project website.

Ald. Schmelzling questioned how much of this project has already been established. Ms. Cooper clarified the 27th Street corridor was chosen for the start of this study, however nothing has been ruled out at this point and all options are on the table. The meetings in February are the first

public meetings to be held regarding the project, which will result in project adjustments and analyzation to make future determinations regarding the project.

CONSENT AGENDA.

I. File No. _____

Adoption of Minutes of Meeting held on January 25, 2021, Review and Approval of Accounts Payable.

Motion by Ald. Vukovic, seconded by Ald. Shaw, to adopt the minutes of the meeting held on January 25, 2021, and approval of Accounts Payable. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, Schmelzling, and Shaw. Noes: None. Absent: None. Abstain: None. Motion carried.

NEW BUSINESS.

II. File No. _____

Review and approval of Green Solutions Funding Agreement with Milwaukee Metropolitan Sewerage District for Glendale 2021 Green Alleys.

Administrator Safstrom stated the City of Glendale received "green infrastructure" funding from Milwaukee Metropolitan Sewerage District (MMSD). This funding, though given annually, is not always utilized annually. In 2020, the funding for several years was used for the stormwater infrastructure at the Bayshore Development. In 2021, there is $89,600 available. The City Engineer is recommending utilization of this funding for design and implementation of green alleys. Green infrastructure reduces the volume of stormwater in the sewerage system and the amount of pollutants discharged to surface waters. Instead of just repaving the alleys, the City would install pavers to reduce the stormwater drainage.

Ald. Wiese expressed concern over the use of pavers in the winter months when the plow drives through the alleys. Administrator Safstrom clarified there are pavers in the parking lot for City Hall, and the same plow that clears the parking lot also clears the alley ways. Additionally, the entire alley will not have this surface. Dr. Emir stated there is a four-foot wide strip in the center of an alley where the pavers are utilized, as opposed to the entire alley and to date, there have been no issues with the pavers used in the City Hall parking lot.

Ald. Daugherty raised the question if there are any negative aspects to the use of pavers. Dr. Emir stated they are currently utilized in a number of municipalities, such as Whitefish Bay and Milwaukee, and there have not been any issues with them. This project is a way to utilize the funds from MMSD, while stretching local funding in the context of alleys to save money on the overall project.

Ald. Schmelzling requested clarification on the current drainage system of the alleys, and whether they are crested in the middle to drain to the center. Dr. Emir clarified they alleys are reverse crowned, and the project is only being done on alleys where there is an existing drainage/storm system. There are three alleys which have been identified for 2021, and this project will not replace traditional drainage but will provide added retention and drainage.

Ald. Shaw asked for clarification regarding the yellow color-coding on the map provided in the packet. Dr. Emir stated the map provided is also utilized for other projects, and those lines are indicative of traffic signals and crosswalks. Administrator Safstrom clarified the full map is available on the City's website.

Motion by Ald. Shaw, seconded by Ald. Daugherty, to approve Green Solutions Funding Agreement with Milwaukee Metropolitan Sewerage District for Glendale 2021 Green Alleys. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, Schmelzling, and Shaw. Noes: None. Absent: None. Abstain: None. Motion carried.

III. File No.
Review and approval of Ordinance Amending Various Sections of Chapter 15.1 of the Code of Ordinances of the City of Glendale – Updating References to the State Statutes and The Administrative Code.

Administrator Safstrom stated Attorney Fuchs has made revisions to the Code of Ordinances to update State Law references to State Statutes and The Administrative Code. These changes do not change references to administrative code section numbers, state statute numbers, and the fact that the current state agency is now known as the Department of Safety and Professional Services. Additionally, it is advised that the ordinance repeals no other provisions or paragraphs and amends only exactly what is referenced. Upon approval, the electrical ordinance will be submitted to the State of Wisconsin, which will provide the necessary authorization to allow SAFEbuilt to continue as our Building Inspection company.

Ald. Schmelzling raised the question regarding whether this changes which fixtures are subject to a permit. Attorney Fuchs clarified this only changes the statutory references subject to the rules, and not what is or is not subject to a permit.

Motion by Ald. Gelhard, seconded by Ald. Wiese, to approve Ordinance Amending Various Sections of Chapter 15.1 of the Code of Ordinances of the City of Glendale – Updating References to the State Statutes and The Administrative Code. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, Schmelzling, and Shaw. Noes: None. Absent: None. Abstain: None. Motion carried.

IV. File No.
Ordinance Creating Title 8, Chapter 1, Section 20 of the Code of Ordinances of the City of Glendale Pertaining to Face Covering Requirements During the COVID-19 Pandemic.

Mayor Kennedy stated in July 2020, the Common Council approved a Resolution for race masks. In August 2020, the State of Wisconsin implemented a face mask mandate. The State of Wisconsin Legislature may be voting to remove the face mask mandate. Shorewood and Whitefish Bay have mask ordinances in place, and each has a sunset date which allows the Board to review the situation and determine any extension. Staff is recommending an ordinance that would require face masks in the City of Glendale. The North Shore Health Department is in favor of an ordinance. The ordinance is for persons over the age of four, and is not for outdoor spaces where social distancing can be achieved or a residential home. The ordinance would be in effect until the North Shore Health Department determines the pandemic emergency to be ended. There are currently some North Shore communities without a mask mandate, however those municipalities do not have a large business community. The language presented in the ordinance is similar to previously presented language, and those in violate of the mandate would be cited for trespassing if they refuse to leave a business or comply with the mask mandate.

Ms. Ann Christiansen, North Shore Health Department Director, stated the North Shore Health Department is in full support of this ordinance. She added having an ordinance in place helps the community realize we are still in the midst of a pandemic and utilizing masks to mitigate things while we are still largely indoors will help keep the numbers trending lower. We have not yet achieved herd/community immunity in the North Shore, due to lack of availability

of the vaccine and low overall COVID infections. With the students returning to in-person learning, it will be beneficial for the schools to have the ordinance in place to fall back on at a community level to reinforce the use of masks. The health department has found overall adherence if there is a policy in place without a need for punitive measures.

Ald. Daugherty inquired as to the overall impact the ordinance will have on the Police Department. Chief Ferguson stated the Police Department is in full support of the implementation of the ordinance, and over the past year have not received any true calls for service as a result of the mask mandates.

Ald. Schmelzling raised the question of what steps are taken in the event the police department is contacted for a violation, and how things will pan out for residents. Chief Ferguson clarified there has been little contact with people to date in regards to violations, and they do not seek out those in violation. If a business contacts the Police Department for someone who is not in compliance and refuses to wear a mask, the police will give them the option to wear a mask or leave the business. If there is continued refusal, the violator will then be cited for trespassing. Ms. Christiansen added businesses appreciate having an ordinance on the books as it offers support without the need for confrontations.

Ald. Wiese requested clarification regarding what would happen if the ordinance is in place and an organization chooses not to enforce the mandate. Mayor Kennedy clarified the ordinance provides for the same situation that is currently in place, in the event the state mandate is overturned, which requires businesses to comply. If the state mandate is overturned, this ordinance will continue to remain in effect and will allow Glendale to be consistent to with other North Shore communities. Currently, Whitefish Bay and Shorewood have similar ordinances in place. Milwaukee also has a mask ordinance, however the language is stricter.

Motion by Ald. Schmelzling, seconded by Ald. Shaw, to approve Ordinance Creating Title 8, Chapter 1, Section 20 of the Code of Ordinances of the City of Glendale Pertaining to Face Covering Requirements During the COVID-19 Pandemic. Ayes: Ald. Vukovic, Gelhard, Schmelzling, and Shaw. Noes: Ald. Daugherty and Wiese. Absent: None. Abstain: None. Motion carried.

V. File No. _____

Update regarding Ordinance Creating Section 2.2.10(c) and 2.4.18 of the Code of Ordinances of the City of Glendale Pertaining to Virtually Conducting or Attending Meetings of the Common Council.

Administrator Safstrom stated at the last Council meeting, staff was directed to work on an ordinance and process for allowing virtual attendance at Council meetings. Staff is working to obtain information on current technology and what is necessary to fulfill the request of the Council. An ordinance and more information will be presented at a near future meeting.

This item was informational purposes only. No action was taken.

VI. File No. _____

Update on North Shore Health Department Information and Vaccination Procedures.

Administrator Safstrom stated Ald. Daugherty received an inquiry from a resident indicating they did not know how to get information regarding North Shore Health Department office access procedures, COVID information, and vaccination processes. The North Shore Health Department gives updated information via Facebook and their website daily. Vaccination

information can be emailed directly to residents if they choose to sign-up on the North Shore Health Department website, where updates are also posted. Due to the limited number of vaccinations they receive, it is encouraged for residents to work with their primary care physician or register for a nearby clinic offering the vaccination. The offices for the North Shore Health Department are in the Village of Brown Deer Village Hall, with access for residents by making an appointment. City staff will continue to share information on the City website and social media platforms.

Ms. Christiansen stated the North Shore Health Department website is the key place for residents to find information and updates, data, and policies. The current COVID case numbers are trending downward, with hospitalizations and fatalities down as well. Additionally, the numbers in long-term care facilities have decreased and many of those residents have received vaccinations.

Ald. Schmelzling requested clarification on the best guidance to provide residents who are frustrated by the technology gap in relation to emails and online COVID updates. Ms. Christiansen stated residents can call the Health Department and they will do their best to assist them and get them signed up through alternative channels.

This item was informational purposes only. No action was taken.

COMMISSION, COMMITTEE AND BOARD REPORTS.

There were several updates from Council members, on the activities of the various Commissions, Committees and Boards on which they serve.

ADJOURNMENT.

There being no further business, motion was made by Ald. Schmelzling, seconded by Ald. Shaw, to adjourn the meeting. Ayes: Ald. Vukovic, Daugherty, Gelhard, Schmelzling, Wiese, and Shaw. Noes: None. Absent: None. Abstain: None. Motion carried and adjournment of the Common Council was ordered at 7:17 p.m., until Monday, February 22, 2021, at 6:00 p.m.

Megan Humitz
City Clerk

Recorded: February 9, 2021.

4B / 2-22-2021

CITY OF GLENDALE
POLICE DEPARTMENT

5909 North Milwaukee River Parkway
Glendale, Wisconsin 53209-3815
(414) 228-1753
Fax (414) 228-1707
Email: police@glendale-wi.org

February 4, 2021

Mayor and Common Council
City of Glendale
5909 N. Milwaukee River Pkwy.
Glendale, Wisconsin 53209

Dear Mayor and Common Council,

Attached is the Glendale Police Department monthly report for January 2021. This report tabulates the total number of calls handled and provides an overview of our monthly activity.

Officers responded to a total of 1374 calls for service in this period. There were 8 Crimes Against Persons reported, 57 Crimes Against Property investigated and 41 Crimes Against Society.

Should you have any questions regarding this report, or additional suggestions, please don't hesitate to call on me.

Sincerely,

Mark Ferguson
Chief of Police

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

City of Glendale

	Total	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Total	**1,374**	**31**	**78**	**82**	**76**	**36**	**15**	**27**	**25**	**40**	**76**	**70**	**53**	**68**	**50**	**66**	**55**
911 - 911 Hang up/error	**81**			1	2	3		2		4	1	5	4	4	5	5	6
AC - Animal Complaints	**17**		1	1						1		1		1	1		2
ACPD - Accident - PDO	**29**							2	1	2	3	3		2	1	5	2
AOA - Assist Other Agency	**20**	2	1	1	4		2	2							1	1	
ASBT - Assault/Battery	**2**																
AV - Abandoned Vehicle	**11**				1	2					1	3				1	1
BA - Burglar Alarm	**55**	1	6	3		4	3	2	3	1	2	3	1				4
CDTP - Property Damage	**13**						1	3			1		1	1	1	1	1
CHAP - Chapter 51 Commitment	**5**			1													1
CHECK - Vacation/Business Checks	**24**	3	3	1	2	1	1		1	3	3						
CODE - Code Violations	**2**											1	1				
CONV - Conveyance	**5**		1				2							1			
CRIME - Crime Prevention	**3**		1	1								1					
DC - Disorderly Conduct	**29**	1		1		2		1			2		3	2	2	2	2
DEATH - Death Investigation	**1**																
DIST - Disturbance	**7**					1					1	1		3			1
DISV - Disabled Vehicle	**32**		1	2		1		1	2	1	1	2	1	2	1	2	
DRIVE - Driving Complaint	**16**	1		2					1			1		1	4	2	
DRUG - Controlled Substance	**8**	1	1								1					1	1
DV - Domestic Violence	**6**			1	1							1		1			
EIP - Entry in Progress	**1**		1														
ESC - Escort	**4**		1								1				1		
EV - Entry to Vehicle	**4**													1	1		1
FDCALL - Fire Call - PD	**17**		2			1			2	3			1				2
FI - Subject Stop for FI	**30**	3	3	3	4		1				4		2	1	1		

** Confidential - Unauthorized Use Prohibited **

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

	16	17	18	19	20	21	22	23
Total	**65**	**84**	**66**	**28**	**65**	**93**	**69**	**56**
911 - 911 Hang up/error	4	6	3	13	6	2	2	3
AC - Animal Complaints	2	1	3		2		1	
ACPD - Accident - PDO	1	4	3					
AOA - Assist Other Agency	1			1	2		1	1
ASBT - Assault/Battery		1			1			
AV - Abandoned Vehicle	2							
BA - Burglar Alarm	2	6		4	2	5	1	2
CDTP - Property Damage			2					1
CHAP - Chapter 51 Commitment	1			2				
CHECK - Vacation/Business Checks							6	
CODE - Code Violations								
CONV - Conveyance	1							
CRIME - Crime Prevention								
DC - Disorderly Conduct	2	2	1	1	1	2		2
DEATH - Death Investigation					1			
DIST - Disturbance								
DISV - Disabled Vehicle	1	1	3	2	3	3		2
DRIVE - Driving Complaint	1	2					1	
DRUG - Controlled Substance					1		2	
DV - Domestic Violence				1				1
EIP - Entry in Progress								
ESC - Escort	1							
EV - Entry to Vehicle			1					
FDCALL - Fire Call - PD	1	3		1	1			
FI - Subject Stop for FI			2			2	4	

** Confidential - Unauthorized Use Prohibited **

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

	Total	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Fight - Fight	**3**					1				1							
FPROP - Found Property	**5**			1						1		1			1	1	
FRAUD - Fraud	**7**											1		1		2	2
FT - Family Trouble	**8**		1														2
HAZ - Road Hazard - PD	**8**						1				1			3		1	1
HR - Hit and Run	**9**											1	1		1		
JUV - Juvenile Complaint	**1**																
LOCKOUT - Auto Lockout	**8**												2		2	1	1
LPROP - Lost Property	**1**													1			
MVT - Motor Vehicle Theft	**8**													3			2
NOISE - Noise Complaint	**18**	1	2	2	2	3		2	1								
NT - Neighbor Trouble	**2**													1			
OPEN - Open Door	**38**		3	10	18	6											
OWI - Operating While Intoxicated	**2**																
PARK - Parking Complaint	**19**		1	1	3	1	1			3	2	1	1		2		
PI - Accident/PI	**4**															1	
PRIS - Prisoner Transport	**16**	3	1	1	1			2		2				1		2	
RECV - Recovered Stolen Veh	**3**				1					1	1						
REPO - Repossess A Vehicle	**7**					2	2										
RFP - Request for Police	**61**		1	3	4				2	2	4	4	5	5	2	2	3
ROBB - Robbery	**1**					1											
RORD - Restraining Order	**2**											2					
RTHFT - Retail Theft	**23**			1						2		2		2	2	3	4
SEX - Sex Offense / Assault	**1**																
SHOTS - Shots Fired	**2**	1										1					
SOLIC - Solicitor Complaint	**5**										1		1	1			
SPAS - Special Assignment	**8**				1				4			1					

** Confidential - Unauthorized Use Prohibited **

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

	16	17	18	19	20	21	22	23
Fight - Fight						1		
FPROP - Found Property								
FRAUD - Fraud						1		
FT - Family Trouble	1		1		2	1		
HAZ - Road Hazard - PD	1							
HR - Hit and Run	1	2	2		1			
JUV - Juvenile Complaint		1						
LOCKOUT - Auto Lockout		2						
LPROP - Lost Property								
MVT - Motor Vehicle Theft	1	1					1	
NOISE - Noise Complaint					1	2	2	
NT - Neighbor Trouble	1							
OPEN - Open Door							1	
OWI - Operating While Intoxicated			1				1	
PARK - Parking Complaint			1				1	1
PI - Accident/PI	1					2		
PRIS - Prisoner Transport	1					1	1	
RECV - Recovered Stolen Veh								
REPO - Repossess A Vehicle						1		2
RFP - Request for Police	3	8	1	1	4	3	2	2
ROBB - Robbery								
RORD - Restraining Order								
RTHFT - Retail Theft	2	1				1	2	1
SEX - Sex Offense / Assault		1						
SHOTS - Shots Fired								
SOLIC - Solicitor Complaint	1	1						
SPAS - Special Assignment		1						1

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

	Total	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
STAT - STAT Alert	**3**				1												
SUSP - Suspicious Activity	**43**	2		8	8	1		1	1				2	1	2	2	3
TELE - Telephone Complaint	**4**											1			1	1	
THEFT - Theft Complaint	**26**									1	1		1	4	4	5	3
TRES - Trespassing	**3**											1		1			
TRFC - Traffic Control	**2**									1		1					
TS - Traffic Stop	**542**	12	45	36	22	5	1	9	6	11	45	30	25	22	13	22	5
UTIL - Utilities	**1**								1								
WEAP - Weapons Complaint	**2**																
WELF - Welfare Check	**25**		2	1	1	1						1	1	2	1	3	5
ZRIDESCH - *Ride Schedule-GLPD ONLY*	**31**																

CFS Tally by Hours

Printed On: 02/01/21 10:43

Reporting Period: 01/01/2021 - 01/31/2021

Hourly Breakdown

	16	17	18	19	20	21	22	23
STAT - STAT Alert		1						1
SUSP - Suspicious Activity	2	2	4			1	2	1
TELE - Telephone Complaint				1				
THEFT - Theft Complaint	2		1	1		2	1	
TRES - Trespassing						1		
TRFC - Traffic Control								
TS - Traffic Stop	24	37	36		34	61	31	10
UTIL - Utilities								
WEAP - Weapons Complaint	2							
WELF - Welfare Check	2		1		3	1		
ZRIDESCH - *Ride Schedule-GLPD ONLY*							6	25

** Confidential - Unauthorized Use Prohibited **

Monthly Activity Overview Report

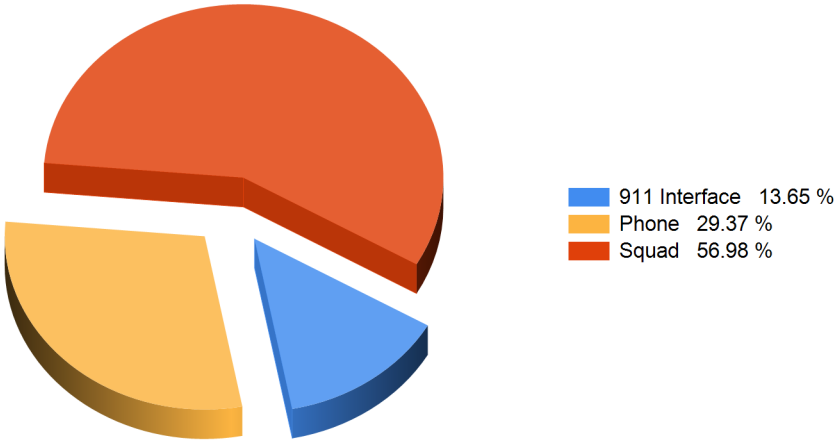
Printed On: 02/01/21 10:47

For Reporting Period: 01/01/2021 - 01/31/2021

Patrol Area: G1,G2,G3,G4,G5

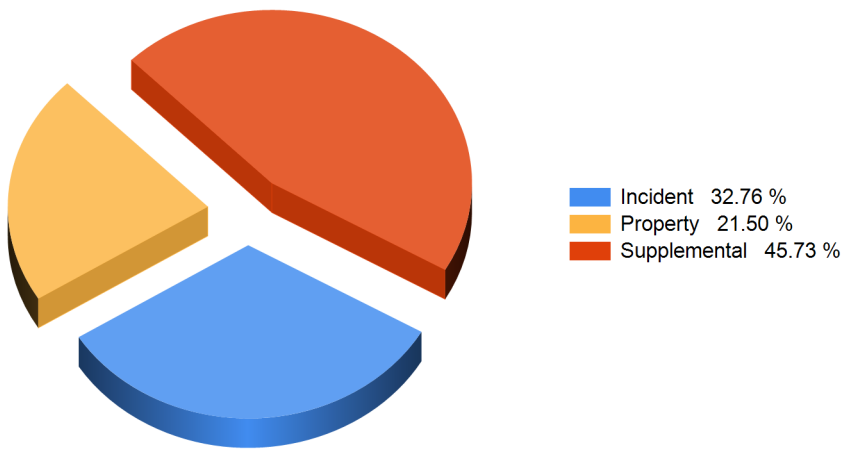
NOTE: This report cannot be run based on indivdual officer - it is based on unique Incident. This report is for specific overview purposes & counts. For individual Officer activities, please refer to Officer Activity Count reports.

Calls



		Total	0001 0800 Hours	0800 1600 Hours	1601 2400 Hours
	Total	**1,304**	**340**	**459**	**505**
Calls	911 Interface	**178**	22	81	75
	Phone	**383**	73	173	137
	Squad	**743**	245	205	293

Reports



Reports are selected based upon Dttm report is written and selected if Dttm falls within date range above-specified.

		Total	0001 0800 Hours	0800 1600 Hours	1601 2400 Hours
	Total	**586**	**113**	**272**	**201**
Reports	Incident	**192**	49	80	63
	Property	**126**	35	44	47
	Supplemental	**268**	29	148	91

** Confidential - Unauthorized Use Prohibited **

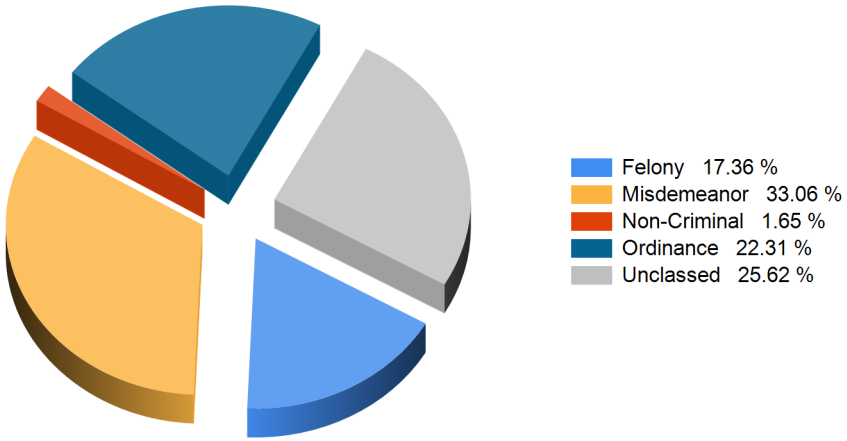
Monthly Activity Overview Report

Printed On: 02/01/21 10:47

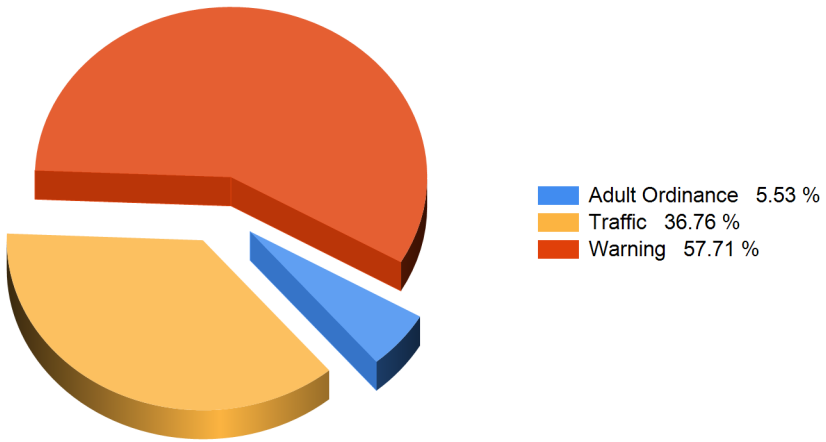
For Reporting Period: **01/01/2021 - 01/31/2021**

Patrol Area: **G1,G2,G3,G4,G5**

Arrests



Citations



Arrests are selected based upon the charge type. Therefore if an arrest was made wherein three charges with different types are noted, the arrest will count under Each charge type.

Citations are counted by Citation Type alone.

		Total	0001 0800 Hours	0800 1600 Hours	1601 2400 Hours
	Total	**121**	**46**	**27**	**48**
Arrests	Felony	**21**	11	3	7
	Misdemeanor	**40**	16	7	17
	Non-Criminal	**2**	1	0	1
	Ordinance	**27**	11	10	6
	Unclassed	**31**	7	7	17

		Total	0001 0800 Hours	0800 1600 Hours	1601 2400 Hours
	Total	**469**	**115**	**156**	**198**
Citations	Adult Ordinance	**28**	13	9	6
	Traffic	**186**	40	67	79
	Warning	**255**	62	80	113

** Confidential - Unauthorized Use Prohibited **

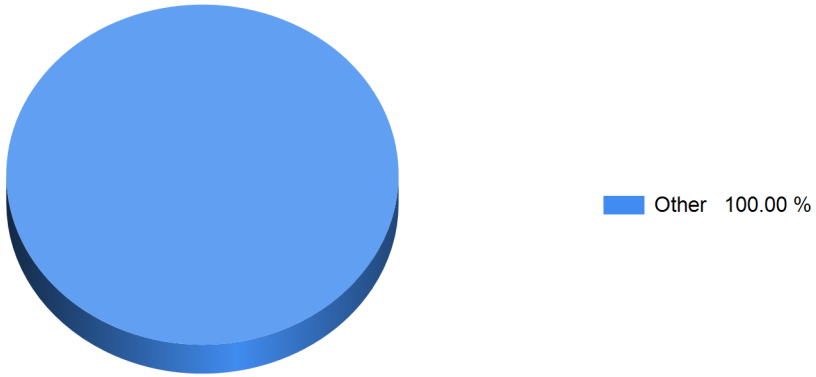
Monthly Activity Overview Report

Printed On: 02/01/21 10:47

For Reporting Period: **01/01/2021 - 01/31/2021**

Patrol Area: **G1,G2,G3,G4,G5**

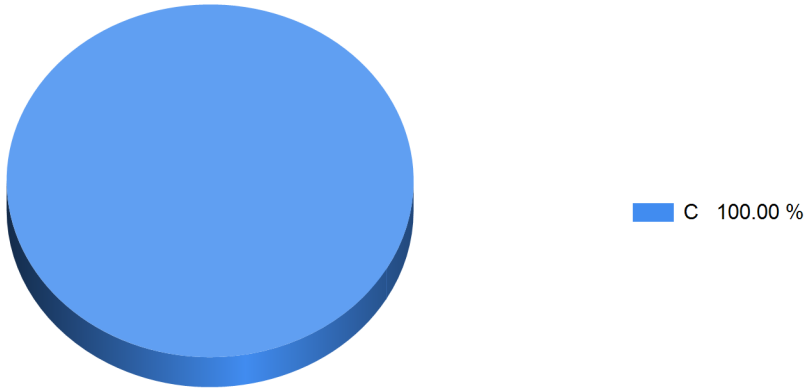
Field Interview Stops



Field Interview Stops are counted by reason for stop.

		Total	0800 1600 Hours
	Total	**1**	**1**
FIST	Other	**1**	1

Crash



Crashes are counted by Crash type alone.

		Total	0001 0800 Hours	0800 1600 Hours	1601 2400 Hours
	Total	**24**	**2**	**14**	**8**
crash	C	**24**	2	14	8

** Confidential - Unauthorized Use Prohibited **

North Shore Library
January **2021**

Highlights / Accomplishments

- Youth Services Staff visited Parkway Elementary School to promote the library's Own Voices Challenge. Staff visited four, third grade classrooms virtually and talked about the Own Voices challenge, made book recommendations, and discussed new books available at the library.
- Library staff recorded the 34th episode of the library's podcast *Book Chat at the North Shore Library* highlighting Black Voices in literature such as *Barracoon: The Story of the Last "Black Cargo"* by Zora Neale Hurston and *Red at the Bone* by Jacqueline Woodson. The episode will air the first week of February to celebrate Black History Month.
- Library Staff continue to offer "Quick Picks" to library patrons of all ages through curbside pickup. This service allows patrons to pick up a selection of books for a specific reading level, genre, or topic through curbside service, even if they do not have items available for pickup on the hold shelf.
- The Adult Services Staff offered a new program in January: Crafting Kits for adult patrons. This is an offline program for adults. Library patrons can register at the library, pick up their crafting kit the week of the program, and complete the project at home. Research shows that jewelry making, knitting and other craft activities can help manage anxiety and promote good mental health. January's craft was bracelet making. February's craft will be yarn art.

Percent changes are based on 2020 statistics.

PHYSICAL ITEMS CHECKED OUT

10,928

39% ↓

E-ITEMS CHECKED OUT

5,160

36% ↑

CURBSIDE PICK-UPS

2,212

NEW CARDS ISSUED

33

44% ↓

DAYS OPEN

24 Days
Curbside & Virtual Services

WEBSITE VISITS

5,139

54% ↑

VISITORS

0

Building Closed to the Public

COMPUTER SESSIONS

0

Building Closed to the Public

OF CHILDRENS CLASSES

20

20% ↓

OF ADULT CLASSES

10

41% ↓

PARTICPANTS IN ADULT CLASSES

93

38% ↓

PARTICPANTS IN CHILDREN CLASSES

379

20% ↓

MINUTES OF THE
NORTH SHORE WATER COMMISSION
MEETING OF WEDNESDAY, JANUARY 13, 2021

The North Shore Water Commission held a meeting on Wednesday, January 13, 2021 using an internet-based conferencing platform called Zoom.

Meeting was called to order at 8:00 A.M. by Mr. Botcher.

Present:

Scott Botcher, Chair (Fox Point)
Charlie Imig, Secretary (Glendale)
John Edlebeck, Member (Whitefish Bay)

Also Present:

Eric Kiefer, Plant Manager & Recording Secretary
Duane Ziege, Maintenance Supervisor
Miles Jensen (SEH)

MINUTES

It was moved by Mr. Edlebeck, seconded by Mr. Imig, and unanimously carried to approve the minutes for the meetings held December 9 and 16, 2020.

MONTHLY REPORT OF PLANT OPERATIONS

Mr. Kiefer provided the Commission with a report regarding plant operations. In his report, he mentioned that there were a lot of plant shutdowns that caused the maximum day pump and flow to be higher than normal. Otherwise, the month of December 2020 was similar to December 2019. In general, Mr. Kiefer noted that demand is more consistent throughout the day than normal. In other words, the demand in the morning and evening do not peak as high and the rest of the day is slightly elevated.

The report was placed on file without any motion.

ANNUAL OPERATING BUDGET

The monthly reports were put on file without motion.

MONTHLY BILLS

It was moved by Mr. Botcher, seconded by Mr. Edlebeck, and unanimously carried that payments be approved and authorization be given to the Fiscal Agent to make such payments.

Vendor	**Amount**

Amazon (outlet surge protectors, respirators, reagent water, floor cleaner, indicator solution, sample pump, inflatable spherical plug)	$704.49
Angela Beling (mileage reimbursement)	$16.85
Baxter & Woodman (unattended operations study and pipe failure report)	$3,578.60
Cintas Fire Protection (annual fire extinguisher inspection and maintenance)	$275.37
City of Milwaukee (biannual standby service payment)	$1,350.00
Clark Dietz (general engineering)	$1,715.00
Diggers Hotline (email tickets)	$17.40
Diversified Benefit Services (section 125 plan admin)	$95.50
Fuchs & Boyle (legal service)	$331.50
Glendale Water Utility (environmental and stormwater quarterly charges)	$591.60
Grainger (first aid supplies, threaded rod, safety supplies, boots, gloves, paint, paint brushes and rollers, custodial supplies, and biohazard bags)	$315.46
Graybar (fuses)	$38.22
Great America (lease payment for copier)	$100.00
Hawkins (treatment chemicals: aqueous ammonia & phosphoric acid)	$2,195.46
Home Depot (sandbags, truck maintenance supplies, cable ties, conduit fittings, and saw)	$92.47
Idexx (bacteriological analysis supplies: quantitrays, color comparator, Colilert growth media)	$3,729.83
Milport (muriatic acid)	$510.00
MMSD (4th quarter sludge disposal)	$1,272.62
Mulcahy Shaw Water (swan reagents)	$272.00
Northern Lake Service (compliance and corrosion monitoring)	$819.00
Office Copying Equipment (maintenance payment for copier)	$25.95
Rotroff Jeanson (monthly accounting services)	$1,125.00
Securian (employee life insurance)	$149.04
SEH (Inspection of Filtered Water Clearwell)	$945.00
Spectrum (internet for plant and remote sites)	$594.79
Superior Chemical (custodial supplies)	$319.82
Travis Leanna (reimbursement of education materials)	$209.00
USA Bluebook (chlorine reagents and respirators)	$651.22
Vacuum, Pump, and Compressor (hose for Verderflex chemical feed pump)	$1,017.93
Village Ace Hardware (hardware, pool shock, sealant, plumbing supplies, and paint)	$246.39
Village of Fox Point (gasoline)	$88.32
Village of Whitefish Bay (water bill for Klode)	$479.01
Water Research Foundation (annual membership renewal)	$3,249.00
WaterStone Bank (credit card - General Fund)	$307.02
-- AT&T (monthly internet charge): $69.55	
-- Google (google apps for work and extra storage): $84.00	
-- Mail N More (shipping): $37.01	
-- StraightTalk (cell phone charges): $45.65	

-- USPS (stamps): $55.00
-- Zoom (monthly fee): $15.81

We Energies (Bender Electric)		$13,221.28
We Energies (Bender Gas - ESTIMATE)		$1,168.21
We Energies (Green Tree Electric)		$19.62
We Energies (Henry Clay Electric)		$20.41
We Energies (Klode Electric - ESTIMATE)		$3,828.86
We Energies (Klode Gas)		$74.12
Wisconsin State Lab of Hygiene (fluoride analysis)		$52.00
	SUB-TOTAL	$45,813.36
Capital Fund		
Replacement UVT Analyzer, Sensorex		$2,502.30
	SUB-TOTAL	$2,502.30
	TOTAL	$48,315.66

CAPITAL ALLOCATION RATES

Mr. Kiefer provided the Commission with a report that shows the 2021 capital allocation rates. He used the equations shown Article 8.15 of the agreement to derive the new rates. Furthermore, he explained that they will apply to capital activity that occurs in 2021. The payment request that will be discussed during the next item of the agenda uses the 2020 rates because the work was performed in 2020.

Mr. Kiefer requested that the Commission accept the rates as shown in his report.

It was moved by Mr. Imig, seconded by Mr. Edlebeck, and unanimously carried to accept the 2021 capital allocations rates as shown in Mr. Kiefer's report dated January 11, 2021.

RESERVOIR UPGRADE PROJECT UPDATE

Mr. Kiefer updated the Commission about the reservoir upgrade project. He explained, in detail, the work that plant staff performed to cap off the effluent reservoir valves associated with reservoirs 3 and 4. Furthermore, he explained how Five Star Energy Services was retained to cut and cap the inlet line going to reservoirs 3 and 4.

Moving on, Mr. Kiefer provided the Commission with a letter from JH Hassinger describing their plan for making the repairs to the reservoir interconnect pipe--a topic that was discussed in much detail last month. Mr. Kiefer explained that SEH and J.H. Hassinger are taking active roles in making the necessary repairs.

Miles Jensen from SEH explained that J.H. Hassinger sent plans for the straps; they were rejected due to an incorrect safety factor being used. Plans are in the process of being redesigned and

resubmitted. Although the initial goal was for the work to be completed in January, it appears that the project will extend into February due to the time necessary to complete the repairs and all of the other necessary work involved in taking down and bringing up a reservoir.

Mr. Kiefer requested that the Commission approve the payment request in the packet. He explained there are no payment applications from J.H. Hassinger. Besides a small invoice for SEH, all of the other expenses were made or were initiated by the Commission.

It was moved by Mr. Imig, seconded by Mr. Edlebeck, and unanimously carried to approve the payment request in the amount of $61,003.44 as described in Mr. Kiefer's memo dated January 13, 2021.

LEAD AND COPPER UPDATE

Mr. Kiefer provided the Commission with a memo describing changes to the Lead and Copper Rule (LCR) that were approved by EPA on December 22, 2020. In his report, Mr. Kiefer stressed that the new rule will require the Commission and its members to further optimize its corrosion control program. Each member utility will need to prepare a lead service replacement plan; if the 90th percentile lead level (during a compliance monitoring period) exceeds 10 ppb at the 5th liter.

Mr. Kiefer provided the Commission with data showing results of sequential samples taken at homes in Fox Point, Glendale, and Whitefish Bay. He explained that in almost all cases, lead levels are at or above 10 ppb of lead in the 5th liter. If nothing changes, then it is very likely that all of the members will have to initiate a lead service replacement program.

Mr. Kiefer is recommending that the Commission solicit engineering proposals to investigate various changes to the Commission's lead and copper corrosion program--including actions taken by its member utilities. He stressed that this new LCR will cause water utilities across the entire nation to go through similar studies. It will be better if the Commission and its members take care of this right away--while engineering firms have the capacity and time to perform this important work.

Mr. Botcher asked about how the process of soliciting and generating said proposal. Mr. Kiefer explained that he would solicit proposals and bring them back to the Commission.

Mr. Edlebeck asked about explaining the rule changes to the member utilities. Mr. Botcher explained that he will provide his board with same kind of materials Mr. Kiefer provided in the packet to educate them about the changes. Further down the line, he thinks it will be necessary to have some kind of joint document to explain how the Commission and its members are specifically going to react to the LCR changes.

Mr. Kiefer suggested that the proposed engineering study address the concerns and issues of the Commission and its members.

It was moved by Mr. Edlebeck, seconded by Mr. Imig, and unanimously carried that Mr. Kiefer solicit proposals from qualified engineering firms to review the current lead and copper corrosion control program as described in Mr. Kiefer's memo dated January 11, 2021.

FISCAL AGENT ROTATION OF OFFICE

Mr. Kiefer explained that Mr. Boening from Whitefish Bay asked if the Commission has a plan for the rotation of the Fiscal Agent office. Because of a vacancy that occurred right before the last May 1 rotation of office, the Commission approved the rotation of the Fiscal Agent office to Kelly Meyer of Fox Point. The Commission did not decide on a process for rotating that office on May 1 of this year. Mr. Kiefer explained that there are 3 different scenarios to consider. (1) Whitefish Bay takes over the duties on May 1: essentially, WFB and FPT swapped terms. (2) Fox Point keeps the duties: following the Agreement, they would be in line for this. (3) Glendale takes on the duties: doing so, Whitefish Bay would be skipped entirely during this rotation.

Mr. Botcher suggested that the item be put on the agenda for the next meeting. In the meantime, he will discuss the topic with his staff; he suggested that each Commissioner have a discussion with their respective municipality and consider a course of action before the next Commission meeting.

No action was taken regarding this matter.

OPERATIONS AND MAINTENANCE REPORT

1. Plant staff noticed that low lift pump #3 had started making a chopping noise and vibrating at certain speeds. Plant staff has programmed out the speeds that sounded the worst. CTW came out to assess the problem and will be getting back to us with a proposed solution.

2. Travis Leanna started his employment with the Commission as a Mechanical Technician on Monday, January 4, 2021.

3. Plant staff prepped and painted the piping associated with the high service discharge line.

4. In preparation for the reservoir #1 repairs, and to prevent future damage in reservoir #1, plant staff installed its 42" inflatable aluminum pipe plug into the leaking effluent valve of reservoir #1. This should prevent the reservoir from filling up with water.

5. As part of the reservoir overflowing piping installation, plant staff had to remove telephone wire cable and install new cable.

6. The performance and reliability of the business server has significantly diminished over the past month. Plant staff is looking into replacing the servers as part of the 2021 capital improvements.

7. The Hach DR5000 in the lab has not been working reliably. This instrument is scheduled to be decommissioned and replaced next week with the new Hach DR3900 that was purchased in November.

Mr. Botcher commented that Fox Point is working through some server changes/upgrades. He invited Mr. Kiefer to have a conversation with Mr. Pedersen, Assistant Village Manager regarding server topics.

NEXT MEETING

The next regular meeting was scheduled for Wednesday, February 10, 2021 at 8:00 A.M.; the meeting will be online via Zoom.

ADJOURNMENT

It was moved by Mr. Botcher, seconded by Mr. Edlebeck, and unanimously carried to adjourn at 8:43 A.M.

Submitted by:

1/15/2021

Eric Kiefer, Plant Manager and Recording Secretary — Date

4C / 2-22-2021

5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Resolution Setting the Time and Date of the First 2021 Board of Review Meeting.

FROM: Megan Humitz, City Clerk

MEETING DATE: February 22, 2021

FISCAL SUMMARY:

Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statues:	70.47(3)(b)
Municipal Code:	

BACKGROUND/ANALYSIS:
The Board of Review's purpose is to hear appeals from property owners regarding their assessments. This is a maintenance year. The last full reassessment was in 2019.

RECOMMENDATION:
Staff recommends approval of the Resolution.

ACTION REQUESTED:
Motion to approve the Resolution Setting the Time and Date of the First 2021 Board of Review Meeting on Tuesday, June 8, 2021.

ATTACHMENTS:
1. Resolution

STATE OF WISCONSIN CITY OF GLENDALE MILWAUKEE COUNTY

* *

RESOLUTION

SETTING THE TIME AND DATE OF THE FIRST 2021 BOARD OF REVIEW MEETING

* *

WHEREAS, Section 70.47(3)(b) of the Wisconsin Statutes permits the Common Council, by ordinance or resolution, to set the time and date of the first Board of Review meeting provided that the Board must be in session for at least two hours between 8:00 a.m. and 12:00 midnight; and

WHEREAS, a notice must be published in the official city newspaper at least fifteen (15) days before the first meeting of the Board of Review.

NOW, THEREFORE, BE IT RESOLVED that the City Clerk be directed to publish in the official city newspaper, at least fifteen (15) days before the first meeting of the Board of Review, that the time, date and place of the Board of Review will be Tuesday, June 8, 2021 in the City Hall Council Chambers beginning at 4:00 p.m.

PASSED AND ADOPTED by the Common Council of the City of Glendale this 22nd of February, 2021.

CITY OF GLENDALE

By_____
Bryan Kennedy
Mayor

Countersigned:

_____
Megan Humitz
City Clerk

STATE OF WISCONSIN :: CITY OF GLENDALE :: MILWAUKEE COUNTY

* *

PROCLAMATION
HONORING WOMEN IN CONSTRUCTION WEEK
MARCH 7, 2021 TO MARCH 13, 2021

* *

WHEREAS, the National Association of Women in Construction (NAWIC) Milwaukee Chapter #105 has distinguished itself for years as a voice of women in construction in the Glendale area; and

WHEREAS, Wisconsin's NAWIC Milwaukee Chapter #105 and its many dedicated volunteers have unceasingly promoted the employment and advancement of women in the construction industry; and

WHEREAS, Wisconsin's construction community, represented in part by NAWIC Milwaukee Chapter #105, has been a driving force in fostering community development across our state through renovation and beautification projects, promoting skilled trades careers, facilitating education programs, and perpetuating a positive vision of the future; and

WHEREAS, Wisconsin's NAWIC Milwaukee Chapter #105 has sought to achieve successful results for Glendale and surrounding areas in a cooperative spirit with other organizations; and

WHEREAS, this Women in Construction Week, the City of Glendale joins NAWIC Milwaukee Chapter #105 and other construction organizations and laborers across our state in celebrating the wide-reaching contributions of women in construction, as well as those who have dedicated their careers to improving our communities;

Now therefore, be it proclaimed that I, Mayor Bryan Kennedy, do hereby recognize the NAWIC Milwaukee Chapter #105 and its many dedicated volunteers for its steadfast work on behalf and support of women in construction, and do proudly proclaim the week of March 7 to March 13, 2021 as "Women in Construction Week" in Glendale, and encourage our citizens to congratulate the organization on its many accomplishments.

Dated this 22nd day of February, 2021.

_____

Bryan Kennedy, Mayor

5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Resolution Approving a "Single or Multi-Year Capital" Budget to Purchase North Shore Fire Department Large Apparatus Equipment for 2022, 2023, 2024 and 2025.

FROM: Rachel Safstrom, City Administrator

MEETING DATE: February 22, 2021

FISCAL SUMMARY:

Budget Summary:	Capital
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statues:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:
Since 2012, the North Shore Fire Department has requested approval of a multi-year funding agreement for replacement of major apparatus. The resolution approved by the North Shore Fire Department Board of Directors for 2022-2025 is to fund replacement of a fire engine, two ambulances and one fire engine/quint. Per the agreement, municipalities also need to approve this plan.

RECOMMENDATION:
Attached is the signed resolution from the North Shore Fire Department Board of Directors. Also attached is a resolution for Council consideration. The plan does include a 2 percent increase each year as the cost of the equipment does increase on an annual basis. City of Glendale anticipates to borrow for these items.

ACTION REQUESTED:
Motion to approve the Resolution Approving a "Single or Multi-Year Capital" Budget to Purchase Large Apparatus Equipment for 2022, 2023, 2024 and 2025.

ATTACHMENTS:
1. Memorandum from Chief Whitaker.
2. Memorandum from NS Fire Department Finance Director.
3. Resolutions approved by the Board of Directors for the North Shore Fire Department.
4. Resolution Approving a "Single or Multi-Year Capital" Budget to Purchase Large Apparatus Equipment for 2022, 2023, 2024 and 2025.

NORTH SHORE FIRE/RESCUE

Office of the Fire Chief

Robert Whitaker

To:	NSFD Municipalities
Date:	February 9, 2021
Subject:	Resolution 21-02

The North Shore Fire Department Board of Directors has unanimously recommended Resolution 21-02, a Single or Multi-Year Capital Budget for 2022, 2023, 2024 and 2025, to the seven member communities. The North Shore Fire Services Agreement requires such Resolutions be unanimously recommended by the Board of Directors to the seven communities and for all seven communities to adopt a local resolution regarding the budget.

Amendment 6 to the North Shore Fire Services Agreement states that funding for capital improvement expenses for the Department may be funded using "Single or Multi-Year Capital Budgets". Since 2012, the Department has utilized this method to fund replacement of major apparatus.

A Single or Multi-Year Capital Budget for replacement of major apparatus was passed by the Board in 2018 for the years 2019, 2020 and 2021. The Department is submitting for consideration a Single or Multi-Year Capital Budget for 2022, 2023, 2024 and 2025 to fund replacement of a fire engine, two ambulances and one fire engine/quint during those years.

Finance Director Harrigan's enclosed memo provides details on funding requirements. Also enclosed is a Resolution adopted by the Board of Directors and a boilerplate resolution for use by the municipal governing bodies. If possible, the Department would ask the municipalities to consider this action in the next month so the Department can finalize a purchase contract for a vehicle replacement in 2022.

NORTH SHORE FIRE/RESCUE

Office of the Finance Director

KateLynn Harrigan

Date: February 4, 2021
To: Chief Whitaker, North Shore Fire Department Board of Directors
Re: 2021 Capital Improvement Resolution

Since 2012 the Board has recognized that the designated capital fund contribution of approximately $165,000 would not support large apparatus capital equipment needs for the North Shore Fire Department and has acted to approve resolutions every few years allocating an additional amount of money towards large apparatus purchases based on the needs of the Department to replace aging equipment.

The current resolution was approved in 2018 for years 2019, 2020, and 2021. This resolution identified three pieces of apparatus for replacement two (2) ambulances and one (1) water tender.

At the end of the current three (3) year resolution there will be a remaining balance of funds of approximately $467,000. This money was designated to go towards the purchase of a new fire engine in 2022. Before we can commit to the purchase of this engine a new Capital Resolution must be approved that secures this annual funding stream so the Department can ensure the funds will be available to cover the remaining balance of this engine.

The Department is a Single/Multi-Year Capital Resolution be authorized that secures funding from 2022-2025. A four (4) year period is being proposed as opposed to the (3) year period used for 2019-2021 because it allows Department Staff to better plan for the replacement and payment of several apparatus that will require replacement in the next five years. The Department intends to use the funds to pay for a portion of the 2022 engine, two (2) ambulances and one (1) fire engine/quint.

This proposed four-year period also coincides with the current funding formula allocation which covers years 2022-2025. If approved, municipalities can anticipate the following payments for the next four (4) years. The 2021 amount was approved in the previous resolution and was included so that each municipality can see how their payment would change. This amount is billed annually with the quarter 2 municipal payment request. The Department has included a 2% increase each year to account for inflation.

	2021	2022		2023		2024		2025	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount
Village of Bayside	**$ 28,980.00**	6.30%	$ 29,560.00	6.29%	$ 30,103.00	6.28%	$ 30,656.00	6.27%	$ 31,220.00
Village of Brown Deer	**$ 86,112.00**	19.05%	$ 89,383.00	19.37%	$ 92,702.00	19.70%	$ 96,167.00	20.02%	$ 99,683.00
Village of Fox Point	**$ 41,354.00**	8.86%	$ 41,571.00	8.74%	$ 41,828.00	8.61%	$ 42,030.00	8.49%	$ 42,273.00
City of Glendale	**$ 128,432.00**	27.78%	$ 130,344.00	27.65%	$ 132,329.00	27.51%	$ 134,292.00	27.38%	$ 136,330.00
Village of River Hills	**$ 14,674.00**	3.18%	$ 14,920.00	3.17%	$ 15,171.00	3.16%	$ 15,426.00	3.15%	$ 15,685.00
Village of Shorewood	**$ 80,500.00**	17.46%	$ 81,922.00	17.42%	$ 83,369.00	17.39%	$ 84,890.00	17.35%	$ 86,389.00
Village of Whitefish Bay	**$ 79,948.00**	17.37%	$ 81,500.00	17.36%	$ 83,082.00	17.35%	$ 84,695.00	17.34%	$ 86,339.00
Total	**$ 460,000.00**	100.00%	$ 469,200.00	100.00%	$ 478,584.00	100.00%	$ 488,156.00	100.00%	$ 497,919.00

STATE OF WISCONSIN: NORTH SHORE FIRE DEPARTMENT: MILWAUKEE COUNTY

RESOLUTION NO. 21-02
A Resolution Approving a "Single or Multi-Year Capital" Budget To Purchase Large Apparatus Equipment for 2022, 2023, 2024 & 2025

WHEREAS, the Board of Directors of the North Shore Fire Department ("NSFD") as recommended by Department Staff has identified a need to purchase large apparatus equipment to maintain ongoing operations of the Department; and

WHEREAS, the Board of Directors of the NSFD hereby finds the purchase of large apparatus equipment cannot be accomplished under the caps placed on the NSFD's annual budget increase by the Amended and Restated North Shore Fire Department Agreement ("the Agreement"); and

WHEREAS, as authorized under paragraph 5.10 of the Agreement, the Board of Directors may adopt a "Single and Multi-Year Capital" Budget for purchase capital items that is not subject to the annual budget cap imposed by the Agreement; and

WHEREAS, the Agreement as amended requires unanimous approval of the "Single and Multi-Year Capital" Budget by all members of the Board of Directors and by all member communities; and

WHEREAS, the Board of Directors of the NSFD hereby determines that the purchase of large apparatus equipment will require payments by all member communities in 2022, 2023, 2024 and 2025; and

WHEREAS, in accordance with the Agreement, each member community will contribute their estimated portion of the cost not to exceed the total budgeted amount as follows:

	2022		2023		2024		2025	
	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount
Village of Bayside	6.30%	$ 29,560.00	6.29%	$ 30,103.00	6.28%	$ 30,656.00	6.27%	$ 31,220.00
Village of Brown Deer	19.05%	$ 89,383.00	19.37%	$ 92,702.00	19.70%	$ 96,167.00	20.02%	$ 99,683.00
Village of Fox Point	8.86%	$ 41,571.00	8.74%	$ 41,828.00	8.61%	$ 42,030.00	8.49%	$ 42,273.00
City of Glendale	27.78%	$ 130,344.00	27.65%	$ 132,329.00	27.51%	$ 134,292.00	27.38%	$ 136,330.00
Village of River Hills	3.18%	$ 14,920.00	3.17%	$ 15,171.00	3.16%	$ 15,426.00	3.15%	$ 15,685.00
Village of Shorewood	17.46%	$ 81,922.00	17.42%	$ 83,369.00	17.39%	$ 84,890.00	17.35%	$ 86,389.00
Village of Whitefish Bay	17.37%	$ 81,500.00	17.36%	$ 83,082.00	17.35%	$ 84,695.00	17.34%	$ 86,339.00
Total	100.00%	$ 469,200.00	100.00%	$ 478,584.00	100.00%	$ 488,156.00	100.00%	$ 497,919.00

WHEREAS, in accordance with the Agreement, payment by each community shall be made within 30 days of the date of the statement to the community by the NSFD with the anticipated due date(s) and estimated amount(s) set forth on Attachment 1; and

WHEREAS, if a community fails to pay the NSFD by the date identified on the statement sent to the community, it shall be obligated to the NSFD and the other participating municipalities as outlined in paragraph 17.5 of the Agreement; and

WHEREAS, a community that has approved a "Single or Multi-Year Capital" Budget and withdraws, is expelled or otherwise ceases to be a member of the NSFD during the period for which the Single or Multi-Year Capital Budget was approved must make full payment of its share to the NSFD for the term of the authorized budget and if applicable will have their distribution of assets in accordance with the Agreement, reduced by any amount that is owed to the NSFD for its share of the "Single or Multi-Year Capital" Budget.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors unanimously adopts the "Single or Multi-Year Capital" Budget for 2022, 2023, 2024 and 2025 for large apparatus equipment purchases in the total budgeted amount set forth above and further unanimously recommends this "Single or Multi-Year Capital" Budget for approval by each of the member municipalities by adoption of a Resolution in the form attached to this Resolution.

PASSED AND ADOPTED this 9th day of February 2021.

Julie Siegel, President

Countersigned:

Wanda Montgomery, Secretary

STATE OF WISCONSIN :: CITY OF GLENDALE :: MILWAUKEE COUNTY

* *

RESOLUTION NO. 21-

RESOLUTION APPROVING A "SINGLE OR MULTI-YEAR CAPITAL" BUDGET TO PURCHASE LARGE APPARATUS EQUIPMENT FOR 2022, 2023, 2024 & 2025

* *

WHEREAS, the Board of Directors of the North Shore Fire Department unanimously adopted Resolution No. 20-02, on February 9, 2021 (the "NSFD Budget Resolution"). The NSFD Budget Resolution (a copy is attached hereto and made part of this Resolution), adopts the "Single or Multi-Year Capital" Budget to purchase Large Apparatus Equipment for 2022 (the "capital contribution budget") for the purchase of a ladder truck and two ambulances and further unanimously recommends the capital contribution budget for approval by each of the member municipalities by adoption of this Resolution; and

WHEREAS, a "Single or Multi-Year Capital" Budget must be submitted to the governing bodies of the Villages of Bayside, Brown Deer, Fox Point, River Hills, Shorewood and Whitefish Bay and the City of Glendale for approval by each of the seven (7) municipalities; and

NOW, THEREFORE, BE IT RESOLVED, by the Common Council of the City of Glendale that the City of Glendale hereby approves the "Single or Multi-Year Capital Budget" for the purchase of a ladder truck and two ambulances and agrees to payments to the NSFD in accordance with the provisions of the Financing Formula of the Agreement (with the estimated payments and due dates as outlined in the NSFD Budget Resolution) within 30 days of receipt of a statement from the NSFD and further directs the City Clerk to provide a certified copy of this Resolution to the NSFD.

PASSED AND ADOPTED by the Common Council of the City of Glendale this 22nd day of February, 2021.

_____

Bryan Kennedy, Mayor

Countersigned:

_____

Megan Humitz, City Clerk

5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Recommendation from the Plan Commission for approval of the Connecting Glendale 2020 Bicycle and Pedestrian Plan.

FROM: Rachel Safstrom, City Administrator

MEETING DATE: February 22, 2021

FISCAL SUMMARY:

Budget Summary:	Capital Projects
Budgeted Expenditure:	$40,000
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statues:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:
Vandewalle and Associates Staff have been working to develop the draft Bicycle and Pedestrian Plan. Included in your packet is the latest draft. We have had excellent feedback from residents during this process, including the Open House held November 12, 2020 and Public Hearing on January 5, 2021.

RECOMMENDATION:
Changes to the plan after the public hearing were focused on page 31 to accommodate resident concerns for Milwaukee River Parkway. The major concerns identified were the use of right-of-way for a sidewalk or pathway. The plan has been amended to recommend the use of the center median while making sure the mature trees are not affected. Any final determination of plans for Milwaukee River Parkway need to be approve by both the Council and Milwaukee County Parks.

This is the final draft of the plan. It is recommended the Common Council approve the plan as presented.

ACTION REQUESTED:
Motion to approve the Connecting Glendale 2020 Bicycle and Pedestrian Plan.

ATTACHMENTS:
1. Connecting Glendale 2020 Bicycle and Pedestrian Plan.

CONNECTING GLENDALE 2020

BICYCLE AND PEDESTRIAN PLAN

PUBLIC HEARING DRAFT: FEBRUARY 2021

Glendale
RICH PAST.
BRIGHT FUTURE.

© Vandewalle & Associates, Inc. 2020. All rights reserved.

The party to whom this document is conveyed ("Client") from Vandewalle & Associates is granted the limited, non-transferable, non-exclusive right to copy this document in its entirety and to distribute such copies to others.

In no event shall Vandewalle & Associates be liable to Client or any third party for any losses, lost profits, lost data, consequential, special, incidental, or punitive damages, delays, or interruptions arising out of or related to the recommendations contained in this document.

Vandewalle & Associates shall not be liable or otherwise responsible for any future modifications to this document or their effect on the results of the implementation of the recommendations contained herein. In the event that Client modifies this document, the following disclaimer applies:

> This document is based on copyrighted materials of Vandewalle & Associates. This document contains modifications that have not been reviewed or approved by Vandewalle & Associates. As a result, Vandewalle & Associates expressly disclaims any and all warranties associated with, or liability resulting or arising in any way from, this modified document.

Acknowledgements

Plan Commission

Phillip Bailey
Fred Cohn
Bruce Cole
Karn Cronwell
Bryan Kennedy, Mayor
Kyle Mack
Amanda Seligman
Joshua Wadzinski

City Council

James Daugherty
John Gelhard
Bryan Kennedy, Mayor
Steve Schmelzling
JoAnn Shaw
Tomika Vukovic
Richard Wiese

City Staff

Rachel Safstrom, City Administrator
Shawn Lanser, Deputy City Administrator
Megan Humitz, City Clerk
Todd Stuebe, Director of Community Development
Charlie Imig, Director of Public Works

Planning and Design Assistance by:

VANDEWALLE & ASSOCIATES
Scott Harrington, AICP, Principal Planner
Meredith Perks, Primary Author
Jackie Mich, AICP, Associate Planner
Dan Eckberg, GIS Analyst
Susan Hansen, Communications Specialist
Nicole Anderson, Planning Assistant

247 West Freshwater Way
Suite 530
Milwaukee, WI 53204
(608) 988-8631
www.vandewalle.com

Table of Contents

Introduction 1

Chapter 1: Community Background 2

Asset Rich 2

Regional Positioning 3

Map 1: Community Assets & Destinations 4

Chapter 2: Planning Process and Public Input 5

Stakeholder Focus Groups 5

Plan Outreach Table 6

Virtual Public Meeting 6

Public Comment Form/Survey 6

Digital Interactive Map 9

Public Open House 9

Chapter 3: Existing Conditions 10

Key Observations 10

Map 2: Existing Conditions 11

Map 3: Existing Sidewalk Network 12

Transit in Glendale 13

Traffic and Streets 13

Map 4: Road Classifications 15

Map 5: Average Daily Traffic 16

Safety Issues in Glendale's Existing Transportation Network 17

Map 6: Bicycle and Pedestrian Accidents, 2010 - 2020 18

Existing Plans and Concurrent Efforts 19

Chapter 4: Vision, Goals, and Objectives 22

Connecting Glendale 2020 Vision 22

Goals and Objectives 22

Chapter 5: Bicycle and Pedestrian Facilities and Infrastructure 25

On-Street Facilities 25

Off-Street Facilities 27

Chapter 6: Recommendations 30

North-South Corridors 30

East-West Corridors 33

Figure 1: Bicycle and Pedestrian Facility Recommendations 35

Map 7: Network Recommendations 36

General Recommendations 37

Project Prioritization and Implementation 40

Short-term Recommendations 40

Long-term Recommendations 40

Costs and Funding 41

Appendices 43

1911

Introduction

The City of Glendale is well situated in Milwaukee's North Shore region – major infrastructure and transportation connections as well as proximity to major destinations, like Lake Michigan and downtown Milwaukee, provide residents with high levels of accessibility and a high quality of life. Glendale's diverse mix of land uses provide residents with employment opportunities, commercial and retail options, and attainable housing. These qualities make Glendale an attractive place to live and visit in the region, but they also bring vehicular traffic. The street network relies on major arterial corridors to connect different areas of the city; this infrastructure also creates barriers for bicyclists and pedestrians, resulting in unsafe conditions and an experience of isolation as some areas of Glendale become disconnected from others.

Members of the public as well as elected officials and community leaders repeatedly raised the issue of bicycle and pedestrian safety and connectivity in the 2040 Comprehensive Master Plan planning process, which was completed in August 2020. The desire to create a more connected and bicycle and pedestrian friendly community led to the creation of this Plan, Connecting Glendale 2020. Many community members expressed that encouraging walking and biking in Glendale would support active lifestyles, increase recreation options, reduce car use, and encourage interaction among neighbors. This Plan builds on these ideas and identifies a number of community benefits associated with walking and biking.

A Bicycle and Pedestrian Plan is an important tool for the community to strategically upgrade and fund its bicycle and pedestrian system. In addition to identifying overarching goals and objectives, this Plan identifies specific strategies to achieve those goals. Whether they are site-specific, large-scale, bicycle, pedestrian, or multi-use recommendations, all enhance Glendale's status as a well-connected and attractive community. Connecting Glendale 2020 will guide infrastructure investments over the next five to 10 years, thus positioning the City to apply for grant funding to implement these projects in the coming months and years.

"(CONNECTING GLENDALE 2020)...MAKES US PROUD TO BE PART OF GLENDALE."

- Glendale Resident Draft Comment Form

BENEFITS OF WALKING AND BIKING:

- **Safety:** Improved roadway, sidewalk, and bicycle facility design and an expanded network of bicycle and pedestrian infrastructure reduces conflicts with motor vehicles and improves safety for all road users.
- **Public Health and Well Being:** Improving the physical environment for biking and walking enables increased physical activity provide residents with numerous health benefits, including reducing obesity and the risk of cardiovascular disease while increasing the mental health benefits of exercise and physical activity.
- **Equity:** Bicycling and walking are less expensive and more readily available forms of transportation than cars, providing an alternative to low income individuals who cannot afford a car as well as those who are unable or choose not to drive. Providing access to well-designed bicycle and pedestrian facilities across all areas of the city increases personal freedom to users of all ages, races, incomes, and abilities.
- **Quality of Life:** Increasing the walkability and bikeability of Glendale ultimately increases its livability. Well designed and maintained infrastructure such as sidewalks, bike lanes, and bike paths increases residents' ability to connect with their community and encourages social interaction. In addition, providing bicycle and pedestrian facilities and designing streets that are safe for all modes of transportation helps to rebalance land and road use patterns, prioritizing the people of Glendale, rather than the cars.
- **Economic Development and Tourism:** Public investments in walking and biking infrastructure are often shown to be efficient and effective uses of public funds, as they have large impacts on the community with a relatively small investment. Glendale has the opportunity to leverage its regional assets, particularly the Oak Leaf Trail, to attract visitors and encourage them to shop, dine and stay in Glendale.
- **Environmental:** Increasing active transportation options such as biking, walking, and public transportation alternatives and decreasing the number of vehicular trips has a measurable impact on reducing greenhouse gas emissions, which contribute to climate change and poor air quality.

1: Community Background

The City of Glendale, Wisconsin is a vibrant, full-service community located in Milwaukee's North Shore. Glendale is distinguished in the region for its high quality of life, offering residents attainable housing, strong public and private schools, employment centers, and commercial and retail destinations that serve residents and attract visitors.

Asset Rich

Unlike other communities in the North Shore, Glendale has a broad mix of land uses, from residential to commercial and industrial. This diversity has created a variety of assets in Glendale that serve residents and attract visitors, making them key destinations for future bicycle and pedestrian connections. Glendale's strongest community assets include:

- Bayshore
- Nicolet High School
- Cardinal Stritch University
- Milwaukee River
- Kletzsch Park
- Lincoln Park
- Richard E. Maslowski Community Park
- Oak Leaf Trail
- Private Businesses like Sprecher Brewery and Bavarian Bierhaus
- Aurora Health
- Ascension Wisconsin
- Johnson Controls, Inc.

These assets are depicted on Map 1.

Regional Positioning

Located just seven miles from Downtown Milwaukee and less than one mile from Lake Michigan, Glendale is nestled in the heart of the North Shore and provides residents with a small-town feeling while accessing exciting regional amenities. Glendale residents and visitors can travel through the region via strong infrastructure connections, including Interstate 43 and State Highway 57 (Green Bay Avenue). While these thoroughfares provide accessibility and connection to the region, they can also act as impediments to connectivity within the City.

24% **OF GLENDALE WORKERS HAVE ACCESS TO ONE VEHICLE OR LESS**

Glendale is also fortunate to be positioned along a major regional active transportation and recreational asset: the Oak Leaf Trail. The Oak Leaf Trail is maintained by Milwaukee County and is a multi-use trail system with over 125 miles of trails for bicycling, roller blading, walking, and running around Milwaukee County. The Oak Leaf Trail is divided into seven main "branch lines"; two branch lines pass through Glendale, connecting bicyclists and pedestrians to the rest of the region.

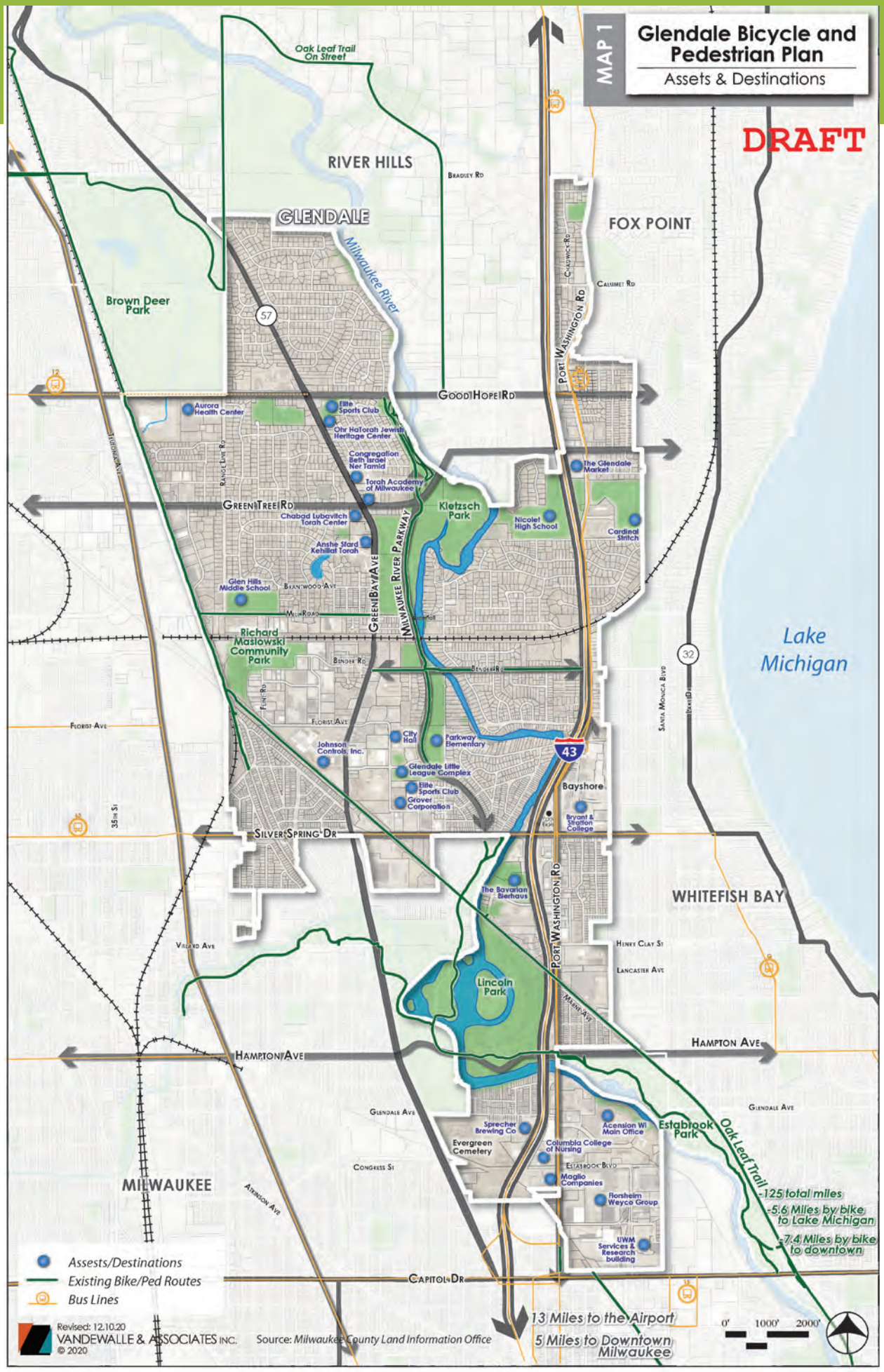
The Milwaukee River Line of the Oak Leaf Trail is approximately 14 miles; beginning in Downtown Milwaukee at Juneau Park, it travels along the lakefront before connecting with the Milwaukee River. The line follows the Milwaukee River through the North Shore, winding north through Lincoln and Kletzsch Parks in the City of Glendale, before continuing to Brown Deer Park, northwest of the City.

The Zip Line branches off the Milwaukee River Line at Lincoln Park and Milwaukee River Parkway. It utilizes a former railroad line to provide a direct, traffic-free connection from Estabrook Park to Brown Deer Park. This direct connection runs approximately six miles, straight through Glendale. A new trail access point to the Zip Line was constructed at Richard E. Maslowski Community Park in 2019 and provides direct on-off access at one of Glendale's most desirable public assets and event spaces.

4% **OF GLENDALE RESIDENTS USE ACTIVE TRANSPORTATION TO COMMUTE TO WORK**

(Including Public Transportation, Walking, Biking, or Non-Automobile Modes)

At the time of writing this Plan, a portion of the Zip Line along the west side of Glendale is closed due to a growing sinkhole and unstable conditions on the trail segment. The sinkhole is caused by a collapsing stone culvert, built over 100 years ago, beneath the trail. Milwaukee County Parks is focusing on maintaining safety and has received a grant to make the approximately $600,000 repair. The timeframe for repairs is not known at this time.


MAP 1
Glendale Bicycle and Pedestrian Plan
Assets & Destinations
DRAFT
RIVER HILLS
GLENDALE
FOX POINT
Brown Deer Park
Milwaukee River
Oak Leaf Trail On Street
Lake Michigan
WHITEFISH BAY
MILWAUKEE
Good Hope Rd
Green Tree Rd
Silver Spring Dr
Hampton Ave
Capitol Dr
Port Washington Rd
Green Bay Ave
Milwaukee River Parkway
Aurora Health Center
Elite Sports Club
Ohr HaTorah Jewish Heritage Center
Congregation Beth Israel Ner Tamid
Torah Academy of Milwaukee
Chabad Lubavitch Torah Center
Anshe Sfard Kehillat Torah
Glen Hills Middle School
Richard Maslowski Community Park
Kletzsch Park
Nicolet High School
The Glendale Market
Cardinal Stritch
City Hall
Parkway Elementary
Johnson Controls, Inc.
Glendale Little League Complex
Grover Corporation
Bayshore
Bryant & Stratton College
The Bavarian Bierhaus
Lincoln Park
Sprecher Brewing Co
Evergreen Cemetery
Columbia College of Nursing
Acension WI Main Office
Maglio Companies
Florsheim Weyco Group
UWM Services & Research building
Estabrook Park
Oak Leaf Trail
125 total miles
5.6 Miles by bike to Lake Michigan
7.4 Miles by bike to downtown
13 Miles to the Airport
5 Miles to Downtown Milwaukee
Assests/Destinations
Existing Bike/Ped Routes
Bus Lines
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
Source: Milwaukee County Land Information Office
0' 1000' 2000'

2: Planning Process and Public Input

Connecting Glendale 2020 was launched based on public input and interest in bicycle and pedestrian issues and included several opportunities for public input in the Planning process. Consultants worked with City Planning, administration, public works, and public safety staff to develop Plan recommendations that meet community goals and align with the Plan vision. Public input opportunities included:

PUBLIC INPUT OPPORTUNITY	DATE
Stakeholder Focus Groups	August 26
Plan Outreach Table at Richard E. Maslowski Community Park & Oak Leaf Trail	August 29
Virtual Public Meeting	September 9
Public Comment Form/Survey	September 10-23
Digital Interactive Map	September 10-23
Public Open House	January 5

Public Input Opportunities

STAKEHOLDER FOCUS GROUPS

Four issue-focused stakeholder focus groups were convened to discuss bicycle and pedestrian concerns and interests. These groups included leaders in education, faith communities, small business and economic development, and non-profit advocacy. Issues raised in these discussions included the importance of pedestrian safety and the current lack of continuous sidewalks, particularly to popular destinations like schools and synagogues. The importance of regional trail connections to trails like the Oak Leaf and Beerline were also discussed. The small business and economic development focus group pointed out the economic opportunities that having a more walkable and bikeable community can bring as well as the potential to attract visitors and hotel users to bike in Glendale and the region.

PLAN OUTREACH TABLE

Outreach was completed by Plan consultants at the entrance to the Oak Leaf Trail at Richard E. Maslowski Community Park as well as at other points along the Oak Leaf Trail in Glendale. Consultants discussed bicycle and pedestrian issues with trail and park users to get their input and ideas on existing and proposed facilities, as well as to inform them of the Plan and other public input opportunities. Of the walkers and bikers that consultants engaged, many commented on how much they use the Oak Leaf Trail, the benefit of the new trail access point at Richard E. Maslowski Community Park, and the great park and recreation options in Glendale. Concerns about safety and the lack of sidewalks and bike lanes on Good Hope Road and Green Bay Avenue were shared by many users.

VIRTUAL PUBLIC MEETING

Due to public health restrictions during the COVID-19 pandemic, the City hosted a virtual meeting via Zoom that replicated the in-person workshop experience. Nearly 40 members of the public logged in to the virtual meeting. Plan consultants provided a presentation of the Plan's purpose and observations regarding existing conditions. Consultants also reviewed the potential facility recommendations that might be included in the Plan. The meeting was recorded and posted to the City's website for other members of the public to view. Following the meeting, input materials were provided to collect feedback from the public, including a Public Comment Form/Survey and Digital Interactive Map. Both the Map and the Comment Form were available to the public on the City's website for a period of two weeks to allow additional public feedback and to solicit input from residents who were unable to attend the live virtual meeting. Input gathered by these resources is described below.

PUBLIC COMMENT FORM/SURVEY

The City of Glendale conducted an online survey for the Bicycle and Pedestrian Plan from September 9 to 23, 2020. The survey was posted on the City's website and built on the content of the Virtual Public Meeting. The survey was partially or completely filled out and submitted by 39 respondents. A summary of survey responses is included below, and full survey results are found in the Appendix of this Plan. Overall, the survey results reveal that survey respondents strongly support bicycle and pedestrian facilities that make traveling along and across busy corridors safer and more comfortable, that address missing connections between existing facilities, and that connect key destinations such as shopping areas, schools, and parks.

When asked which issue in the Plan is of most personal interest, about 30 percent selected "bicycle," about 12 percent selected "pedestrian," about two percent selected "mobility and accessibility," while about 53 percent selected "all of the above."

A presentation map delineated 18 sub-neighborhoods within the City. Survey participants tended to come from the west side of the City. About 24 percent of respondents live in subarea 3, which encompasses the area west of Green Bay Avenue and north and south of Green Tree Road. Nearly 19 percent of respondents live in subarea 10, which is the area west of Green Bay Avenue and north of Silver Spring Drive. When asked with subareas they often travel to, Bayshore was the most commonly selected area (subarea 14), with about 26 percent of the responses. Subarea 3, a westside neighborhood just north of the railroad tracks, was the next most common destination, with 17 percent of responses. Shopping at Bayshore, general recreation, parks, trails, and Parkway Elementary School were identified as common destinations.

With regards to existing barriers to walking or biking to desired destinations, respondents commonly identified major corridors such as Green Bay Avenue, Good Hope Road, Port Washington Road, and others. Challenging intersections or street crossings were also identified, with some examples being Hampton Avenue at Port Washington Road, Silver Spring Drive at Port Washington Road, and Good Hope Road at Port Washington Road.

WALKING IN GLENDALE

When asked to name the reason or purpose they choose to walk, 93 percent of participants indicated they walk for exercise/recreation. About 48 percent walk to community events, 42 percent walk for shopping, nearly 40 percent walk to restaurants and bars, and 30 percent walk to visit friends or family. (Respondents could select as many options that applied to them.) When asked to select the top three locations that needed better pedestrian connections, the top response was parks and trails. The next most-selected responses were shopping and restaurants/bars. Respondents were asked to select the top three reasons that they do not walk. Top responses included the fact that crossing the street feels dangerous (receiving 24 percent of all votes), the sidewalks or paths don't connect to where they want to go (23 percent), and that motorized traffic isn't safe (17 percent). Respondents were asked to select the top three things that would improve their walking experience. Top responses included adding or improving crossing signals that make crossing busy roads easier (receiving 28 percent of all votes), adding connections to existing sidewalks and paths (27 percent), and slowing down traffic (nine percent).

BIKING IN GLENDALE

Most respondents identified themselves as "enthused and confident" bicyclists (53 percent), while 34 percent considered themselves "interested but concerned." About 12 percent described themselves as "strong and fearless." No respondents selected the "no way, no how" option, although not every respondent answered this question. When asked to name the reason or purpose they choose to bike, 75 percent indicated they bike for exercise/recreation. About 15 percent bike to community destinations (parks, library, etc.). Respondents indicated that they choose bicycling over other modes of transportation for exercise (37 percent), for a fun way to experience the community (28 percent), and to reduce their carbon footprint (12 percent).

When asked to select the top three locations that needed better bicycle connections, the top response was parks and trails. The next second most-selected response was shopping, and the third most-selected was schools. These responses were in alignment with a similar question asked about walking, above. Respondents were asked to select the top three reasons that they do not ride a bicycle. Top responses included the fact that crossing the street feels dangerous (receiving 20 percent of all votes), motorized traffic isn't safe (19 percent), and paths don't connect to where they need to go (17 percent). These responses were similar to responses to a similar question above about barriers to walking. Respondents were asked to select the top three things that would improve their bicycling experience. Top responses included adding bike lanes (receiving 22 percent of all votes), adding connections to existing sidewalks and paths (17 percent), and adding or improving traffic lights that make crossing busy roads easier (13 percent).

Good Hope Road was identified as the part of Glendale most in need of improved pedestrian and/or bicycle facilities, with 32 percent of votes. The Bayshore area (26 percent) and Green Tree Road/Green Bay Avenue area (22 percent) were also top choices. When asked to rate their comfort biking on corridors in Glendale. The most comfortable corridors were Bender Road, Milwaukee River Parkway, and Lydell Avenue. The least comfortable were Capitol Drive, Good Hope Road, and Silver Spring Drive.

REGIONAL DESTINATIONS

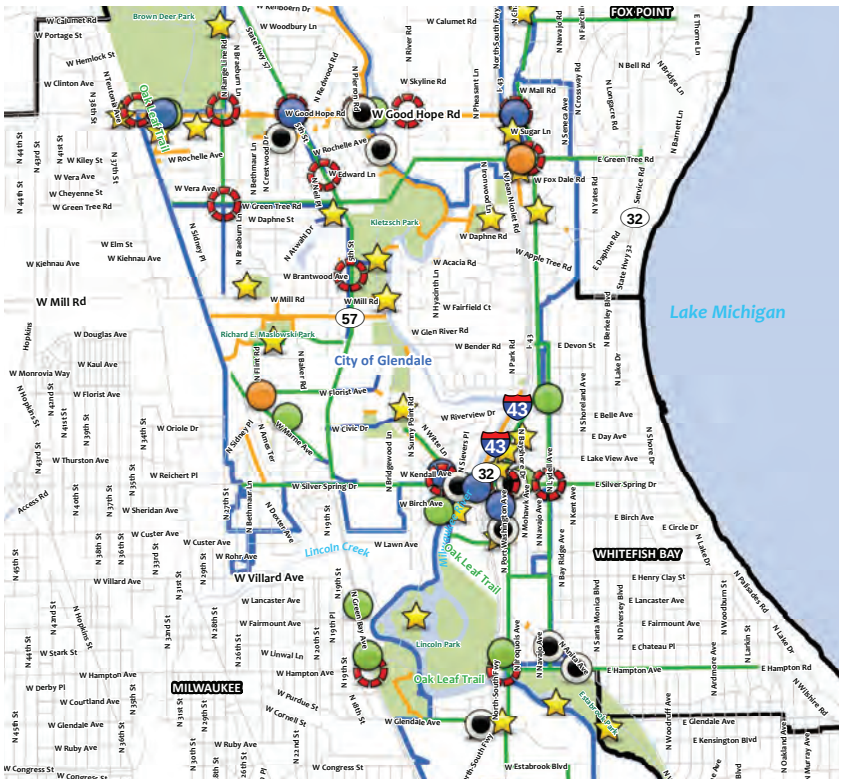
Respondents were provided with a list of nearby communities and were asked to select which they would bike to if a safe bicycle connection was made. Of these, respondents identified Whitefish Bay, Shorewood, and Milwaukee as top destinations. Shopping on Silver Spring in Whitefish Bay was identified as desirable destination.

TYPES OF BICYCLE FACILITIES

Respondents generally viewed more protected bicycle facilities as more comfortable to use. Two-way protected cycle tracks were considered to be "Comfortable" or "Very Comfortable" by nearly 94 percent of respondents. One-way protected cycle tracks were considered to be "Comfortable" or "Very Comfortable" by 78 percent of respondents. Nearly 42 percent of respondents felt the same way about buffered bike lanes, and over 38 percent felt that way about bicycle boulevards. Only 28 percent of respondents rated conventional bike lanes as "Comfortable" or "Very Comfortable."

DIGITAL INTERACTIVE MAP

A digital interactive map was also presented on the City of Glendale website to solicit public feedback on specific locations in the City. The map enabled members of the public to collectively add numerous features to the map to highlight areas of concern where walking, biking, and crossing the street feels dangerous, as well as areas where they would like to see new infrastructure, including on- and off-street bicycle facilities and pedestrian paths. More than 159 comments were received from contributors. The map below highlights the features added to the map.



- On- and off-street bicycle lanes and paths were recommended for major traffic corridors, including Good Hope Road, Green Bay Avenue, Silver Spring Drive, and Green Tree Road
- Bicycle facilities were also recommended for lower traffic and lower stress areas like Lydell Avenue, Hampton Avenue, and Bender Road which could help fill in connections to the bicycle network.
- Good Hope Road was identified as a dangerous place for walking with numerous unsafe intersections. This corresponds with other feedback received in the stakeholder focus groups and comment form.
- Residents also identified important destinations in Glendale where they would like to walk and bike. A few top destinations included Bayshore, schools like Nicolet High School, Parkway Elementary, and Glen Hills Middle School. Religious destinations including the synagogues and schools on Green Tree Road. Parks and recreation destinations like Richard E. Maslowski Community Park. This information is important for the recommendations of this Plan to make sure it prioritizes network connections that can take people where they want to go. Additionally, these destinations are important for consideration in the City's bicycle wayfinding and signage system.

PUBLIC OPEN HOUSE

In November 2020 the City of Glendale hosted a Virtual Open House to share an update on the draft Connecting Glendale 2020 plan and its key recommendations. Due to continued public health restrictions due to the COVID-19 pandemic, the Open House was held over Zoom teleconference. More than 20 members of the public attended the meeting which was recorded and uploaded to the City's website. The recording was available online along with a public comment form through early December. Members of the public completed a comment form to share their feedback on the draft Plan. The full comment form results are included in Appendix B.

"AS A RESIDENT OF RANGE LINE ROAD WITH A PRESCHOOLER AND TWO DOGS I WOULD LOVE SIDEWALKS...IT'S NOT SAFE WHEN CARS ARE SPEEDING OR NOT PAYING ATTENTION."

- Glendale Resident Draft Comment Form

3: Existing Conditions

Public input and discussions with City staff coupled with fieldwork and data collection form the basis for the review of existing bicycle and pedestrian conditions in Glendale. Reviewing the existing roadway network, major infrastructure, recent investments, existing bikeways and paths, existing sidewalk networks, traffic and crash patterns, and community land use patterns provided the following key observations. These observations are used to develop Connecting Glendale 2020's vision and goals, as well as the Plan's recommendations.

Key Observations:

1. NO ON-STREET BIKE NETWORK

Glendale's streets primarily serve cars and are oriented for the efficient movement of vehicles. The City's largest active transportation asset, the Oak Leaf Trail, is primarily an off-street trail, and the City currently lacks an extensive, connected network of on- or off-street bicycle facilities.

2. RECENT INVESTMENTS ARE A GREAT STARTING PLACE

The City of Glendale has recently installed bike lanes on Mill Road and Bender Road. These investments improve east-west connections through the City and are great examples of safe, comfortable, context sensitive bike facilities.

3. DISCONNECTED SIDEWALK NETWORK PRESENTS SAFETY CONCERNS

Unlike some of its North Shore neighbors, Glendale was not initially designed with a network of sidewalks. Gaps in connection leave areas of major roads without sidewalks, leaving pedestrians, including families, to walk in the street or in other unsafe situations.

4. MAJOR REGIONAL INFRASTRUCTURE PREVENTS CONNECTIVITY

Interstate 43, H 57, the Union Pacific rail corridor, and other major corridors connect the City of Glendale to the greater Milwaukee region and enable it to be a diverse, economically vibrant community. However, this infrastructure can increase traffic volume and create barriers within the community, preventing connectivity and through travel across these areas, particularly where local streets run into I-43.

5. SUBURBAN NEIGHBORHOOD STREET DESIGN

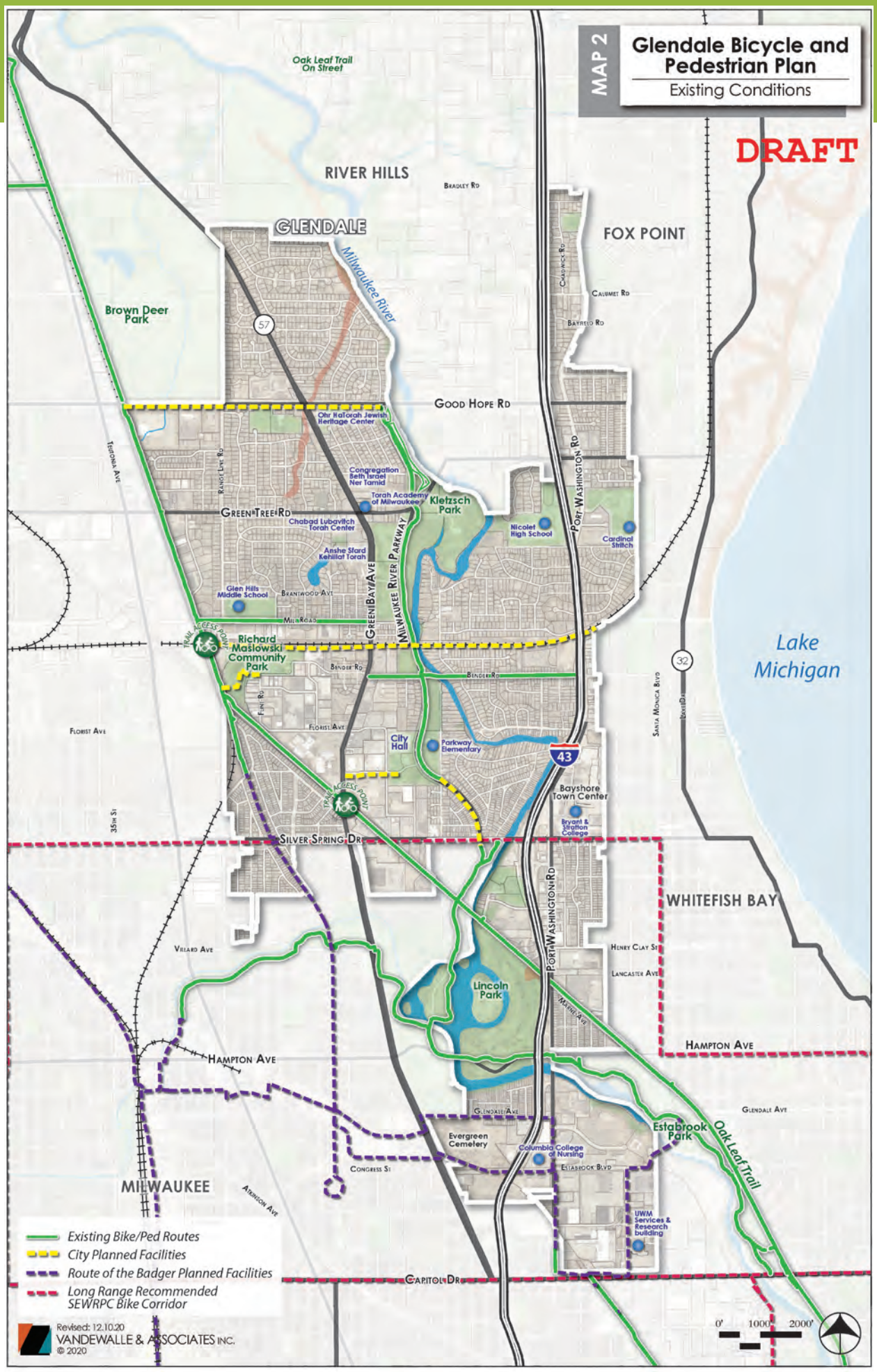
Many neighborhoods and residential areas in Glendale are designed with winding streets and culs-de-sac rather than on a traditional grid. This street design can present challenges for bicycle and pedestrian routing and connecting separate neighborhoods.

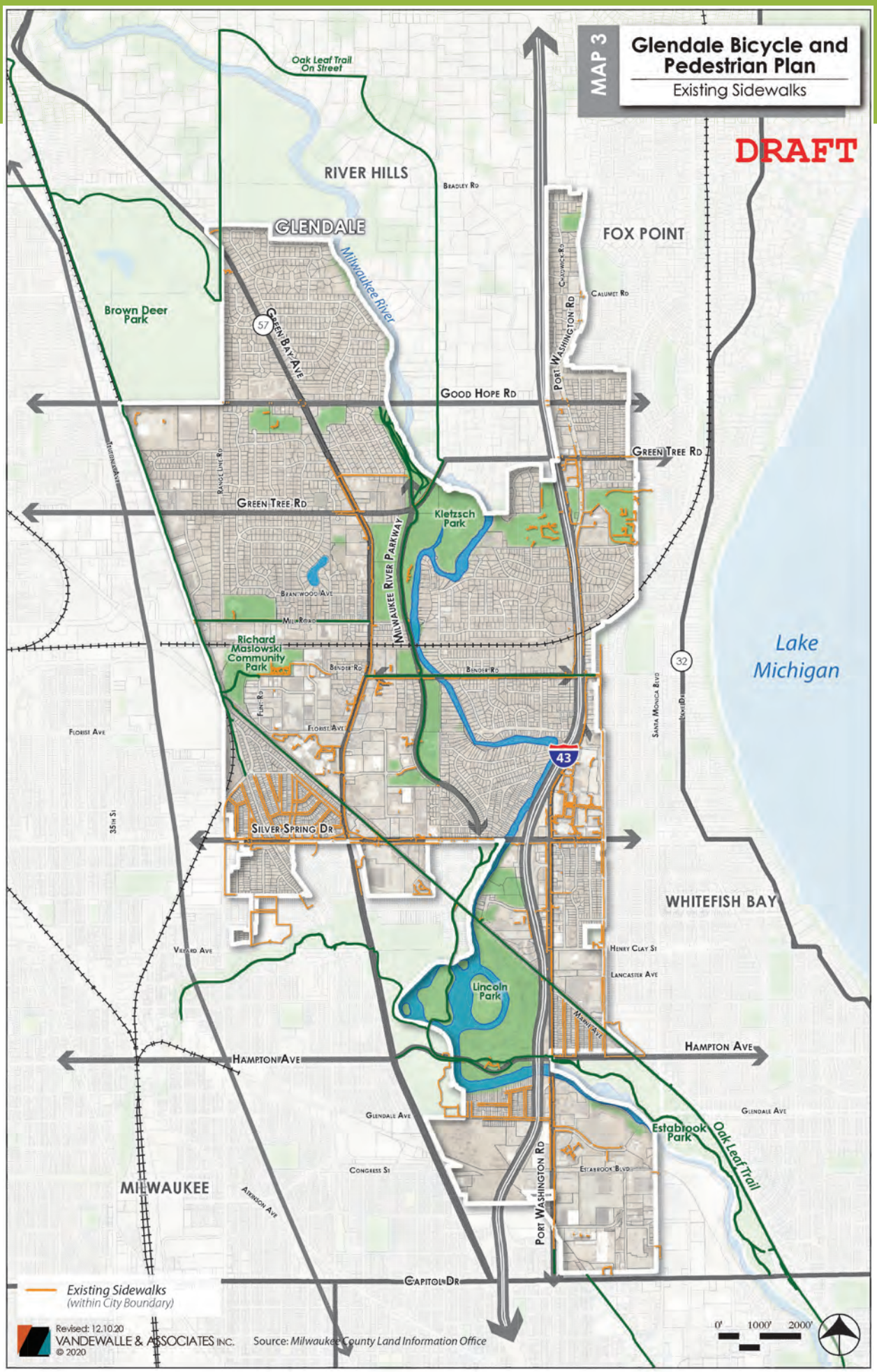
6. DESTINATIONS POSITIONED FOR CONNECTION

Glendale's commercial and entertainment opportunities, from regional shopping centers like Bayshore to restaurants and breweries like Sprecher and the Bavarian Bierhaus, are well positioned to be connected by bicycle and pedestrian facilities. These destinations are trip-generators for visitors from around the region. Wayfinding, mapping, and signage with key destinations will be useful to bringing bicycle and pedestrian traffic to Glendale businesses.

7. POTENTIAL IN GLENDALE'S PARKS AND PARKWAY

Glendale has several parks within its borders that provide residents with invaluable green space and access to nature. These parks also act as destinations for visitors from around the region, particularly Richard E. Maslowski Community Park and its new playground, ball fields, and amphitheater. These parks and the Milwaukee River Parkway present new opportunities for bicycle and pedestrian connections and should be considered as key destinations for Plan recommendations.


MAP 2
Glendale Bicycle and Pedestrian Plan
Existing Conditions
DRAFT
Oak Leaf Trail On Street
RIVER HILLS
GLENDALE
FOX POINT
Milwaukee River
Brown Deer Park
Good Hope Rd
Ohr HaTorah Jewish Heritage Center
Congregation Beth Israel Ner Tamid
Torah Academy of Milwaukee
Kletzsch Park
Green Tree Rd
Chabad Lubavitch Torah Center
Anshe Sfard Kehillat Torah
Nicolet High School
Cardinal Stritch
Glen Hills Middle School
Brantwood Ave
Mill Road
Richard Maslowski Community Park
Bender Rd
Fairy Rd
Florist Ave
City Hall
Parkway Elementary
Bayshore Town Center
Bryant & Stratton College
Silver Spring Dr
WHITEFISH BAY
Velard Ave
Henry Clay St
Lancaster Ave
Lincoln Park
Hampton Ave
Glendale Ave
Evergreen Cemetery
Columbia College of Nursing
Estabrook Park
Oak Leaf Trail
Estabrook Blvd
Congress St
MILWAUKEE
Atkinson Ave
UWM Services & Research building
Capitol Dr
Lake Michigan
Santa Monica Blvd
Port Washington Rd
Green Bay Ave
Milwaukee River Parkway
Range Line Rd
Teutonia Ave
35th St
Calumet Rd
Bayfield Rd
Cadiz Rd
Bradley Rd
Maple Ave
Trail Access Point
57
32
43
Existing Bike/Ped Routes
City Planned Facilities
Route of the Badger Planned Facilities
Long Range Recommended SEWRPC Bike Corridor
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
0'
1000'
2000'


MAP 3
Glendale Bicycle and Pedestrian Plan
Existing Sidewalks
DRAFT
Oak Leaf Trail On Street
RIVER HILLS
GLENDALE
FOX POINT
Milwaukee River
Brown Deer Park
Green Bay Ave
Good Hope Rd
Green Tree Rd
Port Washington Rd
Calumet Rd
Bradley Rd
Kletzsch Park
Milwaukee River Parkway
Richard Maslowski Community Park
Bender Rd
Florist Ave
Silver Spring Dr
Lake Michigan
WHITEFISH BAY
Henry Clay St
Lancaster Ave
Lincoln Park
Hampton Ave
Glendale Ave
Estabrook Park
Oak Leaf Trail
MILWAUKEE
Congress St
Capitol Dr
Existing Sidewalks
(within City Boundary)
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
Source: Milwaukee County Land Information Office
0' 1000' 2000'

Transit in Glendale

Transit and public transportation is important components of the overall transportation system and is an important consideration in the development of a bicycle and pedestrian plan. Transit and bicycle and pedestrian systems present opportunities for integration. Often transit trips involve another mode of travel, including biking or walking to or from transit stops.

The Milwaukee County Transit System (MCTS) provides local public transit to the City. A grid of east-west and north-south transit routes provides effective and efficient transit options to many City residents. However, a gap in service in the north central portion of the community leaves some residents without access to transit. Bicycle and pedestrian facilities can help address 'first/last mile connection' issues, providing a safe way for transit users to travel from their home to transit stops or from transit stops to their final destination, effectively closing coverage gaps for some users.

All MCTS buses are equipped with bike racks on the front for riders to easily switch between transit and bicycling. While most of the MCTS bus stops in Glendale are located in areas with sidewalks in the immediate area, breaks in the continuity of the sidewalk network can impact accessibility between bus stops and desired destinations.

ROAD CLASSIFICATION	MILES	PERCENT OF TOTAL
Principal Arterial	4	6%
Minor Arterial	2	4%
Collector	5	8%
Local Street	51	82%
Total	**62**	

Source: Wisconsin Department of Transportation WISLR, 2020

Traffic and Streets

As previously noted, the City of Glendale is fortunate to have a variety of infrastructure and transportation assets that connect it to the region and enable varied economic opportunities within the city. These transportation assets include I-43 and other major corridors that connect primarily vehicular traffic across the city.

Street classifications, as identified and defined by the Wisconsin Department of Transportation include the following:

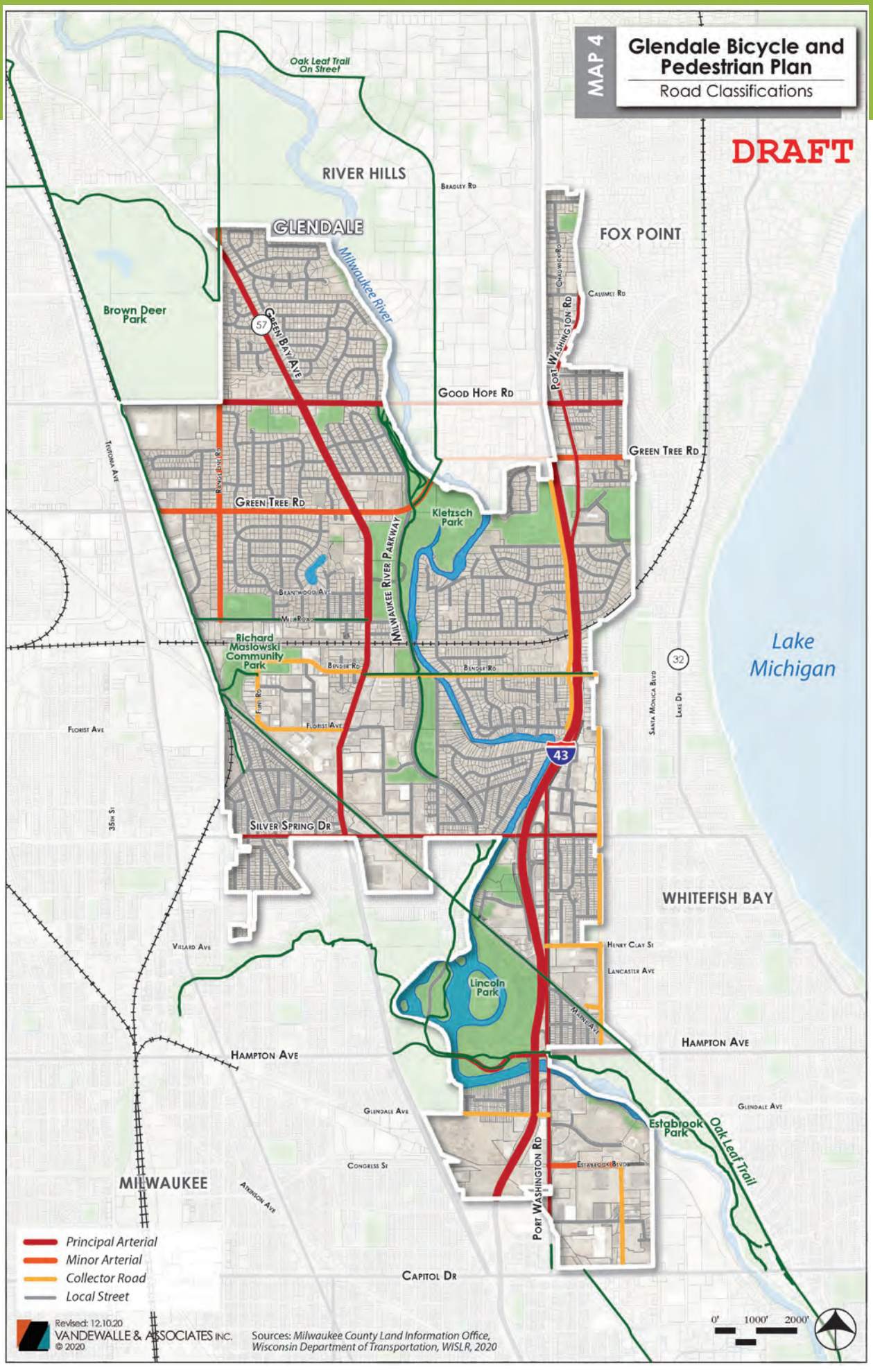
- **Principal Arterial:** Serving major economic activity centers, Principal Arterials are primarily designed to move vehicular traffic, accounting for some of the highest average daily trips (ADT) of the roadway system. Principal Arterials are often the entrance/exit routes into the City and are generally extensions of the highest roadway classifications.
- **Minor Arterial:** Serving both intra-community and local traffic, Minor Arterials are designed for traffic mobility, but primarily serve intercommunity trips, connecting traffic to desired land uses and economic activity centers.
- **Collector:** Providing direct access to neighborhoods, commercial and industrial areas, Collectors serve moderate to low daily traffic. These roads collect and distribute traffic between Local Streets and Arterials.
- **Local Street:** Local Streets are designed to primarily provide access to adjacent land uses; they are often the beginning and end segments of trips.

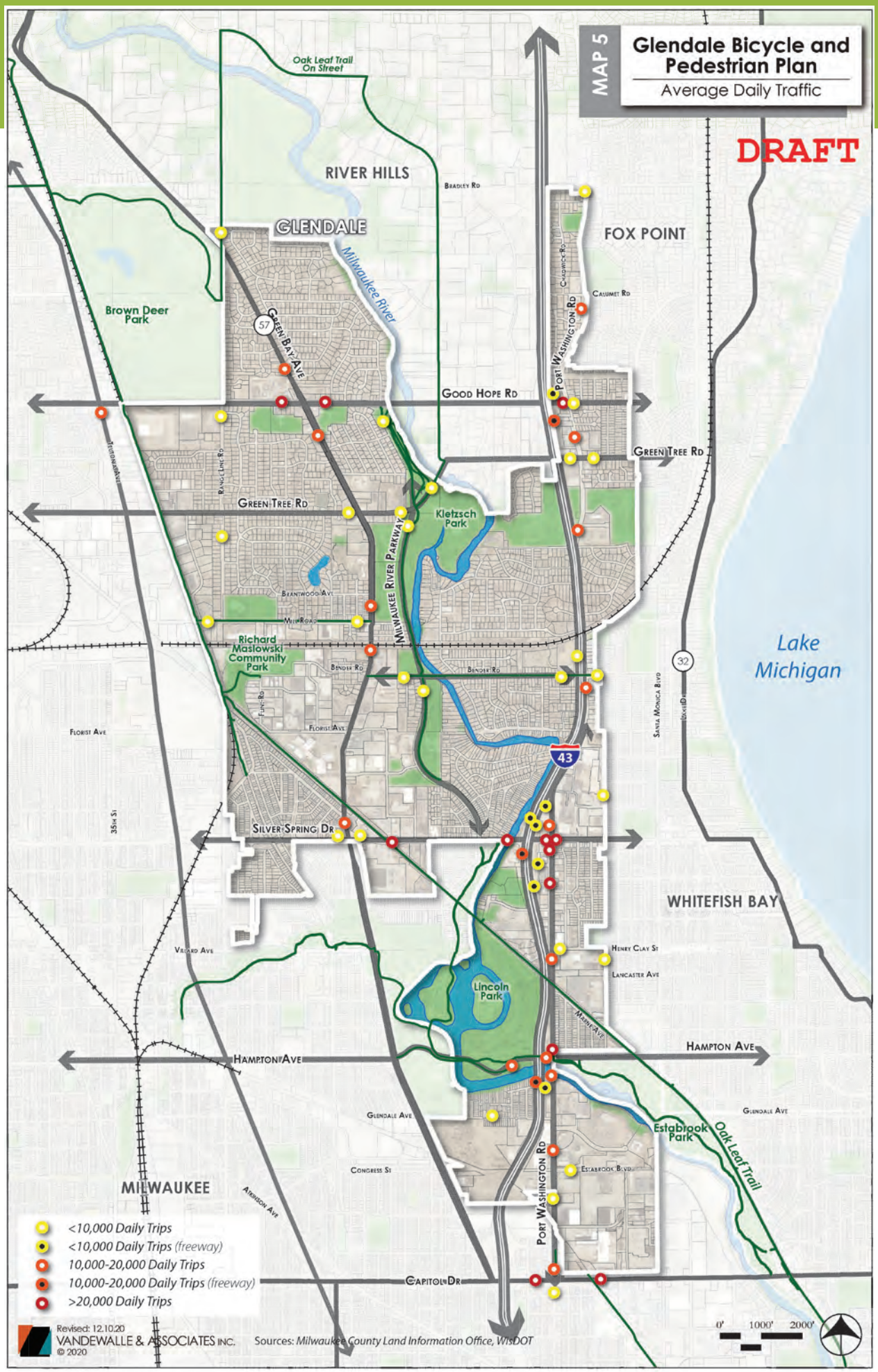
Principal Arterials account for a small amount of the overall roadway system but represent some of the largest obstacles to through travel in the city and a connected, safe bicycle and pedestrian network. These barriers, including I-43 and major corridors like Green Bay Avenue, and Silver Spring Drive, can have the effect of splitting Glendale into isolated subareas – neighborhoods or areas of the community that are difficult to move between – hindering at times a unified sense of community.

Collector and Local Streets represent 90 percent of the roadway system in Glendale. These roads have some of the greatest potential for bicycle and pedestrian facilities and the expansion of the bicycle and pedestrian network throughout the community. Bicycle Routes and Bicycle Boulevards may be some of the most appropriate bicycle facilities for local streets that connect neighborhoods and different subareas. These streets are well suited for these improvements because of their low traffic counts and emphasis on access to land uses, particularly residential and community uses like parks.

See the Bicycle and Pedestrian Infrastructure section for additional details on Bicycle Routes and Bicycle Boulevards.

Estimated Daily Traffic Counts for the City of Glendale are shown on Map 5. This data provides insight into the level of stress a pedestrian or bicyclist may experience on the street segment and how comfortable they might feel traveling outside a car on that road. Major corridors like Silver Spring Drive and Good Hope Road can see 20,000 and 37,000 estimated daily vehicular trips. The map also includes estimates of daily traffic on the I-43 off/on ramps, demonstrating the volume of vehicles entering the Glendale roadway system from the highway.


MAP 4
Glendale Bicycle and Pedestrian Plan
Road Classifications
DRAFT
RIVER HILLS
GLENDALE
FOX POINT
WHITEFISH BAY
MILWAUKEE
Brown Deer Park
Oak Leaf Trail On Street
Milwaukee River
Lake Michigan
Kletzsch Park
Richard Maslowski Community Park
Lincoln Park
Estabrook Park
Oak Leaf Trail
Green Bay Ave
Good Hope Rd
Green Tree Rd
Silver Spring Dr
Hampton Ave
Capitol Dr
Bradley Rd
Calumet Rd
Port Washington Rd
Brantwood Ave
Bender Rd
Florist Ave
Henry Clay St
Lancaster Ave
Glendale Ave
Congress St
Villard Ave
Santa Monica Blvd
Lake Dr
Milwaukee River Parkway
Principal Arterial
Minor Arterial
Collector Road
Local Street
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
Sources: Milwaukee County Land Information Office, Wisconsin Department of Transportation, WISLR, 2020
0' 1000' 2000'

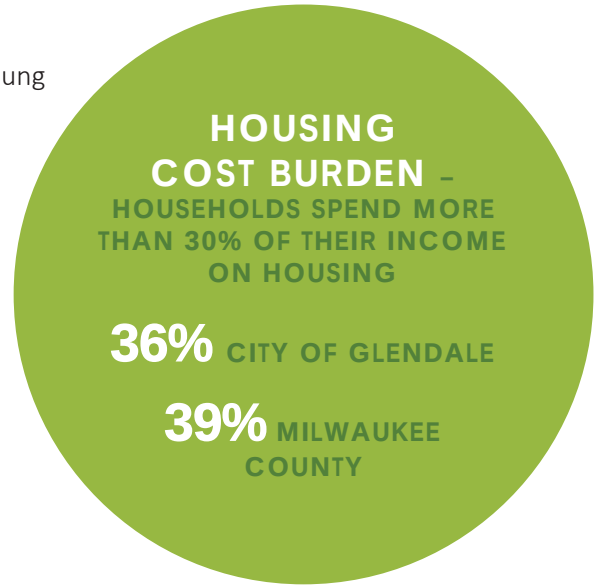

MAP 5
Glendale Bicycle and Pedestrian Plan
Average Daily Traffic
DRAFT
RIVER HILLS
GLENDALE
FOX POINT
WHITEFISH BAY
MILWAUKEE
Lake Michigan
Milwaukee River
Oak Leaf Trail On Street
Brown Deer Park
Kletzsch Park
Richard Maslowski Community Park
Lincoln Park
Estabrook Park
Oak Leaf Trail
Good Hope Rd
Green Tree Rd
Bender Rd
Florist Ave
Silver Spring Dr
Hampton Ave
Glendale Ave
Capitol Dr
Port Washington Rd
Green Bay Ave
Milwaukee River Parkway
Santa Monica Blvd
Lancaster Ave
Henry Clay St
Congress St
Estabrook Blvd
Bradley Rd
Calumet Rd
Brantwood Ave
Mill Road
Flint Rd
Village Ave
Atkinson Ave
35th St
43
57
32
<10,000 Daily Trips
<10,000 Daily Trips (freeway)
10,000-20,000 Daily Trips
10,000-20,000 Daily Trips (freeway)
>20,000 Daily Trips
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
Sources: Milwaukee County Land Information Office, WisDOT
0'
1000'
2000'

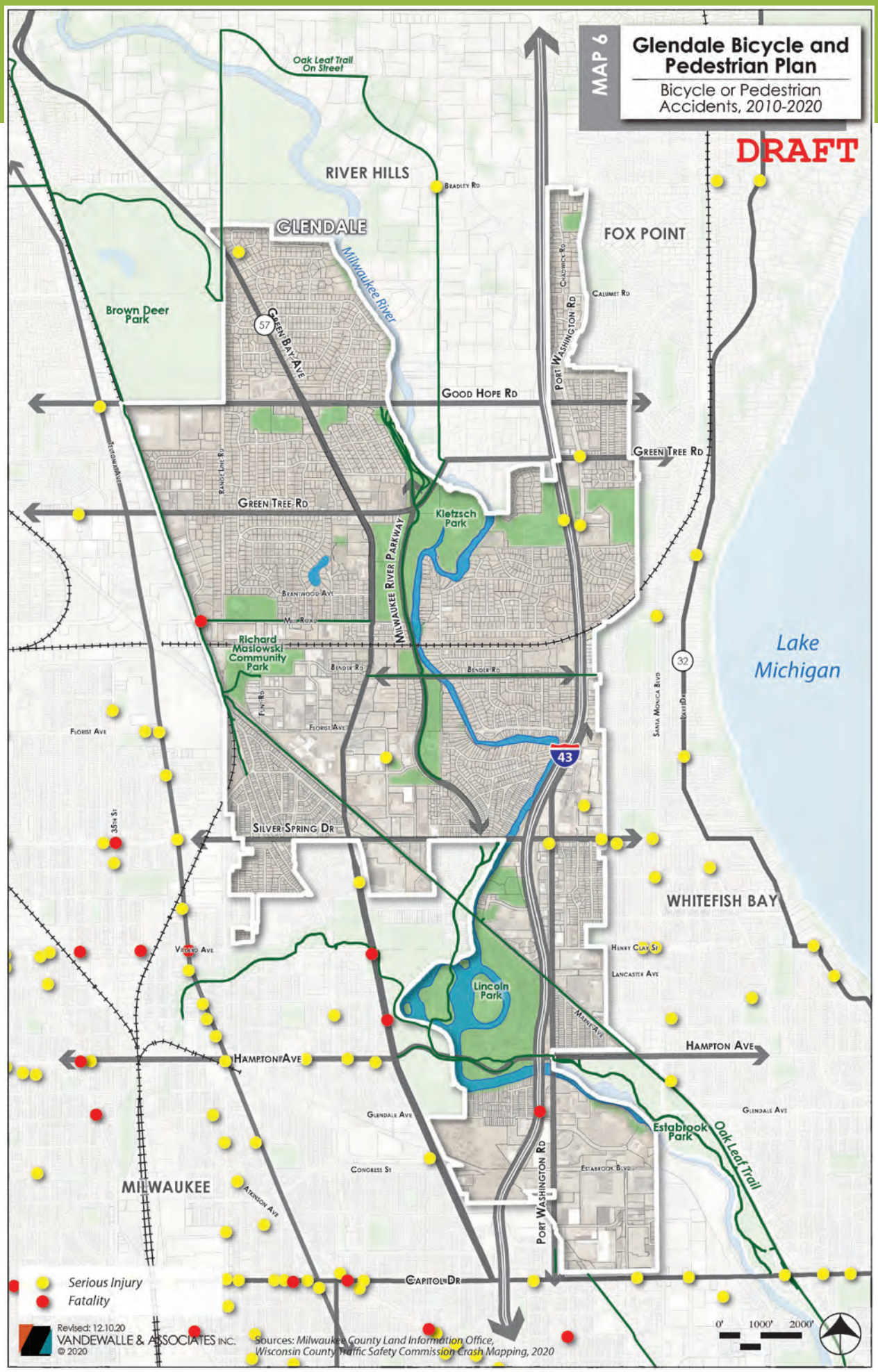
Safety Issues in Glendale's Existing Transportation Network

Safety is among the top concerns residents in Glendale raised while creating Connecting Glendale 2020. Safety issues, lack of safe or comfortable infrastructure, and traffic levels and traffic speeds on key corridors were the top reasons residents choose not to walk and bike in Glendale. Refer to Map 6 for documented bicycle and pedestrian accidents since 2010.

Specifically, residents and City staff have identified particular areas of concern for pedestrians. The area surrounding Green Tree Road, Good Hope Road, and Green Bay Avenue is home to a number of synagogues, temples, schools and community centers serving Glendale's Jewish community. This community is particularly at risk as pedestrians, often walking to evening religious services each week and on holidays. North Green Bay Avenue lacks sidewalks on either side of the street north of West Bernard Lane and Good Hope Road lacks sidewalks on both sides of the road while pedestrians are required to cross seven lanes of traffic.

Vulnerable pedestrian populations also include families with young children, seniors, and residents with disabilities and mobility issues. Expanding the sidewalk network to provide continuous, well-maintained walking paths will serve to expand accessibility and safety in Glendale. These improvements are also an opportunity to increase facilities compatible with the Americans with Disabilities Act (ADA), including curb ramps and intersection signals.




MAP 6
Glendale Bicycle and Pedestrian Plan
Bicycle or Pedestrian Accidents, 2010-2020
DRAFT
Oak Leaf Trail On Street
RIVER HILLS
GLENDALE
FOX POINT
Milwaukee River
Brown Deer Park
Good Hope Rd
Green Tree Rd
Klotzsch Park
Milwaukee River Parkway
Richard Maslowski Community Park
Lake Michigan
Silver Spring Dr
WHITEFISH BAY
Lincoln Park
Hampton Ave
Estabrook Park
Oak Leaf Trail
MILWAUKEE
Capitol Dr
Port Washington Rd
Green Bay Ave
Bradley Rd
Calumet Rd
Florist Ave
Bender Rd
Lancaster Ave
Glendale Ave
Congress St
Serious Injury
Fatality
Revised: 12.10.20
VANDEWALLE & ASSOCIATES INC.
© 2020
Sources: Milwaukee County Land Information Office, Wisconsin County Traffic Safety Commission Crash Mapping, 2020
0' 1000' 2000'

Existing Plans and Concurrent Efforts

2040 Glendale Comprehensive Master Plan

In 2020, the City of Glendale completed an update to its Comprehensive Master Plan which guides future policies and prioritizes future investment for land use, transportation, natural resource preservation, recreational opportunities, and many other topics that are directly related to this Plan.

The Comprehensive Master Plan provides goals, objective, strategies, recommendations, and implementation action items for each of these topic areas. In fact, the development of this Plan was both a recommendation and action item outlined in the Comprehensive Master Plan.

Some of the most relevant goals, objectives, and policies as detailed in the Comprehensive Master Plan include:

- Glendale will pursue a transportation system that is safe, reliable, efficient, convenient, equitable, affordable, and includes infrastructure for transit and active transportation alternatives.
- Utilize scheduled transportation improvements, including resurfacing or reconstruction to enhance pedestrian and bicycle infrastructure to create context-sensitive Complete Streets that serve all users, regardless of age, ability, and mode.
- Expand safe biking and walking routes in the City to serve all neighborhoods, schools, parks, playgrounds, places of worship, and activity centers
- Consider pedestrian and bicycle accessibility when selecting sites for new public facilities such as schools, parks, libraries, and community centers.
- Work with local, county, and state agencies to provide the highest quality regional bike and pedestrian trails and connections, including the Oak Leaf Trail.

City of Glendale Comprehensive Outdoor Recreation Plan (2018)

The 2018 Comprehensive Outdoor Recreation Plan (CORP) outlines Glendale's existing park system, including its path and trail system. The City of Glendale is home to a total of 436.5 acres of parkland, including 365 acres of county owned parkland. The park system also includes 26 acres of municipal parks, including five mini parks, one neighborhood park and its community park, Richard E. Maslowski Community Park. School district recreation and parkland represents nearly 45 acres of the Glendale system. CORP recommendations relevant to the Connect Glendale Plan include:

- Make the Milwaukee River the focal part of the community by developing a river walk Plan to provide access where possible as well as a Plan for biking/walking trails and river walkways in the City.
- Provide safe accessibility to existing parks through connections to the Oak Leaf Trail, providing safe, high visibility crossings at roads adjacent to parks, provide an east-west pedestrian route for the north of the City, complete trail gaps in the Oak Leaf Trail to complete a loop around the City.

SEWRPC Vision 2050

The City of Glendale is located within the area served by the Southeastern Wisconsin Regional Planning Commission (SEWRPC). As the region's Planning commission, SEWRPC produces regional land use and transportation Plans for the seven counties that make up southeast Wisconsin. Vision 2050 is exactly that. It provides a long-range vision to help shape and guide land use development and transportation improvements including public transit, arterials streets and highways, freight, and bicycle and pedestrian facilities. In total, it provides a regional vision, alternative development scenarios, and recommendations for implementation. Many of Vision 2050's goals, objectives, and recommendations have been reflected and mirror those of this Plan in relation to both on-street and off-street bicycle and pedestrian facilities, improvements, and development over the next 20 years.

Milwaukee River Greenway Master Plan (2010)

The Milwaukee River runs through Glendale and has large sections of greenways along its banks throughout the Metro Area. The Milwaukee River Greenway Master Plan focuses on a seven-mile section that runs from Lincoln County Park south to North Avenue in the City of Milwaukee. The Plan establishes a vision, priorities, and direction for future work along this stretch of the river and sets forth an action Plan for a river renaissance. A significant element of the Plan explores the trail system to connect the entire corridor through a loop and link along each side of the banks of the river. Two of the action items in the Plan outline action items for Glendale. They include streetscaping on Silver Spring Drive and North Edgewater Lane and streetscaping on West Glendale Avenue and West Estabrook Boulevard.

Milwaukee County Parks Trail Network Plan (2007)

In 2005, the Milwaukee County Trails Council was established to provide long-term Planning, policy recommendations, and help in identifying existing and future users. They act as an advisory committee to the Milwaukee County Department of Parks, Recreation, and Culture. The Plan details the benefits of trails, goals and objectives, different types of facilities, proposed trail corridors, completed projects, trail development guidelines, and funding, construction, and maintenance approaches. Of importance to Glendale, this Plan prioritizes the development a new trail corridor on the existing rail line that runs partially through the City on the southern end from Estabrook to Brown Deer as a connection to the Oak Leaf Trail.

Interstate 43 Expansion

Running north-south through Glendale and connecting the community to the greater Milwaukee Metro Area and beyond is Interstate 43. The Wisconsin Department of Transportation (WisDOT) has recently announced Plans to reconstruct the interstate between Milwaukee and Grafton because the roadway was built over 50 years ago and is no longer feasible to maintain. As part of the reconstruction, an interstate expansion is planned to bring the roadway to six lanes (now only four) in addition to interchange improvements, bridge replacements, and an expansion of Port Washington Road in Glendale from two lanes to four lanes. Construction is likely to begin in the fall of 2021. It is important that these roadway projects be considered and planned for through the lens of future bicycle and pedestrian connections, improvements, and accessibility both during construction and following it.

Route of the Badger

The Route of the Badger is a vision to strive for healthy, thriving communities in Southeast Wisconsin centered around a world-class, 700+ mile regional trail system connecting people across towns and counties to provide opportunities for physical activity, tourism, recreation, and economic development. When complete, the trail system will stretch from Milwaukee to Dousman and from Sheboygan to Kenosha. The initiative aims to expand transportation options, fuel strong economies, improve health and wellness, enhance regional competitiveness, and promote social equity. Rails to Trails and the Wisconsin Bike Fed are leading these efforts. Glendale has the potential to make numerous connections to the Route of the Badger vision through expansion of its on- and off-street network.

4: Vision, Goals, and Objectives

Connecting Glendale 2020 Vision

Led by a sustained commitment to expanding bicycle and pedestrian facilities, Glendale is a well-connected city for all modes of transportation – serving all people of all ages and abilities; providing safe and comfortable access to all areas of the community; and offering expansive opportunities for recreational walking and biking. By fostering a culture of walking and biking in the community, Glendale is known throughout the region as a biking, walking, and recreation destination.

Goals and Objectives

GOAL 1: BUILD AND MAINTAIN A CONNECTED BICYCLE AND PEDESTRIAN NETWORK THAT SERVES ALL GLENDALE RESIDENTS AND USERS

Objectives:

- Address the needs of all users of various ability levels.
- Increase both walking and bicycle ridership for recreation and transportation.
- Add bicycle parking to existing destinations.
- Provide pedestrian and bicycle access to all parks and recreational facilities.
- Enhance bicycle and pedestrian safety with upgraded intersections, signaling, signage, and paint.
- Work with MCTS and other partners to concurrently grow the transit and bicycle and pedestrian systems in Glendale by closing identified gaps in coverage.
- Provide safe and convenient bike connections between park and open space facilities should be emphasized in ongoing City Planning and acquisition efforts and should follow State and AASHTO design standards.
- Preserve railroad corridors for future recreational trails.
- During the Certified Survey Map (CSM) review process, require right-of-way dedication for all Planned trails.
- Establish a policy to review transportation improvement and maintenance projects for opportunities to implement bicycle and pedestrian infrastructure.
- Continue to update and implement the City's capital improvement program to help ensure funding for upgrading and expanding the bicycle and pedestrian network.
- Maintain existing bicycle and pedestrian facilities.

EQUITY AND THE VISION FOR CONNECTING GLENDALE 2020

Key to the central vision for Connecting Glendale 2020 is providing a bicycle and pedestrian system for all residents of Glendale, all street users in Glendale, and in all areas of the City. Equity considerations are necessary in this Planning process because it can help alleviate disparity in allocation of active transportation infrastructure for all people regardless of age, race or ability. This Plan looks at the transportation system and its impacts and connections to users holistically and aims to consider broad user experiences, destinations, and needs to create a system that works for all users.

Understanding historical patterns of development and their impacts on vulnerable populations can help reduce existing barriers to safe, comfortable, and accessible biking and walking for all users and create safe streets. The concept of safe streets goes beyond infrastructure and traffic calming; it is about all people feeling safe to be on the street, one of society's critical public spaces, without fear of violence, profiling, or mistrust. The Glendale community must work together, beyond the scope of this Plan, to ensure safe streets for all.

GOAL 2: BUILD LOCAL CONNECTIONS TO REGIONAL ASSETS AND DESTINATIONS

Objectives:

- Focus on creating safe connections to regional assets like the Oak Leaf and Beerline Trails.
- Create community-wide wayfinding and signage that is engaging and informs bicyclists and pedestrians about their location and how to connect to Glendale's destinations.
- Prioritize connections between regional destinations and institutions such as libraries, community centers, schools, churches and temples, jobs, shopping, and dining.
- Pursue partnerships with neighboring jurisdictions, agencies, and organizations to develop bicycle facilities among and through multiple communities and jurisdictions.

GOAL 3: IMPROVE AND EXPAND THE EXISTING SIDEWALK NETWORK, FOCUSING ON KEY CONNECTIONS

Objectives:

- Improve pedestrian crossings, particularly in areas of high traffic or where safety issues are present.
- Connect gaps in the sidewalk network to ensure a safe, continuous pedestrian experience, particularly on Good Hope Road, Green Tree Road, and Green Bay Avenue.
- Work with local pedestrian stakeholders and interest groups to discuss on going needs and experiences.
- Improve the pedestrian experience in Glendale through lighting, public art and streetscaping with trees and benches.
- Require infill development projects to provide sidewalks where presented in this Plan.

GOAL 4: ESTABLISH GLENDALE'S IDENTITY AS A BIKING & WALKING-FRIENDLY COMMUNITY

Objectives:

- Leverage regional facilities to expand Glendale's bicycle and pedestrian facilities.
- Work with regional partners to connect Glendale residents to regional assets and infrastructure, including regional trails and infrastructure in adjacent municipalities.
- Support continued investment in neighborhoods through transportation alternatives such as bike lanes, sidewalks, and regional trail access points.
- Use bicycle and pedestrian infrastructure to connect residents across community barriers, both physical and social, to bring Glendale together.
- Coordinate with partner organizations in the region to provide bicycle and pedestrian safety education to Glendale residents.
- Promote bicycle and pedestrian activities and safety in Glendale schools and with other civic organizations.
- Provide safe opportunities for bicycling and walking as an alternative to vehicular travel and to promote a healthy lifestyle.

GOAL 5: CONNECT BICYCLING AND TOURISM AS AN ECONOMIC DEVELOPMENT TOOL

Objectives:

- Connect recreational and tourist destinations such as Bayshore, Richard E. Maslowski Community Park, Kletzsch Park, Lincoln Park and destination businesses like the Bavarian Bierhaus, Sprecher Brewery, Glendale Market and Fairfield and Residence Inns.
- Consider establishing a bikeshare program to serve Glendale users.
- Host cycling, running, and walking events in the City.
- Create a user-friendly bike map for residents and tourists and distribute it to local businesses and destinations.
- Integrate community branding efforts into the design, development, and marketing of bicycle and pedestrian facilities and wayfinding.
- Encourage public awareness of the City's parks, trails, outdoor recreational facilities, and other bicycle and pedestrian facilities by promoting them through maps, signage, and other materials.

5: Bicycle and Pedestrian Facilities and Infrastructure

This section describes the various types of bicycle and pedestrian facilities – both on-street and off-street – that were reviewed and considered in developing the recommendations contained in this Plan. This facility typology forms the basis for recommendations in Connecting Glendale 2020 and present a starting place for design and implementation.

On-Street Facilities

Bike Routes and Sharrows

Bike Routes are preidentified and preferred streets for bicycle travel along existing streets with low daily traffic volume. These are roadways where bicycling already occurs or is currently comfortable for most riders. Bike routes typically require no additional infrastructure other than signage that identifies the route. Sharrows are painted markings on the pavement to indicate to motorists that bicycles may use the full travel lane and can be incorporated into bike route design. Overall, these facilities help divert cyclists away from high-speed roads through quiet neighborhoods.

Bike Boulevards

Bike boulevards are also facilities placed on low-volume, neighborhood streets and give bicycle travel priority in which signs, pavement markings, and speed and volume management measures are put in place to discourage through trips by motor vehicles. Specific speed and volume management design elements might include median islands, channelized right-in/right-out islands, speed cushions or speed humps, curb bump outs, and raised crosswalks.

Bike Lanes

On-Street Bike Lanes are located on the side of the road and are identified with a painted stripe and bicycle symbols on the pavement. Bike lanes must be at least five feet wide. Existing streets are often able to accommodate bike lanes without resurfacing. The designated space provided by bike lanes reduces bicycle-vehicle conflicts and gives bicyclists room to stop in case of a breakdown or safely bike uphill at a slow speed without worrying about rear end collisions. Where bike lanes are provided, head-on crashes, sideswipe crashes, fixed object crashes, and pedestrian crashes are all greatly reduced compared to narrow roads with no bike lanes. In some cases, pedestrians may also use bike lanes when no sidewalks are present. Bike lanes should not contain rumble strips or other obstacles.

Bike lanes are typically identified with a painted stripe, bicycle symbols on the pavement, signage, and sometimes are painted completely in a distinct, easily identifiable color such as green. Additional elements that can be added to on-street bike lanes to increase safety include painted buffer stripping, bollards, or on-street vehicle parking as a traffic-separating buffer. Typically, these on-street features are located on the right side of the roadway to accommodate bicycle traffic flow in the same direction as vehicle travel, however in some cases they can be used on the left side of one-way vehicle travel roadways to accommodate counter bicycle travel flow. See the Cycle Track description below for more information.

Cycle Tracks

Cycle tracks are dedicated on-street facilities for two-way bicycle flow through a separated infrastructure often in the form of painted lines, buffer stripping, bollards, and/or signage. They provide even greater safety by physically separating bicycle and vehicular traffic, reducing conflicts with vehicles, thereby encouraging use by more intermediate level riders. Cycle tracks can also be elevated from the vehicle roadway surface or curbed to further separate bicycle and vehicle travel.

Intersection Improvements

Intersection improvements include a variety of design features that increase safety when crossing the street. Examples include curb bump-outs, improved crosswalk paint, and pedestrian-activated crossing signals. Curb bump-outs reduce the distance a pedestrian must walk from one end of a crosswalk to another. They reduce the perceived width of a street from a motorist's perspective, and therefore cause traffic to move more slowly than it otherwise would. Finally, pedestrian-activated crossing signals feature signs and strobing lights that warn motorists to stop for pedestrians in a crosswalk.

The specific intersection improvement selected for a given intersection will depend on the unique characteristics and needs of each intersection which will need to be evaluated on a case by case basis. Additional treatments could include paint, signage, bicycle-activated cameras and signals, pedestrian-activated signals, raised crosswalks, high visibility crosswalk markings, curb extensions or bump-outs, prominent pedestrian islands, sidewalk connections where missing, mid-block crossings in busy pedestrian areas, advance stop/yield lines.

INDUSTRY BEST PRACTICES AND REFERENCE GUIDES:

AASHTO GUIDE FOR THE DEVELOPMENT OF BICYCLE FACILITIES

The Guide for the Development of Bicycle Facilities from the American Association of State Highway and Transportation Officials (AASHTO) provides guidance to roadway designers and planners through a range of recommended design values and approaches that balance safety and mobility for all street users. While it is an industry standard bearer, this guide does not attempt to dictate design solutions or serve as an engineering manual. Instead it encourages sufficient flexibility to find save, convenient, well-designed facility solutions to accommodate and encourage bicycling. Source: https://nacto.org/wp-content/uploads/2015/04/AASHTO_Bicycle-Facilities-Guide_2012-toc.pdf

NACTO URBAN BIKEWAY DESIGN GUIDE

National Association of City Transportation Officials (NACTO) produces industry-leading facility design guidelines in their Urban Bikeway Design Guide. The NACTO Urban Bikeway Design Guide's purpose is to "provide cities with state-of-the practice solutions that help create complete streets that are safe and enjoyable for bicyclists." The Guide recognizes the complex contexts of urban streets and advocates a tailored treatment and recommendation for each street segment. Source: https://nacto.org/publication/urban-bikeway-design-guide/

Off-Street Facilities

Multi-Use Paths

Off-Street Multi-Use Paths, (sometimes referred to more generally as "trails"), accommodate two-way bicycle and pedestrian traffic on a paved or gravel surface. As paths are completely separated from vehicular traffic, they are among the safest facilities and tend to be the preferred choice of recreational users and users of all ages or abilities. Multi-use paths are typically 10 to 14 feet wide, may share a right-of-way with a nearby road, or may be located entirely within its own right-of-way. A center stripe may be added to the center of these paths, and careful design should minimize the number of dangerous road crossings that path users will encounter. In combination with the on-street facilities described above, it is key to connect on- and off-street facilities throughout the community in order to provide an interconnected system for bicycle and pedestrian travel.

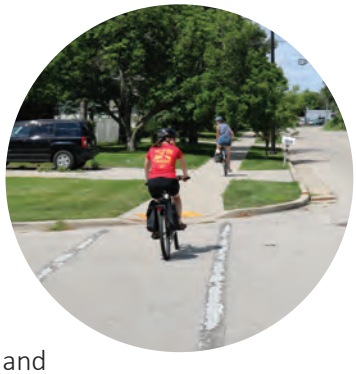
WHAT IS A ROAD DIET?

A road diet is a technique used to provide improve how a road functions, commonly to improve safety and provide additional bicycle and pedestrian infrastructure. While there are many variations, it typically involves re-striping a stretch of road to remove at least one vehicular lane in order to create space for facilities such as bike lanes or multi-use trails.

Trailheads

Trailheads can provide visible access points to major off-street paths in the community's system and help connect off-street and on-street facilities. They generally provide a parking area, locational and directional maps or other information about the trail system. Some might contain restroom facilities, picnic tables, or benches for snacks or breaks. Such facilities should be sited with easy and direct access to the trail system.

Sidewalks



Sidewalks are the primary pedestrian infrastructure, providing safe separation for pedestrians from vehicular traffic. Paved sidewalks help make pedestrians more visible to motorists and keep pedestrians out of the roadway. Well maintained and designed sidewalks are crucial to the mobility of users in the community, particularly those with disabilities and individuals who require mobility aids, like wheelchairs. ADA compliant sidewalks must be at least 6 feet wide, including the curb, although 8 feet width in areas of higher pedestrian traffic can help accommodate larger volumes safely. Careful design must be considered at street corners and intersections as well as mid-block conflict points like residential and commercial driveways.

The table below provides a brief summary of the described on- and off-street facilities and their critical design elements:

ON-STREET FACILITIES	
BIKE ROUTES, BIKE BOULEVARDS, AND SHARROWS	**GENERAL DESCRIPTION:** • Preidentified and preferred routes for bicycle travel on existing streets • Low-speed and low-volume streets under 2,000 vehicles per day
	ELEMENTS: • Signage • Speed and volume management measures to discourage through trips by motor vehicles • Painted pavement markings (Sharrows)
BIKE LANES	**GENERAL DESCRIPTION:** • Defined portion of the roadway designed and designated for one-way bicycle travel only • Must be a minimum of 5 feet wide on roadways of at least 32 feet in width • When used with on-street parking, must be a minimum of 12 feet wide combined
	ELEMENTS: • Signage • Stripping, painted lanes, or bicycle symbols • Painted buffer stripping, bollards, or on-street parking buffer (sometimes)
CYCLE TRACKS	**GENERAL DESCRIPTION:** • Defined portion of the roadway designed and designated for two-way bicycle travel only • Must be a minimum of 5 feet wide per travel lane
	ELEMENTS: • Signage • Stripping, painted lanes, or bicycle symbols • Painted buffer stripping, bollards, or on-street parking buffer
INTERSECTION IMPROVEMENTS	**GENERAL DESCRIPTION:** • Design features to increase safety when crossing roadways for pedestrians and bicyclists • Typically, customized per intersection
	ELEMENTS: • Bump-out curbs or painted bike boxes • Crosswalk paint, raised surface, or alternative materials used on roadway surfaces to call attention to the crosswalk • Signaled crossings, pedestrian-activated flashing beacons and signage • Pedestrian crossing islands • Mid-block crossings

OFF-STREET FACILITIES	
MULTI-USE PATHS	**GENERAL DESCRIPTION:** • Dedicated off-road facility for two-way bicycle and pedestrian travel on a paved or crushed rock surface • Safest facility for recreational users of all ages and abilities • Typically, 10-14 feet wide
	ELEMENTS: • Paved or crushed rock surface • Center stripe to separate oncoming traffic • Typically, within its own dedicated right-of-way
TRAILHEADS	**GENERAL DESCRIPTION:** • Direct access points to major off-street paths and trails • Helps connect on-street facilities with off-street facilities
	ELEMENTS: • Signage • Vehicle and bike parking area • Maps, kiosk, or other information materials are provided • Restrooms, picnic tables, benches, or shelters (sometimes)
SIDEWALKS	**GENERAL DESCRIPTION:** • Off-street, pedestrian-oriented facilities • Minimum of 6 feet wide
	ELEMENTS: • Paved surface • Accessible and marked intersection crossings • Typically, a portion of the right-of-way

6: Recommendations

Recommendations for infrastructure improvements were considered based on best practices and industry design standards as well as the specific context of individual street sections. The following factors were considered in making facility recommendations:

- Road Width
- Traffic Volume
- Destinations and Community Context
- Adjacent Land Use
- Connections to Major Corridors or Regional Assets

Major corridor-level recommendations for Glendale's future bicycle and pedestrian network are shown in Map 7. Additional details on recommendations for street segments are found in the section below. Following the major corridor-level recommendations, a full list of the recommendations shown on Map 7 (including smaller street segments and recommended intersection improvements) are provided in Figure 1.

Recommendations corresponding to Glendale's corridors are organized in this Plan as North-South and East-West. These recommendation descriptions include both bicycle and pedestrian recommendations, as these should ideally work in conjunction to create a more complete street that serves all users. This Plan provides facility recommendations, but further analysis of each street segment and intersection will required to determine the detailed design and engineering feasibility. As Connecting Glendale 2020 is implemented, the City will review the specific environmental factors of each road segment to create detailed engineering and facility design that is safe, effective, and efficient. Final designs may differ from the recommendations found in this Plan. This Plan also includes general recommendations for policies, programs, and initiatives that support Glendale's bicycle and pedestrian goals (page 37).

North-South Corridors

Range Line Road

As a lower volume road with primarily residential land uses, Range Line Road presents an opportunity to create a north-south connection between Mill Road and Good Hope Road. Range Line Road is also important because it provides access to Glen Hills Middle School.

SEGMENT RECOMMENDATIONS:

- Construct a sidewalk along the east right-of-way of North Range Line Road to provide access to Glen Hills Middle School.
- Create an on-street bike lane on North Range Line Road from the Middle School to the Oak Leaf Trail in Brown Deer Park.

Green Bay Avenue

West Green Bay Avenue is a critical thoroughfare in Glendale. As a principal arterial, it is chiefly designed to move vehicles as quickly as possible. However, it also represents an important opportunity to connect bicyclists and pedestrians to important community destinations. Challenges in this corridor include high traffic volumes and speeds, missing sidewalks beneath train bridge overpasses, and gaps in the sidewalk network.

SEGMENT RECOMMENDATIONS:

- Complete the sidewalk on both sides of the entire Green Bay Avenue corridor.
    - Explore options to create a sidewalk under railroad overpasses, specifically on the west side of the street.

- For the length of the corridor, replace the sidewalk along the east right-of-way with a 10-foot wide multi-use path to serve both bicyclists and pedestrians.
- Close missing sidewalk gaps:
  - West Side: Marne Avenue to Florist Avenue
  - West Side: North of Bender Road to Green Tree Road
  - West Side: North of Bernard Lane to Glendale City Limit
  - East Side: North of Edwards Lane to City Limit

- Explore a trail access point to the Oak Leaf Trail north of Marne Avenue.

Milwaukee River Parkway

Milwaukee River Parkway is not only a green boulevard through residential areas and Kletzsch Park, it also connects residents to destinations like City Hall and Parkway Elementary and is an on-street segment of the Oak Leaf Trail. Ensuring complete connections to Parkway Elementary can help establish safe routes to school and connect transit along Silver Spring Drive to destinations on the Parkway. Milwaukee River Parkway's wide vehicular travel lanes, green median, low speeds, and low traffic volume make it ideal for a number of bicycle and pedestrian investments.

SEGMENT RECOMMENDATIONS:

- Work with the City of Milwaukee and Milwaukee County to extend the Oak Leaf Trail to Silver Spring Drive.
- Explore the feasibility of a multi-use path to serve pedestrians and bicyclists from Silver Spring Drive to North Sunny Point Road, completing the connection to Parkway Elementary. A multi-use path could be accommodated in the Parkway's boulevard median or in excess road right-of-way, following a road diet. The feasibility study would evaluate cross section options while working to avoid existing trees and light poles.
- Widen the existing Oak Leaf Trail path from Bender Road to North Sunny Point Road on east side of the road.
- Construct on-street bike lanes from Silver Spring Drive to Good Hope Road.
  - To create space for bike lanes, remove parking on the east side, with an exception for existing parking bump outs.
  - Designate the segment from Bender Road to Green Tree Avenue as a Bike Boulevard.
- Consider opportunities to phase improvements on the Parkway, starting with bike lane striping to improve safety, and then consider the best multi-use path alternative.
- Final infrastructure designs will require consideration of the Parkway's mature trees, street lights and other potential obstacles as well as coordination with Milwaukee County who has jurisdiction regarding the potential path extension.

Jean Nicolet Road

Nicolet High School is an important destination in Glendale and in the region. Providing safe access to Nicolet High School and its facilities should be a top priority for the City of Glendale. With better bicycle and pedestrian access, students, families, and residents can safely bike or walk to school or school events, providing transportation options without the need for regular access to a car. Enabling biking and walking to school facilities will also reduce parking demand and congestion on school grounds. Continuing or enhancing existing sidewalks, including the emergency access path north of the school driveway, and providing bicycle route signage to navigate the surrounding neighborhood area will better connect Glendale to its high school.

SEGMENT RECOMMENDATIONS:

- Extend existing off-street path from Nicolet High School to Bender Road along the west side of North Jean Nicole Road, creating a 10-foot multi-use path. In locations where the existing path is narrower, widen the path to 10 feet in width.

Port Washington Road

Interstate 43 presents a major barrier in Glendale, effectively separating the eastern and western portions of the City. North Port Washington Road is a parallel alternative to the interstate, providing north-south arterial access on the eastern side of the City. High traffic volumes, high traffic speeds, and changing street composition present strong challenges to providing safe bicycle and pedestrian connections. However, incorporating multi-modal infrastructure in the corridor is necessary for equitable distribution of investment and connecting residents to transit as well as shopping destinations like Bayshore.

WHAT IS A ROAD DIET?

A road diet is a technique used to provide improve how a road functions, commonly to improve safety and provide additional bicycle and pedestrian infrastructure. While there are many variations, it typically involves re-striping a stretch of road to remove at least one vehicular lane in order to create space for facilities such as bike lanes or multi-use trails.

SEGMENT RECOMMENDATIONS:

- Complete the sidewalk network on Port Washington Road by closing gaps in sidewalks on both sides of the street, except for segments where a west side sidewalk would run adjacent to Interstate 43. In these segments, the sidewalk should stop at a location to provide a safe crossing and continue on the east side of the street
    - Close missing sidewalk gaps:
        - West side: West Olive Street to West Estabrook Boulevard
        - West side: West Sugar Lane to West Bradley Road
        - West side: West Coventry to mid-block
        - East side: West Green Tree Avenue to West Calumet Road
- Explore a connection to the Oak Leaf Trail north of West Marne Avenue
- Extend on-street bike lanes from Capitol Drive to Silver Spring Drive
- In locations where Port Washington Road is four lanes, explore the feasibility of a road diet, which would reduce the road to three lanes and create space for a multi-use path along the east side of the road

Lydell Road

North Lydell Road is one of Glendale's best opportunities for a north-south bicycle connection due to its very low traffic volumes. It could provide excellent access to Bayshore for those looking to avoid busier corridors like Silver Spring Drive and North Port Washington Road. Creating a bike boulevard will provide a designated route for bicyclists, preserve existing on-street parking, and create traffic calming effects. Constructing the recommended facilities will require communication and coordination with the Village of Whitefish Bay, as North Lydell Road is a community boundary.

SEGMENT RECOMMENDATIONS:

- Create a bike boulevard on North Lydell Road from West Hampton Avenue to West Bender Road
- Maintain one-way southbound traffic on segment along Union Cemetery but allow contra-flow bicycle traffic (i.e., allow bicycles to travel in both directions)
- Complete the sidewalk network by closing missing sidewalk gaps:

- West side: West Marne Avenue north to midblock
- West side: West Lancaster Avenue to West Henry Clay Street
- West side: West Lexington Boulevard to Silver Spring Drive
- West Side: Silver Spring Drive to Union Cemetery

East-West Corridors

Good Hope Road

Public input during the Connecting Glendale 2020 planning process identified Good Hope Road as one of the corridors most in need of safety improvements, including critical sidewalks. The lack of sidewalks on Good Hope Road represents a major hole in Glendale's networks and walkability as a community. Good Hope Road's lack of sidewalks, high traffic speeds and wide road design also make it a barrier to bicyclists and pedestrians trying to cross its numerous intersections, either from residential areas to the north or at the Oak Leaf Trail. The wide right-of-way does provide the City opportunities to build substantial infrastructure while still accommodating vehicular traffic. The critical role that Good Hope Road plays in the regional transportation system presents a unique opportunity for multi-jurisdiction collaboration to pursue grant funds or other resources to construct continuous infrastructure across multiple municipalities.

SEGMENT RECOMMENDATIONS:

- Create a regional multi-use path along south side of Good Hope Road, west of Port Washington Road. This could be a cycle track and sidewalk pair depending on right-of-way availability. Putting the path on the south side of Good Hope reduces the number of conflict points with residential driveways
- Establish a bike route east of Port Washington Road
- Explore constructing a sidewalk on the north side of the road from Range Line Road to Milwaukee River Parkway
- Construct sidewalks on either side of the street east of Port Washington Road
- Improve intersection facilities with pedestrian crossing, pedestrian actuated signals, and refuge islands at the Oak Leaf Trail, Range Line Road, Green Bay Avenue, and Milwaukee River Parkway intersections

Green Tree Road

Green Tree Road is an accessible east-west corridor with lower traffic volumes than Good Hope Road and Silver Spring Drive, making it a useful alternative for on-street bicycle facilities as well as sidewalks. Green Tree Road's intersection with Green Bay Avenue has a high number of community and commercial uses that attract large numbers of pedestrians, including schools, synagogues, apartment complexes, and businesses. Providing safe, clearly designated space for pedestrians is critical to improving the City's walkability.

SEGMENT RECOMMENDATIONS:

- Create sidewalk connections along either side of Green Tree Road from the Oak Leaf Trail to the Glendale city limits
- Construct on-street bike lanes from the Oak Leaf Trail to Glendale city limits and east of North Port Washington Road

Silver Spring Drive

Silver Spring Drive serves Glendale as a major arterial that provides access to a number of commercial nodes, including Bayshore, and includes a heavily trafficked I-43 interchange where intra-regional traffic enters the community and the local street network. Numerous segments of Silver Spring Drive see more than 20,000 average daily vehicle trips, and its large number of businesses and homes create significant conflict points for bicyclists

and vehicles. Much of Silver Spring Drive's cross-section has two traffic lanes in each direction, but numerous bridges and highway underpasses and overpasses restrict the street width, making on-street facilities unfeasible without a substantial road redesign. For these reasons, Connecting Glendale 2020 recommends positioning Silver Spring Drive as a pedestrian corridor, focusing investments on pedestrian access and identifying safer parallel alternatives for bicyclists, like Bender Road.

SEGMENT RECOMMENDATIONS:

- Extend the sidewalk network along both sides of the street where feasible, connecting all gaps in the existing network
- Review intersection safety at Green Bay Avenue, Milwaukee River Parkway, the I-43 interchange underpass and interchange, North Port Washington Road and at pedestrian access points to Bayshore like Mohawk Avenue, Navajo Avenue, and Lydell Avenue. Potential intersection improvements include pedestrian signaling, pedestrian refuge islands, and speed reduction efforts
- Explore new Oak Leaf Trail access points south of Silver Spring Drive

Bender Road

Bender Road provides an east-west corridor through the center of Glendale and connects key north-south corridors including Green Bay Avenue, Milwaukee River Parkway, and Port Washington Road. The City of Glendale invested in on-street bike lanes on Bender Road that serve as a model for implementing Connecting Glendale 2020 and constructing future bicycle and pedestrian facilities. The existing facilities on Bender Road include painted bike lanes with parking lanes on both the north and south sides of the street. While the current facilities stretch from east of Green Bay Avenue to Jean Nicolet Road, Connecting 2020 recommends completing the bicycle connection to the west to fully serve destinations along Bender, including Richard E. Maslowski Community Park and Port Washington Road.

SEGMENT RECOMMENDATIONS:

- Construct on-street bike lanes from Green Bay Avenue west to Flint Road
- Add sidewalk along the north side of Bender Road between Green Bay Avenue and Interstate 43

Civic Drive

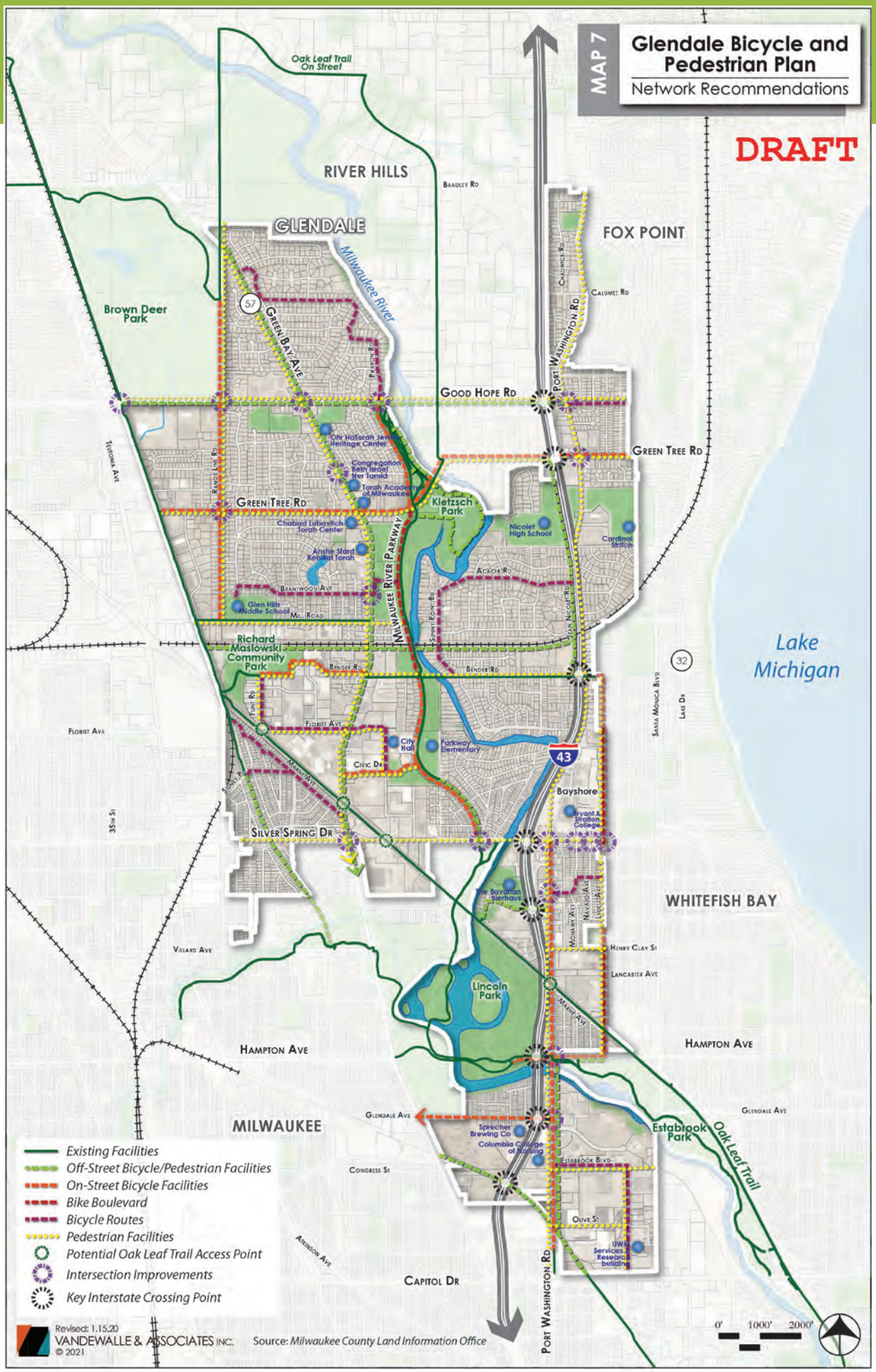
West Civic Drive presents a unique opportunity for high impact bicycle and pedestrian connections, linking Green Bay Avenue to Glendale City Hall, Parkway Elementary School and Milwaukee River Parkway.

- Extend the sidewalk along the south side of Civic Drive from Green Bay Avenue to Milwaukee River Parkway
- Construct on-street bike lanes from Milwaukee River Parkway to Glen Park Road
- Construct on-street bike lanes with on-street parking from Glen Park Road to Green Bay Avenue

Figure 1 contains the bicycle and pedestrian facility recommendations outlined in this chapter as well as those featured on Map 7. This table can be used as a quick reference guide for future implementation.

FIGURE 1. BICYCLE AND PEDESTRIAN FACILITY RECOMMENDATIONS

PEDESTRIAN FACILITIES	I-43 Interchange Areas: Evaluate Conflict Points
Major Pedestrian Corridor: Complete Sidewalk on Both Sides	Good Hope Rd.
Green Bay Ave.	Silver Spring Dr.
Good Hope Rd.	Hampton Ave.
Silver Spring Dr.	**ON-STREET BICYCLE FACILITIES**
Port Washington Rd.	Low Stress Collectors: Bike Boulevard
Neighborhood Pedestrian Corridor: Complete Sidewalk on One Side	Lydell Rd.
Range Line Rd.	New Bike Corridors: Bike Lanes (Various Facilities)
Green Tree Rd.	Range Line Rd.
Mill Rd.	Green Tree Rd.
Bender Rd.	Bender Rd.
Henry Clay St.	Civic Dr.
Florist Ave.	Green Bay Ave.
Flint Rd.	Hampton Ave.
Lydell Rd.	Milwaukee River Parkway
Civic Dr.	Florist Ave.
INTERSECTION IMPROVEMENTS	Port Washington Rd.
Major Corridor Crossings: Evaluate Safety Improvements	Glendale Ave.
Good Hope Rd. & Oak Leaf Trail (West)	Neighborhood Bicycle Connections: Bike Routes
Good Hope Rd. & Range Line Rd.	Acacia Rd. to Sunny Point Rd.
Good Hope Rd. & Green Bay Ave.	Marne Ave. to Sidney Pl. & Oak Leaf Trail
Good Hope Rd. & Milwaukee River Parkway/Perrion Rd.	1st St./Lydell Rd. to Estabrook Blvd.
Good Hope Rd. & Port Washington Rd.	Birch Ave & Richter Pl.
Port Washington Rd. & Green Tree Rd.	Flint Rd. to Florist Ave. to Glen Park Rd.
Port Washington Rd. & Hampton Ave.	Perrion Rd. to Green Bay Ave.
Port Washington Rd. & Glendale Ave.	Kletzsch Park to Glen Hills Middle School
Silver Spring Dr. & Milwaukee River Parkway	**OFF-STREET BICYCLE FACILITIES**
Silver Spring Dr. & Lydell Rd.	Major Corridors: Multi-Use Off-Street Path
Silver Spring Dr. & Green Bay Ave.	Jean Nicolet Rd.
Silver Spring Dr. & Port Washington Rd.	Lexington Blvd.
Silver Spring Dr. & Mohawk Ave.	Milwaukee River Parkway
Green Bay Ave. & Hampton Ave.	Hampton Ave. to Lydell Ave.
Mid-Block Crossings: Evaluate Crossing Improvements	Good Hope Rd.
Range Line Rd. & Green Tree Rd.	Kletzsch Park
Green Bay Ave. & Edward Ln.	Oak Leaf Trail/WE Energies ROW Extension
Green Bay Ave. & Brantwood Ave.	Port Washington Rd. I-43 Underpass
Silver Spring Dr. & Navajo Ave.	Rails to Trails Railroad Trail
Port Washington Rd. & Richter Pl.	


MAP 7
Glendale Bicycle and Pedestrian Plan
Network Recommendations
DRAFT
RIVER HILLS
GLENDALE
FOX POINT
Brown Deer Park
Milwaukee River
Oak Leaf Trail On Street
Lake Michigan
WHITEFISH BAY
MILWAUKEE
Good Hope Rd
Green Tree Rd
Bender Rd
Florist Ave
Silver Spring Dr
Hampton Ave
Capitol Dr
Port Washington Rd
Green Bay Ave
Milwaukee River Parkway
Richard Maslowski Community Park
Kletzsch Park
Lincoln Park
Estabrook Park
Bayshore
Nicolet High School
Cardinal Stritch
Glen Hills Middle School
Parkway Elementary
City Hall
Existing Facilities
Off-Street Bicycle/Pedestrian Facilities
On-Street Bicycle Facilities
Bike Boulevard
Bicycle Routes
Pedestrian Facilities
Potential Oak Leaf Trail Access Point
Intersection Improvements
Key Interstate Crossing Point
Revised: 1.15.20
VANDEWALLE & ASSOCIATES INC.
© 2021
Source: Milwaukee County Land Information Office
0'
1000'
2000'

General Recommendations

Adopt Implementation Policies

Taking the recommendations of Connecting Glendale 2020 from plan to construction will require the City to take a number of implementation steps. Incorporating progressive policies that facilitate bicycle and pedestrian friendliness sends a message that the City prioritizes this form of transportation and helps develop a culture of promoting biking and walking trips. Establishing procedures and policies for the implementation of the City's bicycle and pedestrian priorities will consistently advance projects and provide criteria for identifying implementation opportunities. These policies should be developed in collaboration with the City's leadership, elected officials, administration, and department heads.

RECOMMENDED ACTIONS:

- Develop a Complete Streets Policy that promotes the inclusion of bicycle and pedestrian safety measures and infrastructure in all new roadway maintenance and reconstruction projects
- Develop strong infrastructure maintenance protocols to protect the City of Glendale's investment and preserve the bicycle and pedestrian network's safety, efficiency, and integrity
- Improve sidewalks as recommended on Map 7 in concert with road reconstruction or expansion whenever feasible
- Evaluate key road segments for independent project initiatives
- Explore grant funding and multi-jurisdictional partnership opportunities to expand network
- Work with Glendale schools on building a strong Safe Routes to School Program
- Expand pedestrian and bike connections at Interstate 43 overpass/underpass locations
- Where bike lanes are constructed with on-street parking and where feasible, utilize the parking lane as the separation barrier between vehicular and bicycle traffic
- Evaluate detailed road designs for the recommended segment improvements to determine specific road cross sections and infrastructure designs
- Establish data collection and performance metric protocols to track progress in implementing Connecting Glendale 2020's recommendations
- Seek designation as a Bicycle Friendly Community by the League of American Bicyclists

BICYCLE AND PEDESTRIAN PERFORMANCE MEASURES AND DATA COLLECTION

Collecting a variety of data and establishing performance metric protocols can help track the implementation of Connecting Glendale 2020 and the City's advancement towards it bicycle and pedestrian goals. The following is a list of potential data points for measuring bicycle and pedestrian investments:

- Baseline totals for existing bicycle and pedestrian infrastructure (linear feet or miles)
- Construction totals per facility type (linear feet or miles)
- Intersection improvements
- ADA compliance
- Bike parking installation
- Signage installation
- Commute data and public mode share
- Access to jobs and community destinations
- Property values
- Crashes
- Vehicle Miles Traveled
- Population access to bicycle and pedestrian facilities
- Community Walk Score

Develop a Community Wayfinding and Signage Plan

The ability to navigate a community safely and effectively is just as important as providing infrastructure to facilitate travel. A key to improving bicycle and pedestrian navigation throughout Glendale can be accomplished by increased signage, particularly through wayfinding signage that directs users to key destinations. Bicycle and pedestrian-oriented signage assists not only users in finding and navigating bike routes, bike lanes, trails, and trailheads, it also helps notify drivers of areas where those users are more prevalent. Additionally, providing important destination-oriented signage gives all people the ability to find key locations within the City, which increases safe travel along designated routes, boosts economic activity at key locations, and provides the community with opportunities to brand itself through unique signage.

RECOMMENDED ACTIONS:

- Develop a signage plan that identifies key locations for bicycle and pedestrian signage, in addition to being focused on key destinations in the community
- Work with Welcome Glendale to develop the signage plan and identify key destinations to include in the wayfinding plan
- Work with the Milwaukee County Parks Department to find opportunities for the Glendale signage plan to align with the County-wide signage plan
- Following the completion of the City's branding and identity-planning process, pursue development of unique and distinct wayfinding signage that includes aspects of the community's new brand

Establish a Communitywide Bike Racks and Parking Program

Without the ability to park a bicycle, it is nearly impossible to make daily trips, recreational trips, or commute to work via a bicycle. Just like a motor vehicle, parking is a key component of accessibility. Bike racks are a simple, inexpensive addition to private development, institutional locations, and even the right-of-way that can go a long way to promoting bicycle trips and increasing accessibility. Additionally, bike racks not only serve a utilitarian use, but also can be employed to increase public art or be integrated into existing public art. Installing and integrating bike racks throughout Glendale is one of the easiest and most effective ways to promote increased ridership, stimulate economic development, and increase the streetscaping aesthetic of the community.

RECOMMENDED ACTIONS:

- Establish a policy that requires all new or updated multi-family and commercial development to include a minimum number of bicycle parking spaces. This requirement could be integrated into other City building, landscape, or design requirements.
- Work with local artists to develop public art that can also be used as a bike rack.
- During streetscaping or street repaving projects along key corridors, install bike racks.
- Purchase and install City-branded bike racks throughout Glendale. For example, the City of West Allis utilized grant funding and private donations to purchase and install over 50 bike racks throughout the community at key locations between 2013-2016.

Create an Education and Enforcement Program

Another way for the City to increase bicycle and pedestrian trips and make them as safe as possible is through enhanced education and enforcement. Prioritizing and developing programming to increase bicycle safety, especially with children, is one of the most effective ways to promote bicycle trips and keep riders safe on the road. Additionally, without enforcement of roadway laws for both bicycles and vehicles, an unsafe environment persists. There are several different methods that can be leveraged and utilized to increase education and enforcement that promote safe, efficient, and smart bicycle, pedestrian, and vehicle travel throughout the City.

RECOMMENDED ACTIONS:

- Work with the Police Department to develop bicycle education training sessions for children and adults. For children, the most common approach is through a bicycle rodeo hosted in a local parking lot that features education and application-based training. Another approach could be through a partnership with the School District and the Safe Routes to School program to teach bicycle safety as part of the curriculum.
- Increase enforcement of both bicycle and vehicle traffic on key roadways. Informing users of the right and wrong way to travel cohesively on local roadways is a key first step to increasing safety for all users.
- Collaborate with regional communities to build on existing education and enforcement strategies and practices to increase bicycle and pedestrian safety across the North Shore.

Work with Local Partners to Develop Economic Development and Marketing Programs Connected to Bicycle and Pedestrian Opportunities in Glendale

Increased bicycle and pedestrian trips are a proven and effective economic development strategy that is being applied throughout the Milwaukee Metro Area and the state. People who bike or walk tend to spend more time at certain destinations which can promote business expansion, retention, and attraction along key routes or near trailheads. Marketing the bicycle and pedestrian opportunities, amenities, and connections in the community is a crucial component of encouraging more trips and ultimately sparking economic development in the City.

RECOMMENDED ACTIONS:

- Partner with Welcome Glendale and other tourism entities to highlight bicycle and pedestrian opportunities within existing and future visitor and tourism marketing efforts
- Work with hotels and other lodging businesses to provide bicycle and pedestrian maps and information about key local destinations as well as establish bike share or bike rental programs for hotel guests and visitors
- Explore establishing a bike share program in Glendale
- Establish and promote bicycle and pedestrian events, including charity rides and walks, National Bike Month and Bike to Work celebrations, that encourage residents and visitors to bike and walk in Glendale
- Develop an interactive online tourism map that highlights destinations, provides route details, and functions as a guide to biking or walking throughout the City
- Provide printed bicycle map brochures to local businesses and civic destinations to increase knowledge of Glendale's bicycle and pedestrian assets among residents and tourists

Project Prioritization and Implementation

The recommendations presented in this Connecting Glendale 2020 will be implemented over time, rather than occurring all at once. In some cases, the timing of implementation will be based on the City priorities detailed below. In other cases, phasing will be dictated by several factors, including private landowner decisions to redevelop or sell their property, planned road reconstruction, and the availability of City funding or grants to make necessary system expansions or improvements.

In general, bicycle and pedestrian investments should be prioritized as follows:

1. Improve the existing bicycle and pedestrian system by closing gaps in the network.
2. Expand the existing bicycle and pedestrian system by developing new connections to other local destinations.
3. Improve the existing bicycle and pedestrian system by addressing ongoing safety issues, particularly dangerous intersections and Interstate 43 overpasses and underpasses.
4. Expand the existing bicycle and pedestrian system to align with economic development and tourism efforts.

Short-term Recommendations

Short-term recommendations address immediate safety concerns or gaps in the existing bicycle and pedestrian network. Bike routes and signage related recommendations are all short-term recommendations because they can be implemented relatively quickly and at lower cost. High-priority short-term recommendations include:

- Green Bay Avenue
- Lydell Road
- Green Tree Road
- Bender Road
- Jean Nicolet Road

Long-term Recommendations

Long-term recommendations involve implementing projects as opportunities arise, which may require cooperation with surrounding jurisdictions and regional trails. State laws prohibit the City from condemning land like it historically could to improve public facilities, so it is important to take advantage of every opportunity possible to acquire land for expanding the public right-of-way to improve the bicycle and pedestrian network. High-priority long-term recommendations include:

- Good Hope Road
- Port Washington Road
- Silver Spring Drive
- Milwaukee River Parkway

Costs and Funding

TYPICAL COSTS OF BICYCLE AND PEDESTRIAN FACILITIES

Typical costs, depicted in Figure 2, were developed based on a combination of real-world examples and industry averages. These costs are provided in 2020 dollars, rounded to the nearest thousand. They include only the cost of the infrastructure investment, (including engineering, design, and contingency) and do not include costs for right-of-way acquisition, additional amenities (signs, kiosks, bike racks, etc.) or other improvements specific to a given project.

FIGURE 2. TYPICAL FACILITY COSTS

FACILITY	ESTIMATED COST PER MILE (2020 DOLLARS)[1]
On-Street Bike Route[2]	$17,000
On-Street Bike Lane[3]	$102,000
Off-Street Multi-Use Path[4]	$140,000
Concrete Sidewalk[5]	$162,000 ($31 per linear foot)

1. *Costs include engineering (25%), design (20%), and contingency (15%) allowances.*
2. *Assumes signage every 400 feet in each direction.*
3. *Assumes lanes are five feet wide.*
4. *Assumes paths are eight feet wide.*
5. *Assumes sidewalks are five feet wide and four inches thick.*

On-street and off-street facilities will require regular maintenance and repair. On-street facilities are often maintained as part of a community's regular roadway maintenance program. In some cases, additional maintenance will be needed such as plow in the winter, clear of debris from the bike lanes, or trim overgrown vegetation. In general, asphalt paths will need repaving every seven to 15 years; concrete paths will require replacement every 25 years.

FUNDING SOURCES AND STRATEGIES

There are several funding sources available to help finance implementation of improvements or expansions of the bicycle and pedestrian network, including include parkland acquisition impact fees and state and federal grant programs. It should be noted that funds from many of these programs are subject to change due to fluctuations with current federal, state, and local budgets. The City may qualify for grant funds through the Federal Land and Water Conservation Fund (LAWCON), the State Acquisition and Development of Local Parks Program (ADLP), and the State of Wisconsin the Knowles-Nelson Stewardship Program. A listing of available grant programs is found in Appendix A.

The bicycle and pedestrian infrastructure improvements recommended in this Plan should continue to be incorporated into the City's biennial capital improvement plan and programming. The City has successfully maintained and improved its existing bicycle and pedestrian network by outlining the general schedule within which public improvements are proposed to be undertaken.

The City of Glendale should continue to utilize its existing planning framework and regulations and develop new procedures as recommended in this Plan to implement Connecting Glendale 2020.

Finally, the City should coordinate efforts with other units of government (ex. Milwaukee County, adjacent municipalities, etc.), governmental departments and public agencies (ex. school districts, Wisconsin Department of Transportation, and Wisconsin Department of Natural Resources), and private and non-profit agencies to help fund, leverage funds, and implement the recommendations presented in the Connecting Glendale 2020 Plan.

Appendices

Appendix A: Funding Sources

Appendix B: Public Participation Responses

Appendix A: Funding Sources

PROGRAM	PURPOSE	FUNDING DETAILS	DEADLINE	NOTES	ADMIN. AGENCY	CONTACT
WISCONSIN STEWARDSHIP PROGRAMS						
Aids for the acquisition and development of local parks (ADLP)	To acquire or develop public nature-based outdoor recreation areas and facilities.	• 50% local match per project. • $4M available each year.	May 1	• A comprehensive outdoor recreation plan is required. • Priority for land acquisition of regional/statewide significance. • Projects must comply with ADA.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704
Urban Greenspace Program (UGS)	To acquire land to provide natural open space and community gardens within or near urban areas, or to protect scenic or ecological features.	• 50% local match per project. • $1.6M available each year.	May 1	• A comprehensive outdoor recreation plan is required. • Projects must comply with ADA.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704
Acquisition of Development Rights (ADR)	To acquire development rights for nature-based outdoor recreation areas and facilities.	• 50% local match per project. • $1.6M available each year.	May 1	• Funds are available to acquire development rights (easements) in areas where restrictions on residential, industrial, or commercial development are in place. • May include enhancements of nature-based outdoor recreation.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704
Urban Rivers Grant Program (UR)	To acquire lands, or rights in lands, adjacent to urban rivers for the purpose of preserving or restoring them for economic revitalization or nature-based outdoor recreation activities..	• 50% local match per project. • $800,000 available each year.	May 1	• A comprehensive outdoor recreation plan is required to participate. • Projects must comply with ADA.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704

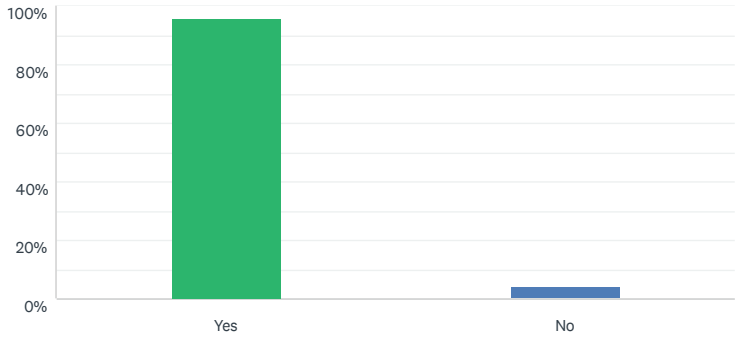
PROGRAM	PURPOSE	FUNDING DETAILS	DEADLINE	NOTES	ADMIN. AGENCY	CONTACT
FEDERAL PROGRAMS						
Land and Water Conversation Fund (LAWCON)	To acquire or develop public outdoor recreation areas and facilities in local communities.	• 50% local match per project. • Land acquisition. • Development of recreational facilities.	May 1	• A comprehensive outdoor recreation plan is required to participate.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704
Recreational Trails Program (RFP)	To provide funds for maintenance, development, rehabilitation, and acquisition of land for motorized, non-motorized, and diversified trails.	• 50% local match per project. • Maintenance and restoration of existing trails. • Development and rehabilitation of trailside and trailhead facilities and trail linkages. • Construction of new trails (with certain restrictions on federal lands). • Acquisition of easement or property for trails purchase.	May 1	• Funds may only be used on trails which have been identified in or which further a specific goal of a local, county or state trail plan • Funds may be used on trails which are referenced in a statewide comprehensive outdoor recreation plan.	Wisconsin DNR	Sara deBruijn Southeast Region (414) 263-8704

PROGRAM	PURPOSE	FUNDING DETAILS	DEADLINE	NOTES	ADMIN. AGENCY	CONTACT
STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)						
Transportation Alternatives Program (TAP)	Providing facilities for pedestrians and bicyclists. This program includes construction, planning, and design of on-road and off-road trail facilities and infrastructure for safe use by for pedestrians, bicyclists, and other non-motorized forms of transportation.	• Funded through FAST Act. • 80%/20%. • 20% required match (funds are not awarded upfront but are reimbursed).	October-January	• Infrastructure projects over $300,00 • Non-infrastructure projects over $50,000	WisDOT Regional Transportation Management Area Authority (MPO)	Jacob Varnes Southeast Region (262)548-8789
Surface Transportation Program (STP)	Road improvement funds, which can be spent on a wide variety of projects, including roadway projects, bridges, transit facilities, and bicycle and pedestrian facilities.	• Funded through FAST Act • 80%/20%. • 20% required match (funds are not awarded upfront but are reimbursed).	July – 6-year project cycle	• Facilities for pedestrians and bicycles. • System-wide bicycle planning. • Three sub-programs: Urban; Rural; Bridges	WisDOT	Jacob Varnes Southeast Region (262)548-8789
FEDERAL TRANSIT ADMINISTRATION FUNDS						
Capital Investment Grants	Transit capital projects; includes intermodal facilities such as bicycle racks on buses and bicycle parking at transit stations; most funds are to be directed toward transit itself.	• Discretionary local match	Early spring	• Funding for this program is allocated on a discretionary basis and requires a multi-year process.	WisDOT Division of Transportation Investment Management	Aileen Switzer (608)266-5791
Congestion Mitigation and Air Quality (CMAQ) Improvement Program	Funds projects which will reduce vehicle trips and miles; reduce emissions due to traffic congestion; or reduce the per mile rate of vehicle emissions.	• 20% local match per project (funds are not awarded upfront but are reimbursed).	April- June	• Limited to Milwaukee, Kenosha, Racine, Ozaukee, Waukesha, Washington, Sheboygan, Kewaunee, Manitowoc, Walworth, and Door Counties.	Federal Transit Authority WisDOT SEWRPC	Jason Varnes Southeast Region (262)548-8789

PROGRAM	PURPOSE	FUNDING DETAILS	DEADLINE	NOTES	ADMIN. AGENCY	CONTACT
FEDERAL HIGHWAY ADMINISTRATION SAFETY FUNDS						
Highway Safety Improvement Program (HSIP)	Funds safety projects at sites that have experienced a high crash history. Emphasis is on low-cost options that can be implemented quickly, including intersection improvements.	• 10% local match per project	August	• Communities must include 5 years of crash data.	WisDOT Division of Transportation Investment Management	Jason Varnes Southeast Region (262)548-8789
US DEPARTMENT OF TRANSPORTATION						
Better Utilization Investments to Leverage Development (BUILD)	Investment in road, rail, transit, and port projects. Funding for multi-modal, multi-jurisdictional projects.-	• 20% local match per project	May	• Eligible for transit agencies, port authorities, MPOs, and state and local governments.	US DOT	202-366-0301
OTHER PROGRAMS						
Wisconsin Main Street and Connect Community Program	Comprehensive downtown revitalization program, which includes streetscape improvements.	• Technical assistance in the planning, management and implementation of downtown development projects	Spring	• May benefit trail enhancements through streetscaping.	WEDC	Jason Scott (608) 210-6790
Bicycle Infrastructure & Advocacy Grant	Grants to build infrastructure that makes it easier for all people to ride bikes in their communities, including bike paths, bike lanes, trails, bridges, parking, and storage. Can also fund programs and initiatives that advocate for bikes and transform streets for bikes.	• Up to $10,000 or up to 50% of project cost • No specific match amount, but leverage required	April and October	• Applications should include performance metrics for measuring project success	People for Bikes	Zoe Kircos (702) 726-3335

Q1 Are you a Glendale resident?

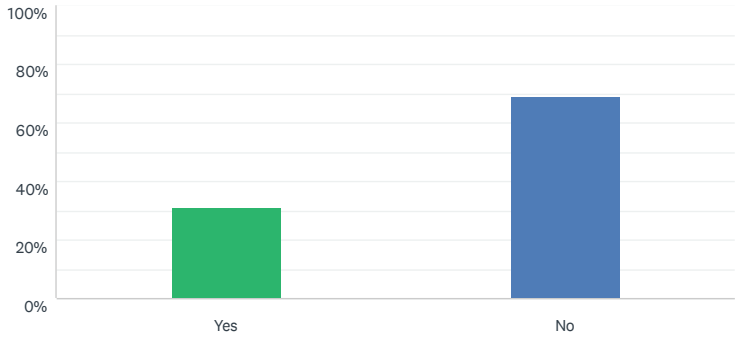
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	95.83%	46
No	4.17%	2
TOTAL		48

Q2 Did you participate in the September 9th Virtual Public Meeting and complete the polling questions?

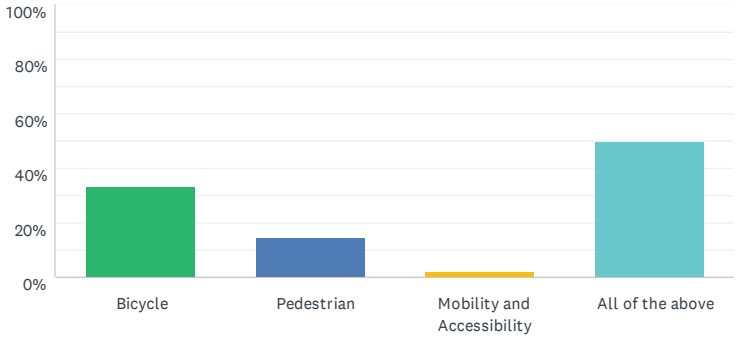
Answered: 48 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	31.25%	15
No	68.75%	33
TOTAL		48

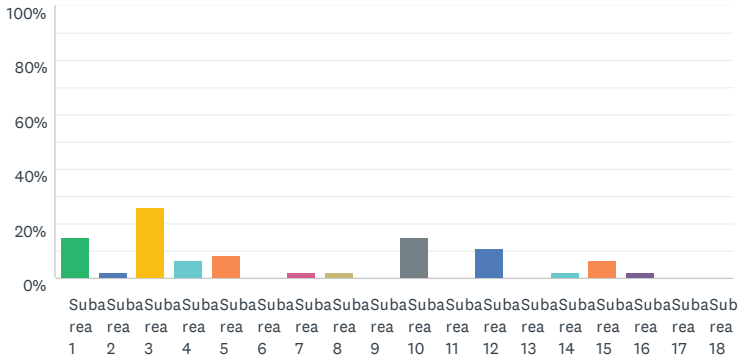
Q3 Which issue in this Plan is of most personal interest to you?

Answered: 48 Skipped: 0



Q4 Please review the Sub-Neighborhood Map. Which subarea do you live in?

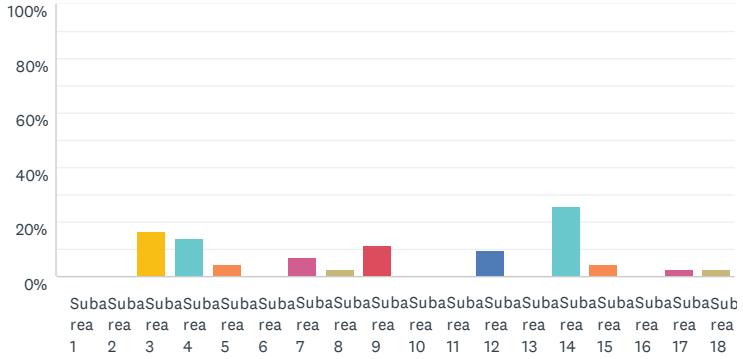
Answered: 46 Skipped: 2



ANSWER CHOICES	RESPONSES	
Subarea 1	15.22%	7
Subarea 2	2.17%	1
Subarea 3	26.09%	12
Subarea 4	6.52%	3
Subarea 5	8.70%	4
Subarea 6	0.00%	0
Subarea 7	2.17%	1
Subarea 8	2.17%	1
Subarea 9	0.00%	0
Subarea 10	15.22%	7
Subarea 11	0.00%	0
Subarea 12	10.87%	5
Subarea 13	0.00%	0
Subarea 14	2.17%	1
Subarea 15	6.52%	3
Subarea 16	2.17%	1
Subarea 17	0.00%	0
Subarea 18	0.00%	0
TOTAL		46

Q5 Please review the Sub-Neighborhood Map. Which subarea do you most often try to get to?

Answered: 43 Skipped: 5



ANSWER CHOICES	RESPONSES	
Subarea 1	0.00%	0
Subarea 2	0.00%	0
Subarea 3	16.28%	7
Subarea 4	13.95%	6
Subarea 5	4.65%	2
Subarea 6	0.00%	0
Subarea 7	6.98%	3
Subarea 8	2.33%	1
Subarea 9	11.63%	5
Subarea 10	0.00%	0
Subarea 11	0.00%	0
Subarea 12	9.30%	4
Subarea 13	0.00%	0
Subarea 14	25.58%	11
Subarea 15	4.65%	2
Subarea 16	0.00%	0
Subarea 17	2.33%	1
Subarea 18	2.33%	1
TOTAL		43

#	PLEASE PROVIDE THE MAIN REASON FOR TRAVELING TO THIS SUBAREA (WORK, RECREATION, SHOPPING, ETC.).	DATE
1	Shopping	9/28/2020 9:19 AM
2	Shopping	9/25/2020 6:07 AM
3	recreation	9/24/2020 4:03 PM
4	Shopping and visiting friends	9/24/2020 1:47 PM
5	Access to the River walkway	9/24/2020 6:56 AM
6	I live in Subarea 12, but I like to bike in every direction. I would like to bike for shopping to the east on Silver Spring, but that corridor is a death trap. I go almost every direction for recreation (mostly to visit parks).	9/23/2020 8:29 PM
7	Recreation	9/23/2020 5:17 PM
8	Walking or biking to the parkway and Kletczh Park for recreation.	9/22/2020 9:24 PM
9	Kletzch Park is in subarea 4. It's a great spot for recreation -- we bike there and walk our dog there from our neighborhood in subarea 1.	9/22/2020 7:58 PM
10	Heading to Bayshore and WAC from my house on Glendale Ave. , also for going north on Port Washington Road for bike rides to Cedarburg, Oak Leaf Trail both directions .	9/21/2020 11:08 AM
11	Safe accessibility to ALL 18 Subareas for a variety of purposes	9/17/2020 11:29 PM
12	Recreation, shopping, library access.	9/17/2020 4:28 PM
13	access to Maslowski	9/16/2020 12:32 PM
14	Dining, shopping and entertainment	9/14/2020 7:07 PM
15	As a year-round bike commuter, Subarea 3 provides the safest access to the Oak Leaf Trail.	9/14/2020 7:06 PM
16	Recreation. My husband and I both like to bike on the oak leaf trail both south and north bound.	9/14/2020 4:59 PM
17	Shopping	9/14/2020 11:16 AM
18	Shopping for food, garments, recreational goods, books and so on.	9/14/2020 9:30 AM
19	shopping	9/12/2020 6:05 PM
20	Shopping, e.g. the Bayshore Trader Joe's for groceries.	9/12/2020 4:04 PM
21	Shopping, recreation, family visits	9/12/2020 10:35 AM
22	Recreation	9/11/2020 9:17 PM
23	shopping	9/11/2020 7:26 PM
24	Recreation	9/11/2020 6:19 PM
25	Parks	9/11/2020 4:45 PM
26	Library! Bay shore is a close secons	9/11/2020 3:02 PM
27	Parkway School, Kletzsch Park	9/11/2020 1:47 PM
28	to connect with bus for work	9/11/2020 1:35 PM
29	Parkway school/ playground.	9/11/2020 10:47 AM
30	Recreation - general cycling around different areas towards downtown and the Hank Aaron trail-head.	9/11/2020 10:39 AM
31	We like to ride our bikes to The Brick. We actually like to ride our bikes everywhere, including into Whitefish Bay, but Silver Spring is NOT bike friendly at all, and is in fact dangerous with the speeders.	9/11/2020 10:23 AM
32	recreation	9/11/2020 9:56 AM
33	Visiting friends	9/11/2020 9:55 AM
34	Access Maslowski park for recreation.	9/11/2020 9:50 AM
35	I ride my bike to go food shopping, library and some businesses there.	9/11/2020 9:33 AM
36	This is my way of getting from my neighborhood to Kletzsch Park.	9/11/2020 9:01 AM

37	shopping	9/10/2020 2:49 PM
38	Shopping and recreation, Bayshore, Silver Spring shops, Port Washington shops	9/10/2020 11:25 AM
39	The parks along the river. Biking to school (Parkway: tricking Milwaukee River Parkway section) Glenhills: smooth sailing on the OakLeaf once the detour is gone) and Nicolet: dangerous on Jean Nicolet Rd.	9/10/2020 8:13 AM
40	Middle School	9/9/2020 8:21 PM
41	Shopping at Bayshore and also on my way to work	9/9/2020 7:12 PM
42	Home	9/9/2020 7:10 PM
43	Community connection, Friday night dinners, Shabbath services and connecting with friends Saturday afternoons and during holidays	9/9/2020 7:05 PM

Q6 What, if anything, keeps you from getting there? Do you experience any barriers to walking or biking to your desired destination?

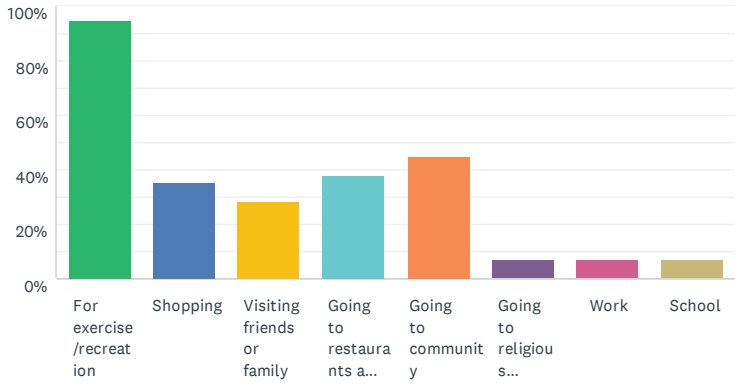
Answered: 43 Skipped: 5

#	RESPONSES	DATE
1	Bayshore is difficult to get to on a bike, have to use sidewalks to not get hit by a car. Would love a dedicated path from oak leaf throughout bayshore	9/28/2020 9:19 AM
2	Have to go out of the way. Too much traffic to ride bike on main roads.	9/25/2020 6:07 AM
3	walking/running on Range Line with no sidewalks is a bit scary	9/24/2020 4:03 PM
4	I prefer to bike or walk. The lack of a sidewalk is very troubling, especially considering how fast people drive on Range Line Road.	9/24/2020 1:47 PM
5	Jaywalking Goodhope	9/24/2020 6:56 AM
6	Unestablished bike/pedestrian corridors are the main barrier. Safety along the route is number two concern. Traffic is most important if the first two are missing.	9/23/2020 8:29 PM
7	Crossing Good Hope Road is sometimes a challenge due to the high volume of traffic. Crossing on foot can be a challenge.	9/23/2020 5:17 PM
8	Crossing Good Hope Road from Pierron Road. It's a gauntlet!	9/22/2020 9:24 PM
9	Crossing Good Hope Road at Pierron Road is treacherous. Whether on bike or on foot, crossing six lanes of traffic that's often moving at 55 mph is dangerous. Adding a crosswalk here to help people safely exit the neighborhood and access subarea 4 and ultimately Kletzch Park is needed.	9/22/2020 7:58 PM
10	Port Washington Road north of Glendale Ave has at least 3 intersections that can be difficult or dangerous from cards - Hampton@Port Washington Road, Silver Spring @Port Washington Road, Good Hope Road @ Port Washington Road. I try to fully avoid Hampton @ GreenBay Ave, but I think this is City of Milwaukee Intersection.	9/21/2020 11:08 AM
11	No bicycle or pedestrian paths	9/17/2020 11:29 PM
12	No sidewalks, lack of crosswalks at key intersections, deteriorating curbs and roads.	9/17/2020 4:28 PM
13	The RR track is a large barrier which could make more frequent access to the park possible. Recently completed access from the OLT is a huge benefit because Green Bay Ave is just not an option with kids on bikes	9/16/2020 12:32 PM
14	There should be pedestrian sidewalk all along Port Washington Road.	9/14/2020 7:07 PM
15	Nothing prevents me from accessing this Subarea, however, crossing the Green Bay Rd heading east can be challenging because many drivers are unaware that cyclists are not required to hug the curb if going across Green Bay Rd.	9/14/2020 7:06 PM
16	Concerns going North on the oak leaf trail from River's Edge (Sub Area 1): 1. It is TOO dangerous to ride a bike on Good Hope, so I bike up Green Bay (also VERY dangerous, but not as bad as Good Hope) and catch the trail in Brown Deer park. I do not feel comfortable or safe riding my bike on Green Bay Road either. It would be ideal to have an off street path for both pedestrians and bikers. Otherwise a designated bike lane would be nice. Concerns going southbound on the Oak Lead trail (sub area 1 to sub area 18). 1. There's no convenient way to catch the trail near River's Edge when trying to go south on the Oak Leaf trail. Because it is too dangerous to ride west bound on Good Hope I have to bike through Kletzsch park, down the parkway and cross silver spring (not safe either) and catch the trail entrance near lincoln park. For those living in River's Edge there is no convenient way to get to any park we live by. There are no side walks on Green Bay or Good Hope, so you cannot safely walk to either park. We pay a lot in taxes and cannot fully utilize the amenities in our neighborhood. If I want to walk my dog or run in any of the parks I have to drive there.	9/14/2020 4:59 PM
17	Traffic	9/14/2020 11:16 AM
18	Pedestrian or bicycle travel through the Silver Spring, I-43, Port Washington road and Milwaukee river is far from easy. The sidewalk over the river bridge is only on the South Side and is narrow. The road crossings are not pedestrian friendly. I suggest a pedestrian and bike bridge from Silver Spring west of the Milw. River to the Bayshore area. Elevated and isolated from traffic, locate on the north side of Silver Spring.	9/14/2020 9:30 AM
19	having to cross a 6 lane intersection from a road that has sidewalks that end.	9/12/2020 6:05 PM
20	There aren't a ton of issues for me personally as I'm a daily urban cyclist, but in accessing this subarea from the south, Lydell Ave. seems like it could benefit from some improvements at the intersection of the OLT (lighting, perhaps additional stop signs) and possibly some bike boulevard type treatments to make it more comfortable to a broader range of users, especially with the redevelopment of Bayshore with more residential units.	9/12/2020 4:04 PM

21	Crossing Port Washington/Silver Spring is a death trap	9/12/2020 10:35 AM
22	Green Bay and bender intersection	9/11/2020 9:17 PM
23	walking and biking are both difficult on port washington heading north from bayshore. Going to / from home to Bayshore another way, Silver spring drive is very difficult for walking and riding a bike.	9/11/2020 7:26 PM
24	Green Bay road needs sidewalks.	9/11/2020 6:15 PM
25	Crossing Green Bay road	9/11/2020 4:45 PM
26	Yes, biking on port Washington feels very dangerous, either to library or bay shore. Feels very inaccessible by bike or by foot. A protected bike lane would a great add on, even better would be a bridge or underpass to bay shore or over port	9/11/2020 3:02 PM
27	I have young children. Bender is a busy road. I wish they could safely bike or walk to school at Parkway, but there is no way to get there without crossing a busy road	9/11/2020 1:47 PM
28	walking along Good Hope Road is not safe - sidewalk would help, or better yet a bus down Good Hope to connect to Pt Washington Rd or Teutonia - after all, isn't Glendale part of MKE County that deserves better public transportation?	9/11/2020 1:35 PM
29	There is not a good bike path to get to parkway. We have to go down to Lydell to pick up the oak leaf trail. Then come back up to get around 43, then ride up MKE river parkway. Since riding on silver spring is not safe for kids.	9/11/2020 10:47 AM
30	No barriers currently. Would be nice to have marked bike lanes and improved pothole repairs that could positively impact cycle riding.	9/11/2020 10:39 AM
31	Getting to The Brick, there is no sidewalk on that side of the street. We have to cross at an unconventional location. Also, using the Oak Leaf trail to go North is a mess. When is the sink hole going to get fixed? It is ridiculous how much time it is taking.	9/11/2020 10:23 AM
32	Intersection of Bender and Green Bay is not bike friendly.	9/11/2020 9:56 AM
33	the traffic lane on Green tree is too narrow for bikes to ride safely	9/11/2020 9:55 AM
34	Damage to Oak Leaf Trail	9/11/2020 9:50 AM
35	Green Tree in Riverhills is dangerous because it's so narrow and there's a sign at Green Tree Court Rd stating no bikes on the sidewalk, but what choice do biker have if traffic is bad, also that stretch is where I've seen the most drivers leaving their lane, probably due to cell phone usage .	9/11/2020 9:33 AM
36	Heavy & sometimes reckless traffic on Good Hope. I understand this is a county road but even with River Hills heavy patrolling of this road motorist often push the speed limits and then speed up when they clear River Hills. This makes crossing Good Hope a big challenge and a traffic light or pedestrian crossing would be much appreciated at Pierron.	9/11/2020 9:01 AM
37	Highway, river, traffic	9/10/2020 11:25 AM
38	No room on Jean Nicolet. street riding with no marked spaces enroute to Parkway.	9/10/2020 8:13 AM
39	It's not safe for my kids to walk alone in the street to get to school on Range Line Rd.	9/9/2020 8:21 PM
40	Safety along Silver Spring, need sidewalks on both side of the street and a need for an off street path along Milwaukee River Parkway from Silver Spring to Sunny Point for safety because traffic backs up a lot on Milwaukee River Parkway from Kendall to Silver Spring.	9/9/2020 7:12 PM
41	n/a	9/9/2020 7:10 PM
42	except a few lights on Green Tree West of Green Bay and on dark nights, it's really pitch black, there are no sidewalks and frequently cars come up Green Tree quite fast and don't see pedestrians, so we step to the side and wait until they pass. We wear safety vests. Once, during a winter night, walking back I was followed by a car up to Crestwood and Green Tree. I stopped, turned around and looked at the driver (or where the driver would have been, couldn't see anything) after several seconds, the car slowly passed by and I realized, likely thanks to an open garage door at the nearby house. It was very scary and made me realize the safety vest can also make us a target. So, I don't always wear it anymore.	9/9/2020 7:05 PM
43	No problems accessing the Bike Path. However, once the path connection through Maslowski Park was established it's important to maintain it. There is already a severe bump at both sides of the bridge. Experience with similar conditions along the bike path up thru Grafton are very rarely addressed even over a ten year time span.	9/9/2020 7:00 PM

Q7 For what purposes do you walk? Select all that apply

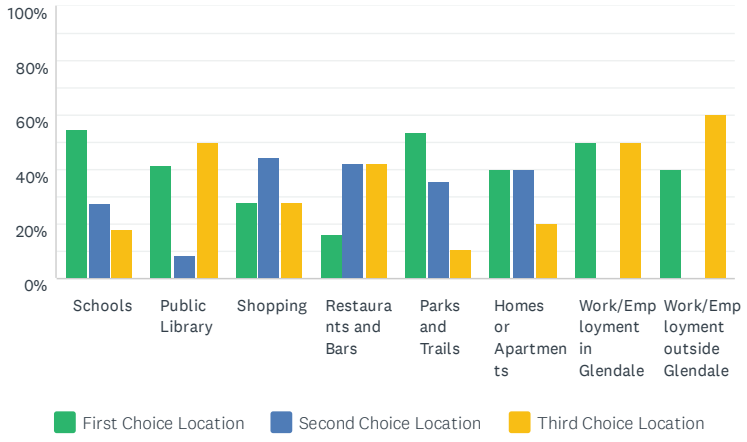
Answered: 42 Skipped: 6



ANSWER CHOICES	RESPONSES	
For exercise/recreation	95.24%	40
Shopping	35.71%	15
Visiting friends or family	28.57%	12
Going to restaurants and bars	38.10%	16
Going to community events	45.24%	19
Going to religious services	7.14%	3
Work	7.14%	3

Q8 Choose the top 3 locations that you would like to see better pedestrian connections to.

Answered: 39 Skipped: 9



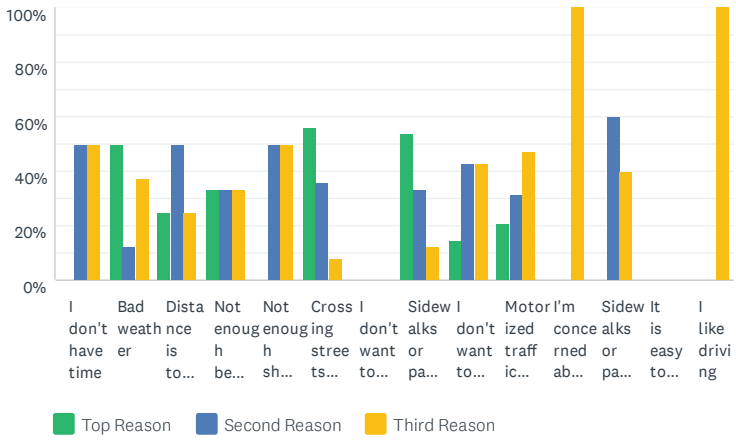
	FIRST CHOICE LOCATION	SECOND CHOICE LOCATION	THIRD CHOICE LOCATION	TOTAL	WEIGHTED AVERAGE
Schools	54.55% 6	27.27% 3	18.18% 2	11	1.64
Public Library	41.67% 5	8.33% 1	50.00% 6	12	2.08
Shopping	27.78% 5	44.44% 8	27.78% 5	18	2.00
Restaurants and Bars	15.79% 3	42.11% 8	42.11% 8	19	2.26
Parks and Trails	53.57% 15	35.71% 10	10.71% 3	28	1.57
Homes or Apartments	40.00% 2	40.00% 2	20.00% 1	5	1.80
Work/Employment in Glendale	50.00% 1	0.00% 0	50.00% 1	2	2.00
Work/Employment outside Glendale	40.00% 2	0.00% 0	60.00% 3	5	2.20

#	COMMENTS FOR "SCHOOLS"	DATE
1	schools have pretty good access already	9/28/2020 9:23 AM
2	Glen Hills	9/24/2020 4:05 PM
3	Glen Hills School	9/24/2020 1:50 PM
4	Parkway	9/11/2020 9:19 PM
5	Parkway	9/11/2020 9:51 AM
6	Milwaukee River Parkway from Silver Spring to Sunny Point	9/9/2020 7:17 PM
#	**COMMENTS FOR "PUBLIC LIBRARY"**	**DATE**
1	North Shore Library	9/23/2020 8:31 PM
2	North shore library	9/11/2020 9:19 PM
#	**COMMENTS FOR "SHOPPING"**	**DATE**
1	Bayshore Mall	9/23/2020 8:31 PM
2	Bayshore	9/21/2020 11:11 AM
3	Bay Shore	9/17/2020 11:34 PM
4	Bayshore	9/14/2020 7:09 PM
5	Bayshore area from the west	9/14/2020 9:32 AM
6	bayshore	9/11/2020 7:28 PM
7	Bayshore	9/11/2020 4:47 PM
8	Pick & save, Aldi	9/11/2020 1:40 PM
9	Sidewalks on birch and Mowhawk. There is lots of traffic. And I don't feel safe walking on them.	9/11/2020 10:52 AM
10	Our new and improved BAYSHORE.	9/11/2020 10:43 AM
11	Bayshore	9/10/2020 11:29 AM
12	Sidewalks on both sides of Silver Spring east of Milwaukee River Parkway to Port Washington Road	9/9/2020 7:17 PM

#	COMMENTS FOR "RESTAURANTS AND BARS"	DATE
1	need sidewalks on greenbay both sides	9/28/2020 9:23 AM
2	Silver Spring stretch	9/23/2020 8:31 PM
3	Bayshore area from the west	9/14/2020 9:32 AM
4	Bayshore area	9/11/2020 1:40 PM
5	The Brick	9/11/2020 10:25 AM
6	Bayshore	9/11/2020 9:51 AM
7	The Brick, Bayshore	9/10/2020 11:29 AM
8	Area along Green Bay Avenue from Bender to Mill Road needs to be safer	9/9/2020 7:17 PM
#	**COMMENTS FOR "PARKS AND TRAILS"**	**DATE**
1	Better access to maskloski from greenbay with sidewalks west side of greenbay	9/28/2020 9:23 AM
2	Brown Deer Park	9/24/2020 1:50 PM
3	Kletczh Park	9/22/2020 9:27 PM
4	to Oak Leaf Trail	9/21/2020 11:11 AM
5	Kletzsch	9/14/2020 7:09 PM
6	Sidewalk access on Green Bay Rd between Good Hope Rd and Edward Ave.	9/14/2020 7:08 PM
7	North Entrance of Kletzsch (Good Hope and Milwaukee River Parkway)	9/14/2020 5:03 PM
8	Anywhere east of subarea 10	9/14/2020 9:32 AM
9	Oak leaf south of silver spring	9/11/2020 9:19 PM
10	Maslowski and kletzch	9/11/2020 4:47 PM
11	Oak Leaf Trail - all of it.	9/11/2020 10:25 AM
12	Maslowski Park	9/11/2020 9:51 AM
13	Path to Lake, Down town, other northshore communities	9/10/2020 11:29 AM
#	**COMMENTS FOR "HOMES OR APARTMENTS"**	**DATE**
1	Range Line/Green Tree Area	9/24/2020 1:50 PM
2	Greenwood Road	9/22/2020 9:27 PM
3	Sidewalks on Mohawk and birch. The roads are very busy. And I don't feel safe walking. On those streets.	9/11/2020 10:52 AM
4	Green Tree Rd West of Green Bay Rd	9/9/2020 7:09 PM
#	**COMMENTS FOR "WORK/EMPLOYMENT IN GLENDALE"**	**DATE**
1	Access to Bayshore	9/9/2020 7:17 PM
2	400 W river woods pkwy	9/9/2020 7:13 PM
#	**COMMENTS FOR "WORK/EMPLOYMENT OUTSIDE GLENDALE"**	**DATE**
1	Mequon	9/24/2020 6:59 AM
2	Brown Deer	9/22/2020 9:27 PM
3	to connect to bus	9/11/2020 1:40 PM

Q9 Choose the top 3 reasons that keep you from walking.

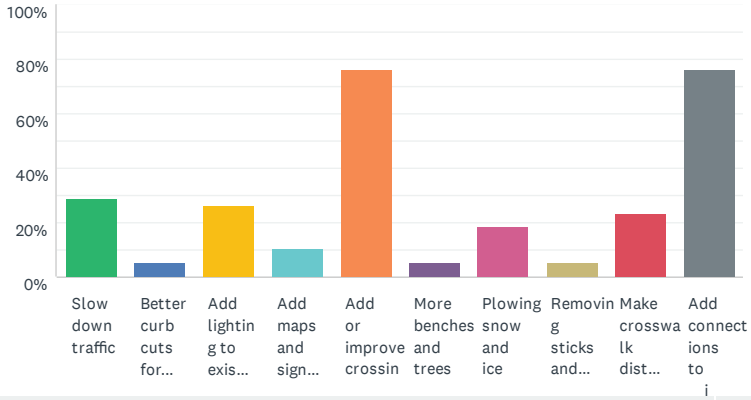
Answered: 38 Skipped: 10



	TOP REASON	SECOND REASON	THIRD REASON	TOTAL	WEIGHTED AVERAGE
I don't have time	0.00% 0	50.00% 2	50.00% 2	4	2.50
Bad weather	50.00% 4	12.50% 1	37.50% 3	8	1.88
Distance is too far	25.00% 1	50.00% 2	25.00% 1	4	2.00
Not enough benches or places to rest	33.33% 1	33.33% 1	33.33% 1	3	2.00
Not enough shade or trees	0.00% 0	50.00% 1	50.00% 1	2	2.50
Crossing streets feels dangerous	56.00% 14	36.00% 9	8.00% 2	25	1.52
I don't want to go by myself	0.00% 0	0.00% 0	0.00% 0	0	0.00
Sidewalks or paths don't connect to where I need to go	54.17% 13	33.33% 8	12.50% 3	24	1.58
I don't want to walk on snow and ice	14.29% 1	42.86% 3	42.86% 3	7	2.29
Motorized traffic isn't safe	21.05% 4	31.58% 6	47.37% 9	19	2.26
I'm concerned about crime	0.00% 0	0.00% 0	100.00% 2	2	3.00
Sidewalks or paths are too dark at night	0.00% 0	60.00% 3	40.00% 2	5	2.40
It is easy to get lost	0.00% 0	0.00% 0	0.00% 0	0	0.00
I like driving	0.00% 0	0.00% 0	100.00% 1	1	3.00

Q10 Choose the top 3 things that would improve your walking experience. Please only select three options.

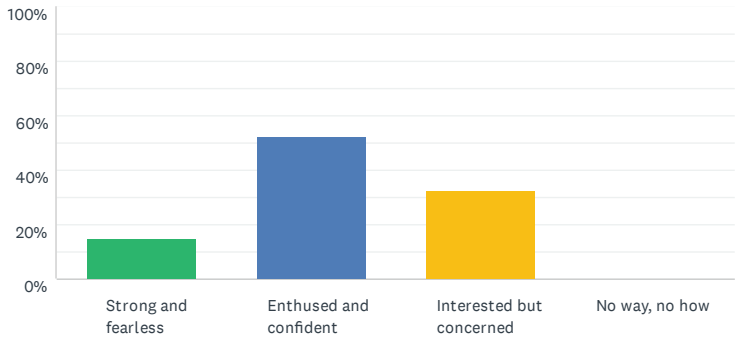
Answered: 38 Skipped: 10



ANSWER CHOICES	RESPONSES	
Slow down traffic	28.95%	11
Better curb cuts for handicap or stroller access	5.26%	2
Add lighting to existing sidewalks and paths	26.32%	10
Add maps and signs that give directions	10.53%	4
Add or improve crossing signals that make crossing busy roads easier	76.32%	29
More benches and trees	5.26%	2
Plowing snow and ice	18.42%	7
Removing sticks and leaves from surface	5.26%	2
Make crosswalk distances shorter so crossing is easier	23.68%	9
Add connections to existing sidewalks and paths	76.32%	29
Total Respondents: 38		

Q11 How would you describe yourself as a bicyclist?

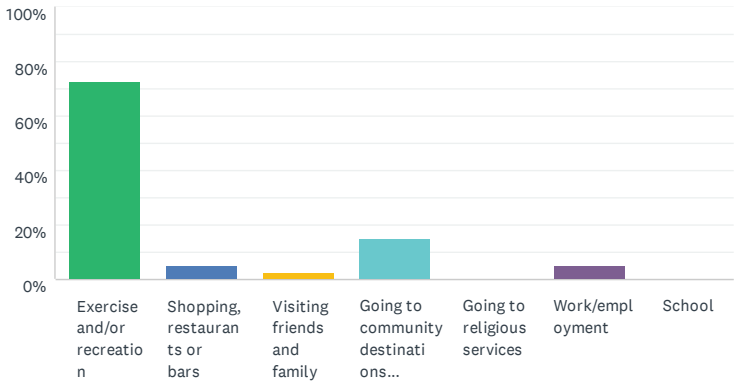
Answered: 40 Skipped: 8



ANSWER CHOICES	RESPONSES	
Strong and fearless	15.00%	6
Enthused and confident	52.50%	21
Interested but concerned	32.50%	13
No way, no how	0.00%	0
TOTAL		40

Q12 What is your primary purpose for biking?

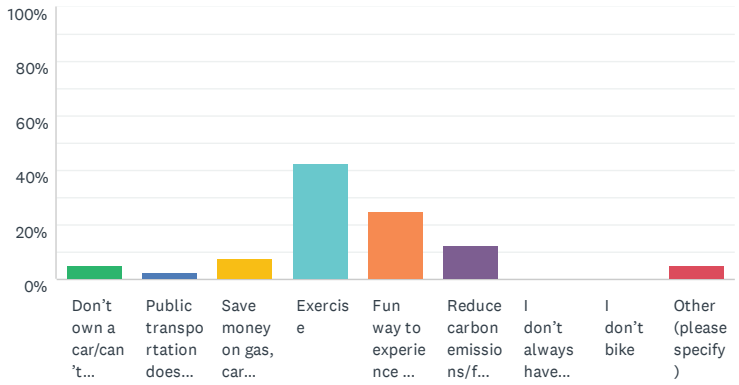
Answered: 40 Skipped: 8



ANSWER CHOICES	RESPONSES	
Exercise and/or recreation	72.50%	29
Shopping, restaurants or bars	5.00%	2
Visiting friends and family	2.50%	1
Going to community destinations (parks, library, etc.)	15.00%	6
Going to religious services	0.00%	0
Work/employment	5.00%	2
School	0.00%	0
TOTAL		40

Q13 What reason do you choose to ride a bike over other modes of transportation?

Answered: 40 Skipped: 8

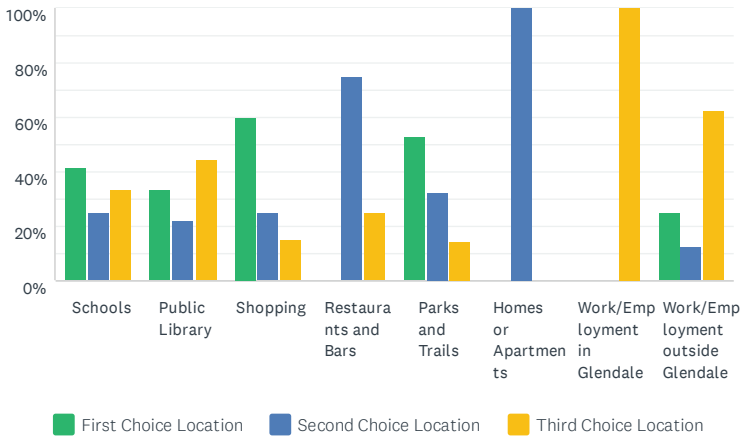


ANSWER CHOICES	RESPONSES	
Don't own a car/can't don't drive	5.00%	2
Public transportation does not connect to desired destinations	2.50%	1
Save money on gas, car insurance, transportation expenses	7.50%	3
Exercise	42.50%	17
Fun way to experience the community	25.00%	10
Reduce carbon emissions/footprint	12.50%	5
I don't always have access to car (1-car household, share car, or not always available)	0.00%	0
I don't bike	0.00%	0
Other (please specify)	5.00%	2
TOTAL		40

#	OTHER (PLEASE SPECIFY)	DATE
1	A life-long cyclist. Grew up in 60's and we rode everywhere as children!	9/21/2020 11:53 AM
2	Several reasons apply: Exercise, reduce carbon emissions, fun.	9/14/2020 7:21 PM

Q14 Choose the top 3 locations that you would like to see better bicycle connections to.

Answered: 40 Skipped: 8



	FIRST CHOICE LOCATION	SECOND CHOICE LOCATION	THIRD CHOICE LOCATION	TOTAL	WEIGHTED AVERAGE
Schools	41.67% 5	25.00% 3	33.33% 4	12	1.92
Public Library	33.33% 3	22.22% 2	44.44% 4	9	2.11
Shopping	60.00% 12	25.00% 5	15.00% 3	20	1.55
Restaurants and Bars	0.00% 0	75.00% 9	25.00% 3	12	2.25
Parks and Trails	52.94% 18	32.35% 11	14.71% 5	34	1.62
Homes or Apartments	0.00% 0	100.00% 2	0.00% 0	2	2.00
Work/Employment in Glendale	0.00% 0	0.00% 0	100.00% 2	2	3.00
Work/Employment outside Glendale	25.00% 2	12.50% 1	62.50% 5	8	2.38

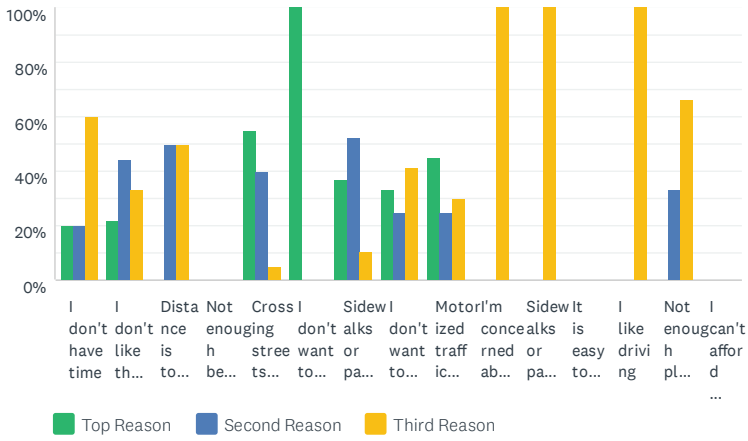
#	COMMENTS FOR "SCHOOLS"	DATE
1	Glen hills	9/11/2020 9:27 PM
2	Parkway	9/11/2020 11:07 AM
3	Parkway	9/11/2020 9:55 AM

#	COMMENTS FOR "PUBLIC LIBRARY"	DATE
1	North Shore Library	9/14/2020 9:44 AM
2	North shore library	9/11/2020 11:07 AM

#	COMMENTS FOR "SHOPPING"	DATE
1	bayshore access	9/28/2020 9:41 AM
2	Bayshore	9/21/2020 11:53 AM
3	Bayshore area from the west	9/14/2020 9:44 AM
4	Bayshore	9/11/2020 9:27 PM
5	bayshore	9/11/2020 7:36 PM
6	Bayshore	9/11/2020 4:52 PM
7	Bayshore Mall	9/11/2020 11:02 AM
8	Bayshore	9/11/2020 10:31 AM
#	**COMMENTS FOR "RESTAURANTS AND BARS"**	**DATE**
1	Silver Spring stretch	9/23/2020 8:42 PM
2	Port Washington/Bayshore Mall area	9/14/2020 5:20 PM
3	Bayshore area from the west	9/14/2020 9:44 AM
4	Both The Brick and Whitefish Bay Restaurants/Bayshore	9/11/2020 10:31 AM
#	**COMMENTS FOR "PARKS AND TRAILS"**	**DATE**
1	More dedicated bike trails are always nice	9/28/2020 9:41 AM
2	Kletczh Park	9/22/2020 9:39 PM
3	Oak Leaf trail	9/21/2020 11:53 AM
4	Facilities that clearly designate bike lanes, esp. at intersections.	9/14/2020 7:21 PM
5	Northern entrance of Kletzsch Park (Good Hope and Mke River Parkway	9/14/2020 5:20 PM
6	Kletzch	9/11/2020 4:52 PM
7	Additional access to oak leaf trail East of port Washington.	9/11/2020 11:07 AM
8	That stupid sink hole on the trail.	9/11/2020 10:31 AM
9	Oak Leaf Trail, Maslowski Park	9/11/2020 9:55 AM
10	oak leaf	9/10/2020 2:57 PM
#	**COMMENTS FOR "HOMES OR APARTMENTS"**	**DATE**
1	Greenwood Road	9/22/2020 9:39 PM
#	**COMMENTS FOR "WORK/EMPLOYMENT IN GLENDALE"**	**DATE**
1	400 W river woods pkwy	9/9/2020 7:27 PM
#	**COMMENTS FOR "WORK/EMPLOYMENT OUTSIDE GLENDALE"**	**DATE**
1	Mequon	9/24/2020 7:09 AM
2	Oak Leaf Trail Zip Line connection	9/23/2020 8:42 PM
3	Brown Deer	9/22/2020 9:39 PM
4	Safe east-west access	9/14/2020 7:21 PM
5	Oak leave trail south	9/11/2020 9:27 PM
6	Bus #12 to downtown (Good Hope Rd/Teutonia stop)	9/9/2020 8:53 PM

Q15 Choose the top 3 reasons that keep you from riding a bicycle.

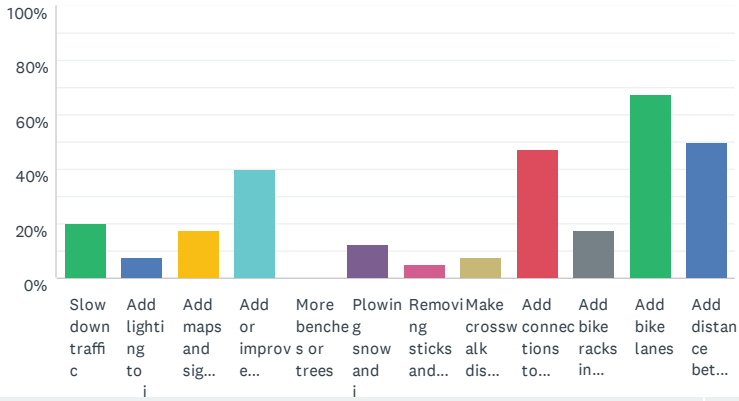
Answered: 36 Skipped: 12



	TOP REASON	SECOND REASON	THIRD REASON	TOTAL	WEIGHTED AVERAGE
I don't have time	20.00% 1	20.00% 1	60.00% 3	5	2.40
I don't like the weather	22.22% 2	44.44% 4	33.33% 3	9	2.11
Distance is too far	0.00% 0	50.00% 1	50.00% 1	2	2.50
Not enough benches or trees	0.00% 0	0.00% 0	0.00% 0	0	0.00
Crossing streets feels dangerous	55.00% 11	40.00% 8	5.00% 1	20	1.50
I don't want to go by myself	100.00% 1	0.00% 0	0.00% 0	1	1.00
Sidewalks or paths don't connect to where I need to go	36.84% 7	52.63% 10	10.53% 2	19	1.74
I don't want to ride on snow and ice	33.33% 4	25.00% 3	41.67% 5	12	2.08
Motorized traffic isn't safe	45.00% 9	25.00% 5	30.00% 6	20	1.85
I'm concerned about crime	0.00% 0	0.00% 0	100.00% 2	2	3.00
Sidewalks or paths are too dark at night	0.00% 0	0.00% 0	100.00% 1	1	3.00
It is easy to get lost	0.00% 0	0.00% 0	0.00% 0	0	0.00
I like driving	0.00% 0	0.00% 0	100.00% 1	1	3.00
Not enough places to lock my bike	0.00%	33.33%	66.67%		

Q16 Choose the 3 top things that would improve your bicycle experience. Please only select three options.

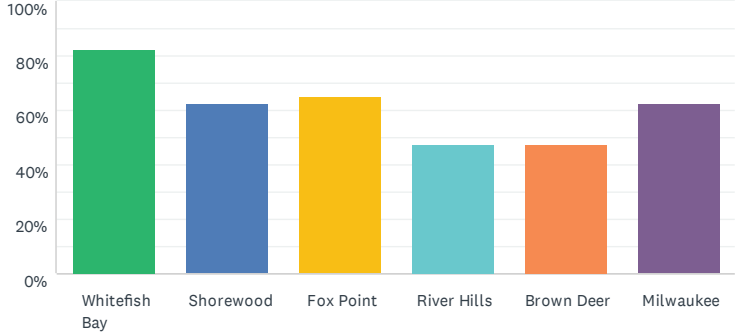
Answered: 40 Skipped: 8



ANSWER CHOICES	RESPONSES	
Slow down traffic	20.00%	8
Add lighting to existing sidewalks and paths	7.50%	3
Add maps and signs that give directions	17.50%	7
Add or improve traffic lights that make crossing busy roads easier	40.00%	16
More benches or trees	0.00%	0
Plowing snow and ice	12.50%	5
Removing sticks and leaves from surface	5.00%	2
Make crosswalk distances shorter so crossing is easier	7.50%	3
Add connections to existing sidewalks and paths	47.50%	19
Add bike racks in certain locations	17.50%	7
Add bike lanes	67.50%	27

Q17 Which of the following communities do you bike to, or would you bike to if a safe bicycle connection was made? Select all that apply.

Answered: 40 Skipped: 8



ANSWER CHOICES	RESPONSES	
Whitefish Bay	82.50%	33
Shorewood	62.50%	25
Fox Point	65.00%	26
River Hills	47.50%	19
Brown Deer	47.50%	19
Milwaukee	62.50%	25
Total Respondents: 40		

#	CAN YOU IDENTIFY SPECIFIC DESTINATIONS IN OTHER COMMUNITIES THAT YOU WOULD BIKE TO?	DATE
1	biking to lake at doctors park and klode park would be great to have trails	9/28/2020 9:41 AM
2	River Point Shopping Center	9/25/2020 6:25 AM
3	Mequon city market	9/24/2020 7:09 AM
4	Schlitz Audobon, Klode/Silver Spring/Big Bay Parks, Riverside Urban Ecology Center, Havenwoods State Forest	9/23/2020 8:42 PM
5	Lake shore drive, Oakland ave, River Road in river hills, Brown Deer Park, Brady Road to Oak leaf trail near 92nd street	9/22/2020 9:39 PM
6	WAC North Shore. Downtown MKE, Lakeshore area	9/21/2020 11:53 AM
7	Parks along the lake.	9/17/2020 4:40 PM
8	Access west - currently the closest trail is the Hank Aaron.	9/14/2020 7:21 PM
9	Mequon (Mequon Public Market)	9/14/2020 5:20 PM
10	Parks, shops, restaurants.	9/14/2020 9:44 AM
11	Klode, Doctors park, St Eugene's, Rite Hite YMCA, Milwaukee downtown, Atwater	9/11/2020 9:27 PM
12	Whitefishbau/shorewood lakefront Parks	9/11/2020 3:09 PM
13	Klode Park, Shops on Silver Spring Dr in WFB, Brown Deer Park, my work place on the south side of MKE	9/11/2020 1:58 PM
14	Bayshore Mall	9/11/2020 1:51 PM
15	Brookfield and beyond.	9/11/2020 11:02 AM
16	I bike to the lakefront, but the Oak Leaf Trail is fine going south. The detour going north is a pain. Totally ridiculous how long it is taking to fix that sink hole.	9/11/2020 10:31 AM
17	list the most common destinations where fold drive to and those are most likely the ones i bike to. I find access/parking/hassles easier with my bike than car.	9/11/2020 10:14 AM
18	Lakefront, Shops on Silver Spring in Whitefish Bay, Brown Port in Bayside. Library and Brown Deer park.	9/10/2020 11:38 AM
19	Bus #12 to downtown (Good Hope Rd/Teutonia stop)	9/9/2020 8:53 PM
20	Purple Door ice cream in any location. Lakefront.	9/9/2020 7:27 PM
21	Thiensville, Grafton, Lion's Den National Park and other Parks	9/9/2020 7:19 PM
22	Cedarburg, Grafton, Port Washington, western Milwaukee via Hank Aaron trail	9/9/2020 7:10 PM

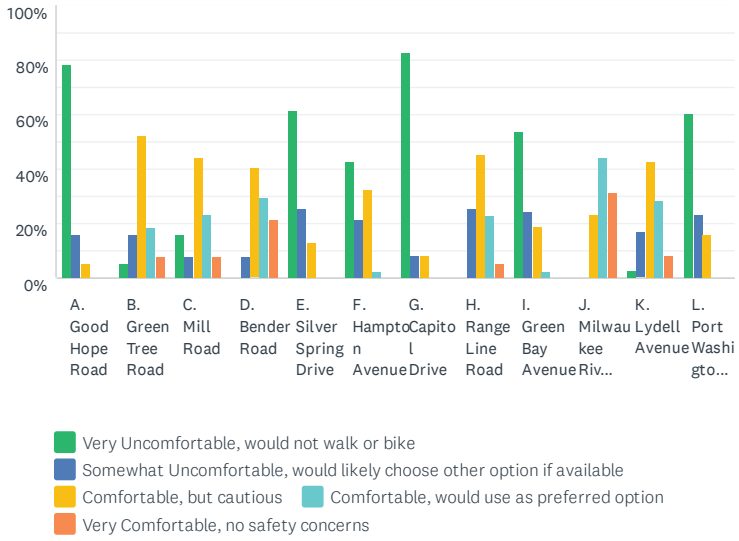
Q18 Which part of Glendale needs pedestrian and/or bicycle improved facilities the most? Choose one option.

Answered: 39 Skipped: 9

ANSWER CHOICES	RESPONSES	
Bayshore Area	25.64%	10
Glendale Market (Green Tree and Port Washington)	0.00%	0
Good Hope Road	35.90%	14
Range Line Road	5.13%	2
Green Tree Road and Green Bay Avenue	17.95%	7
Silver Spring Drive	12.82%	5
Bender Road	2.56%	1
TOTAL		39

Q19 Rate your comfort biking on the corridors identified on the Major Corridors Map.

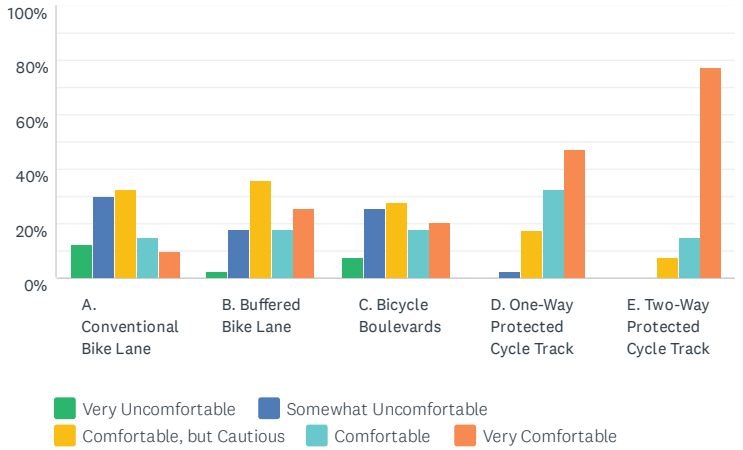
Answered: 40 Skipped: 8



	VERY UNCOMFORTABLE, WOULD NOT WALK OR BIKE	SOMEWHAT UNCOMFORTABLE, WOULD LIKELY CHOOSE OTHER OPTION IF AVAILABLE	COMFORTABLE, BUT CAUTIOUS	COMFORTABLE, WOULD USE AS PREFERRED OPTION	VERY COMFORTABLE, NO SAFETY CONCERNS	TOTAL	WEIGH AVERA
A. Good Hope Road	78.38% 29	16.22% 6	5.41% 2	0.00% 0	0.00% 0	37	
B. Green Tree Road	5.26% 2	15.79% 6	52.63% 20	18.42% 7	7.89% 3	38	
C. Mill Road	15.79% 6	7.89% 3	44.74% 17	23.68% 9	7.89% 3	38	
D. Bender Road	0.00% 0	8.11% 3	40.54% 15	29.73% 11	21.62% 8	37	
E. Silver Spring Drive	61.54% 24	25.64% 10	12.82% 5	0.00% 0	0.00% 0	39	
F. Hampton Avenue	43.24% 16	21.62% 8	32.43% 12	2.70% 1	0.00% 0	37	
G. Capitol Drive	82.86% 29	8.57% 3	8.57% 3	0.00% 0	0.00% 0	35	
H. Range Line Road	0.00% 0	25.71% 9	45.71% 16	22.86% 8	5.71% 2	35	
I. Green Bay Avenue	54.05% 20	24.32% 9	18.92% 7	2.70% 1	0.00% 0	37	
J. Milwaukee River Parkway	0.00% 0	0.00% 0	23.68% 9	44.74% 17	31.58% 12	38	
K. Lydell Avenue	2.86% 1	17.14% 6	42.86% 15	28.57% 10	8.57% 3	35	
L. Port Washington Road	60.53% 23	23.68% 9	15.79% 6	0.00% 0	0.00% 0	38	

Q20 Review the photos of on-street bicycle infrastructure and facilities. Rate your level of comfort using the following.

Answered: 40 Skipped: 8



	VERY UNCOMFORTABLE	SOMEWHAT UNCOMFORTABLE	COMFORTABLE, BUT CAUTIOUS	COMFORTABLE	VERY COMFORTABLE	TOTAL	WEIGHT AVERAG
A. Conventional Bike Lane	12.50% 5	30.00% 12	32.50% 13	15.00% 6	10.00% 4	40	2
B. Buffered Bike Lane	2.56% 1	17.95% 7	35.90% 14	17.95% 7	25.64% 10	39	3
C. Bicycle Boulevards	7.69% 3	25.64% 10	28.21% 11	17.95% 7	20.51% 8	39	3
D. One-Way Protected Cycle Track	0.00% 0	2.50% 1	17.50% 7	32.50% 13	47.50% 19	40	4
E. Two-Way Protected Cycle Track	0.00% 0	0.00% 0	7.50% 3	15.00% 6	77.50% 31	40	4

Q21 What Glendale destinations would you like to see highlighted on wayfinding or signage in the City or along regional trails (i.e., restaurants, parks, shopping)?

Answered: 27 Skipped: 21

#	RESPONSES	DATE
1	kletzsch Park, masklowski, bayshore, the brick, kopps, bavarian, chic fil a	9/28/2020 9:41 AM
2	Restaurants, parks	9/24/2020 7:09 AM
3	Bayshore Mall, North Shore Library (might be moving though...), Lincoln Park, Kletsch Park, Zipline connection, Milwaukee River Parkway	9/23/2020 8:42 PM
4	Bayshore, City Hall, Police Station, Library.	9/23/2020 5:31 PM
5	I do not have a good answer for this- have not generally seen this used on trails on have not noticed it. But I think it is a good idea. For sure there should be more easy to use maps to direct people to frequent destinations and popular areas.	9/21/2020 11:53 AM
6	Parks, the library, public buildings like City Hall, schools, shopping destinations.	9/17/2020 4:40 PM
7	We don't really have that many besides Kletch, OTL, Maslowski, Parkway, Nicolet and Bayshore.	9/16/2020 12:43 PM
8	Parks, restaurants	9/14/2020 8:56 PM
9	Shopping, restaurants, parks, businesses	9/14/2020 11:25 AM
10	Parks, shopping, bicycle shop, restaurants	9/14/2020 9:44 AM
11	I'm an east side Milwaukee resident, but I find myself biking up the OLT between downtown and Mequon 3-4 days a week, but generally unless I'm stopping at Bayshore for groceries I don't find myself in Glendale much. This isn't because I don't want to stop in or visit Glendale, but I don't have much of an idea of possible destinations outside of that. I know the county recently went through a design process and is now implementing new wayfinding for the OLT system; has Glendale considered working with the county or adjacent municipalities on wayfinding in a similar manner? In short, tell us (non-Glendale or North Shore residents) what's out there.	9/12/2020 4:30 PM
12	Bayshore, the Brick, Parkway school	9/11/2020 9:27 PM
13	Restaurants attractiond	9/11/2020 4:52 PM
14	Bay shore, archery ranger library	9/11/2020 3:09 PM
15	Maslowski Park, Glen Hills Middle School, Parkway Elementary school, Bayshore Mall	9/11/2020 1:58 PM
16	not needed - you should plan out your destination before starting out	9/11/2020 1:51 PM
17	Maslowski park, parkway school, bayshore.	9/11/2020 11:07 AM
18	I know where everything is, so I don't think signs are necessary.	9/11/2020 10:31 AM
19	shortcuts off of a dead end road.	9/11/2020 10:14 AM
20	not applicable	9/11/2020 10:09 AM
21	Sprecher Brewery	9/11/2020 9:55 AM
22	County & City Park, City Hall, Schools, and shopping.	9/11/2020 9:12 AM
23	Oak leaf and other trails, Bayshore, Library, Parks, Schools	9/10/2020 11:38 AM
24	Waterfall and Archery Range	9/9/2020 8:53 PM
25	Maslowski Park. Kletsch Park. Nicolet. Bayshore. Downtown Whitefish Bay. Lincoln Park	9/9/2020 7:27 PM
26	Bayshore, Kletzsch Park, Milwaukee River Parkway	9/9/2020 7:23 PM
27	parks, access to water (river, lake), restaurants, countryside	9/9/2020 7:19 PM

Q22 Is there anything else you would like to share regarding biking and walking in Glendale?

Answered: 37 Skipped: 11

#	RESPONSES	DATE
1	can't go wrong building 6ft multiuse paths all over the city, critical to have physical barriers to cars due to dangerous driving. Also where crossing need physical barrier in median because drivers most often do not stop so need place to pause	9/28/2020 9:41 AM
2	Would like bike lanes on Green Tree Road.	9/25/2020 6:25 AM
3	In general I do not find Glendale to be a particularly pedestrian friendly city. I live on Range Line. People drive way too fast for me to be comfortable walking or bike riding with my kids. Sidewalks would be a huge help with this.	9/24/2020 1:53 PM
4	Our kids are land locked to our subdivision (rivers edge) since there is no safe way for them to cross Good Hope or Greenbay without jaywalking.	9/24/2020 7:09 AM
5	I believe there's great opportunity for biking and walking in Glendale away from some of the main corridors. If you can tackle the beasts of Silver Spring, Green Bay, and Port Washington, I think Glendale could very well become a leader in the North Shore. Taking advantage of the Rails to Trails program would be amazing. Would love if sprawling intersections became a priority in tackling pedestrian and biking connectivity.	9/23/2020 8:42 PM
6	Add Signage that it is illegal to ride bicycles on traditional Sidewalks in the state of Wisconsin if over the age of 16. Set speed limits on Muli-use trails for cyclists as some do not slow down for pedestrians. Have police enforce said speed limits on trails. Add signage to the multi-use recreation trails about etiquette for pederians and bicyclists. Add signage about dogs on multi-use recreation trails as there are many people who allow their dogs to roam freely along trails and sidewalks. Add signage about how traffic laws apply to all cyclists ove the age of 16 once they leave a trail and ride on the road. Have Police enforce traffic laws equally when encountering Cyclists on Public Roads.	9/23/2020 5:31 PM
7	Good hope road is like a freeway. It would be great to be able to cross over it safely on the way to the Milwaukee River Parkway or when riding a bike from Greentree Road to River Road in River Hills	9/22/2020 9:39 PM
8	Crossing Good Hope Road at Pierron Road is treacherous. Whether on bike or on foot, crossing six lanes of traffic that's often moving at 55 mph is dangerous. Adding a crosswalk here to help people safely exit the neighborhood and access subarea 4 and ultimately Kletzch Park is needed. Additionally, I recommend leveraging methods to slow traffic on Good Hope Road and make biking on that road safer. Rarely, if ever, are all six lanes in use; it would seem that there's an opportunity to add bike lanes (road diet) that also would help slow traffic so it's moving closer to the speed limit.	9/22/2020 8:06 PM
9	Hello - In no particular order - here are some of my observations - 1. Lighting around Bay-Shore mall area needs improvement, especially to see pedestrians/ cyclists at night (even outside of crosswalks) or bad weather. 2. Lots of foot traffic from local hotels on Port Washington Road to Bay Shore but streets/ sidewalsm and crossings not set up to handle this foot traffic safely. 3. I stay on the sidewalk mostly when biking thru Glendale except for the Parkway and Oak Leaf Trail - then back on the road when I get further north. 4. A big concern of mine would be reckless driving (passing on right etc by drivers) if bike lanes were installed on major arteries. 5. Merge of drivers from Hampton West I43 exit to Port Washington Road South-Bound is very dangerous to cyclists going south-bound on Port Washington Road. 6. No one as far as drivers seems to be able to figure out how the marked crosswalks on Hampton / Lydell / Mill Road should work - maybe need blinking lights etc as I have seen done in Madison area. Good thing on these is that they are not really multi-lane which can make for very dangerous trails vs. road crossings (e.g. if one driver yields to pedestrians or cyclists and the others do not is very hazardous). Thank You, George Barker 722 West Glendale Ave #4 Glendale WI 53209	9/21/2020 11:53 AM

10	Bicyclists or Pedestrians > Field Of Dreams…"Build it they will come". Making accommodations for bicycling and walking may well increase the numbers of people participating. On this survey - there are no demographic questions relating to the number of people in households, by age, by gender, by number of bicyclists or pedestrians and the multiple purposes for which each person bicycle. On this survey - where people live in Glendale is not all that important - being a bicyclist, pedestrian or motor vehicle driver it can be assumed that wherever people live they want full safe access to all locations in the community for any purpose listed in this survey. 1. Bicycle Lanes or not - Bicyclists are invisible on the roads we blend into the environment. 2. Non-Bicyclist Motor Vehicle Drivers do not know bicycling traffic laws and require additional training. 3. Non-Bicyclist Motor Vehicle Drivers are clueless about legal bicycle riding behaviors and how very different it is from driving an automobile. 4. Non-Bicyclist Motor Vehicles Drivers are dangerous because they do not know how to interact and engage with Bicyclists on the roads. 5. No European type traffic laws that protect Bicyclists from Motor Vehicles Drivers. 6. Non-Bicyclist Motor Vehicle Drivers do not know how to engage with bicycle lanes. 7. Many bicyclists need to be educated about the traffic laws and safety. 8. Motor Vehicle Operators can be aggressive…riding within 3 feet of the curb or in a bicycle lane I and others have been told to get off the their roads. 9. Handicap Plaques and other items hanging from rear view mirrors block driver's visual field and are dangerous. 10. For Motor Vehicle Operators increase of bicyclist awarenesses signage…more Oak Leaf Trail connections - directional signage - other bicyclists have ask me how to get to the trail. Whether I ride my bicycles or walk for recreation or go to a destination for purpose - it is for me all about the fun and exercise and its benefits of which results in reduction of carbon foot print.	9/17/2020 11:44 PM
11	Add some design element(s) like a city logo or symbol to signposts and/or the sidewalks/bike lanes to unite the sub-neighborhoods. Thanks for the opportunity to add input! :)	9/17/2020 4:40 PM
12	We have got to get sidewalks on Green Bay Avenue & Good Hope so our religious populations can get to/from their houses of worship safely. It will be tragic WHEN something does happen that doesn't need to.	9/16/2020 12:43 PM
13	Not at this time	9/14/2020 8:56 PM
14	Striping at intersections that clearly designate bike right of way. Education - for drivers, cyclists, and pedestrians - that focuses on the rights and safety for all users.	9/14/2020 7:21 PM
15	Like I mentioned before the people who live in Rivers Edge are not able to safely walk or bike to the 2 near by parks. Ideally, there would be improvements made on either Good Hope Rd or Green Bay.	9/14/2020 5:20 PM
16	Make sure all mobile people - cars, trucks, motorcycles and bicyclists, know the rules of the road. And, indicate their moves. There are only three hand signals for bicycle riders but most people don't use them. Bicyclists usually don't stop at stop signs, or stop lights, they yell and make rude gestures at residents of the area who are doing the right hung but the cyclist thinks the resident is wrong.	9/14/2020 11:25 AM
17	Repair needed on the bike trail NW of Green Bay road. There is a partial collapse of an aged tunnel, and repairs are still to come. Need an innovative low cost yet safe repair.	9/14/2020 9:44 AM
18	elevated trails like the one that goes over capitol is the way of the future	9/12/2020 6:11 PM
19	This is probably outside the scope of this project, but has Glendale considered opportunities for placemaking along these bike/pedestrian corridors? As an example, further north along the OLT at Brown Deer Rd. (https://goo.gl/maps/b96t6tbAbjfz3i3R9) there has for the past year or so existed an outdoor popup beer garden hosting food trucks, live music, etc. on what is normally a vacant gravel lot, and from my observation biking by several days a week seems to draw a significant amount of people.	9/12/2020 4:30 PM
20	I would like to see a bikeconnection between Milwaukee River and Mill Rd running throug Kletzch. Would make kids biking to Glen Hills safer. Also, would be nice to have a sidewalk in front of Nicolet now that the path is there just north of the school.	9/11/2020 9:27 PM
21	Please especially improve Green Bay. Also Silver Spring and Port Road leading to Bayshore. Great job doing this plan!	9/11/2020 7:36 PM
22	Glendale has so many great trails but currently it is very much a car centered destination. Trails that connect to oak leaf are great but in order to connect parts of city and take advantage of all Glendale has to offer, protected bike lanes on busy throughfaires are a MUST	9/11/2020 3:09 PM
23	Thank you for this project. It is so important. Despite being very close to parks, I am nervous biking or walking becasue my neighborhood (Clovernook) is boxed in by Port Washington Road and Green Bay Ave, both very non-bike-friendly roads. Also, my kids go to Parkway and Glen Hills but I have never felt comfortable having them bike or walk to school because there are not clear bike paths on Greenbay and crossing Bender is hard for kids. Also, if we had better access to the Oak Leaf trail, without having to cross Silver Spring to get there, we'd have access to a lot more destinations in WFB, Shorewood and Milwaukee.	9/11/2020 1:58 PM

24	I want to bike more with my kids. We love oak leaf. But it can be tough to get there. The sidewalks in WFB are safer for my kids on resining wheels. So we stay in WFB. Instead of riding to places in Glendale. We live close to bayshore and walk most places, since it's easier than finding parking and loading/unloading 3 kids. The pedestrian crossing for silver spring and Mohawk could be longer. For my kiddos to get across. And I would love a better pedestrian crossing at Navajo and silver spring (flashing crosswalk) and also across richter and port Washington. (Which also needs a light and protected crossing)	9/11/2020 11:07 AM
25	This is fantastic. Thank you for taking the time to compile this survey. Making Glendale more cycle-friendly will reap the rewards of happier, healthier, friendlier residents and given how disastrous this year has turned out so far, we desperately need happier residents. I would vote yes on a referendum to spend taxpayer money on building and improving our cycle infrastructure. If Miller Park can access a 1/2 percent sales tax for county stadium, why can't we do the same to finance this endeavor?	9/11/2020 11:02 AM
26	I wish there were more police to stop the speeders on Silver Spring. It makes crossing to get to the Oak Leaf Trail dangerous. It makes riding anywhere on Silver Spring unenjoyable.	9/11/2020 10:31 AM
27	If any tunnels under the freeway near Builders Square a planned, I don't think it should be done, too expensive, none to little of bike & walking traffic. I believe because Glendale is a richer on average community most biking is recreational by adults and the interurban trail along the old railroad right of way seems to fill that purpose (downtown to Sheboygan). I wish it would have been around when I went to UWM, it would have been of great use. But it seems when the Glendale kids have to go somewhere, their parents drive them instead of making them bike. Recreational biking adults with kids seems to be within Sub-neighborhoods due to busy roads, blocked off by freeway or river. I believe that if a survey question would have had as a question, does your bike have baskets, you would have had a count of less than 10. Maybe everyone uses backpacks now instead? I believe Glendale's used of bikes is least about utilitarian. Will bikes be used more for utility if the economy gets worse, probably? A question about bike use by task would have maybe been a pointer. Since I believe most of Glendale biking is by $1000+ bikes with no baskets, mostly for recreation, I don't see a need for Glendale to spend money on intercity trails, since I believe only a few will use them, mostly to get to the Oak Leaf and Interurban. So I think the best use is of shorter paths, to let both walkers and bikers leave a dead end road to make a shot hope to another sidewalk/street, which would also create a short cut. Most walkers would look for these. As to bikers, I think it cost prohibitive to get the parents/kids in one sub-neighborhood to travel to another sub-neighborhood, a cheap shortcut might help a little. The more popular destinations might be worth the added cost. I still see parents taking their kids to the library, but Maslowski Park might attract more people if access from across the RR tracks was available.	9/11/2020 10:14 AM
28	a major education program needs to be instituted as pedestrians have no idea to face traffic when walking and to carry a flashlight when dark. I cannot tell you the close encounters I have had with dog walkers not being aware of cars as not able to see the approach and wearing dark clothing. Before putting a ton of money into creating safer lanes educate folks on the proper way to walk without sidewalks. I like that we have no sidewalks but I see no effort to enforce the safety rules. This is especially important as the daylight hours shrink.	9/11/2020 10:09 AM
29	Improve pedestrian and bicyclist crossing safety at Port Wash via Bender.	9/11/2020 9:55 AM
30	Where today my primary reason for biking is for exercise (a result of a global pandemic) I would also love to see more bike access for the whole community. The carbon footprint reduction by biking is a big pay off and we have the opportunity as a community to really connect our different neighborhoods & business in a wonderful way is we had more bike lanes and safe passage across major roads.	9/11/2020 9:12 AM
31	For safety sake I would like to see a sidewalk from Range Line rd to Green Bay ave. There are many people walking on the street to get to temple, rec walkers and students going to Glen Hills school. In addition there are very few street lights on Green Tree which adds to the danger. I feel it is only a matter of time until someone gets hurt or worse.	9/10/2020 2:57 PM
32	Thank you.	9/10/2020 11:38 AM
33	Sidewalks and bike trails need to work with existing public transportation to provide more and better access.	9/9/2020 8:53 PM
34	Biggest bang for the buck now would be to improve signal sensitivity to bikes. Especially crossing Green Bay Road in particular and the signals at Bender and Port. Given long term effect of trail closure sign a detour from Maslowski spur using MRP to trail junction south of Silver Spring.	9/9/2020 7:27 PM
35	Want to see better connections between areas with off street walkways and paths for safety	9/9/2020 7:23 PM
36	Really happy and grateful that the City is taking such a holistic approach to the planning of an active, healthy community. Would be nice if all this could lead to less segregation, more interaction between neighborhoods, too.	9/9/2020 7:19 PM
37	Sculpting bike trails for when Nicolet HS adds a Mountain Biking team (like Shorewood HS).	9/9/2020 7:10 PM

5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Review and possible action on authorizing a consultant contract for the Police Organization Study.

FROM: Rachel Safstrom, City Administrator

MEETING DATE: February 22, 2021

FISCAL SUMMARY:

Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statues:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:
As part of the 2021 Annual Program Budget, there was an unfunded position in the Police Department. This was to be able to complete a Police Organization Study to ensure changes in the community are reflected in changes of our operations.

The Common Council approved the request for proposal on January 11. Proposals were received by February 5, 2021.

RECOMMENDATION:
Chief Ferguson and I have reviewed the six proposals. The top two proposals from the perspective of the Police Chief were McMahon and Matrix. My top two proposals were McMahon and Alexander Weiss Consulting. Key points we looked at included location of services and understanding of Wisconsin, cost of service, time frame, approach to the review.

All proposals are attached for your review. Which ever firm the Council chooses, we would like to see the following items highlighted in the agreement:

- Pre-conference with the consultant, Police Chief and Administrator to give a detailed overview of our City.
- Weekly updates to Police Chief and Administrator through the process.

ACTION REQUESTED:
Motion to approve staff to proceed with a contract with a consultant for the Police Organization Study.

ATTACHMENTS:
1. Proposals.

BerryDunn

A PROPOSAL FOR A

Police Organizational Study

TO BENEFIT

The City of Glendale, Wisconsin

BerryDunn
2211 Congress Street
Portland, ME 04102
207-541-2200

Doug Rowe, Principal
drowe@berrydunn.com

Mitch Weinzetl, Project Manager
mweinzetl@berrydunn.com

Submitted on February 5, 2021, by 4 p.m.

Table of Contents

1. APPROACH 1
   A. Project Deliverables 2
   B. Online Engagement 3
   C. Work Plan Overview 3
   D. Data Collection Methodology 6
   E. Project Team Roles and Responsibilities 7
2. COST 9
3. CONTRACT 9
4. INSURANCE 9
5. WORK EXAMPLES 9
6. REFERENCES 10

APPENDIX A. RESUMES 11

APPENDIX B. WORK SAMPLE 15

APPENDIX C. SAMPLE CONTRACT 29

BerryDunn

TRANSMITTAL LETTER

February 5, 2021

City Administrator Rachel Safstrom
City of Glendale
5909 North Milwaukee River Parkway
Glendale, WI 53209

Sent via email to r.safstrom@glendalewi.gov

Dear City Administrator Safstrom:

BerryDunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal in response to the City of Glendale's (the City's) Request for Proposals (RFP) for an organizational study for the Glendale Police Department (GPD). We have read the RFP and understand its contents. Our proposal is a firm and irrevocable offer valid for 120 days from the proposal due date of February 5, 2021.

BerryDunn is an independent management and information technology (IT) consulting firm headquartered in Portland, Maine, and serving clients nationally. ***We are a stable and well-established firm that has preserved our core values and reputation for excellence for 47 years.*** We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including local governments and organizations in and surrounding the State of Wisconsin—and Canada.

BerryDunn commends the City for taking this proactive step to closely examine its practices, as the need for police agencies to deliver quality professional services is at an all-time high. Communities and government officials have significant, but reasonable, expectations related to the efficient and effective use of the resources they have committed to the public safety mission. In turn, police officials have a responsibility to monitor and examine operational processes to ensure they are optimally configured, and that they are consistent with contemporary police standards and industry best practices.

Not only do our team members bring combined decades of direct policing and consulting experience, but they have done so in both Minnesota and Wisconsin. Our project manager, Mitch Weinzetl, served as chief of police for 17 years in Minnesota, while one of our subject matter experts, Gloria Reyes, served with the Madison Police Department and spearheaded community engagement and racial equity initiatives. The City will value our team's unparalleled regional insight compounded by national consulting experience with police departments around the country.

BerryDunn understands that the City is seeking a qualified, independent consultant to evaluate the GPD's organization against industry best practices and comparable municipalities. The project goal is to provide the City with recommendations that drive both short- and long-term change within the GPD, gradually evolving it to the progressive future state it seeks. Our response addresses all components of the City's RFP: an operational study; comparative benchmarking; and a review of diversity, equity, and inclusion (DEI) practices. We are happy to further discuss our approach or anticipated level of effort with the City.

After 47 years of assisting clients, we still appreciate each new opportunity. We are confident that we are best fit to partner with the City on this important initiative. Should you have any questions, please do not hesitate to contact me directly.

Sincerely,

Doug Rowe, PMP®, ITIL(F) | Principal
Local Government Consulting Practice Area
t/f: 207-541-2330 | **e:** drowe@berrydunn.com

1. APPROACH

Conducting police operations assessments that identify opportunities for improvement is a core service of our Justice and Public Safety Practice.

The City will benefit from our thorough, multi-faceted approach. Our project manager, Mitch Weinzetl, has developed and refined our approach based on his work with the International Association of Chiefs of Police (IACP) and police operations assessments conducted for departments throughout the country with BerryDunn. Our approach also incorporates the collective experience of our project team in assessing and addressing racial bias within policing. We have carefully evaluated the City's needs for this project, and have concluded that it involves three distinct and overlapping sub-projects:

1. Conducting a full operational study of the GPD
2. Evaluating the GPD work environment, procedures, staffing, and compensation against comparable neighboring municipalities
3. Reviewing DEI strategies and activities

We are proposing a collaborative stair-step approach to this project, which we have broken into five overlapping phases.

Figure 1. Overview of BerryDunn's Five-Phased Approach

To conduct a thorough operational study, we will call upon the GPD to produce and provide various documents and data—either through gathering or reorganizing current police department data or through the completion of worksheets and surveys that our project team will provide. BerryDunn has developed several proprietary surveys and data collection instruments, which we will provide to the GPD as a part of this process. Section 1D of this proposal includes a sample list of data our project team might request.

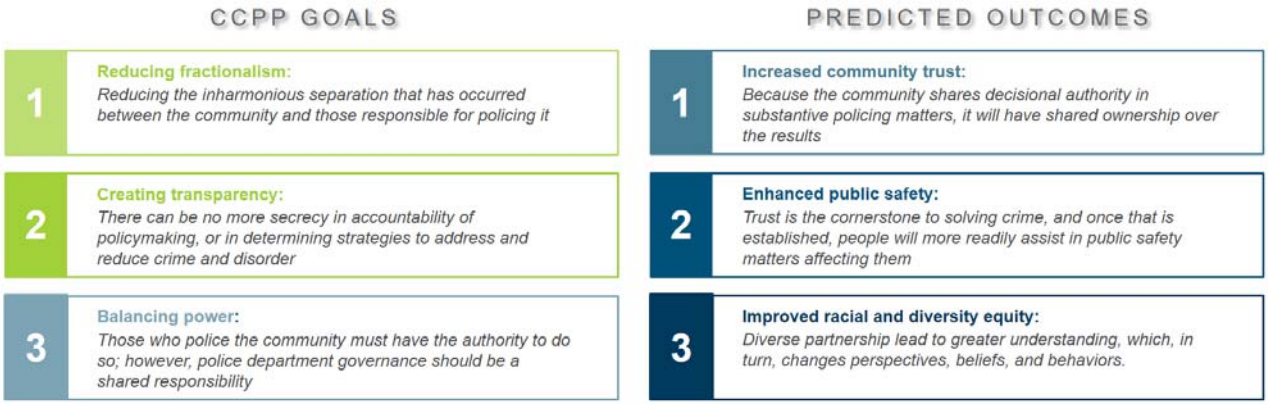
During our operational study, we will also collect comparative data from comparable neighboring municipalities. We will combine this information with data from our prior projects in order to provide the GPD with strong comparative analysis across noted scope areas, as well as other operational aspects (e.g. response times, retention rates).

For the DEI review and race equity analysis portion of the project, we are proposing our innovative **Community Co-Production Policing** (CCPP) model as a framework for the analysis and recommended reform. As the country confronts systemic inequities embedded throughout our social institutions that disparately affect certain populations within our communities, local governments have an opportunity—and a responsibility—to examine operations, policies, and procedures, and to identify operational reforms that contribute to a more just and equitable society. BerryDunn's CCPP model merges and unifies police agencies and communities through multiple collaborative pathways, resulting in shared responsibilities in areas such as guidance; oversight; and the development of policies, operational strategies, public safety priorities, and other shared goals.

The CCPP model works to fundamentally and permanently shift to a collaborative relationship between the police and the community. This reform occurs through establishing CCPP pathways (e.g. training; diversity and impartial policing; recruitment, hiring, and retention; professional standards), which provides the community a greater level of influence and involvement in the overarching policing strategies and priorities that ultimately affect those being served by the police agency.

The CCPP model is not a project to be completed; rather, it is an ongoing process that converts police departments from independent organizations to organizations that are a jointly operated and community-owned resources. Pursuing CCPP goals can ultimately produce the predicted outcomes described in Figure 2.

*Figure 2: CCPP Goals and Predicted Outcomes**



**Additional information on CCPP can be found by viewing our recent webinar using this link.*

BerryDunn recently completed an operational assessment of the Northglenn Police Department, located north of Denver, Colorado. That assessment occurred in the midst of the shifting landscape and national calls for policing reform. Based on our work there, city leadership is moving forward with implementing our CCPP model. The statement below from City Manager Heather Geyer attests to the pursuit of this initiative there:

> "Today, we are called as leaders to step forward and create racial equity and break down systems of oppression. This cannot be accomplished by ***repeating what solutions have been used in the past*** or the quick fix of defunding the police in communities. If we want true change and collaboration, it starts with empowering residents to get involved in shaping the vision for public safety services while also equipping those who police the community with the resources they need to effectively provide services.
>
> In partnership with BerryDunn, we are advancing their recommendation to implement CCPP to help us take our community-oriented policing philosophy to the next level. We expect this process to provide sustained opportunities for members of the community to ***truly collaborate and positively influence the future of policing*** in Northglenn."

Once all relevant data and information has been collected and analyzed, BerryDunn will develop a comprehensive report and associated recommendations. The report will follow best practices within the industry, and include supporting details and graphics. BerryDunn will present the report to the City in one or more sessions, as appropriate.

A. Project Deliverables

The City can expect the deliverables described in Table 1 and will notice the quality and professionalism integrated into BerryDunn documents. We put each draft deliverable through a multistep review process, including review by the project manager, project principal, and our in-house team of editors and proofreaders. Most importantly, we will solicit your feedback along the way to be sure we are aligned with your expectations.

Table 1: Project Deliverables

Deliverable	Description
Project Work Plan and Schedule	Based on the initial project planning discussions, we will draft a detailed Project Work Plan and Schedule for distribution to key City and GPD project team members detailing the scope of work, plan of strategy and approach, and project schedule with all major components. This will be updated and finalized, following GPD review.

Deliverable	Description
Emergent Findings Memo	Based on our initial operational analysis of the GPD, we will prepare an Emergent Findings Memo that will detail any significant operational challenges or emergent issues that require immediate attention.
DEI Practices and Opportunities Memo	This memo will outline the results of BerryDunn's examination of current DEI activities and express opportunities that exist to expand DEI through the police department and within the community.
Monthly Status Reports	We will produce a status report each month that will outline project work completed, in progress, and planned, and include a review of the project schedule and any risks or concerns that might affect project success. We anticipate six to seven reports that will be delivered electronically and discussed via videoconference.
Findings and Recommendations Report	We will develop and refine our findings and recommendations into a draft report that will note our observations and any gaps in practice relating to the City's objectives. This report will be updated and finalized, following GPD review.

BerryDunn acknowledges that we understand the full requirements of this project even if they are not specifically articulated within our proposal, deliverables, or work plan due to the page-limit requirements. We will address each scope item within the course of our work for the City.

B. Online Engagement

Throughout the community engagement aspects of this project, we will utilize Social Pinpoint to help ensure we effectively engage the GPD's stakeholders. Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and to provide opportunities to interact with and gather information from said stakeholders. This comprehensive tool has several features that we will use frequently and as needed throughout the project, as illustrated in Figure 3.

Figure 3: Social Pinpoint Features

For example, we have developed a fully customized Social Pinpoint site to support a police department organizational study for the City of Albany, Georgia. **The live Albany site is linked here.** For this project, we have created a customized site that provides an opportunity for the public to ask questions and to monitor ongoing project work.

C. Work Plan Overview

On the following pages, we have outlined our work plan with an anticipated timeline to complete the City's desired tasks. BerryDunn strives to be flexible when developing and executing an effective project plan. We understand that no two projects are exactly alike, and believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.

We have included the approximate weeks associated with each project phase. As previously mentioned, much of our work will be occurring concurrently, overlapping tasks to maximize efficiency. Our approach to a project of this nature is not linear. We expect overall project work to take approximately six to seven months to complete.

Tasks	BerryDunn Differentiators
PHASE 1: PROJECT INITIATION AND PLANNING *(Weeks 1 – 4, ongoing Monthly Status Reports)*	
1.1: Facilitate project planning teleconference with the City project team. • Clarify goals and known project constraints • Introduce project stakeholders • Establish collaboration site, Communication Plan, and Escalation Plan **1.2:** Develop draft Project Work Plan and Schedule, review with the City via teleconference, and confirm relevant project stakeholders. **1.3:** Provide ongoing project management, including Monthly Status Reports.	✓ Our planning activities will be based in the PMBOK® Project Management Approach, helping to ensure that all parties agree on the schedule, objectives, and issue escalation procedure. ✓ Throughout the project, our firm's quality assurance (QA) process will include deliverable expectation documents, internal reviews, and draft-to-final processes to help ensure client satisfaction.
Deliverable 1: Project Work Plan and Schedule • *Deliverable 2: Monthly Status Reports*	
PHASE 2: INFORMATION AND DATA COLLECTION *(Weeks 2 –12)*	
2.1: Collect agency data. (Please refer to Section 1D for data examples.) **2.2:** Issue internal worksheets and surveys to collect relevant data for management, operations, and staffing studies. **2.3:** Conduct individual interviews and internal group discussions. We will schedule interviews with key department leaders and managers from various units to assess goals, objectives, policies, procedures, practices, workloads, problems, needs, and opportunities that characterize your operations. **2.4:** Facilitate external group discussions with members of the community, such as members of varied geographical areas and/or civic leaders. We will also interview professional stakeholders that routinely interact with the department. **2.5:** Solicit community feedback through Social Pinpoint and virtual community meetings. This will measure perception and satisfaction with service delivery and methods used by the GPD and will expand upon the discussions in the previous task.	✓ The depth of information requested from the City will help to ensure our recommendations are applicable and actionable, adding value to the assessment beyond project completion. ✓ We have built our reputation in part on being outstanding facilitators. Our team members have direct policing experience and understand the sensitivity related to collecting information of this nature. We will conduct data collection in a respectful manner that gets to the heart of the perceived issues or areas of improvement.

Tasks	BerryDunn Differentiators
PHASE 3: OPERATIONAL ASSESSMENT *(Weeks 4 – 20)*	
3.1: Evaluate all department staffing levels. **3.2:** Review and analyze data collected thus far and examine the GPD relative to industry best practices. **3.3:** Review GPD culture, leadership structure, personnel distribution, and spans of control. **3.4:** Assess operational functionality with the City's dispatch or communications center. **3.5:** Review hiring, training, promotion, and professional development within the GPD. **3.6:** Evaluate service delivery feedback and accountability practices. **3.7:** Develop and submit the Emergent Findings Memo to the City. Based on the data collected in the previous phase, we will identify any major procedural gaps, inefficiencies, or issues creating a substantial risk to the GPD that require immediate attention. **3.8:** Identify comparable municipalities and confirm with the City. **3.9:** Collect comparative data per RFP scope. **3.10:** Evaluate findings against GPD data.	✓ Because our consultants have had exposure to police departments of varying sizes, structures, and functionalities, we have deep expertise and an eye for possibilities for improvement. ✓ Our collaborative processes will help ensure the City has an opportunity to review all deliverables and note desired changes. This process incorporates stakeholder voices and perspectives, ultimately producing a product that is relevant and applicable and adds value after project completion. ✓ After working in the law enforcement industry for decades, our consultants have contacts and relationships with subject matter experts across the country. This network allows us to truly capture law enforcement best practices and craft recommendations that are valid and sustainable for the GPD.
Deliverable 3: Emergent Findings Memo	
PHASE 4: DEI REVIEW *(Weeks 9 – 16)*	
4.1: Meet with government, police, and community members to discuss DEI initiatives. **4.2:** Hold community discussions and assess race equity issues and public engagement. **4.3:** Identify DEI practices and opportunities for improvement.	✓ Team member Gloria Reyes helped transform the Madison Police Department and dissolve cultural barriers between the police and the Latino community. This Wisconsin-based experience will be highly valuable to the City and the GPD.
Deliverable 4: DEI Practices and Opportunities Memo	

PHASE 5: REPORT AND RECOMMENDATIONS *(Weeks 17 – 30)*

5.1: Develop the draft Findings and Recommendations Report and facilitate a teleconference review session with the City.

5.2: Identify short- and long-term priorities regarding implementing suggested changes.

5.3: Finalize and present the Findings and Recommendations Report. We have extensive experience communicating our findings to city leadership and community members in a way that is accessible and comprehendible to a non-law enforcement audience.

- ✓ The City will receive detailed recommendations ranked by priority. Additionally, these recommendations will undergo multiple review processes from our subject matter experts.
- ✓ As an independent advisor with no allegiance to membership groups or software vendors, our recommendations will always be in your best interest.

Deliverable 5: Findings and Recommendations Report

This condensed work plan only showcases a dimension of the project. Chief Rob Burdess of the Newton, Iowa, Police Department articulates the more qualitative, nuanced dimension of a study of this nature and what our team specifically brings to it:

"*It was a pleasure working with BerryDunn and senior consultant Mitch Weinzetl on our staff and operations study. The BerryDunn team is knowledgeable and professional and took the time to understand our department's needs and consistently provided valuable insight. Their assessment exceeded our expectations and their recommendations provided a roadmap for further development and improvement.*"

D. Data Collection Methodology

A key differentiator BerryDunn brings to this project is the depth of our data analysis. This level of analysis is important and valuable for the GPD, as it helps ensure our recommendations are accurate, valid, reliable, and actionable. Table 2 illustrates the data we might request from the GPD.

Table 2: Estimated Data Requested From City Personnel

GENERAL		OTHER DATA
Agency Budget	Investigations Organization Chart	Accreditation Report
Case Duration by Category	Online Reports by Category	Computer-Aided Dispatch
Experience Profile	Online Reporting Incident Types	Crime Abatement Report
External Boards/Oversight	Department Organizational Chart	Other External Studies Completed
Frequent Traffic Violations	Patrol Area Map	Grievances
Government Budget	Patrol Work Schedule	Labor Agreements/Contracts
Government Structure	Crime Data	Other Internal Operational Reports
Impartial Policing Data	Traffic Crash Reports	Victim Advocate Reports
Internal Affairs Complaints	Telephone Response Unit Data	Vision, Goals, and Objectives

Table 2: Estimated Data Requested From City Personnel (Continued)

POLICIES	WORKSHEETS	SURVEYS (internal)
Automatic Vehicle Location Use	Command Data by Unit Name	21st Century Policing
Case Assignments	Authorized Personnel by Unit Name	Organizational Climate
Case Durations	Hiring/Selection Process	Patrol Workload
Crime Analyst	Investigations Case Data	Investigations
Multi-Unit Dispatching	Investigations Personnel	
Online Reporting	Non-Operational Personnel	SURVEYS (external)
School Resource Officer (SRO)	Patrol Leave Data	Community Portal
Solvability Factors	Patrol Schedule Assessment	Executive Profile
SRO Memorandum of Understanding	Patrol Unit Data	Race and Diversity
Supervision and Accountability	Patrol Watch Shift Hours	
Telephone Response Unit	Race Equity Assessment	
Youth Engagement	Training Hours	
12 Critical Liability Policies	Technology Scorecard	

We recognize that the time expended to produce this data might be significant, depending upon where and how the data are stored and the ability to retrieve the data. We also anticipate that in some cases, the data requested might not exist. In addition, some of the requested data will need to be produced in a specific format, and it will need to include specific data elements in order to be useful. Where appropriate, BerryDunn will provide guidance and support on how the GPD should compile the data in order to help ensure that the data are produced in a usable format and to improve the efficiency in retrieving and providing data for this study.

E. Project Team Roles and Responsibilities

On the following page, we identify our key team resources to complete the City's project. The BerryDunn team possesses rich experience in each of the core competencies and analytical concentrations required for this project. These include, but are not limited to:

- Community engagement
- Data and technical equipment
- Dispatch interaction and protocols
- Education and training
- Facility and space requirements
- Fleet management
- Investigations
- Operations and staffing
- Organizational leadership and culture
- Organizational structure and personnel deployments
- Patrol services
- Professional standards in Internal Affairs
- Recruitment/retention
- Technology evaluation
- The policing environment

DOUG ROWE, PMP®, ITIL | Project Principal

Doug leads BerryDunn's Justice and Public Safety Practice and has over 40 years of IT industry experience—20 of which have been spent working with public safety organizations. Doug is an expert in the technology systems and processes used throughout the justice and public safety arena, with an emphasis in procuring and implementing solutions for state and local governments. An experienced facilitator, Doug assists organizations in evaluating current processes, envisioning a desired future state, and mapping the way to get there. His work is typically focused on modernizing the technology systems used by public safety agencies to deliver exceptional services to constituents. This background gives Doug an understanding of the specific needs of each public safety stakeholder and how the stakeholders are interrelated.

As **project principal,** Doug will be responsible for our commitment to the City. He will review all deliverables to help ensure quality and oversee that the appropriate resources are designated to the project.

MITCH WEINZETL, ED.D, PROSCI CCP® | Project Manager

Mitch is a senior consultant in BerryDunn's Justice and Public Safety Practice with a 27-year police career. Of those 27 years, 17 were spent serving as a chief of police in three Minnesota cities. Since then, he has conducted numerous staffing and management studies for police agencies across the country—ranging from 50 to 2,000+ officers. His comprehensive approach to conducting these studies focuses on a blend of analyzing quantitative data with stakeholder engagement and input, and crafting relevant recommendations aligned with industry best practices. A thought leader in the policing industry, he has written a book and taught nationally on effective police leadership, succession planning, and similar topics.

As **project manager,** Mitch will serve as the primary point of contact with the City, monitor project progress, track the initiation and completion of tasks and milestones, and oversee the work of our project team. He will also be the lead facilitator during meetings and information-gathering activities and will lead the development of project deliverables.

GLORIA REYES | Subject Matter Expert

Gloria has dedicated her career to public-safety and racial-equity initiatives. She served as an officer with the Madison Police Department, Wisconsin, for 13 years, where she worked to increase understanding and build bridges between the police and the Latino community. She initiated and led the Madison Police Racial Equity Team that reviewed policies and procedures through a racial equity lens. Gloria served as deputy mayor for the City of Madison Department of Public Safety, Civil Rights, Public Health, and Community Services, and also worked for the Wisconsin Department of Justice and the Wisconsin Public Defender's Office. Her field of study, work experience, and community involvement revolves around racial justice in policing, demonstrating the depth of her passion for this work.

As a **subject matter expert,** Gloria will contribute her law enforcement and racial equity experience, as well as her Wisconsin-based policing experience, to this project.

FRED FLETCHER | Subject Matter Expert

Fred has over 23 years of law enforcement experience—including 10 years of command and executive experience. He most recently served as chief of police in Chattanooga, Tennessee. Prior to that, he held a command position in the Austin, Texas, Police Department for over 20 years. Fred is committed to relational policing with a hands-on approach and a dedication to progressive strategies. He is especially knowledgeable in the realm of police technologies. In Chattanooga, he built a Real-Time Intelligence Center and acquired a field-based quality control system that reduced data lag from 15+ days to mere minutes, eliminating the need for excessive data entry.

As a **subject matter expert,** Fred will contribute his law enforcement expertise for this engagement. He will support the assessment, help evaluate the City's police operations and services, and assist with facilitating implementation of recommended reforms.

2. COST

Table 3 provides our proposed fixed-fee costs for this project, broken out by project deliverable. We have developed our costs based on the following factors:

- Our detailed work plan narrative presented in Section 1C
- Our staffing plan and resource allocation, which provides the City with the appropriate number of resources and a level of expertise to complete the tasks defined in the RFP
- Our experience conducting projects of similar scope and size

Table 3: Project Fees by Deliverable

No.	Deliverable	Cost
1	Project Work Plan and Schedule	$11,000
2	Monthly Status Reports	*Included*
3	Emergent Findings Memo	$12,500
4	DEI Practices and Opportunities Memo	$18,500
5	Findings and Recommendations Report	$45,500
	Total	**$87,500**

3. CONTRACT

BerryDunn has included our standard sample contract in Appendix C of this proposal.

4. INSURANCE

BerryDunn maintains over $15 million in professional liability insurance to protect our clients against any claims, damages, penalties, or fees due to any errors, omissions, or professional negligence on the part of BerryDunn. Our liability insurance includes:

- Professional liability insurance in the minimum amount of $1 million per occurrence
- Robust cyber liability insurance in excess of $5 million
- Workers' compensation insurance meeting statutory obligations
- General liability insurance, including auto liability, in the minimum amount of $1 million per occurrence

BerryDunn does not have any open claims, nor have we had any claims within the past five years relating to any of our professional services.

5. WORK EXAMPLES

To demonstrate the quality of our work, we have included the following links to BerryDunn's final reports for similar studies conducted for Duluth, Minnesota; Northglenn, Colorado; and Newton, Iowa, described in further detail in the following section.

- Link to the 2019 Duluth Police Department Organizational Assessment
- Link to the 2020 Northglenn Police Department Operational Assessment
- 2020 Newton Police Department Key Operations and Staffing Study (Provided in Appendix B)

6. REFERENCES

Our project manager, Mitch Weinzetl, has been conducting department reviews similar to that of the City's requested scope for the past five years. Additionally, both our subject matter experts have worked as public-safety consultants in similar roles assisting organizations around the country. Our past clients can speak to our industry expertise, unparalleled professionalism, and genuine passion for our work.

Client contact:

James May, Chief of Police
jmay@northlenn.org
303-450-8967

The City of Northglenn, Colorado
Full Operational Study of the Northglenn Police Department

This project involved a full operational study of the Northglenn Police Department (NPD), including an examination of all sworn and non-sworn staff positions, policies, community-oriented policing (COP) strategies, and an evaluation of the NPD's focus on bias-free and procedurally just policing.

For this assessment, we identified 45 key recommendations for implementation related to police strategies, organization, culture, and leadership; communication; staffing recruiting, retention, and related workload issues, technology, and investigations. In the coming weeks, we will work with the NPD to prioritize study recommendations and develop a strategic plan for implementation.

We are also working with the City to develop a plan for implementation of CCPP within its community.

Client contact:

Mike Tusken, Chief of Police
mtusken@duluthmn.gov
218-730-5020

The City of Duluth, Minnesota
Full Operational Study for the Duluth Police Department

This project involved determining whether Duluth Police Department's (DPD's) organizational structure, spans of control, and personnel allocations (including associated duties and responsibilities) matched service demands and community expectations. The assessment included a comprehensive and independent assessment of key management and operational aspects of the DPD.

In all, we produced 45 recommendations for the DPD, designed to help drive progressive change within the department and set the course for improving police services. Each recommendation allowed for varying actionable approaches for implementation, affording DPD the ability to specifically tailor recommendations during the implementation process to balance resource constraints while still addressing the issues as intended.

Client contact:

Rob Burdess, Chief of Police
robb@newtongov.org
641-791-0850

The City of Newton, Iowa
Key Operations and Staffing Study for the Newton Police Department

This project involved a key operations and staffing study of the Newton Police Department, including an examination of all sworn and non-sworn staff positions, staff diversity, hiring, recruiting, and attrition rates, and a review of the efficiency and effectiveness of the patrol work schedule.

BerryDunn identified 12 key recommendations to implement related to staffing, recruiting, retention, and workload issues related to the reporting practices and the use of technology. These recommendations will help shape the trajectory of the department's evolution.

Doug Rowe, ITIL (F), PMP®
Principal

Doug is a principal in BerryDunn's Government Consulting Group with over 40 years of IT industry experience and 20 years of working with justice and public safety agencies. Doug's experience includes project management, enterprise system deployment, quality assurance, curriculum development and training, and technology support. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

Relevant Experience

Business Process Improvement: Doug specializes in justice and public safety agency business processes, operations, and technology. He has led comprehensive police department assessments; assessed business and technical requirements for state agencies; overseen statewide public safety risk assessments; and led strategic planning efforts to guide resource allocation. His recommendations are rooted in decades of justice and public safety consulting and industry best practices.

Workforce Analysis and Planning: Doug recently provided engagement management for a systematic and comprehensive assessment of the operations of the Duluth Police Department (DPD) in Duluth, Minnesota. The project involved determining whether the DPD organizational structure; spans of control; and personnel allocations, associated duties and responsibilities; efficiently and effectively matched service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the DPD against industry standards and best practices.

Project Management: Doug has decades of experience leading projects focused on planning, requirements development, procurement, and implementation of system modernizations. He has provided engagement and project management support for Computer-Aided Dispatch, Records Management System (RMS), and Jail Management System (JMS) implementations, as well as projects related to ERP systems; Case Management Systems; Offender Management Systems (OMS); and other justice and public safety systems.

Select Clients:

Alabama Department of Corrections

City of Duluth, MN Police Department

City of Sioux Falls, SD

City of Midland, TX

City of Weatherford, TX

Dakota County, MN

Minnesota Department of Public Safety

Maine Judicial Branch

Massachusetts State Ethics Commission

Outagamie County, WI

Saginaw County, MI

St. Clair County, IL

Vermont Department of Public Safety

Vermont Judiciary

Education:

BS, Math and Computer Science, University of New Hampshire

Project Management Professional® (PMP®), Project Management Institute®

Information Technology Infrastructure Library (ITIL) Foundation Certification

Memberships:

Project Management Institute® (PMI®), National Chapter

Corrections Technology Association (CTA)

Mitch Weinzetl

Subject Matter Expert

Public-Sector Experience: 27 years

Mitch has over 27 years of experience in the public sector, specifically with police. He was Chief of Police for three different Minnesota Police Departments for 17 of those years. Mitchell has extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills. Mitchell also served as a subject matter expert, consultant and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program.

Relevant Experience

Chief of Police: Mitch served as a Chief of Police for three different Minnesota Police Departments for 17 years. He is also the past President of the Minnesota Chiefs of Police Association.

International Association of Chiefs of Police (IACP): Mitch served as a senior project manager for the IACP. He conducted several management study projects including: full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing.

IACP Leading by Legacy: Mitch has served as a subject matter expert, consultant and adjunct faculty member for the IACP Leading by Legacy program. He has instructed hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills.

Publications: Mitch is the author of *Acting Out – Outlining Specific Behaviors and Actions for Effective Leadership*. He has also written several journal articles and has presented at many conferences, including the IACP annual conference.

Select Clients:

Ann Arundel County, MD
Cobb County GA
City of Albany, GA
City of Duluth, MN
City of Durham, NC
Glynn County, GA
City of Memphis, TN
City of Norfolk, VA
City of Northglenn, CO
City of Westminster, CO

Education:

Ed. D., Higher Education and Adult Learning, Walden University

MA, Organizational Management, Concordia University

BA, Organizational Management, Concordia University

AAS, Law Enforcement, North Hennepin Community College

Certifications:

Prosci® Certified Change Practitioner

Master Chief Law Enforcement Officer Certification

Fred Fletcher

Subject Matter Expert

Public-Sector Experience: 23 years

Fred has nearly 23 years of law enforcement experience, 15 of which have been in various leadership capacities such as in an executive, command, or supervisory capacity. He served as a chief executive in Chattanooga, Tennessee. Fred has used his leadership to promote technology efficiencies and effectiveness. He uses best industry practices to conduct comparative analysis as a means to increase efficiencies and identify gaps in current policing policies.

Relevant Experience

Business Process Improvement: As chief of police for the Chattanooga Police Department, Fred maximized efficiency and increased effectiveness. He reorganized the department to address violent crime, employee empowerment, and accountability through statistical analysis and technology. He also implemented field-based quality control system report writing, which reduced data lag from 15+ days to mere minutes, eliminating the need for excessive data entry.

Data-Driven Policing: In Chattanooga, Fred developed a customized approach to data-driven policing and built a Real-Time Intelligence Center (RTIC) that included a robust business intelligence capability, comprehensive citywide public safety camera system, mobile police/community interaction application, and near 24-hour intelligence and investigative support for patrol and investigators. In Austin, he implemented initiatives to reduce crime based on national practices, including intelligence-led and data-driven policing using daily statistical analysis, a Geographic Profiling Study through a partnership with local policing experts in academia, and state analysis.

Financial Management: During his 20 years with the Austin Police Department, Fred demonstrated fiduciary responsibility over police budget and resources by utilizing creative staffing models and active leadership.

Career Highlights:

Chief of Police, Chattanooga Police Department, TN

Police Commander, Austin Police Department, TX

Education:

BBA, Accounting, University of Texas

Class 242 – 2009, Federal Bureau of Investigation (FBI) National Academy

Austin Police Department, Leadership Command College

Officer Candidate, United States Marine Corps Platoon Leaders Class

Awards:

Vision Award, Chattanooga Connected

Public Official of the Year Award, Regional National Association of Social Workers, Chattanooga

Award of Excellence, United States Army

Community Champion Award, La Paz Chattanooga

Community Service and Leadership Award, Caritas of Austin

Chief of the Year Award, Tennessee Association of Chiefs of Police

Gloria Reyes

Subject Matter Expert

Gloria has spent her career working in government as a police officer, Deputy Mayor of the Department of Public Safety, Civil Rights, Public Health, and Community Services, and the director of the Department of Civil Rights, and now currently acting as an elected school board president. An experienced organizer and facilitator, Gloria understands how to create sustainable change through community-based work. She is passionately working toward a racially just future and brings years of experience as a racial justice educator, government liaison, and law enforcement professional.

Relevant Experience

Racial Justice, Equity, and Policing: Gloria is currently developing curriculum for the Race Forward and Government Alliance on Race and Equity. This project focuses on exploring what "public safety" means to police and community activists through focus groups and interviews. The focus is to concentrate on integrating racial equity into conversations about public safety, what we can do to facilitate more productive discussions around public safety, and where we go from here in creating a broad narrative strategy around criminal justice. Gloria is engaging communities, national experts in the field, and organizations around this topic in the Baltimore area.

Madison, Wisconsin, City Leadership: Gloria has built her career in public service. She began at the Wisconsin Department of Justice, and then transitioned to the Wisconsin Public Defender's Office in 2000. It was two years later when she joined the Madison Police Department as an officer and detective, though her role quickly expanded beyond that. She developed relationships with community associations and nonprofits and focused on restorative justice practices and community engagement. She founded a group called Amigos en Azul to build a bridge between the police department and the Latino community that has been recognized by the Police Executive Research Forum. Her work then led her to be appointed as the director of Human Rights for the City and then the deputy mayor for Public Safety, Civil Rights, Public Health, and Community Services.

Educator and Curriculum Development: Gloria is passionate about education and creating engaging curriculum through a racial equity lens. She is currently a certified law enforcement instructor and at the Academy and also serves as an elected school board member. This experience has led to consulting work, such as the project previously mentioned in the Baltimore area.

Key Qualifications

Racial Equity in Law Enforcement, Cultural Competency & Implicit Bias Instructor

Master's capstone project on race, equity, and policing

20 years of experience in various facets of local government

Education

Masters in Security Management – American Military University. Capstone Project 2019: *Race, Equity and Policing*

B.A. Behavioral Science and Law & Criminal Justice Certificate – University of Wisconsin Madison

International Association of Chiefs of Police Leadership in Police Organization (LPO) Development Training Program

Law Enforcement Certified Instructor

APPENDIX B. WORK SAMPLE

As previously mentioned, BerryDunn conducting a Key Staffing and Operations Review for the Newton, Iowa Police Department. The final report was over 100 pages long, so we have opted to include a relevant excerpt of our findings in the following pages. We are happy to provide the full report upon the City's request.

BerryDunn

Newton, Iowa, Police Department

Key Staffing and Operations Review
Version 2.0

Submitted by:

Doug Rowe, Principal
Mitchell Weinzetl, Project Manager
BerryDunn
100 Middle Street
Portland, ME 04104
Phone: 207-541-2200
csnow@berrydunn.com
mweinzetl@berrydunn.com

Submitted on:

September 20, 2020

Table of Contents

Table of Contents i
List of Tables iii
List of Figures v
Introduction and Summary 1
Department Involvement 3
Positive Comments 3
Changing Conditions 4
Principal Findings and Recommendations 5
Critical/Priority Findings and Recommendations 5
High/Primary Findings and Recommendations 5
Medium/Non-Urgent Findings and Recommendations 5
Section 1: The Policing Environment 6
I. Service Population 9
II. Police Department Staffing and Organization 11
III. Non-Sworn Personnel 14
Records Division 14
Community Service Officer (CSO) 15
IV. Crime Rates 15
V. Contemporary Policing Practices 21
Summary 23
Recommendations 24
Section 2: Patrol Services 26
I. Patrol Personnel and Deployment 26
II. Patrol Call Load and Distribution of Calls for Service 27
III. Calls for Service Analysis 30
Cover Cars 40
IV. Patrol Staffing Calculations 41
Patrol Availability 41
Shift Relief Factor 44
Workload Model and Analysis 46

V. Patrol Work Schedule 55
Patrol Schedule Designs 61
Field Technology Assessment 62
VI. Alternative Reporting 63
Summary 65
Recommendations 67
Section 3: Investigations Services 70
I. Investigations Staffing 70
II. Workloads and Caseloads 71
III. Investigations Staffing Discussion 75
Investigations Staffing Summary 82
IV. Other Investigations Items 82
Summary 83
Recommendations 83
Section 4: Personnel and Hiring 85
I. Personnel Allocations and Diversity 86
II. Recruitment 89
III. Selection 91
IV. Retention 93
Summary 95
Recommendations 95
Section 5: Conclusions and Recommendations 97
Staffing Conclusions Summary 97
Summary of Recommendations 98
Appendix A: Findings and Recommendations 100
Appendix B: List of Acronyms 107

List of Tables

Table 1: Priority Descriptions 2
Table 2: Short Recommendation Format 3
Table 3: Full Recommendation Format 3
Table 4: Population Trends 10
Table 5: Community Demographics 10
Table 6: Historical Staffing Levels 12
Table 7: Sworn Personnel Allocations 12
Table 8: Personnel Allocation Comparisons 13
Table 9: Patrol and Investigations Comparisons 14
Table 10: Part 1 Crime Rates 16
Table 11: Crime Rate Comparisons 18
Table 12: Part 2 Crimes 19
Table 13: Other Part 2 Offenses 20
Table 14: 21st Century Policing 22
Table 15: Patrol Staffing and Distribution of Personnel 26
Table 16: Patrol and Supplemental Patrol Unit Hours 28
Table 17: District Size and Volume 31
Table 18: Time per Call for Service – Comparisons 31
Table 19: Call for Service – Comparison Data 32
Table 20: Most Frequent Agency Activity by Time Spent 34
Table 21: Most Frequent Agency Activity by Volume 36
Table 22: Response Times by Dispatch Priority 38
Table 23: Response Time Comparisons 39
Table 24: Back-Up Response 40
Table 25: Back-Up Comparisons 41
Table 26: Patrol Availability 42
Table 27: Required Training Hours 43
Table 28: Patrol Watch Shift Hours 45
Table 29: Work Hour Staffing Minimums 45
Table 30: Shift Relief Factor Calculations 46

Table 31: Obligated Workload 47
Table 32: Obligated Workload Model – Patrol 30% 48
Table 33: Daily Shift Needs 49
Table 34: Peak Shift Needs 49
Table 35: Officer Log Data 52
Table 36: Traffic Offenses 2018-2019 54
Table 37: Patrol Allocations by Hour 57
Table 38: Patrol Schedule Analysis 60
Table 39: Technology Scorecard 63
Table 40: Investigations Division Staffing 70
Table 41: Investigations Availability 71
Table 42: Cases Assigned by Type and Year 73
Table 43: Average Part 1 and 2 Crimes and Percentage of Cases Assigned 74
Table 44: Percent of Part 1 and Part 2 Crimes Assigned to Investigations 74
Table 45: Investigations Workload Survey 76
Table 46: Investigations Capacity per Detective 78
Table 47: Investigative Capacity – Comparisons 79
Table 48: Self-Reported Current and Preferred Caseloads 80
Table 49: Self-Reported Case Closure Expectations in Days Active 81
Table 50: Diversity Profile – Newton Police Department 86
Table 51: Diversity Profile – Prior Study Comparisons 87
Table 52: Gender Profile – Newton Police Department 88
Table 53: Gender Profile – Prior Study Comparisons 88
Table 54: Hiring Process Steps 92
Table 55: Annual Separations and Comparison Data 93
Table 56: Turnover Rates – Surveyed Cities 94
Appendix B Table 1: Acronyms 107

List of Figures

Figure 1: Newton Community Map 9
Figure 2: Newton Police Department Organizational Chart 11
Figure 3: District/Beat Map 27
Figure 4 Community vs. Officer-Initiated CFS 30
Figure 5: Call Volume by Month 37
Figure 6: Annual Leave Hours – Patrol 44
Figure 7: CFS by Hour of the Day 49
Figure 8: Self-Reported Supplemental Workload 51
Figure 9: Actual vs. Desired Shifts 58

Introduction and Summary

The need for police agencies to deliver high-quality professional police services is at an all-time high. Communities and government officials have significant, but reasonable, expectations related to the efficient and effective use of the resources they have committed to the public-safety mission. In turn, police officials have a responsibility to monitor and examine operational processes to ensure they are optimally configured, and that they are consistent with contemporary police standards and industry best practices.

In June 2020, BerryDunn began working with the City of Newton (City) to conduct a Key Staffing and Operations Review of the Newton Police Department (NPD). The purpose of this project was to conduct a workload-based review of all police department staffing, including a review of the patrol work schedule and the efficiency and effectiveness of the deployment of patrol personnel. To complete this project, BerryDunn conducted an examination of key staffing and procedural aspects, both with respect to the individual policing environment, and the overarching standards of the professional policing environment.

This report outlines the process and methodology BerryDunn used to conduct this study. The analysis provided by BerryDunn is balanced, and fairly represents the conditions, expectations, and desired outcomes studied, and the factors that prompted and drove this assessment. Where external data was used for comparison purposes, references have been provided.

This report has been organized into five Sections, each of which corresponds to a section of police organizational and/or operational function. Although each section is distinct, there is some repetition of information due to the overlapping nature of police operations and the value in refreshing certain data for the reader. This report has been written for three different but important audiences: government officials, police officials and staff, and community members. Accordingly, BerryDunn has worked to provide sufficient details so that anyone reading this report can readily understand each aspect. This report contains numerous acronyms. BerryDunn will introduce each acronym in the body of this report, and a full list of acronyms used is also available in Appendix B.

In conducting this assessment, BerryDunn utilized several varied strategies, including collection of historical data (e.g., computer records, dispatch, and crime data), creation of new data through surveys and worksheets, and teleconference interviews. Following the collection of this information, BerryDunn engaged a thorough and comprehensive analysis of the data, which resulted in various recommendations for the NPD. These recommendations, and this report, were subjected to significant review by subject matter experts, the study team, and BerryDunn staff, with an emphasis on working to ensure a quality product that provided recommendations that conform to industry standards and best practices. Once BerryDunn completed its review, the draft report was reviewed by the client to help ensure accuracy and relevance, and that all aspects of the project scope were addressed.

Within this final report, BerryDunn has provided various tables and figures as visual aids and as a means to validate and substantiate the observations of the team, as well as the associated recommendations. Supplemental information, data, and tables are also included within the appendices at the end of the report. The formal recommendations in this report can be found in three sections.

- First, a summary of the principal findings and recommendations is provided below in this section. This is intended to provide readers with a quick reference list of the formal recommendations made in this assessment.
- Second, recommendations are included at the end of each section to which they apply. Each section recommendation is the result of the topical analysis from that section and includes a summary of the basis for the recommendation.
- Third, for ease of review, each of the full recommendations is included within Appendix A of this report.

BerryDunn has separated formal recommendations into three prioritized categories in rank order. The seriousness of the conditions or problems that individual recommendations are designed to correct, their relationship to the major priorities of the community and the department, the probability of successful implementation, and the estimated cost of implementation are the principal criteria used to prioritize recommendations. Table 1 provides a description of the priority levels used for the recommendations.

Table 1: Priority Descriptions

Overall Priorities for Findings and Recommendations	
	Critical/Priority – These recommendations are very important and/or critical and the agency should prioritize these for action.
	High/Primary – These recommendations are less critical, but they are important and should be prioritized for implementation.
	Medium/Non-Urgent – These recommendations are important and less urgent, but they represent areas of improvement for the agency.

BerryDunn has provided a summary of the full recommendations and findings in the Principal Findings and Recommendations section of this report. The format of this information is provided in Table 2.

Table 2: Short Recommendation Format

[Section and Title]		
No.	**Finding**	**Recommendation**
1-1	**Brief Finding Statement**	**Succinct Recommendation Statement**

This format provides readers with a quick review of the findings and recommendations. The format for the full recommendations is included in Table 3. Each finding and recommendation includes a description of the details supporting the recommendation, as well as details regarding areas for agency consideration. Again, BerryDunn has provided each of the full recommendations in the body of the report and in Appendix A.

Table 3: Full Recommendation Format

[Section and Title]		
No.	**Issue and Opportunity Description**	**Overall Priority**
Section and Subsection:		
1-1	**Finding Area: (Finding Statement).** Supporting information regarding the finding.	
	Recommendation: (Succinct Recommendation Statement). Additional details concerning the recommendation, including items for consideration.	

Department Involvement

The NPD provided BerryDunn unfettered access to staff and all data at its disposal, without reservation or hesitation. Based on BerryDunn's interactions with the command staff at the NPD throughout this project, it was evident that they want what is best for the agency and the community, and are willing to take the necessary steps to help ensure positive and appropriate change takes place. BerryDunn also wishes to express its appreciation for the opportunity to collaborate with the City and the NPD on this important project.[1]

Positive Comments

BerryDunn had an opportunity to interview several staff members of the NPD from various ranks and assignments. As part of that process, BerryDunn asked staff to identify positive aspects of the organization, as well as areas requiring some attention. Staff provided BerryDunn with many positive comments. Those mentioned multiple times included:

[1] Portions of this report and the data within it have been reproduced from publicly available documents.

- The quality of police services provided to the community by the department is very good.
- There are numerous supplemental job duty opportunities within the department, which helps with retention and keeping officers engaged.
- The department provides substantial training opportunities for staff.
- Supervisors (including the chief) are open to suggestions.
- The community service officer (CSO) position has been a great supplement to the workforce.

Generally, when staff are asked to identify positive or negative aspects of their jobs, the length of the negative items typically exceeds the positive ones, and often substantially. For the NPD, the opposite occurred. Although staff provided some information on areas that could use some improvement, most were minor, and all staff had more positive comments than suggestions for improvements. In fact, several staff members complimented the police chief directly, indicating that Chief Burdess has taken care of many issues that staff might have brought forward.

Although there are opportunities for improvement within the NPD, and this report will highlight several of them, BerryDunn is encouraged by the positive comments from those interviewed, and notes that this is a somewhat unusual—but encouraging—pattern within the department.

Changing Conditions

The NPD is a dynamic and ever-changing organization. BerryDunn recognizes that changes might have taken place since the start of this review in early June 2020. Understandably, it has been necessary to freeze conditions in order to prepare the report. The most current information on the conditions of the organization resides with the command staff of the police department, including information on actions that constitute consideration and implementation of the recommendations included in this report.

Principal Findings and Recommendations

Critical/Priority Findings and Recommendations

BerryDunn has no critical/priority findings for this report.

High/Primary Findings and Recommendations

The Policing Environment		
No.	**Finding**	**Recommendation**
1-1	The NPD does not currently record all police-related incident contact information within the RMS.	The NPD should revise its policies and practices to require officers to record relevant police-related contact information for each incident, within the RMS.

Patrol Services		
No.	**Finding**	**Recommendation**
2-1	The NPD does not routinely document family or intimate partner disturbance calls when there is no apparent crime and/or there is no allegation of a crime or assault.	To help ensure that all possible DV incidents are properly documented, the NPD should require a full incident report that details the event for all disturbance calls involving family members, intimate partners, and same-household residents.

Investigations Services		
No.	**Finding**	**Recommendation**
3-3	The care and custody of the property room and its contents were recently transferred, and no formal audit was done at that time.	The NPD should initiate a formal audit of all property in the property and evidence room.

Medium/Non-Urgent Findings and Recommendations

The Policing Environment		
No.	**Finding**	**Recommendation**
1-2	Based on feedback from the NPD, the current RMS is outdated and lacks operational functionality that would improve efficiencies for the NPD.	The NPD should explore RMS replacement. If this cannot be done collaboratively with the Sheriff's Office, the NPD should explore an independent solution, with a feature to link the RMS with the County CAD system.

Patrol Services		
No.	**Finding**	**Recommendation**
2-2	Although supervisors in patrol are available to answer CFS, most CFS response is managed by line-level patrol staff. The use of patrol supervisors acting as full CFS patrol units is an important part of maintaining appropriate shift coverage.	When minimum staffing of patrol shifts cannot be accomplished using line-level patrol staff, one or more supervisors should be designated as primary CFS takers and assume patrol officer responsibilities during that shift.
No.	**Finding**	**Recommendation**
2-3	The NPD has only one supervisor position allocated during the overnight shift. As a result, at least half of the overnight shifts do not have a supervisor working throughout the shift.	The NPD should consider converting one overnight patrol position to a sergeant position to add more consistent supervision for that shift.
No.	**Finding**	**Recommendation**
2-4	The current patrol schedule is generally meeting operational needs; however, the NPD would benefit from making adjustments to the schedule.	The NPD should engage a review committee to examine the work schedule in light of the information contained in this report.

Patrol Services		
No.	**Finding**	**Recommendation**
2-5	The NPD does not currently have a robust online reporting process. In addition, the NPD does not have a formal process for evaluating telephone reports or walk-in reports to the police department lobby.	The NPD should consider expanding the use of an online reporting program and formalize the intake of CFS that originate on the phone or through walk-ins to the lobby.

Investigations Services		
No.	**Finding**	**Recommendation**
3-1	NPD Policy 600: Investigation and Purpose could be improved by providing additional guiding language and identifying other processes.	The NPD should revise Policy 600 and include additional sections relating to investigations process and supervision.
No.	**Finding**	**Recommendation**
3-2	There is no formal process for informing patrol officers of the disposition of cases they refer to the Investigations Division.	The NPD should implement a process to provide feedback to officers when cases referred to investigations are closed or resolved.

Personnel and Hiring		
No.	**Finding**	**Recommendation**
4-1	The NPD website does not have a recruitment section with details about working for the department.	The NPD should add a webpage to its website to inform and encourage potential applicants to apply to the department.
No.	**Finding**	**Recommendation**
4-2	The NPD has experienced steady attrition, with some increased attrition in recent years.	The NPD should monitor its voluntary attrition rates and the reasons for these departures to aid the department in reducing future voluntary separations.

AGREEMENT BETWEEN _____ AND

BERRY DUNN MCNEIL & PARKER, LLC dba BERRYDUNN

This AGREEMENT, made and entered into this, the _____ day of _____, 2021, by and between CLIENT NAME, a State of _____ Corporation, whose location is _____, hereinafter referred to as "CLIENT NAME", the party of the first part, and Berry Dunn McNeil & Parker, LLC dba BerryDunn, with an office located at 211 Congress Street, Portland, ME 04101, hereinafter referred to as "Firm," the party of the second part.

WITNESSETH: That Firm does hereby agree with CLIENT NAME for the consideration named herein, to perform the services stipulated in this AGREEMENT.

1. FIRM'S SERVICES

A. Firm, on behalf of CLIENT NAME shall perform and carry out in a professional manner components essential for System and Organization Control (SOC) examinations.

B. Firm will conduct System and Organization Controls (SOC) examinations for certain CLIENT NAME service centers identified in Schedule A of this Agreement. Firm will conduct each examination in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) within Statements on Standards for Attestation Engagements No. 18 (SSAE 18), which requires that Firm plan and perform each examination to obtain a reasonable basis for rendering an opinion.

Upon the completion of each audit, Firm will prepare the required reports for a SOC 1 (*Report on Controls at a Service Organization Relevant to User Entities' Internal Control over Financial Reporting*) or a SOC 2 (*Report on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality, or Privacy*) examination depending on the needs of each CLIENT NAME site being examined.

Firm will prepare an engagement letter for each SOC examination. CLIENT NAME understands the engagement letters will include required AICPA language, Firm-specific terms, and CLIENT NAME-required terms. Each engagement letter will be executed by authorized individuals at the Firm and CLIENT NAME.

Firm will be engaged to conduct annual examinations for the CLIENT NAME service centers identified in Schedule A for the years 2019, 2020, and 2021. Any contract extensions will be negotiated by CLIENT NAME and Firm.

C. Professional fees agreed to by CLIENT NAME are identified in Schedule A of this AGREEMENT. The fees are inclusive of all expenses. The fees may be subject to adjustments based on unanticipated changes in the scope of the work. Scope changes and associated fees must be agreed to by CLIENT NAME and the Firm before the additional work commences. All other provisions of the AGREEMENT will survive any fee adjustment.

2. FIRM'S REPRESENTATIONS

Firm hereby represents to CLIENT NAME that Firm is fully qualified to perform the Services and shall perform the Services in accordance with professional standards and in a competent manner. Moreover, all work prepared by Firm in connection with the Services shall not infringe any patent, copyright, trade secret, or other proprietary right. Firm shall comply with all federal, state, and local laws, rules, and regulations that apply to the performance of the Services. Firm certifies that it is not prohibited by any prior agreement with, or other obligation to, any third party from entering into this Agreement and/or fully performing the Services under this Agreement. Firm maintains a United States taxpayer identification number, and shall maintain all necessary licenses, permits, and registrations to perform its Services hereunder.

3. CLIENT NAME SHALL PROVIDE

CLIENT NAME is responsible for providing Firm with (1) access to all information of which CLIENT NAME is aware that is relevant to the measurement, evaluation, or disclosure of its description and its assertion; (2) access to additional information that Firm may request for the purpose of the examination; and (3) unrestricted access to appropriate persons within the organization from whom the Firm determines it necessary to obtain evidence. At the conclusion of the engagement, CLIENT NAME agrees to provide Firm with certain written representations in the form of a representation letter. If CLIENT NAME does not fulfill these responsibilities, Firm will communicate in writing that Firm is unable to satisfactorily complete its examination and must disclaim an opinion or withdraw from the engagement.

4. DOCUMENTS

All documents and services provided by Firm pursuant to this AGREEMENT are instruments of service with respect to this project. The Firm's working papers remain the property of the Firm and will be retained in accordance with Firm's established records retention policy.

5. NONDISCLOSURE OF PROPRIETARY INFORMATION

Firm recognizes, acknowledges, and agrees that:

A. "Confidential Information" shall include information of any nature and in any form which at the time or times concerned is not generally known to the public or to those persons engaged in research, development, or consulting similar to that conducted or contemplated by CLIENT NAME or which relates to any one or more aspects of the Services or the CLIENT NAME's business, research and development, or other actual or potential products, including, but not limited to: patents and patent applications; copyrights or copyright applications; ideas, inventions, and improvements, whether patentable or not; writings, whether copyrightable or not; methods, policies, processes, formulas, know-how, and engineering techniques; designs, blueprints, data, databases, computer designs, computer programs (whether embodied in source or object code), computer languages or formats and other facts relating to design, construction, development utilization, or servicing of programs or materials for programs, including all methods for structuring, organizing, sequencing, indexing, or processing such data, and includes information of CLIENT NAME's affiliates, customers, licensors, licensees, vendors, suppliers, and/or contractors which CLIENT NAME is obligated to maintain as confidential.

B. The Confidential Information is the property of CLIENT NAME.

C. Firm's use, misappropriation, or disclosure of the Confidential Information other than as provided for herein or authorized in writing by an authorized CLIENT NAME officer, would constitute a breach of trust and will cause irreparable injury or harm to CLIENT NAME.

D. It is essential to the protection of CLIENT NAME's business and goodwill and to the maintenance of CLIENT NAME's competitive position that the Confidential Information be kept confidential and that Firm not disclose the Confidential Information to any other person or entity or use the Confidential Information to Firm's own advantage or the advantage of others. Firm, except as required in the course of performing Services, shall not use or disclose the Confidential Information to any person, association, or other entity for any reason or purpose whatsoever, unless such information and materials shall previously have become public knowledge through no action on the part of Firm, or CLIENT NAME provides its prior written consent. The obligations contained herein are continuing obligations and survive the termination or expiration of this Agreement.

6. CHANGES AND ADDITIONS

A. It shall be the responsibility of the Firm to notify CLIENT NAME, in writing, of any necessary modifications or additions in the Scope of this AGREEMENT. Compensation for changes or additions in the Scope of this AGREEMENT will be negotiated and approved by CLIENT NAME and the Firm in writing.

B. It is understood and agreed to by both CLIENT NAME and the Firm that such modifications or additions to this AGREEMENT shall be made only by the full execution of the Firm's standard contract change order form.

7. ADDITIONAL SERVICES

CLIENT NAME, at its discretion, may request additional services. When requested by CLIENT NAME, in writing, Firm may perform additional services, associated with this project, which are outside the original scope of services. Compensation for these additional services will be based on current billing rates plus reasonable travel expenses. CLIENT NAME shall approve the scope, number of hours, and fee schedule for such services with the Firm before any additional work commences.

8. NOTICE

Any notice, demand, or request required by or made pursuant to this AGREEMENT shall be deemed properly made if personally delivered in writing or deposited in the United States mail, postage prepaid, to the representative specified below or as otherwise designated in writing and mutually agreed. However, any notice of suspension or termination pursuant to paragraph 9 hereof, if mailed, shall be sent by United States certified mail, postage prepaid, return receipt requested and shall not become effective until the date of receipt. Nothing contained in this Article shall be construed to restrict the transmission or routine communications between representatives of the Firm and CLIENT NAME.

A. CLIENT NAME's Representative's will be the "Chief Accounting Officer", as otherwise designated in writing: Individual's name and address

B. Firm's Representative shall be _____, Principal, or as otherwise designated in writing and accepted by the Firm in writing: Nothing contained in this Article shall be construed to restrict the transmission or routine communications between representative(s) of the Firm and CLIENT NAME.

9. MANNER OF PAYMENT

A. Firm shall furnish CLIENT NAME with timely progress invoices each month for services rendered to date for each project phase. The terms of payment will be net thirty (30) days.

B. Late payment charge can be assessed at the rate of one percent (1%) per month for any past due payments.

C. Should any statement be the subject of a legitimate dispute between the parties, no late payment charge shall apply to any amounts not paid by CLIENT NAME because of said dispute; CLIENT NAME shall pay all amounts not reasonably deemed to be included in the dispute.

10. TERMINATION OR SUSPENSION OF CONTRACT

A. The obligation to continue services under this AGREEMENT may be terminated by either party upon written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party; provided, however, that the terminating party has first given the other party written notice of the reason for such termination and the other party has failed to cure or rectify the issue or matter within fifteen (15) days of receipt of such notice.

B. Firm reserves the right to suspend or terminate our work in the event it does not receive timely payment of its submitted billing statements. In the event that work is suspended or terminated as a result of non-payment, CLIENT NAME agrees that Firm will not be responsible for any failure of CLIENT NAME to meet government and other filing deadlines, or for penalties or interest that may be assessed against CLIENT NAME resulting from its failure to meet such deadlines. Firm may also terminate this AGREEMENT upon the occurrence of a breach by CLIENT NAME of any material provision of this AGREEMENT which remains uncured for a period of thirty (30) days after receipt of notice of such breach from Firm.

C. CLIENT NAME may terminate this AGREEMENT immediately without prior notice or warning upon the occurrence of any of the following: (1) dishonesty or fraud by Firm; (2) commission of a felony or tort by Firm affecting CLIENT NAME's interests; (3) Firm's breach of any material provision of this Agreement which remains uncured for a period of thirty (30) days after Firm's receipt of written notice of such breach from CLIENT NAME; (4) repeated breach by Firm of nonmaterial provisions of this Agreement which remains uncured for a period of thirty (30) days after Firm's receipt of written notice of such breach from CLIENT NAME; (5) breach of the Compliance with Law Section of the Agreement; (6) Firm's dissolution or insolvency; or (7) if CLIENT NAME is not reasonably satisfied with Firm's services and CLIENT NAME has discussed such concerns with Firm and provided Firm a reasonable period to change, modify, or improve such Services and Firm has not, in CLIENT NAME's reasonable discretion, so changed, modified, or improved such Services.

D. In the event CLIENT NAME terminates Firm's services as permitted under Section 9.A of this AGREEMENT, CLIENT NAME shall pay Firm for all services performed to the effective date of termination. Firm shall be entitled to receive only the fair value of services rendered and direct out of pocket expenses incurred hereunder prior to the effective date of such termination. Upon restart of a project previously terminated, equitable adjustment may be made to compensation for remobilization of the project.

11. ASSIGNMENT

Neither CLIENT NAME nor Firm shall assign or transfer their rights or obligations in the AGREEMENT without consent of the other; such consent shall not be unreasonably withheld.

12. INDEMNITY

A. CLIENT NAME agrees to hold Firm and its principals, employees, representatives, successors, and assigns harmless from any and all claims of CLIENT NAME which arise from knowing misrepresentations to Firm by the management of CLIENT NAME, or the intentional withholding or concealment of information from Firm by the management of CLIENT NAME. CLIENT NAME also agrees to indemnify Firm for any and

all claims made against Firm by third parties that arise from any of these actions by the management of CLIENT NAME provided that Firm provides CLIENT NAME with written notice of such claim within (10) days after Firm becomes aware of such claim. CLIENT NAME shall have the right to exercise full control of all negotiations and litigation in connection therewith, including selection of counsel, and shall not be liable for any related costs or expenses incurred by Firm without CLIENT NAME's prior written approval.

B. In the event that Firm receives a subpoena or summons requesting that Firm produce documents from this engagement or testify about the engagement, Firm will notify CLIENT NAME within three (3) days of receipt if we are legally permitted to do so. CLIENT NAME may, within the time permitted for Firm to respond to any request, initiate such legal action as you deem appropriate to protect the information from discovery. If CLIENT NAME takes no action within the time permitted for Firm to respond or if CLIENT NAME's action does not result in a judicial order protecting Firm from supplying requested information, Firm may construe CLIENT NAME's inaction or failure as consent to comply with the request.

13. INSURANCE

Firm shall carry and shall continue to carry for at least thirty (30) days from the expiration date of this AGREEMENT the following insurance, scope of coverage and liability limits:

A. Firm shall maintain automobile liability insurance with a limit of not less than one million dollars ($1,000,000) for each person and one million dollars ($1,000,000) for each occurrence, and Comprehensive General Liability Property Damage Insurance with a limit of not less than one million dollars ($1,000,000) for each occurrence. Firm shall also maintain professional liability coverage with limits of not less than three million dollars ($3,000,000) to be in force during the term of this Agreement and one year thereafter. Coverage shall indemnify CLIENT NAME for any loss or damages due to Firm's acts or omissions in performing the Services.

B. Firm shall also maintain workers' compensation and disability coverage for its employees.

C. Firm shall provide CLIENT NAME with evidence of all insurance to be maintained under this paragraph within ten (10) business days after execution and delivery of this Agreement.

13. INDEPENDENT CONTRACTOR

Both parties in the performance of this Agreement will be acting in an individual capacity and not as agents, employees, partners, joint ventures, subcontractors, or associates of one another and the employees and agents of one party shall not be deemed or construed to be the employees or agents of the other for any purpose whatsoever.

14. COMPLIANCE WITH LAWS

A. Firm agrees and acknowledges that CLIENT NAME and its affiliates conduct business in a highly regulated industry under privileged licenses issued by gaming regulatory authorities both domestic and international. CLIENT NAME and its affiliates maintain a compliance program that has been established to protect and preserve the name, reputation, integrity, and goodwill of CLIENT NAME and its affiliates and to monitor compliance with the requirements established by gaming regulatory authorities in various jurisdictions around the world. Firm agrees to cooperate with all reasonable requests, inquiries, or investigations of gaming regulatory authorities or law enforcement agencies in connection with the performance of this Agreement. Firm agrees to fully cooperate with CLIENT NAME in the completion of any necessary due diligence background investigation. Firm is entitled to receive reasonable compensation for its work and out-of-pocket expenses incurred in connection with responses to such inquiries, and investigations.

B. The parties agree to comply with all applicable law. If, during the term of the AGREEMENT, any party is notified by any regulatory agency that the conduct of business with the other party will jeopardize the first party's license or ability to be licensed or if either party reasonably concludes that the other party fails to meet the above criteria, it shall be a material default of this Agreement.

15. SEVERABILITY

If any part, term, or provision of this AGREEMENT shall be found by the Court to be legally invalid or unenforceable, then such provision or portion thereof, shall be performed in accordance with applicable laws to the extent possible. The invalidity or unenforceability of any provision or portion of this AGREEMENT or any contract document shall not affect the validity of any other provision or portion of this AGREEMENT or any contract document.

16. AGREEMENT CONSTRUED UNDER MAINE LAWS

The AGREEMENT is deemed to be executed and performed in the State of _____ without resort to its rules regarding conflicts of laws. Both parties consent to the exclusive jurisdiction of the federal and state courts of _____ for any claims, actions, or proceedings arising out of or relating to this AGREEMENT of the Services.

17. ENTIRE UNDERSTANDING

This AGREEMENT comprises the entire understanding between the parties and cannot be modified, altered or amended, except in writing and signed by all parties.

IN WITNESS WHEREOF, the parties hereto have executed and sealed this AGREEMENT as of the day and year first above written.

CLIENT NAME	**BERRY, DUNN, MCNEIL & PARKER, LLC dba BERRYDUNN**
BY: _____	BY:_____
[Signatory Name], [Signatory Title]	_____, Principal
ATTEST:	ATTEST:
BY:_____	BY:_____
Dated: _____	Dated:_____

Proposal to Conduct a Police Department Organizational Study

CITY OF GLENDALE, WISCONSIN

February 5, 2021

matrix consulting group

Table of Contents

Letter of Transmittal 1

Approach 2

Firm Experience 6

Project Team Experience 8

Project Cost 10

Attachment A – Insurance Certificate 11

Attachment B – Proposed Contract 12

matrix consulting group

February 5, 2021

Rachel Safstrom
City Administrator
City of Glendale
5909 North Milwaukee River Blvd.
Glendale, WI 53209

Dear Ms. Safstrom,

The Matrix Consulting Group is pleased to submit our proposal to conduct the Police Department Organizational Study for the City of Glendale. The Matrix Consulting Group has worked extensively to provide a wide range of services to police agencies in Wisconsin, elsewhere around the country and in Canada. We have conducted over 400 police studies in 42 states (and two Canadian provinces) within the last 10 years includes:

Asheville, NC	Lewisville, TX	Raleigh, NC
Austin, TX	Lower Saucon Twp., PA	Roseville, CA
Birmingham, AL	Miami Beach, FL	Sacramento, CA
Columbus, OH	**Milwaukie, WI**	San Antonio, TX
Dodge County, WI	Monroe, WA	San Jose, CA
Fort Worth, TX	Narberth, PA	Tacoma, WA
Kansas City, KS	Orange County, FL	Travis County, TX
Kansas City, MO	**Oshkosh, WI**	Wichita, KS
Kauai County, HI	Portland, OR	Winnipeg, MB

All of the staff for our proposed team are extremely experienced, having themselves conducted up to hundreds of police service studies. As the President of the firm, with 40 years of police analytical experience, I would manage the project.

We appreciate the opportunity to submit this proposal on this important project for the Glendale Police Department and the residents and businesses in 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@matrixcg.net

Richard P. Brady

Matrix Consulting Group

Richard P. Brady
President

1 Approach

1. Study Objectives

The consulting services being offered to the City of Glendale for the Police Department centers around three overall key objectives:

- **A assessment of organizational and staffing** – to evaluate the GPD operations and determine appropriate staffing to meet the needs of the community, in comparison to other jurisdictions and best practices, and the impacts of policy changes on those needs.

- **A review of department accountability and commitment to professionalism** – to evaluate the community complaint process, training, and internal accountability.

- **A review of technology use and fleet** – to determine if the resources are used effectively and to best or prevailing practice.

The City of Glendale is a small community of about 12,943 (2019 estimate). Its Police Department is similarly small with 49 FTEs. The crime environment in Glendale also shows that 'major crime' is not a significant factor, however, it has risen the past few years. This study is designed to evaluate these considerations and to ensure that staff and management address policing needs.

2. Project Task Plan

Task 1 Project Initiation and Stakeholder Input

The project team will develop an understanding of the department, its organization and its service environment and how these services are organized and managed. This process includes:

- Interviews with the chief, and supervisory staff, the City Administrator and elected officials (if desired) in order to obtain their views on police service issues.
- Conduct interviews with the Chief, other command staff and personnel in order to develop our understanding of staff roles as well as issues pertinent to this study.

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 and internal controls.
- Responsiveness to community priorities and other service needs.
- Perceived gaps in existing service levels, resources, and programs.
- Comparison of job descriptions with actual roles and identify issues (e.g., compression).

The views of the community are critical to this project. We propose two virtual public meetings to discuss policing issues in Glendale – one on a weekday evening and a second on a Saturday.

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

> **Task Result – Based on the results of interviews and initial data collection, the project team will prepare an internal issues list that will provide the basis for subsequent analytical steps.**

Task 2 Descriptive Profile of the Police Department

We will document its understanding of the department, its service levels, staffing, and service environment in a 'profile' of the Glendale Police Department. The descriptive profile will detail:

- Current (filled) and authorized staffing levels by classification.
- Deployment structures of field patrol services.
- For investigations, caseloads, case management practices, and case assignments.
- Key responsibilities and duties for other units / positions.
- A summary of job descriptions for all staff; pay and benefits

> **Task Result – A descriptive profile will detail the staffing, workload levels, and deployments of the Glendale Department.**

Task 3 Identify Key Organizational and Operational Issues Through a Comparison to Police Best Practices and to Peer Agencies

The project team will develop a detailed list of issues to use in a diagnostic assessment of the Department in order to identify issues areas in staffing, organization, community engagement programs, data sharing, employee compensation and management practices. The 'best practices' used in this assessment represent the project team's experience working with police agencies, as well as standards from other organizations (e.g., CALEA, IACP, etc.).

We will also develop a comparative assessment of the Police Department with reference to peer agencies in Wisconsin. We will work with the City to identify five agencies to survey. The project team will also conduct a review of pay and benefits as part of this comparative assessment.

> **Task Result – The results of this analysis will be documented in an assessment of issues in the Department in terms of comparisons to police best practices and to peer agencies.**

Task 4 Review Current Policies, Practices, Procedures and Activities.

We will review policies, practices, procedures and activities that support equity, diversity and inclusion. The review will consider the effectiveness of policies, practices and activities and

potential for disparate impact and conflicts between policies and operations, including:

- Determining whether there are sufficient policies to support equity, diversity and inclusion.
- Are there informal practices that support or undermine equity, diversity and inclusion?
- Do operations support these goals through informal and formal processes?
- Are there ways that equity, diversity and inclusion can be improved or expanded?

Task Result – An analysis will determine if current department policies, practices, procedures support equity, diversity and inclusion and will identify any gaps or conflicts.

Task 5 | Analysis of the Community Complaint Process

The project team will analyze the current community complaint process, other internal management control processes to identify strengths, opportunities and to identify potential issues. This will include the following:

- Is the complaint process open, transparent and easy to navigate?
- Are there areas where the complaint process can be improved?
- Are all complaints tracked? Is an annual report published on complaints and outcomes?
- Are pursuits, crashes and other incidents consistently reviewed and tracked?

Task Result – The result of this task will be an assessment of the community complaint and internal management systems and the development of a plan to address identified issues.

Task 6 | Analysis of Staffing

The project team will develop an analysis of staffing for each function of the Department, as well as strategies achieving the best use of existing resources. This will center around:

- The adequacy of staffing levels to handle workloads and meet service level objectives:
  - Patrol, the ability to meet specified targets for proactivity and community policing.
  - Investigative, whether targets are met for caseloads and services to victims.
- Identify the impacts of alternative approaches to service in staffing needs.
- Fulfillment of the department's mission and objectives for community policing.
- Are emails, phone calls, social media and surveys provide feedback to improve service?
- Do job descriptions adequately reflect actual job duties? What changes should be made?

Task Result – The project team will develop an analysis of resources, staffing needs, deployment strategies, and management of operations as an interim deliverable.

Task 7 | Review the Training Program

The project team will review the current training program. The review will examine:

- How is the training plan developed (trends, prevailing practice, identified issues)?
- How many training hours does an average officer receive?
- Have officers received de-escalation training, procedural justice, cultural competency, implicit bias or other similar training?
- Is professional development training offered?
- Is public input sought?

> **Task Result – The training review will identify strengths and areas of improvement in the training provided.**

Task 8 | Analysis of the Department's Use of Technology and Fleet

The technology analysis will include:

- Does the department have and use technology effectively?
- Are there technologies that could be deployed to improve efficiency or service?
- Does the technology use meet current prevailing or best practice?

The fleet analysis will include:

- Is the fleet sized right for department operations?
- Is there a replacement schedule that maximizes fleet efficiency and limit costs?
- Are the fleet and field personnel equipped to meet current needs?

> **Task Result – The results of the analysis of the technology and fleet will be presented as a task result will identify strengths and opportunities for improvement.**

Task 9 | Development of a Draft and Final Report.

The project team will develop a report on the Police Department based on the completion of the preceding tasks with recommendations for improvements. Each recommendation will be accompanied by a cost impact and suggested approach to implementation together with a suggested timeframe.

The draft report will be reviewed with the City Administrator and the Police Department. We would present it to the Common Council once reviewed and finalized.

> **Task Result – The report will provide the assessment of all staffing, organizational and management in the Glendale Police Department and the development of a plan which builds on strengths and improves on issues.**

3. Project Schedule

We are proposing that the study be completed in 12 weeks.

2 Firm Experience

1. The Firm and Its Police Consulting Experience

The Matrix Consulting Group was formed to pursue a service in which analysis is provided to our clients to assist in change where needed and justified by the facts. Our only business focus is the provision of organization and management analytical services to local government.

Our most significant service area is public safety. The Matrix Consulting Group project team has conducted staffing studies of more than 400 law enforcement agencies in Wisconsin and throughout the United States. Our services in police consulting are varied and include:

- Staffing, scheduling and deployment
- Organizational and management services
- Implementation of 21st Century Policing concepts

Some of our recent police department clients include the following (with Wisconsin clients' **bolded**). As the table demonstrates, we have significant experience with small communities.

Asheville, NC	Lewisville, TX	Portland, OR
Austin, TX	Lower Saucon Twp., PA	Raleigh, NC
Birmingham, AL	Mahwah, NJ	Roseville, CA
Columbus, OH	Mendham, NJ	Sacramento, CA
Dodge County, WI	Miami Beach, FL	San Antonio, TX
Fort Worth, TX	**Milwaukie, WI**	San Jose, CA
Greenbelt, MD	Monroe, WA	Tacoma, WA
Kansas City, KS	Narberth, PA	Travis County, TX
Kansas City, MO	Orange County, FL	Wichita, KS
Kauai County, HI	**Oshkosh, WI**	Winnipeg, MB

We are currently working with Conshohocken (PA), Denton (TX), and Hennepin County, MN. We also recently completed a fire service study for **Mequon (WI)**.

2. References

The following abstracts and references are for recent police deployment and strategic planning studies conducted by the firm. We urge you to contact these references to better understand the quality of our work and the responsiveness of our team.

We have provided links to these project reports at the end of the reference abstracts.

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.
https://drive.google.com/file/d/1qe5WtQNVriCV5giwwFp-uTcXluSPZ-jS/view?usp=sharing

Upper Macungie Township, Pennsylvania

Police Department Staffing and Operations Study

Robert Ibach
Township Manager
610-395-4892
ribach@uppermac.org

The principal finding was staffing levels provided a high level of service that allowed officers to be proactive in the field addressing community concerns.

The operations section of the study there were several recommendations made to include: updating policies, reviewing how professional standards classified counseling and complaints and to adopt the use of body worn cameras.

Of the 24 recommendations made in this study over one-half were on opportunities to improve the management of operations without cost to the City. Separately, we also developed an assessment of the acting chief.

https://drive.google.com/file/d/1psQXtPiJAwWv_MWeyIgWfevRVI-MLsse/view?usp=sharing

Denton, Texas

Police Department Staffing Study

Frank Dixon
Police Chief
940-349-8181
frank.dixon@cityofdenton.com

In this recently completed project, Matrix just developed a staffing and deployment plan for current needs as well as to meet the growing and changing demands of the City. Handling current and projected workloads also justified greater use of alternative response techniques, including civilian response, telephone and internet reporting.

Detectives were significantly understaffed too, resulting in high levels of cases deferred for investigation. However, case management approaches needed to be strengthened. Other recommendations included improved workload tracking and reporting to the community.
https://drive.google.com/file/d/1_lV-qNnj_343QNJlQ2iS2yFeHxkdvf5B/view?usp=sharing

3 Project Team Experience

The following table provides abbreviated biographical summaries for the proposed project team.

Richard Brady – President, Project Manager

Mr. Brady has been providing management consulting services to municipalities for 40 years across all governmental functions, including over 250 law enforcement department clients, conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.

This includes recent police department assessments for Oshkosh, Milwaukee, Dodge and Dane counties (WI); Lower Saucon Township and Carlisle (PA), Austin and San Antonio (TX), Goodyear and Phoenix (AZ), DeKalb County (GA), Wichita (KS), Asheville (NC), Elko (NV), Columbia (MO), Pacifica, Hayward and Chula Vista (CA), Portland (OR), Omaha (NE), Aurora (CO), Hennepin County (MN), Mahwah, Mendham and Lawrence Township (NJ), Arlington (WA), Montpelier (VT), Lansing (IL), and Birmingham (AL).

He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.

John Scruggs – Manager, Project Analyst

John Scruggs is a Manager with the Matrix Consulting Group. He has a strong background in law enforcement, including having previously served as a Captain for the Portland Police Bureau. He has served in all facets of law enforcement including patrol, investigations, training and administration during his 26-year career.

Mr. Scruggs was a member of our police department study teams for Oshkosh, and Dodge County (WI); Lower Saucon Township and Narberth (PA), Kansas City (KS) and Kansas City (MO), Wichita (KS) and Midwest City (OK), Riverside County, Sacramento and San Jose (CA).

Recently, he has provided additional assistance to Lower Saucon Township by acting as their interim police chief and has assisted them in a recruitment for a permanent one.

Mr. Scruggs has a Master of Public Administration from Portland State University. He received his Bachelor's degree in Political Science from Portland State University. Mr. Scruggs has also received mid-management and executive management course certificates from the Oregon Department of Public Safety Standards and Training.

Ian Brady – Vice President, Project Analyst

Ian Brady is a Vice President with the Matrix Consulting Group as part of our Management Services Division. He has over 8 years of consulting experience. He specializes in public safety and is dedicated to providing analysis for all of our police studies. Mr. Brady also developed the firm's analytical models for scheduling and deployment, as well as GIS tools for analyzing field workloads, beat/district design, and service need projections. He has also developed our staffing planning models which are used by many of our previous clients.

Mr. Brady has recently worked on police management studies for Oshkosh, and Dodge County (WI); San Jose, Hayward, San Francisco and Los Angeles (CA), Orange County (FL), Peoria (AZ), Kansas City (MO), Wichita (KS), Fort Worth and Austin (TX), Raleigh (NC), Birmingham (AL), DeKalb County (GA), and Kauai (HI).

He received his BA in Political Science from Willamette University.

Ryan Peterson – Consultant, Project Analyst

Ryan Peterson is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over five years of experience in conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland and City of Beaverton, as well as the Tri-County Metropolitan Transportation District of Oregon (TriMet).

Mr. Peterson is currently working on police analytical projects for Oshkosh, and Dodge County (WI); San Jose, San Francisco, Los Angeles and West Sacramento (CA), Davenport (IA), Fort Worth (TX), Raleigh (NC), and Orange County (FL).

He holds a BS in Geography/GIS from University of Oregon, as well as a GIS Graduate Certificate from Portland State University, and a certificate in programming from the Epicodus School.

4 Cost

The following chart provides our proposed costs for providing Police Department Organizational Study to the City of Glendale including a breakdown of project staff hours by staff consulting level. As the table shows, we are prepared to enter into a fixed price contract for **$45,000**.

Task	Project Manager	Senior Analysts	Consultant	Total Hours	Total Fee
1 Initiation and Interviews	2	16	8	**26**	$3,600
2 Profile	4	24	32	**60**	$7,600
3 Comparisons	2	24	8	**34**	$4,800
4 Policies and Practices	2	16	0	**18**	$2,800
5 Analysis of Complaints	4	32	16	**52**	$7,200
6 Staffing	2	16	8	**26**	$3,600
7 Training Review	2	16	8	**26**	$3,600
8 Tech and Fleet	4	24	8	**36**	$5,200
9 Report and Presentations	2	16	8	**26**	$3,600
Total Hours	**26**	**192**	**96**	**314**	
Hourly Rate	**$200**	**$150**	**$100**		
Total Professional Fees	**$5,200**	**$28,800**	**$9,600**		**$43,600**
Travel Expenses					$1,400
Total Project Cost					**$45,000**

Expenses shown in the table are only for travel and on site subsistence. The social distancing guidelines and risk of new shutdowns resulting from the Covid19 pandemic may impede our ability to travel and perform on-site work as the situation continues across the country. To compensate for this, we have taken steps to perform our work remotely – video conferencing for interviews and document reviews, as well as electronic data transfers. If there is no travel, no expenses will be charged.

Our usual approach to invoicing is on a monthly basis. However, we are also amenable to invoicing on a deliverable basis.

Client#: 1635640 MATRICON2

ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 1/11/2021

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 have ADDITIONAL INSURED provisions or 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 any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
USI Insurance Services, LLC
2375 E.Camelback Road, Suite 250
Phoenix, AZ 85016
877 468-6516

CONTACT NAME: Samuel Vazquez
PHONE (A/C, No, Ext): 602-666-4833 FAX (A/C, No): 610-537-2283
E-MAIL ADDRESS: samuel.vazquez@usi.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Sentinel Insurance Company Ltd.	11000
INSURER B : Hartford Fire Insurance Company	19682
INSURER C : Twin City Fire Insurance Company	29459
INSURER D : Philadelphia Indemnity Insurance Co.	18058
INSURER E :	
INSURER F :	

INSURED
Matrix Consulting Group, Ltd
1650 S Amphlett, Suite 213
San Mateo, CA 94402-1234

COVERAGES **CERTIFICATE NUMBER:** **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	X COMMERCIAL GENERAL LIABILITY			59SBARO0849	08/08/2020	08/08/2021	EACH OCCURRENCE	$2,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$4,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$4,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			59SBARO0849	08/08/2020	08/08/2021	COMBINED SINGLE LIMIT (Ea accident)	$2,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			59SBARO0849	08/08/2020	08/08/2021	EACH OCCURRENCE	$1,000,000
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$1,000,000
	DED X RETENTION $10,000							$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N			59WECAB6S04	08/08/2020	08/08/2021	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y	N / A					E.L. EACH ACCIDENT	$1,000,000
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
C	Professional			59PG0297372	08/08/2020	08/08/2021	Aggr $3,000,000	
D	Emp Practice			PHSD1559672	07/15/2020	07/15/2021	Aggr $1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

** Workers Comp Information **
Proprietors/Partners/Executive Officers/Members Excluded:
Richard P Brady, Officer
Richard P Brady, Officer
Richard P Brady, Officer
(See Attached Descriptions)

CERTIFICATE HOLDER

Clackamas County
Procurement Division
2051 Karen Road
Oregon City, OR 97045

CANCELLATION

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

© 1988-2015 ACORD CORPORATION. All rights reserved.

AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES TO GLENDALE, WISCONSIN

Matrix Consulting Group

THIS AGREEMENT, entered into this X Day of February, 2021 and effective immediately by and between Matrix Consulting Group (hereinafter called the "CONSULTANT" and the City of Glendale, Wisconsin (hereinafter called "**CITY**"), WITNESSETH THAT,

WHEREAS, CITY desires to engage the CONSULTANT to Conduct a Police Department Organizational Study.

NOW, THEREFORE, the parties hereto mutually agree as follows:

(1) **Employment of Consultant**. CITY agrees to engage the CONSULTANT and the CONSULTANT hereby agrees to perform the services described in CITY'S Request for Proposals dated January 12, 2021 and incorporated into this Agreement as Attachment A**;** and CONSULTANT'S Proposal dated February 5, 2021 and incorporated into this Agreement as Attachment B**.**

(2) **Time of Performance**. All services to be performed hereunder by the CONSULTANT shall be completed within 120 days of the project start date, unless this Agreement is terminated earlier as provided for herein.

(3) **Compensation**. The CITY agrees to pay the CONSULTANT a sum not to exceed $45,000. CONSULTANT agrees to complete the project and all services provided herein for said sum.

(4) **Method of Payment**. The CONSULTANT shall bill monthly for hours completed to date as described in CONSULTANT'S Price Proposal. Total payments shall not exceed the amount shown in (3), above. CITY shall pay invoices within thirty (30) days of receipt.

(5) **Changes.** CITY may, from time to time require changes in the scope of services of the CONSULTANT to be performed hereunder. Such changes, which are mutually agreed upon by and between CITY and the CONSULTANT, shall be incorporated in written amendment to this Agreement.

(6) **Services and Materials to be Furnished by CITY.** CITY shall furnish the CONSULTANT with all available necessary information, data, and material pertinent to the execution of this Agreement. CITY shall cooperate with the CONSULTANT in carrying out the work herein and shall provide adequate staff for liaison with the CONSULTANT.

(7) **Termination of Agreement.** If, for any cause, the CONSULTANT shall fail to fulfill in timely and proper manner his obligation under this agreement, CITY shall thereupon have the right to terminate this Agreement by giving written notice to the CONSULTANT of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination.

(8) **Records and Inspections.** CONSULTANT shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of one year after the completion of the project. CITY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts there from, and to inspect all program data, documents, proceedings, and activities.

(9) **Completeness of Contract.** This contract and any additional or supplementary document or documents incorporated herein by specific reference contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity or bind any of the parties hereto.

(10) **Hold Harmless.** Each party shall be responsible for its own acts and will be responsible for all damages, costs, fees and expenses which arise out of the performance of this Agreement and which are due to that party's own negligence, tortious acts and other unlawful conduct and the negligence, tortious action and other unlawful conduct of its respective agents, officers and employees.

(11) **Insurance.** Consultant agrees to maintain insurance during the term of this Agreement: for comprehensive general liability in the amount of $2,000,000 per occurrence and $4,000,000 in aggregate; automobile liability insurance in the amount of $1,000,000; workers' compensation insurance in the amount of $1,000,000 and professional liability in the amount of $1,000,000 per occurrence and $3,000,000 in aggregate. CONSULTANT shall provide CITY with an insurance certificate which names the CITY as an additionally insured.

(12) **Assignability.** The parties hereby agree that Consultant may not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of CITY.

(13) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if sent by the parties in the United States mail, postage paid, to the addresses noted below:

Rachel Safstrom, City Administrator City of Glendale 5909 N Milwaukee Blvd. Glendale, WI 53209	Richard P. Brady, President Matrix Consulting Group 1650 S Amphlett Blvd., #213 San Mateo, CA 94402

IN WITNESS WHEREOF, CITY and the CONSULTANT have executed this agreement as of the date first written above.

CITY OF GLENDALE, WISCONSIN

By: _____

Date:

MATRIX CONSULTING GROUP

By: _____
Richard P. Brady, President
Date:

Police Organizational Study Proposal

Prepared For: City of Glendale

Prepared By: Jeffrey R. Roemer, CPM
jroemer@mcmgrp.com
1445 McMahon Drive, Neenah WI 54956
Office: 920-751-4200 ext. 401
Cell: 920-540-1002

Date: February 5, 2021

Table of Contents

Police Organizational Study Proposal 1
Proposal Letter 3
Qualifications 5
Methodology 7
Project Team 8
Project Team Resumes 10
Detailed Work Plan 14
Compensation 18
References 19

Proposal Letter

February 5, 2021

City of Glendale
Attn: Rachel Safstrom, City Administrator
500 N. Milwaukee River Parkway
Glendale, WI 53209
r.safstrom@glendalewi.gov

Dear Rachel,

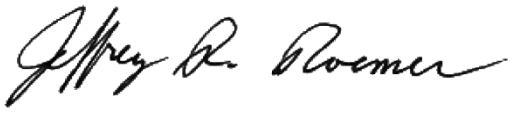
Thank you for the opportunity for McMahon Associates, Inc. to submit a proposal to provide a Police Organizational Analysis for the City of Glendale.

We are a national and international consulting firm whose focus is on public sector consulting services. Most of our clients are public sector entities, municipalities, counties, tribes or special districts. Our team of consultants are all senior level staff and are either current or former municipal management practitioners.

Our process is designed to be all-inclusive and will involve the many stakeholders of the department as well as the City and surrounding agencies. An important component of our approach is frequent communication with the City Administration. We fully understand the expediency that the current COVID-19 and protests has brought all of us, and we are prepared to provide this important work with the City immediately.

Thank you again for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 920-751-4200 ext. 401 or by email at jroemer@mcmgrp.com. We look forward to working with you on this important project!

Respectfully,
McMahon Associates, Inc.



Jeffrey R. Roemer
Public Safety & Municipal Management Manager

JRR:lamc

Qualifications

McMahon Associates, Inc. (McMAHON) is a Wisconsin based Architect/Engineering firm that specializes in public management consulting and provides professional, high quality consulting, project management and other related services to organizations throughout the United States and abroad. Our consultants have served the needs of numerous municipalities throughout the United States and remain very active with several public safety and government related organizations including:

- Wisconsin City/County Management Association
- International City/County Management Association
- American Society for Public Administration
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- American Academy of Certified Public Managers
- Paramedic Systems of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

Mission Statement

To provide the highest quality, independent professional public safety and management consulting, project management and services, as measured by the successful implementation of recommendations and services to our clients.

We accomplish this mission by providing a team of professionals committed to the needs and issues of public safety and government. Our consultants are active practitioners in the public safety and management area and understand the issues, challenges, standards and responsibilities of public safety and provide proven methods to improve efficiency and effectiveness.

Continued on next page

All of our consultants possess in-depth knowledge of relevant aspects of public service, which includes administration, communications, organization, labor relations, human resources, economics and standards. This knowledge allows us to provide clients with an intellectual and objective analysis of the information received. This information is then presented in an easily understood format, allowing policy boards to make knowledgeable and informed decisions.

Project progress is measured against an established work plan, timetables, budget and list of deliverables. Project methodology includes frequently scheduled progress meetings to discuss progress as well as new or unanticipated issues. The work plans are focused, coordinated and logical. Project team members are also available throughout the duration of the project.

Methodology

Our approach to this project requires a clear understanding of the current Police department organization, staffing, operations, administration, planning, and related concerns. The key elements of our methodology include:

- A clear understanding of the project background, complex issues involved and the goals and objectives.
- A work plan that is comprehensive, well designed, practical and provides for ample opportunity for client input.
- Sufficient resources and a commitment to successfully completing the project within the desired time frame and at a reasonable cost.

Client Input

In order to develop a comprehensive Organizational Study and make specific recommendations, it is critical that we receive quality information from officials, staff and members of the City. Accordingly, our approach includes regular meetings with the City Administration, along with associated agencies that would have valuable information to communicate to the Service.

Practical Recommendations

Our ultimate goal is to provide our client with realistic recommendations for the administration and management of the police department. These recommendations need to be practical and based on sound practical standards and legal considerations.

Project Management

A successful assessment and the provision of effective recommendations requires a special effort to ensure that all levels of the project receive adequate attention and those findings and recommendations are thoroughly coordinated. This is accomplished by the development and adherence to a project work plan, clear management team assignments and frequent communications with City Administration.

Project Team

ROLES AND RESPONSIBILITIES

The project manager is responsible for the project team, and clerical personnel support the team. The combined resources assure that the client receives the best possible combination of professional attention.

Project Manager – The project manager will oversee, direct, coordinate and control all work that is done on the project. The project manager will also provide liaison with the client project team, be responsible for the content and quality of the project, make necessary presentations, and ensure that the project is completed according to the established timeline.

Ed Henschel

Ed is a Public Management Specialist with 40 years of municipal management experience. Prior to joining McMAHON, he served as a City manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. Ed also has 18 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations.

Project Team Members – Project staff is selected for their relevant experience in the service to be provided. Each is assigned with specific responsibilities related with the elements of the project. The work of the project staff is provided to the project manager for review, collation and for interface with the client's project team.

Henry Veleker

Henry will be the lead for the recruitment services. He will consult as necessary with other team members as situations dictate. Henry is a Local Government Specialist and a forward thinking, pragmatic public manager bringing 30 years of public management experience to the challenges facing local governments and their respective communities. He is a collaborative leader who values the commitment and work of local government elected officials and staff. Henry is a professional who appreciates that successful local governments must always strive to be strategic, transparent, fiscally prudent and action oriented.

Continued on next page

Project Team, Continued

Jeff Roemer

Jeff has over 35 years of experience in public safety. He is a certified public manager and has been providing full time public safety management consulting for the last 21 years. He worked as Fire Chief for the City of Menasha from 1995 to 1998, Public Safety Director for the Village of Allouez from 1988 to 1998, and Shift Commander for the Village of Ashwaubenon for 7 years. Jeff has worked on numerous public safety projects for the last 21 years, as Project Manager, in communities nationwide. He recently served as the Fire Chief and Emergency Management Director for the City of Green Bay and the City of De Pere, where he had responsibility for all aspects of emergency management including preparedness, response, recovery, and mitigation.

Michael Schultz

Michael is recently retired from the Wauwatosa Police Department where he has held the positions of police officer, detective, sergeant, lieutenant, and captain. He is also a certified law enforcement instructor and has received numerous meritorious citations and commendations. Mike has been working closely with McMAHON for the last two years on a comprehensive law enforcement project and now joins the McMAHON Public Safety and Municipal Management Team.

EDMUND M. HENSCHEL

PUBLIC MANAGEMENT SPECIALIST

ehenschel@mcmgrp.com
C: 414.303.4554

SPECIALIZED COMPETENCE
Municipal Shared Service and Consolidation Studies
Operational and organizational Studies
Strategic Planning
Budget Analysis

ACADEMIC BACKGROUND
Master's Degree – Central Michigan University
Carlson School of Management- University of Minnesota
Negotiation Skills – US Department of Labor

PROFESSIONAL AFFILIATIONS
International City/County Management Association
Wisconsin City/County Management Association
Wisconsin Policy Forum – Board of Trustees
Waukesha County Sheriff's Department – Grievance Committee

Ed is a Public Management Specialist with 40 years of municipal management experience. Prior to joining RW, he served as a City manager for 30+ years, serving municipalities in Wisconsin and Michigan. He was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 18 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations. As a consultant, he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments. As a City manager, he was instrumental in forming one of the first police consolidations in the State of Michigan in the 1970s. As a consultant, he has conducted numerous management recruitment and consolidation studies. He has spoken at national and regional conferences and written a handbook about municipal consolidations.

PROJECTS

MUNICIPAL SHARED SERVICES
City of Clio, MI – Police Consolidation
Village of Whitefish Bay – Fire Consolidation
City of Sparta – Fire Consolidation
Lake Forest, IL – Fire Consolidation
Town of Buchanan – Fire Consolidation
Waukesha County – Emergency Dispatch Consolidation
Waukesha County – Three County ME Consolidation

MUNICIPAL MANAGEMENT STUDIES
City of Janesville – Human Resources & City Attorney Office
City of Baraboo – Fire/EMS Study
Village of McFarland – Fire/EMS Study
City of Superior – Citywide Organizational Study
Waukesha County – Equipment Maintenance Department
City of Wauwatosa – Parking Citation Analysis
Village of Palmyra – Police Organization Analysis
City of Pewaukee – Public Works Department
Village of Mukwonago – Public Works Department
Town of Mukwonago – Town-wide Organization Study
Albert Lea, MN – Strategic Planning
Ypsilanti, MI – Police Staffing Study
Village of Shorewood – Solid Waste Collection Study

McMAHON ENGINEERS ARCHITECTS

Continued on next page

Henry Veleker

LOCAL GOVERNMENT SPECIALIST

Henry is a forward thinking, pragmatic public manager bringing 30 years of public management experience to the challenges facing local governments and their respective communities. A collaborative leader who values the commitment and work of local government elected officials and staff. A professional who appreciates that successful local governments must always strive to be strategic, transparent, fiscally prudent and action oriented.

hveleker@mcmgrp.com
C: 715-602-2601

PROJECTS

CITY OF WAUPACA - CITY ADMINISTRATOR/CLERK
Hired as first professionally educated and trained Public Manager. Responsible for carrying out the policies and decisions of the Waupaca Common Council. The City of Waupaca is a full-service organization providing the residents of Waupaca with a range of local government services to include transit, Internet Service Provider (ISP) and community media (cable access and low power FM radio). The City employs approximately 65 full and permanent part time employees. Total budgets for all operations in excess of $14 Million Dollars.

CITY OF BENNETTSVILLE, SOUTH CAROLINA - CITY ADMINISTRATOR
Responsible for the day to day operations of a full-service City to include electric, natural gas, water and sewer utilities. The number of total employees is 110. Total budgets, all funds of $10 Million Dollars.

COLLETON COUNTY, SOUTH CAROLINA - COUNTY ADMINISTRATOR
Appointed the first professionally educated and trained Public Administrator for the County. Responsible for day to day operations of a coastal county including Public Works, assessment, emergency preparedness, community development and library services. The number of total employees is 160. Total budgets, including schools, all funds of $16 Million Dollars.

UPPER SAVANNAH COUNCIL OF GOVERNMENTS - CIRCUIT RIDER ADMINISTRATOR
Provided public management services to small localities within the Upper Savannah Council of Governments service area. Work included budget preparation, financial management, planning and zoning, ordinance review and updates, and grant administration.

SPECIALIZED COMPETENCE
Operational and Organizational Studies
Strategic Planning
Budget Analysis
Municipal Administration

ACADEMIC BACKGROUND
Bachelor's Degree:
Public Administration
Miami University, Oxford OH

Master of Arts:
Public Administration
College of Charleston, SC

PROFESSIONAL AFFILIATIONS
Chairman, Waupaca County Economic Development Corporation
Past President & Region Coordinator - Wisconsin City/County Management Association
Past President, Waupaca Rotary Club
Chairman, Waupaca Area Triathlon Board of Directors
Graduate of Wisconsin Rural Leadership Program - (2002 - 2004)
Member, International City/County Management Association
Member, Wisconsin City/County Management Association
Served in the U.S. Navy (1981 - 1985)

McMAHON ENGINEERS ARCHITECTS

Continued on next page

JEFFREY R. ROEMER

PUBLIC SAFETY MANAGER

jroemer@mcmgrp.com
920.751.4200 ext. 401
C: 920.540.1002

Jeff has over 35 years of experience in public safety. He is a certified public manager and has been providing full time public safety management consulting for the last 21 years. He worked as Fire Chief for the City of Menasha from 1995 to 1998, Public Safety Director for the Village of Allouez from 1988 to 1998, and Shift Commander for the Village of Ashwaubenon for 7 years. Jeff has worked on numerous public safety projects for the last 21 years, as Project Manager, in communities nationwide. He recently served as the Fire Chief and Emergency Management Director for the City of Green Bay and the City of De Pere, where he had responsibility for all aspects of emergency management including preparedness, response, recovery, and mitigation.

PROJECTS

FIRE SERVICE
City of Green Bay – Fire Chief
City of De Pere – Fire Chief
Village of Bellevue – Fire Chief
Village of Suamico – Fire Chief
Village of Johnson Creek – Fire Chief
Lake County, Indiana – Regional Fire Study

EMS SERVICE
Door County – EMS Director
City of Baraboo – EMS Study
Wheaton Franciscan Hospitals – Waterloo, IA – EMS Director
Clarinda Regional Health Center - Iowa

POLICE SERVICE
Village of Palmyra – Public Safety Director
Village of Allouez – Public Safety Director
Milwaukee Regional Medical Center – Public Safety Consultant
Police Executive Research Forum – D.C. - Consulting

EMERGENCY MANAGEMENT
State of Wisconsin – All Hazard Incident Management Team
City of Green Bay – Emergency Management Director
City of De Pere – Emergency Management Director
Brown County, WI – Regional Incident Management Team
Menominee Indian Tribe of Wisconsin – Consulting
Bad River Tribe of Wisconsin – Consulting, exercises
City of Chicago – Emergency Response Planning

PUBLIC ADMINISTRATION
City of Janesville – Consulting
Village of Mukwonago – Consulting
Certified Public Manager Program – Training
Town of Mukwonago - Consulting

SECURITY MANAGEMENT
Cross Point Community Church – Oconomowoc, WI – Safety Team Management
Milwaukee Regional Medical Center – Security Team Coordination
USO – Mitchell Field Airport – Consulting
Qassim University, Buraydah, Saudi Arabia – Security Consulting

SPECIALIZED COMPETENCE

Fire Administration
Police Administration
EMS Administration
Emergency Management
Incident Management Team Specialist
Project Management
Vulnerability and Security Assessments
Public Management
Security – Safety Team Management

ACADEMIC BACKGROUND

Associate Degree-Political Science – Northeast WI Technical College
Executive Fire Officer Graduate – National Fire Academy
Certified Public Manager – University of Wisconsin
School of Police & Command Graduate – Northwestern University

PROFESSIONAL AFFILIATIONS

Wisconsin Certified Public Managers Association
International Association of Fire Chief
Wisconsin City County Managers Association
National Fire Protection Association
Wisconsin State Fire Chiefs Association
Western Lakes Fire Board

McMAHON ENGINEERS ARCHITECTS

Continued on next page

MICHAEL SCHULTZ

PUBLIC SAFETY SPECIALIST

Michael has 28 years of law enforcement experience in operations, management and training in a suburban law enforcement agency. Possesses outstanding leadership skills, excellent written and verbal communication skills and strong interpersonal skills.

EXPERIENCE

CITY OF WAUWATOSE POLICE DEPARTMENT-Wauwatosa, WI
Police Captain
Detective Lieutenant
Detective Sergeant
Police Detective
Police Officer

WAUKESHA COUNTY TECHNICAL COLLEGE-Waukesha, WI
Adjunct Instructor

MILWAUKEE COUNTY HOUSE OF CORRECTION-Franklin, WI
Corrections Officer

mschultz@mcmgrp.com
920.751.4200
C: 414.429.2392

SPECIALIZED COMPETENCE
Law Enforcement
Leadership

ACADEMIC BACKGROUND
B.S. in Criminal Justice, Winona State (MN) University, 1990

AWARDS AND HONORS
Wauwatosa PD Meritorious Arrest Citation – January 2009
Wauwatosa PD Departmental Commendation – December 2009
Wauwatosa PD Departmental Commendation – June 2012
Wauwatosa PD Departmental Commendation – August 2016
Wauwatosa PD Meritorious Arrest Citation – October 2016
City of Greenfield Police Department Award of Excellence – October 2016

McMAHON ENGINEERS ARCHITECTS

Project Kick-off

- Develop a project team of appropriate users and stakeholders to oversee and participate in the project. The project team will coordinate project schedules, evaluate findings and recommendations, and review and present the final documents.

- Prepare for and conduct Project Planning Meeting with McMAHON Project Manager, the Project Team and key project personnel. The purpose of the meeting will be to define scope and mission, discuss the work plans, establish liaison responsibilities, coordinate project schedules, and confirm other general arrangements.

Initial Assessment and Observations

- Obtain and review documentation pertaining to this project, such as existing police department documentation, policies and procedures, detailed call volume statistics, community development plans, service contracts, surveys, capital improvement plans and previous studies.

- Develop and provide instructions for the completion of police department operations questionnaires to assist McMAHON in gaining an understanding of the current law enforcement environment. Distribute the questionnaires to the appropriate personnel. Upon completion, McMAHON will collect and analyse the questionnaires prior to conducting any on-site interviews or department observations.

Continued Assessment and Documentation

- Assess the current police operations and begin to assess future needs by conducting interviews and on-site observations with representatives of the agency. The interviews and observations will be held in both group and individual settings with personnel from the following areas:

    - Police Department
        - Administration
        - Police Officers
        - Supervisors
        - Dispatch
        - Investigations
    - City Administration
    - Citizen Focus Group Meeting
    - Area Police Departments
    - Area Fire-EMS Departments
    - City Office of Emergency Management

Interviews and observations will primarily focus on the following issues:

- ❖ Current public safety operations, staffing and levels of service.
- ❖ Police service workload, call volume and activity.
- ❖ Police operations and service expectations.
- ❖ Current and anticipated budget issues.
- ❖ Major equipment needs.
- ❖ Economic development plans.
- ❖ Facilities.

- Prepare for and facilitate a project status meeting to discuss the results of the interviews and on-site observations and to review the next steps of the project.

Analysis, Performance Review and Recommendations

- Develop a comprehensive detailed Police Department Organizational Study (Study), utilizing the information provided by the documentation received, the interviews and on-site observations. The projected growth and level of service needs will be considered during the development of these recommendations. Recommendations will include:

  - ❖ Operational assessment of the Police Department, including recruitment, employee selection, staffing, training, National Incident Management System compliance and management structure and practices.
  - ❖ Service demand level and ability to meet the demand.
  - ❖ Effectiveness and efficiency improvements.
  - ❖ Evaluation of coordinated police operations.
  - ❖ Any other issues identified during the study.

- Review present Police workflows and processes to analyze and develop potential organizational and operational requirements. This review will be based on the Standards for Law Enforcement Agencies categories and criteria. The performance indicators that will be examined include the following:

  - ❖ Law Enforcement Role, Responsibilities and Relationships
  - ❖ Organization, Management and Administration
  - ❖ The Personnel Structure
  - ❖ The Personnel Processes
  - ❖ Law Enforcement Operations
  - ❖ Operations Support

Detailed Work Plan, Continued

- Determine any changes, or future trends, for public safety industry standards related to operational requirements. During the development of all recommendations, McMAHON will consider many factors and standards as a basis for recommendations, including:

    - ❖ State of Wisconsin Statutes and Administrative Code
    - ❖ National Highway Safety Traffic Administration (NHSTA)
    - ❖ Federal Emergency Management Association (FEMA)
    - ❖ Local Related Ordinances
    - ❖ Commission on Accreditation for Law Enforcement (CALEA)

- Determine any changes, or future trends, for public safety industry standards related to emergency communication requirements. During the development of all recommendations, McMAHON will consider many factors and standards as a basis for recommendations, including:

    - ❖ National Highway Safety Traffic Association (NHSTA)
    - ❖ Association of Public-Safety Communications Officials (APCO)
    - ❖ Commission on Accreditation for Law Enforcement Agencies (CALEA)
    - ❖ State of Wisconsin Statutes and Administrative Code

- Prepare for and facilitate a Recommendations Meeting to present preliminary findings and obtain feedback from the Project Team.

Document Preparation and Review

- List and describe the findings and recommendations with regards to administration and police operations. Equipment, staffing and training will be included in recommendations.

- Prepare budget impact estimates by implementation recommendations, identifying initial and recurring costs in a separate category for each resource.

- Assemble the Study document. Perform a detailed quality assurance review of the document to ensure that the document meets the expectations of the Project Team and conforms to McMAHON's standards.

- Prepare, produce, and deliver the draft Study to the Project Team for review. Facilitate a Report Delivery Meeting to review content as well as schedules and expectations for the remaining project steps.

- Facilitate a Study Review Meeting with the Project Team approximately one (1) week after initial delivery to answer questions regarding the content of the Study. Make any changes to the Plan based on the discussions at the Study Review Meeting. Produce and deliver final document copies to the Project Team.

- Facilitate a Study review presentation for the City Council.

Time Period

McMAHON Management has the staff available to begin this project immediately upon award. Based on our prior experience in projects similar in nature to that requested in the City's RFP, it is estimated that this study will take approximately four to five (4-5) months to complete. This timeline is contingent upon data being readily available and in a format that facilitates analysis.

Compensation

McMAHON's management fees for professional services to conduct this study as outlined in the scope of services would be a not to exceed amount as follows:

	Not-To-Exceed Amount
Police Department Organizational Study	*$ 38,450.00*
Expenses	*Included*
TOTAL FEE INCLUDING ALL EXPENSES	***$ 38,450.00***

Payment Schedule

Police Department Organizational Study – Equal Monthly payments (5).

We will complete the work tasks as defined in our proposal for the not-to-exceed amount presented in the proposal. Only if the scope of the project changes would there be any additional hours billed to the project. These changes in project costs would only occur after approval by appropriate City personnel.

Insurance

The Certificate of Liability Insurance for McMahon Associates, Inc. will be attached to the Project Agreement.

References

City of New Holstein – Management Counsel and Executive Recruitment
Jeff Hebl, Mayor
(920) 898-5766

Village of Palmyra – Interim Public Safety Director
James Small, Public Safety Director
(262) 495-2380

Wauwatosa Police Department – Management Counsel
James Archambo, City Administrator
(414) 479-8915

Milwaukee Regional Medical Center – Public Safety Consultant
Robert Simi, Executive Director
(414) 778-4570

POLICE ORGANIZATIONAL STUDY

PROPOSAL PREPARED FOR THE CITY OF GLENVIEW, WISCONSIN

FEBRUARY 5, 2021

McGrath
CONSULTING GROUP, INC.

February 5, 2021

Rachel Safstrom
City Administrator
City of Glendale
5909 North Milwaukee River Pkwy
Glendale, WI 53209

Thank you for the opportunity to submit our qualifications to conduct a Police Organizational Study for the City of Glendale Police Department. This proposal outlines our understanding of the project.

A professional external assessment of the organization of the department provides an objective report on the current services provided and future levels required. This process also shows the community that the Village is taking appropriate measures to assure efficient and effective policing while being fiscally responsible.

We do not ask you to adapt to an off-the-shelf assessment. We find that each law enforcement agency has unique qualities, culture, and needs. We work hard to understand your goals, community culture, departmental successes and challenges so we can help you sustain and improve the police services provided by your agency.

Our consultants are highly qualified and nationally respected professionals. Our consultants have professional and consulting experience in all aspects of law enforcement both in municipal and county settings, in very diverse communities, as well as very rural to large population organizations.

We are experienced. After 20 years in business, we have over 350 clients in 37 states. Thus, we have assisted with a wide range of public sector challenges in the arena of public safety.
Our success stems from sound principles and best practices throughout our work and the relationships we build through honest and transparent communication from the beginning of the project through the adoption, implementation and follow-through.

Detailed information regarding our firm, consultants, methodology, and required information are presented within this proposal. As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask.

We look forward to the opportunity of working with the Village of Shorewood and the Police Department on this important project.

Sincerely,

Ron Moser

Lead Police Consultant
McGrath Consulting Group, Inc.
ron@mcgrathconsulting.com
Corporate Office: (815) 728-9111
Cell Phone: (630) 746-2651

TABLE OF CONTENTS

Firm Profile **2**
Firm Expertise 2
Scope of Work **3**
Assessment Strategy and Methodology **4**
Project Initiation Phase 4
Data Gathering and Analysis Phase 4
Work Observations 4
Stakeholder Interviews 4
Data Analysis 5
Report and Presentation Phase 5
City of Glendale Staff Time 5
Firm Capacity and Timeline 6
Project Management and Consultant Team **6**
Project Manager 6
Consulting Team 6
Human Resources Advisor 8
Staff Assignments and Additional Consultants 8
Local Government Clients **8**
Project Costs **9**
A Final Word **9**
Appendix A: Client Testimonials **10**

FIRM PROFILE

Company Name	McGrath Consulting Group, Inc.
Established	May 1, 2000 - Illinois
Type of Firm	Corporation
DUNs & Bradstreet #	N/A
Company Address	P.O. Box 190 Wonder Lake, IL 60097
Phone Number	(815) 728-9111
Fax Number	(815) 331-0215
Project Manager	Ron Moser, Lead Police Consultant – McGrath Consulting Group, Inc.
Email Address	ron@mcgrathconsulting.com
Principals	Dr. Tim McGrath, CEO – McGrath Consulting Group, Inc. Dr. Victoria McGrath, CEO – McGrath Human Resources Group
Insurances	Admiral Insurance, State Farm Insurance

FIRM EXPERTISE

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting predominately in the fields of law enforcement, fire, emergency medical services (EMS), communications and human resources. The principals of the company have over 50 years of public sector experience.

We have two distinct divisions within the company: Public Safety – overseen by Dr. Tim McGrath and Human Resources – overseen by Dr. Victoria McGrath. We have found that having expertise in human resources is beneficial in public safety studies. Thus, the Fire/EMS and Police consultants have access to experts in human resources to address the unique laws and best practices governmental entities face with their human capital.

McGrath Consulting has been working with public-sector organizations of all types for the past 20 years. The consultants assigned to this project have worked with McGrath Consulting on numerous law enforcement and public safety organizational studies and audits.

SCOPE OF WORK

Working with the city administration, police command staff and other stakeholders, we will conduct a Police Organizational Study to assure services are effectively and sustainably delivered based on best management practices and community service level demands. Recommendations will be made for short and long-term implementation based upon the traditional core services, estimated costs, current and future trends, compensation and benefits for employees, and service demands of the community. All work will be completed remotely, and communication and presentations will be via telephone or video conferencing.

Our work for your organization will include:

- ✓ Review job descriptions of current positions.
- ✓ Meet with staff and officials to better understand roles and service.
- ✓ Research other comparable and neighboring municipalities to learn about services, staffing levels, work environment, policies, community engagement programs, data sharing, and compensation.
- ✓ Provide recommendations on ways to address pay compression issue for supervisory non-union staff.
- ✓ Review equipment and vehicle fleet to perform current services.
- ✓ Identify staffing impacts based on potential policy changes.
- ✓ Assess financial impact for any recommendations or considerations for altering services.
- ✓ Research industry standards, best practices, and trends in policing services.
- ✓ Review current activities that support equity, diversity, and inclusion and assess what ways the department can expand on these activities, including initiatives proposed by city officials.
- ✓ Obtain and review any service delivery feedback related to police services.
- ✓ Based on research and analysis, provide recommendations for the city to consider (both short-term and long-term recommendations).
- ✓ Analyze and assess all information derived through this process and make recommendations based upon traditional core services, estimated costs, current and future trends, compensation and benefits for employees, and service demands of the community.
- ✓ Preparing and present a report of findings along with strategies for short and long term implementation of any recommended changes.

This will be accomplished in a ***participatory environment*** whereby McGrath consultants ***engage and listen*** to the administration and stakeholders, ***are sensitive*** to the unique qualities and needs of your county and ***develop a plan and walk you through*** the recommendations.

ASSESSMENT STRATEGY AND METHODOLOGY

Our methodology and approach are characterized by a systematic, logical series of tasks aimed at assuring thoroughness, consistency, and objectivity. Our goal is to meet the needs of your organization. Therefore, the proposal steps can be discussed and adjusted to meet the needs of the City of Glendale.

PROJECT INITIATION PHASE

The McGrath Project Manager will begin the project by conferring with the Project Manager for the City of Glendale and other persons you designate. We will review the planned timeline and deliverables and confirm expectations from all partners. ***A clearly defined game plan will result in a successful solution for your organization***.

A list of information, data sets and documents needed will be requested at the first meeting. Based on our initial meeting with your team and the data and documents gathered, our team of consultants will begin the assessment.

DATA GATHERING AND ANALYSIS PHASE

WORK OBSERVATIONS

Our team may also observe police department staff performing their duties, roll calls or other meetings to understand the functional relationships, interactions, and operations of the department. If observations cannot be done in person due to circumstances beyond the control of the consultants or the city, observations would be done via video conferencing.

STAKEHOLDER INTERVIEWS

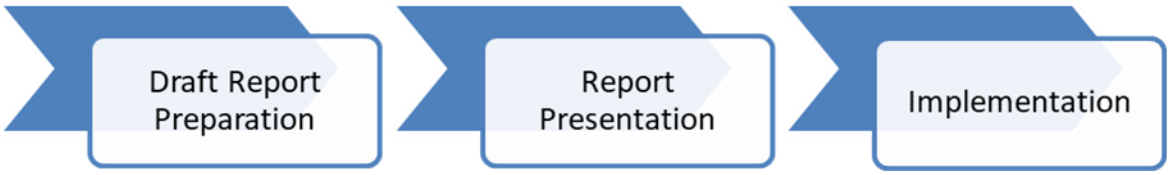
We may include group and individual interviews, to gather the most comprehensive information.

- In-depth, individual interviews with all police department employees, both sworn and civilian.
- Individual interviews with other law enforcement stakeholders such as volunteers, chaplains, business members, neighborhood association members, other community members, etc.
- Individual interviews with local elected officials.
- If interviews cannot be done in person due to circumstances beyond the control of the consultants or the city, interviews may be done via video conferencing or telephone.

DATA ANALYSIS

Time will be spent reviewing documents from the targeted areas and analyzing gathered data, interview results, and police department metrics and statistics.

REPORT AND PRESENTATION PHASE



During the final phase of the project, the draft report will be developed. This report will provide an overview of identified issues and make recommendations for changes. The consultants will help prioritize the recommendations and lay out an implementation plan to meet the City's needs.

Consulting team members will confer via conference call, video conferencing software, or other means with the City's Project Manager and other identified officials to review and address questions and concerns from the report. After appropriate modifications are made, the final report will be provided to the Project Manager. McGrath consultants are available to confer with any stakeholders to address questions again via conference call, video conferencing software, etc.

CITY OF GLENDALE STAFF TIME

Since we work closely with our clients, support on this project is critical but not intrusive. Initially, a list of items required for analysis or understanding is submitted to a designated person. Further, assistance is requested in setting up interviews with individuals within department and the city, and/or providing contact information. Additionally, support is needed to answer questions or address questions/concerns/issues of the consulting team. These are usually completed through telephone or email conversations.

FIRM CAPACITY AND TIMELINE

The consultants can begin the project immediately upon contract execution. We would anticipate the draft report to be completed within 120 days thereafter. Factors that can impact the timeline include staff availability for meetings and interviews and timely receipt of requested data.

PROJECT MANAGEMENT AND CONSULTANT TEAM

Our team for this project includes highly qualified law enforcement and human resources consultants with diverse professional backgrounds. Additional consultants from our firm may be called upon to assist based on their subject matter expertise.

PROJECT MANAGER

Ron Moser – Lead Police Consultant

Ron Moser heads the law enforcement division of McGrath Consulting Group, Inc. and will serve as the Project Manager. He has been the project manager for numerous law enforcement and public safety audits and inspections and leads all law enforcement related projects with McGrath Consulting.

Prior to joining McGrath Consulting, Mr. Moser spent 34 years in law enforcement serving six municipalities in three states. He served as Chief in three Police Departments. Two of those departments were in the Chicago metropolitan area. Mr. Moser's extensive experience in the Chicago area was enhanced by his active participation and leadership roles in several Metro Police Associations.

During the eleven years he served in his last Chief position, Mr. Moser was also appointed Director of Emergency Management. For three years prior to his retirement, he served as the Village Manager for Hanover Park, Illinois, a municipality of Cook County.

CONSULTING TEAM

Mark Beckwith – Police Consultant

Mark Beckwith is the Deputy Chief of Public Safety and Emergency Management Director for Augustana College in Illinois. Prior to joining the campus police for Augustana, he served a distinguished 28-year career with the Milan, Illinois Police Department rising through the ranks to become the Chief of Police.

Deputy Chief Beckwith, for six years, served as the President of the Illinois Law Enforcement Alarm System (ILEAS), which provided leadership to the entire state of Illinois Law Enforcement Mutual Aid System. This included oversight and a management of Homeland Security funding for Illinois agencies, as well as administering the coordination of out of state mutual aid response to Hurricane Katrina, the 2008 Republican National Convention, the 2009 G20 Summit in Pittsburgh, Pennsylvania, and the 2012 NATO Summit in Chicago.

Todd Carlson - Police Consultant

Todd Carlson has over 23 years of law enforcement experience and serves on all police projects for McGrath Consulting Group. Todd is currently a Sergeant in the Support Services Division of the Hanover Park Police Department in Illinois. In this role, he supervises Social Services, Evidence and Court Services Units. He also manages the department's accounts receivable/payable with a total annual budget of $1.1 million, building maintenance, information technology equipment, quartermaster, training, and vehicle fleet. During his tenure at Hanover Park, Sergeant Carlson has managed and/or implemented projects including a department implementation of regional computer aided dispatch and report management system, a multiple public building alert system, an automated mapping of computer-aided dispatch and report management system, a social media program, SharePoint and an outdoor wireless and CCTV system.

Mark Gatz – Police Consultant

Mark Gatz is a retired Deputy Chief of Police with over 38 years of law enforcement experience. Mark has served as the Deputy Chief of Support Services, he produced and maintained the annual budget, managed the department training function, Police Records Division, Code enforcement Division and the Emergency Management functions of the village. As the Deputy Chief of Operations, Mark was responsible for the Patrol, Strategic Enforcement & Prevention and Investigations/Crime Analysis Divisions.

Cecil Smith - Police Consultant

Mr. Smith has over 32 years of law enforcement experience and is currently Chief of Police in Sanford, Florida. He was selected to lead the Sanford, Florida Police Department during one of the most controversial and racially heightened times in law enforcement history, the Trayvon Martin and George Zimmerman incident. Prior to becoming Chief of Police in Sanford, he retired at the rank of Deputy Chief from the Elgin Police Department where he had risen from the rank of Police Officer. It should be noted that prior to his retirement from the Elgin Police Department, Chief Smith was the first and only African American to hold the position of Deputy Chief in the Police Department's 178-year history.

Chief Smith is an experienced public service administrator with extensive knowledge of policies, special policing needs and quality-of-life issues. Recognized by the Department of Justice (DOJ), DOJ's Office of Community Oriented Policing Services (COPS Office), Federal Bureau of Investigation, and other state organizations, commended for his leadership skills, interpersonal skills, public speaking, and has successfully proactive methods of supervision, problem solving, and the ability to motivate officers to exceed objectives, while continuing to maintain the highest standards of law enforcement ethics and professionalism.

Greg Wilson – Police Consultant

Greg Wilson has 28 years of law enforcement experience and is the former Chief of Police for the City of Mountlake Terrace in the State of Washington. He began his career with the Renton, Washington Police Department in 1986. In 1996, Chief Wilson was recruited to the City of Federal Way, Washington Police Department to assist in one of the largest start-up agencies in the nation. In 2008, he was appointed to serve as Chief for the City of Mountlake Terrace. Chief Wilson's law

enforcement experience includes assignments and leadership roles in patrol, narcotics, major crimes, SWAT, Field Training, Administration, and Professional Standards. Chief Wilson provides training and consulting services for MdE, Inc, a public safety training, consulting and software provider. Chief Wilson has provided public safety-related training to federal, state and local law public safety agencies throughout the nation.

Malayna Halvorson Maes – Senior Consultant, Human Resources

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.

HUMAN RESOURCES ADVISOR

Victoria McGrath, Ph.D., SPHR – Chief Executive Officer

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but also, has a number of years in the private sector having worked in health care, banking, and education. Thus, she brings over 19 years of practitioner experience in all phases of human resources prior to her years as a consultant. Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including 5 labor unions; the Elmbrook School District, WI – the 2nd largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. Thus, she has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath's local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more. Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues

STAFF ASSIGNMENTS AND ADDITIONAL CONSULTANTS

All consultants will be dedicated to the project throughout the duration. We operate under the philosophy of total team involvement and each team member will work together to meet the goals of your project. McGrath Consulting Group, Inc. can access approximately 27 staff members (principals, consultants and support staff) that may be used on any assessment depending on the area of expertise required.

LOCAL GOVERNMENT CLIENTS

Our firm specializes in working with mid-sized law enforcement agencies. We have completed numerous similar projects. The following references are listed and can be contacted. Client testimonials are included in Appendix A. The complete listing of our clients may be viewed on our website at www.mcgrathconsulting.com.

Door County Sheriff's Office, Door County, WI
Staffing Analysis & Optimization
Project Manager: Pat McCarty, Chief Deputy
Phone/Email: (920) 746-2422 pmccarty@co.door.wi.us
Analysis of agency staffing, scheduling, organizational structure, patrol zone configuration, and management practices. Recommendations provided based on best practices and comparables to optimize all operations. Internal self-assessment of agency through individual interviews of all employees.

City of Mendota Heights, MN Police Department
Comprehensive Department Audit and Internal Culture Review
Project Manager: Mark McNeill, City Administrator
Phone/Email: (651) 255-1153 markm@mendota-heights.com
Comprehensive review of all operations that includes policies, training, staffing, scheduling, fleet, etc. of the agency. This also included to determine the climate and culture of the organization. The recommendations have been accepted by the city, and we continue to consult through the implementation process. The City of Mendota Heights is a first-ring suburb of Minneapolis, Minnesota.

City of Garden City, Kansas Police Department
Police Organizational Study
Project Manager: Jennifer Cunningham, Assistant City Manager
Phone/Email: (620) 276-1160 jennifer.cunningham@gardencityks.us
Review of the functions and workflow of the operations of the Garden City Police Department. The assessment included an in-depth analysis of topics including, communication, equipment, leadership, liability, personnel/human resources, role of department within city organization, staffing/scheduling, technology, and training.

PROJECT COSTS

Police Organizational Study: $35,200

This fee includes all consultants time and expenses. The cost of the assessment will be divided into three payments. The first payment of $8,800 will be invoiced upon completion of a signed contract; $17,600 upon submission of the draft report; and $8,800 will be invoiced upon submission of the final analysis report. All invoices are payable within 30 days of receipt. The quoted price is good for at least 90 days from February 5, 2021.

A FINAL WORD

This proposal outlines our methodology to meet your needs. We will work with you and your staff to conduct a Police Organizational Study that fits the requirements of the City of Glendale. Thank you for the opportunity to be of service. Please feel free to contact us if you have any questions regarding this proposal.

APPENDIX A: CLIENT TESTIMONIALS

The following excerpts were provided by police executives for which our firm has provided services:

The City of Auburn, Washington engaged McGrath Consulting Group to assist us with conducting a comprehensive climate survey due to a high amount of turnover in our police officer ranks. What drew us to select McGrath was the objective data reporting in their sample report they shared with us, as well as the resume of the consultants that would be assisting with our project. They presented as true professionals in a critical time for our organization. What we quickly realized was not only are the McGrath consultants organized, objective, and technically qualified, they were so much more. They were true advisors and consultants in every sense of both of those words. Our organization was at a crossroads with our culture and our direction, and the McGrath report and consultants were truly pivotal in support of our Mayor, Human Resources staff, and Police Administration in moving the organization forward in a swift and tangible way. Ron went above and beyond to communicate frequently, at each phase of the study, and was able to debrief the report for all stakeholders, in order to successfully understand and implement the recommended improvements. Their final report was a clear roadmap that our new leadership could implement right away for the necessary change for the organization. I would highly recommend Ron Moser and his team for any organization looking for a similar assessment with actionable outcomes. The investment we made with the McGrath Consulting Group was one that changed our organization.
Director Candis Martinson, Auburn Washington, Human Resources & Risk Management

"The team from McGrath Consulting Group was knowledgeable and professional from our first contact until the end of our project. Their staff was responsive and consistently provided valuable insights. I would highly recommend them to any law enforcement agency."
Interim Chief Anthony Bazydlo, Fairburn Georgia, Police Department

"*As a newly appointed chief, I was of course apprehensive about an outside firm coming in and looking at and scrutinizing my department. We in law enforcement say we like change, and look forward to constructive criticism, but we don't always practice what we preach…I met with people who wanted to help me and my department to be better, and to find new ways and ideas to move my department forward, and a new perspective on how to not only take care of my department, but to how to better serve the city and citizens with the best possible police department, which is what we should all be striving to do. I can honestly say, that this was probably one of the best things that could have happened for me and for the men and women of this fine department as a newly appointed chief."*
Chief Haefner, Sapulpa Oklahoma, Police Department

The Novak Consulting Group

A PART OF RAFTELIS

Police Organizational Study

PROPOSAL / FEBRUARY 5, 2021

City of Glendale

February 5, 2021

Ms. Rachel Safstrom, City Administrator
City of Glendale
5909 North Milwaukee River Parkway
Glendale, WI 53209

Subject: Proposal for Police Organizational Study

Dear Ms. Safstrom:

On behalf of The Novak Consulting Group, now a part of Raftelis, I am pleased to submit this proposal for a Police Organizational Study to the City of Glendale (City). Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services to local governments and utilities. We appreciate the opportunity to submit our proposal, which has been developed to provide the City with concise yet thorough information that introduces our approach to organizational assessments and staffing analyses.

Raftelis was established in 1993 to provide financial and management consulting services of the highest quality to the public sector. The Raftelis brand strengthened with the 2020 acquisition of The Novak Consulting Group (TNCG), which deepens our management consulting expertise specific to local governments. Our mission is to strengthen organizations, for those they serve and those who work in them.

We believe our firm offers the City several distinct advantages:

- **A workable and insightful approach:** Our team's approach specifically addresses the City's needs and will help develop a best practice-level plan to align staffing and organizational structure of the Police Department with the vision and mission of the Glendale community.

  In this current COVID-19 environment, prioritization and planning are even more critical as the financial impacts of the pandemic remain unknown. The City's desire for gained organizational/operational efficiencies and effectiveness is the exact type of consulting work our firm performs.

- **An experienced team who knows challenges and opportunities faced by local governments:** We are skilled professionals with direct experience in all facets of local government and utility operations, including public safety. We work solely for local governments and utilities, and many of our team members were local government leaders in some of the best organizations across the country. Our team members understand what is required to deliver effective public services and we have included public safety specialists on our project team.

- **Personal service from senior-level consultants:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

We are proud of the resources that we can offer and welcome the opportunity to assist the City in this engagement. If hired, we commit to provide the appropriate personnel and equipment to perform the scope of services as defined in the City's Request for Proposal. If you have any questions, please do not hesitate to contact our Organizational Assessment Practice Lead using the following contact information:

Michelle Ferguson, Vice President – Organizational Assessment
Phone: 828.777.6588 / Email: mferguson@thenovakconsultinggroup.com

Sincerely,

Julia Novak
Executive Vice President

Approach

Public safety is one of the primary reasons that local government exists. Communities form to govern themselves, establish standards and laws, and determine how to best enforce those rules through a variety of governmental services. Police departments engage in protecting the public and exist to provide whatever level of service the community deems appropriate. While there are standards and best practices for various public safety philosophies, ultimately, the local community should decide what level of service it desires and funds and, more importantly, how the local police department will engage with the community.

We approach reviews of public safety and community policing with this in mind. As we evaluate the level of service that is provided, we also look for indicators of satisfaction or dissatisfaction with the current standards and help identify solutions to provide a better fit for each community. Our approach is to understand what the community needs and identify potential solutions to help achieve those goals.

Our project team has extensive experience working with local government clients and cities interested in honestly assessing how their police department interacts with the community and applying best practices to create a more just society. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a consulting study that, once completed, occupies shelf space never to be opened again. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

We recognize that there will always be competing interests between the level of service and its cost. Defining "good enough" is a significant challenge that is aided by knowing that the work is both necessary and delivered as efficiently as possible. Every organization develops traditions, practices, and routines. It is essential that these are subject to regular review and analysis to ensure that they continue to represent best practices that meet the needs of the community. Our staff has specific subject matter expertise regarding progressive policing practices and can identify appropriate policies and reform initiatives that will ensure the Glendale Police Department is engaging with the community in a way that is consistent with the intended values of the community and is operating at peak efficiency and effectiveness.

The following details our proposed work plan. We are prepared to perform work both in-person or remotely, based upon the City's preferences and local health guidelines.

Activity 1: Begin and Manage Engagement

We will begin this engagement by meeting with the City Administrator and Chief of Police to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the City's interest in this study, the strengths and weaknesses of the current law enforcement processes, structure, and operations, and other issues that may be relevant to our work. At that time, we will agree upon the best communication mechanism and request the designation of a "point person" within the City to assist us in scheduling interviews, meetings, and other logistics. Additionally, we will conduct small group interviews with the Common Council to understand their perspectives regarding the Glendale Police Department, the purpose in undertaking this study, and expectations for desired outcomes.

We will prepare and provide the City with a detailed data request and review all relevant background information, including budgets, any prior studies, any community surveys, or feedback information, Police Department work plans, organizational charts, job

descriptions, workload statistics, performance metrics, annual reports, dispatched calls for service (DCFS), and other similar data to inform our work.

Throughout the project, we will provide the City with regular project status reports via email or web conference designed to maintain planned project progress and budget, identify and resolve project issues and risks, and review project work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and team leaders. We welcome the opportunity to have this informal dialogue since we believe it will contribute to a more successful project.

Activity 2: Analyze Workload

We will work with City staff to obtain CAD data so we can analyze such issues as time spent on dispatched calls for service, scheduling, and overtime drivers. Based on our analysis, we will develop specific recommendations regarding staffing and deployment, as well as other operational issues for the Police Department. Additional items to be evaluated and considered include, but are not limited to the following:

- Current staffing level: filled positions and vacant positions
- Current allocation and deployment practices
- Current minimum staffing goal
- Current scheduling practices
- Unallocated/proactive time available throughout all three shifts independently of each other
- Allocated time for calls for services, follow-up, report writing, court, briefing, etc. throughout all three shifts independently of each other
- Current and projected population distribution, demographics, and crime patterns
- Hours of overtime worked
- Current shift relief factor compared to optimal shift relief factor
- Village geography and patrol beat configuration
- Goals and objectives of the Command Staff related to staffing and meeting community expectations for levels of service
- Other work time (e.g., court appearances, light duty)
- Document current patrol performance and workload levels
- Other relevant factors/issues

To assess service delivery for the Police Department, we will review the demand profile, including time spent on dispatched calls for service. A staffing profile will be developed using existing established benchmarks for the Police Department. This profile will estimate staffing requirements that would be needed to achieve management-specified performance objectives and best practice guidelines for proactive policing.

We will conduct a workload-based staffing analysis for investigative personnel. We will analyze investigative workload by type, clearance rates, and investigative labor hour requirements to develop a unique service standard for the City. This standard will then be applied to the City's crime and investigative workload pattern to determine the appropriate number of detectives to pair with Glendale's crime profile.

Similar analytical approaches will be applied when analyzing the Department's civilian and support services staffing levels. For example, our approach with respect to the administrative positions will be to develop a workload profile to effectively complete core activities. We will further evaluate this profile within the context of fixed position staffing requirements to ensure that appropriate coverage is available for public interface during police headquarters operating hours.

Activity 3: Understand Context

We employ several different techniques for learning about your operations in order to collect sufficient data to understand operations, deployment, and staffing. These techniques include the following activities:

- Our project team will schedule and conduct confidential individual interviews with key staff and unit commanders across the Department. The interviews cover: the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and opportunities for improvement.
- We will conduct small group interviews with on-duty officers to discuss business processes, supervisory relationships, performance management, and perceived strengths and opportunities for improvement.

- We will meet with union leadership to explore and understand their perspectives on Department operations.
- In addition to formal interviews, we may conduct selected operational observations to understand how work is performed in your normal work environments. This will include walk-throughs in office settings, worksite visits, and tours of the community to understand the work context and geography.

Activity 4: Assess Operations

Having gained an understanding of operations through data analysis and interviews, our project team will next evaluate the structure and operations of the Glendale Police Department as they compare to industry standards of performance and comparable jurisdictions. We have developed industry best practices in many areas of local government service and will identify appropriate comparable jurisdictions with the City's project team against which to benchmark Police Department operations.

We will compare and contrast management practices, structures, staffing, and services in the Police Department with the best practices of other successful organizations. Our analysis of current Police Department operations will include:

- Evaluating current staffing utilization patterns by season, day of week, and hour of day
- Assessing and measuring the effectiveness of current staffing and identifying gaps in service and utilization
- Examining calls for service to understand supply and demand for law enforcement services by season, day of week, and hour of day
- Evaluating deployment patterns by season, day of week, and hour of day
- Assessing current shift schedules/length and how they impact utilization and deployment
- Evaluating and analyzing the number of officers assigned to patrol versus non-patrol functions
- Examining community engagement and data sharing
- Examining compensation and how salary compression is addressed
- Developing comprehensive strategies to improve efficiency and effectiveness that rely on actual levels of demand for police services and supply of police resources including but not limited to staff utilization, calls for service, workload, deployment, and shift length
- Projecting costs associated with new strategies
- Examining fleet and equipment usage and inventory
- Reviewing programs and initiatives in support of equity, diversity, and inclusion

Activity 5: Prepare and Present Report

Based upon feedback from the City, additional follow-up on issues or analysis will be conducted as needed. Our project team will then prepare a comprehensive draft report. The report will include an executive summary, our methodology and approach, and a thorough description the Glendale Police Department's current operational context, recommendations for improvement, and projected outcomes. The draft report will be provided to the City for review and discussion. Based upon feedback from the City, we will finalize and present the report.

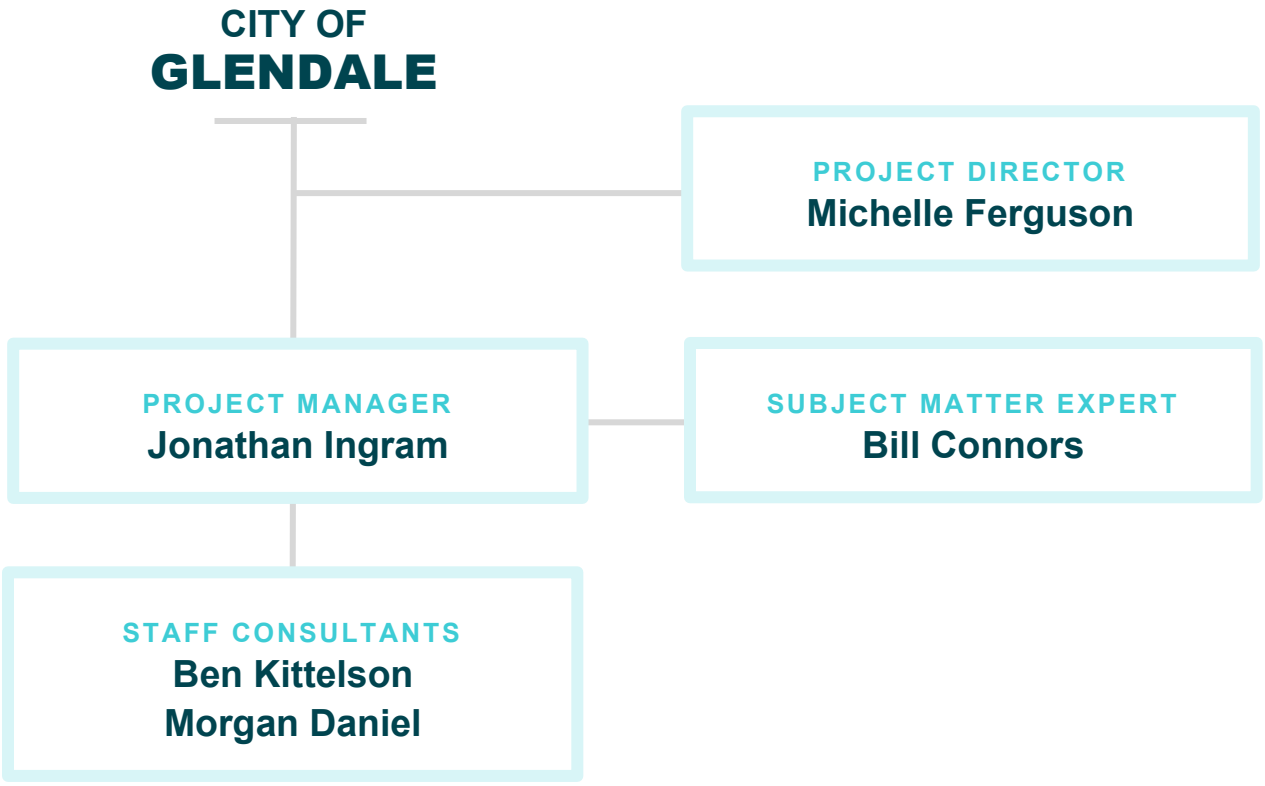
The final report will include an Implementation Roadmap template to provide additional detail on recommendations, implementation steps, estimated timelines, and persons accountable in order to support implementation efforts by the City.

Experience

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF GLENDALE'S PROJECT.

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective solutions.

An organizational chart of our project team is as follows.



Michelle Ferguson - Project Director

Michelle has nearly 25 years of management experience with and for local governments across the country. As a Lean certified professional, Michelle excels at helping local governments continuously improve and rely on data to make informed choices about services to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Jonathan Ingram - Project Manager

Jonathan has 16 years of experience in management consulting and local government management, most recently as budget manager in the City of Cincinnati, Ohio, budget office. Before that, Jonathan served as a management consultant and worked in the city manager's office for the City of Highland Park, Illinois. As a consultant, Jonathan has completed operations reviews for over 200 local governments and has helped to improve service delivery for a broad range of departments – with a specific emphasis on public safety. He has developed staffing and deployment plans for police, fire, and EMS departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans and financial models.

Bill Connors - Subject Matter Expert

Bill has more than 30 years of experience in policing, 29 of which have been in supervisory and managerial capacities. Following a 20-year career with the New York City Police Department, Bill retired from the department at the rank of Inspector, assigned as the Executive Officer of the Office of the First Deputy Commissioner. As a consultant, Bill has worked on projects with police departments across the nation, in such diverse areas as Gilroy, California; Aspen, Aurora, and Centennial, Colorado; Windsor, Connecticut; Carbondale, Illinois; Bloomington and Munster, Indiana; Blandford, Chester, Chesterfield, Deerfield, Nantucket, Sherborn, Sunderland, Whately, and Williamsburg, Massachusetts; Cloquet, Edina, and Northfield, Minnesota; Hastings, Nebraska; Edgemont, New York; Cleveland Heights, Gahanna, and Oberlin, Ohio; Norman and Lawton, Oklahoma; Allentown, East Whiteland Township, Ford City Borough, Harrisburg, Hazleton, Reading, and St. Mary's, Pennsylvania; The Woodlands, Texas; and Charlottesville and Fredericksburg, Virginia.

Ben Kittelson - Staff Consultant

Ben began consulting in 2019 after seven years of direct service to local governments on the East and West Coast. Most recently, Ben worked for the Budget and Management Services Department in the City of Durham, North Carolina. He worked on the annual budget and the community-wide strategic plan. He completed revenue projections for sales tax and water sales, assisted with financial planning for affordable housing, and led community engagement efforts designed to inform the City's budget process. Ben also started an innovation partnership program with local technology startup companies, which was awarded the J. Robert Havlick Award for Innovation in Local Government from the Alliance for Innovation.

Morgan Daniel - Staff Consultant

As an Associate Consultant, Morgan provides a variety of project support, including staff interviews, online survey preparation and analysis, best practices review and benchmarking comparisons, and writing of reports and deliverables. Morgan has a bachelor's degree in crime and justice studies from Wright State University. She is pursuing a master's degree in public administration with a concentration in local government from the University of Nebraska at Omaha.

Cost

We estimate approximately 269 hours of consulting time will be required to complete the scope of work as outlined in this proposal. The following is the cost proposal including estimated hours and cost by Activity.

Activity	Activity Title	Estimated Hours	Cost
1	Begin and Manage Engagement	35	$11,075
2	Analyze Workload	54	$11,300
3	Understand Context	44	$12,875
4	Assess Operations	58	$12,950
5	Prepare and Present Report	78	$19,300
	TOTAL	**269**	**$67,500**

The total fixed fee for completion of the scope of work is $67,500. This includes all professional fees and expenses. The City will be invoiced monthly as tasks are completed.

Contract, Insurance, and Examples of Work

A copy of our standard contract, a certificate of insurance, and deliverables from previous similar projects as examples of our work are all included in the appendices of this proposal.

References

Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.

City of Edina

MINNESOTA

Reference:
Scott Neal, City Manager
P: 952.927.8861 / E: SNeal@EdinaMN.gov

The City of Edina (City) engaged TNCG to complete a comprehensive staffing and operational assessment of the Police and Fire Departments. Edina, which is a first-tier inner-ring suburb of the Twin Cities, was experiencing increases in demand for police and fire services, as well as changes in the type of service required in the community. We worked closely with Police and Fire Department personnel to develop a detailed understanding of the public safety service delivery context and priorities in the community. We then analyzed workload trends and patterns within the framework of those priorities and developed staffing and structure recommendations that better positioned the departments to meet their service level targets. Also, we identified several process and technology improvements that serve to increase the available capacity of existing personnel. The result is a clearly articulated staffing and deployment model that has positioned the City to elevate public safety service levels.

City of Cloquet

MINNESOTA

Reference:
Aaron Reeves, Former City Administrator of Cloquet – Current City Administrator in Hudson, WI
P: 715.716-5741 / E: areeves@hudsonwi.gov

The City of Cloquet (City) engaged TNCG in 2019 to perform an organizational assessment of its public safety operations, including the Police Department. The study included an assessment of staffing, workload, and shift coverage.

City of Bloomington

INDIANA

Reference:
Caroline Shaw, Human Resources Director
P: 812.349.3578 / E: shawcaro@bloomington.in.gov

The City of Bloomington (City) has initiated a process to assess each of its departments over the course of several years, including an assessment of Police Department operations in 2019. The City engaged TNCG (prior to merging with Raftelis) to conduct these reviews. To date, the following departmental reviews have been completed: Police, Fire, Human Resources, Public Works, Planning and Transportation, Utilities, Community and Family Resources, and the Controller's Office.

City of Gilroy

CALIFORNIA

Reference:
Captain Joseph H. Deras
P: 408.846.0310 / E: Joseph.Deras@cityofgilroy.org

The City of Gilroy (City) hired TNCG (prior to merging with Raftelis) for four engagements including an analysis of police department staffing and shift schedules, shifts scheduling, Communications Center operations, and Detective and Records staffing. The City has felt a significant impact from AB109, and staffing was at low levels after reductions that followed the 2008

recession. We worked closely with the Chief and command staff to understand the context in which the City operates and analyzed data from the City's CAD system to understand staffing demands and make recommendations for optimization.

City of Charlottesville

VIRGINIA

Reference:
Leslie Beauregard, Assistant City Manager of Staunton, Virginia (formerly with Charlottesville)
P: 540.332.3812 / E: beauregardlm@ci.staunton.va.us

The City of Charlottesville (City) engaged TNCG to conduct a city-wide efficiency study, including a review of the City's Police Department. The study included a detailed review of departments under the responsibility of the City Manager for the purpose of identifying best practices, as well as opportunities for improved efficiency in the organization. In addition to a wide range of employee interviews and focus groups, community forums were held to solicit input from residents.

Town of Nantucket

MASSACHUSETTS

Reference:
Libby Gibson, Town Manager
P: 508.228.7200 ext. 7305 /
E: lgibson@nantucket-ma.gov

The Town of Nantucket (Town) contracted with TNCG for three separate projects. The first was a Town-wide Staffing Study, which included a detailed assessment of staffing, structure, and process efficiencies for all Town departments, including the Police Department; the second was a structural review of the Town's Planning and Land Use Services function; the third was the development of a Strategic Plan.

City of Aspen

COLORADO

Reference:
Richard Pryor, Chief of Police
P: 970.920.5400 / E: richard.pryor@cityofaspen.com

The City of Aspen engaged TNCG for an organizational assessment of the Police Department in 2019. This project included a review and analysis of staffing which included analyzing the Department's CAD/RMS data to quantify calls for service, scheduling, and overtime drivers.

Glendale Police Department
Organizational Study

ALEXANDER WEISS
CONSULTING

Alexander Weiss Consulting, LLC
2705 Ridge Avenue
Evanston, Il 60201
alexanderweissconsulting.com
February 1, 2021

Table of Contents

Introduction	**3**
Project Objectives	**5**
Technical Approach	**7**
Project Team Qualifications	**11**
References	**14**
Schedule	**14**
Cost Proposal	**15**

Glendale Police Department Organizational Study

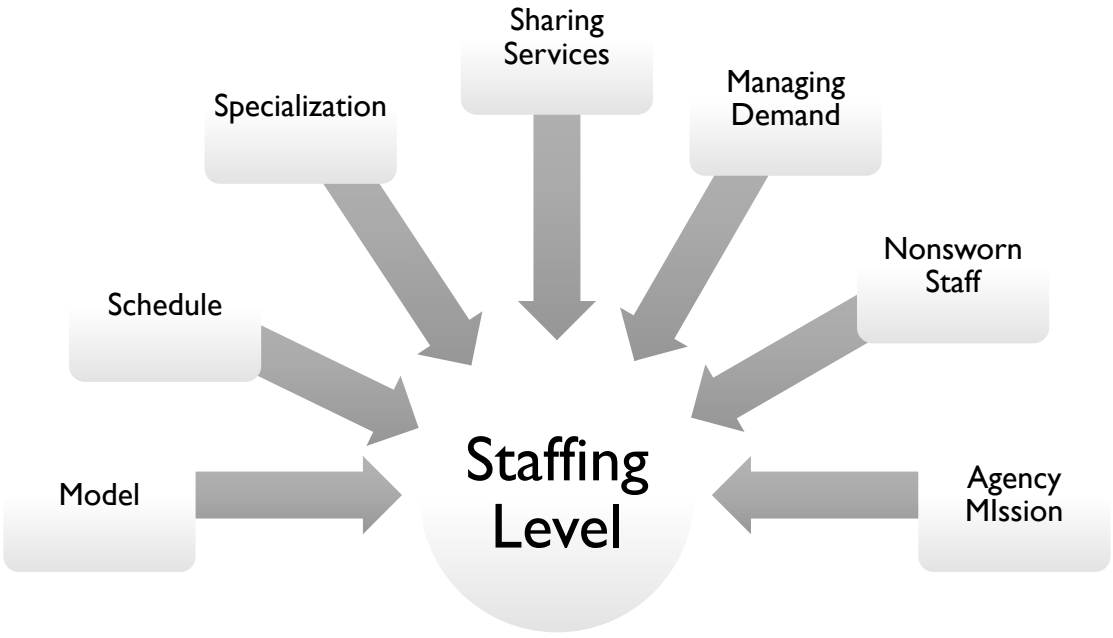
Introduction

The Glendale Police Department has requested proposals to conduct an organizational study. **Alexander Weiss Consulting, LLC** is pleased to offer our proposal to conduct the study. We have assembled an extraordinary team of experts in police staffing and organization, as well as experts in how communities can effectively and efficiently provide law enforcement services.

A Framework for Understanding Police Staffing

In the face of increasing costs and shrinking revenues, many units of government are asking how many police officers are required to ensure public safety. Put another way, what number of officers would help an agency most cost-effectively meet the demands placed on it? This is a fundamentally different question than how many officers does a community want or can a community support. Yet answering the need question effectively frames a discussion about *want and affordability*.

Most of us are familiar with staffing models and methodologies-they are a key component of determining how many officers an agency needs, but we would suggest that these models are only a part of a much larger analytical framework and reaching an informed decision on the number of officers a community needs is a complex undertaking. I have illustrated this framework below.



Many agencies use some form of **deployment model** to allocate resources. These models, however, have some limitations:

- Many of these models are very complex, require lots of data, and are based on problematic underlying assumptions. For example, some models require users to specify a "patrol interval", or how frequently a patrol car should patrol a given location. When you ask citizens how frequently they would like to see a police car patrol their street they often suggest something like 30 minutes. To meet this objective would require significantly increasing the size of the department.
- The data used in these models is often troublesome. Most of these models use "calls for service data" but every CAD system defines that differently. Disaggregating citizen-generated calls from other types of calls can be cumbersome.
- Workload based models don't work very well during off-peak hours, or in places with relatively few calls for service. Estimating staffing on midnight shifts, for example, can be problematic.

Work schedules are a critical component of resource allocation, but often they are treated as though they are not related. For example, a recent RFP from a police department wanted to know how many officers they "needed". They indicated, however, that changing the work schedule (no matter how inefficient) could not be done. Another common phenomenon is that agencies adopt work schedules in order to motivate or reward officer performance. While we can appreciate the desire to motivate performance this way, it should not reduce the agency's capacity to deploy efficiently. Many agencies, we believe, develop a work schedule based on the number of officers that they *have* rather than what they *need.*

Many agencies use **specialized units**, and this may impact deployment. Among the problems are:

- When vacancies occur in specialized units they are typically filled by officers assigned to patrol, even when the patrol division may be understaffed
- It can be difficult in some agencies to reassign officers in special units back to patrol
- If left unchecked specialized units may deploy resources in a manner that does not support patrol operations.

Policing in the United States is decentralized and fragmented. In recent years there has been considerably more discussion about **sharing services**, either through consolidation, merger, or contracting. These approaches are highly controversial, but provide extraordinary opportunity to reduce duplication of services, provide more career opportunities for officers and in many cases improve the quality of service delivery.

Much of the discussion about police deployment revolves around the supply side of the equation. Many agencies are finding much can be done to **manage demand**:

- For many years communities have sought ways to better manage the call intake process. Such efforts led to development of 311 as a number for nonemergency calls. The Baltimore Police Department was one of the first to adopt a 311 system. In the first year of the program, the department experienced a 25-percent reduction in 911 calls, with those in the lowest priority category dropping 99.7 percent.
- Many agencies will not send an officer for events such as:

    - Traffic accidents with no injuries,
    - Found property that does not pose a health or safety risk, and is not evidence in a crime
    - Offences that are not in progress and for which there is no evidence or suspect information (e.g., shoplifting)
    - Medical calls not requiring police intervention
- Many agencies handle a substantial fraction of calls by phone or through on-line reporting.

Agencies must closely examine their use of **non-sworn staff.** Many departments continue to use sworn officers to perform tasks that could and should be performed by non-sworn staff. Evidence suggests that:

- Increasing non-sworn staff frees up time for sworn officers to do community policing and other tasks
- Non-sworn staff often have skills more appropriate for the immediate task
- The cost of non-sworn personnel is typically less than that of sworn personnel.

Finally, it seems obvious, but every staffing study should include a discussion about **what the agency hopes to accomplish.** That is, if we are going to free up officer time by using on-line reporting, then what do we want the officers to do with that time? Put another way, we should always ask five core questions:

- What does the department do?
- What does it want to accomplish?
- How does it do it?
- Are there better ways to do what they do now?
- How many people are needed to accomplish its mission?

Project Objectives

Our approach to the study of police staffing and organization rests on three key elements. First, we carefully examine data. We believe that it is critical to look at information about every service unit. We will examine data about community-generated calls for service, department-initiated activities, and administrative activities. We will look closely at geographic and temporal allocation and examine work schedules to test how they affect staffing.

Second, we place great emphasis on using performance objectives in staffing. It is a relatively straightforward process to build a staffing model based on calls for service, but most communities want public safety personnel to do more than simply answer calls for service. Our staffing model will reflect community expectations about the use of discretionary time.

Finally, our approach includes a great deal of discussion with the people doing the work. While we can learn a lot from looking at data, it is critical to understand the department's members and how they view their job.

Our study of staffing will examine a number of key questions including:

- Is the department staffed and organized to perform its core mission?
- Do the agency structures support concepts of unity of command, and span of control?
- Are lines of authority and responsibility well defined?
- Is authority temporally or spatially focused? Do senior managers have sufficient authority and accountability?
- What is the mix of sworn and non-sworn positions? Are sworn personnel occupying positions that could be performed more efficiently or effectively by non-sworn personnel?
- What is the degree of functional specialization and how does that influence performance?
- What is the relationship between patrol and other uniformed service units?
- To what extent, if any, do employee labor agreements affect the ability to effective and efficiently manage resources?
- Does the organizational structure impede effective internal communication?

Technical Approach

To conduct an analysis and provide recommendations on a project of this scope, it is important that the consultant work closely with the organization. Our extensive experience in these kinds of engagements makes us confident in our abilities to provide a report that will be informative and useful.

Patrol Staffing

Our methodology for patrol staffing is based on a six-step procedure.

1. Examine the distribution of community-generated calls for service by hour of day, day of week, and month. Calls for service can differ by hour of the day, day of the week, and month of the year. Peak call times can also differ by geographic command. Knowing when peak call times occur can help agencies determine when they must have their highest levels of staff on duty. Temporal allocation is often affected by shift change. That is, in order to avoid assigning officers to calls that will be cause them to work overtime, some agencies hold calls in queue. As a result, oncoming officers may start their shift with several assignments waiting.

2. Examine the nature of calls. Reviewing the nature of calls can help in better understanding the work that officers are doing. Very often this analysis reveals categories of calls that could be better handled by alternative means. Many communities, for example, have significantly reduced response to false alarms by requiring that the alarm provider verify the alarm before officers are dispatched.

3. Estimate the time consumed on calls for service. Determining how long a call takes, from receipt to final paper work, is key to determining the number of officers needed for a shift. An important element of our time analysis is the amount of time that calls for service wait in queue before being dispatched. This can be an important indicator of officer availability.

4. Calculate the shift-relief factor. The shift-relief factor shows the relationship between the maximum number of days that an officer can and actually works. Knowing the relief factor is necessary to estimating the number of officers that should be assigned to a shift in order to ensure that the appropriate number is working each day.

5. Establish performance objectives. This encompasses determining what fraction of an officer's shift should be devoted to citizen-generated calls for service and what portion to other activities. For example, an agency might build a staffing model in which officers spend 50 percent of their shift on citizen-generated calls and 50 percent on discretionary activities. Because the performance objective is really community driven we will provide staffing estimates at various levels of discretionary time.

6. Provide staffing estimates. Staffing needs will, as noted earlier, vary by time of day, day of week, and month of year, among other variables. These numbers may also vary by the type of calls, and the time and officers they require, in each shift. For example, an agency may assign two officers to each unit in its evening shift, affecting the number of officers needed for units to respond to calls. Another agency may use alternative response methods (e.g., sending a unit during some shifts, but requesting citizens file a report in person at a station during others).

The following table illustrates how this methodology is used in practice. We observe staffing estimates for an agency utilizing three eight-hour shifts.

1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Shift	CFS	ADJ CFS	Total	Time (Hours)	Units Req.	50% Ob.	X1.63	33% Ob.	X1.63
2300-0700	7448	3277	10725	8043	2.75	5.5	**9**	8.25	**14**
0700-1500	11446	5036	16482	12362	4.23	8.5	**14**	12.69	**21**
1500-2300	12377	5446	17823	13367	4.58	9.2	**15**	13.74	**23**
							39		**59**

For this agency we have identified the percentage of calls (44%) that were high priority calls. In our model we assume that those calls require a two-officer response. In the first column we have divided the day into three 8-hour shifts. You will note the number of calls during each shift in column 2. In the third column we make the backup unit adjustments (adding the appropriate percentage of calls). Column 4, which includes the backup unit adjustment, is the basis for our analysis. In Column 5 we estimate the total time consumed on calls (in hours) by shift. This assumes that calls take 45 minutes (.75 Hours). In the next column we identify the number of units required to handle these calls if a unit worked every day and 365 days per year. This calculation is based on the total time consumed divided by 2920, the number of hours that an officer would work if they worked an 8 hour shift every day. The unit value (Column 6) is the number of officers that should be on duty if they only answered calls for their entire shift, and if

they worked every day**. In column 7 we multiply the unit value times two. This shows how many officers should be on duty to provide 50% available time.**

In column 8 we multiply the required unit's times the appropriate relief factor. This tells us the number to assign to the shift in order to ensure that the appropriate number of units were on duty.

In column 9 we identify the number of officers required to be on duty if officers were to spend 33 percent of their time on calls for service and 66 percent on discretionary activities, and in column 10 we multiply that value times the relief factor.

This analysis is data-intensive. In order to perform our analyses, we will require the following data:

- Community-generated calls for service for at least one year to include:
  - Nature of call
  - Call Priority
  - Time of receipt
  - Time of dispatch
  - Time of arrival
  - Time the last unit clears
  - Geographic unit of call
- Benefit time data for officers in patrol to include:
  - Regular days off
  - Vacation
  - Holiday
  - Sick Leave
  - Personal days
  - Injury leave
  - FMLA
  - Comp time taken
  - Training [1]

One of the key advantages to this approach is that once an agency has reliably identified the calls for service that are community-generated, they can apply this methodology regularly with relative ease.

beat structure meets those criteria, and make recommendations to resolve deficiencies.

Gathering Community Input

As part of our evaluation, it will be important to gauge public opinion about the police department. Therefore, we will conduct at least focus groups with community and business

[1] Ideally, we would like to have a year's data of the actual time taken for each officer; however, we can also work with the benefit package available for employees.

leaders, members of neighborhood watch/associations and/or other community stakeholders, and residents.

Although each focus group will be open-ended and we will explore the issues that are of primary concern among the participants, the results will allow us to assess opinions about the police on three critical dimensions. First, we will discuss citizen interactions with the police and the use/reliance on various police services and expectations about the agency. Topics that will be explored include the frequency of calling for police service, reporting of crimes, other types of information requested, working with officers on problem-solving issues, and officer-initiated contacts. Second, we will discuss overall satisfaction with the police and identify the strengths and weaknesses that are highlighted. We will explore satisfaction with crime prevention and responses to crime, responses to crime victims, perceptions of safety and maintaining neighborhood safety, and honesty and friendliness. Third, we will discuss their impressions the levels of various services provided. Here we will explore whether the number and types of services provided is consistent with community needs and wants, perceptions of the crime reduction strategies used, and expectations in regard to community policing.

The focus group approach is an effective way that provides deep insights into these issues, and it has been an effective approach we have used in other evaluations conducted in Adams County, Colorado; Dona Ana County, New Mexico; Louisville, Kentucky; Holland, Michigan; Traverse City, Michigan, Cedar Rapids Iowa, and Shorewood Wisconsin.

We will also conduct a staffing analysis for support units. Our goal in this phase is to optimize staffing and introduce efficiencies to improve performance. A major component of this phase is our analysis of the investigative function.

Investigative Unit Staffing

One of the key challenges that law enforcement agencies face is how to allocate scarce resources. This is particularly true in the case of investigations. Most agencies do not have enough capacity to conduct complete investigations for all of the crimes reported to their agencies. This circumstance is compounded because of three factors:

- Some incidents are of a nature such that they require follow-up investigation even when there is little chance that the case will ultimately be solved,
- Some incidents could be relatively easily solved, but the resources required to conduct the investigation are assigned elsewhere,
- There are incidents that, even with a significant effort, are unlikely to be solved.

Our analysis of investigative operations will focus on the following areas:

- Management and Human Capital
- Overtime
- Scheduling
- Equipment, Facilities, and Supplies
- Policies and Procedures

- Case Management
- Intra- and Extra-Departmental Partnerships and Relationships
- Community and Victim Relationships and Outreach
- Forensics Issues for Investigators

With respect to the use of resources, we examine three issues:

- How does the agency assign cases for follow-up?
- How does the agency ensure accountability and performance for investigations and investigators?
- How does the investigations unit contribute to the implementation of agency crime control strategy?

After we have completed our work in investigations we will conduct similar analyses for other support units.

Project Team Qualifications

For this engagement we have assembled a highly skilled team including:

- Alexander Weiss
- Chet Epperson
- Steven Chermak

Dr. Alexander Weiss (PhD, Northwestern University) has over forty years' experience as a public safety practitioner, researcher, trainer, and consultant. For nine years he was director of the Northwestern University Center for Public Safety and Professor of Management and Strategy at the J.L. Kellogg Graduate School of Management at Northwestern. He currently is adjunct professor of criminal justice at Michigan State University.

Prior to his appointment at Northwestern, Alex was a member of the faculty of the department of criminal justice at Indiana University, Bloomington. During that time, he also served as a senior advisor to the Indianapolis Police Department. Dr. Weiss has twelve years of experience with law enforcement agencies in Colorado. During his tenure with the Colorado Springs Police Department he served as a field supervisor and directed the then newly created operations analysis unit.

Dr. Weiss is the co-author (with Dr. Jeremy Wilson) of A **Performance-Based Approach to Police Staffing and Allocation**, published by the COPS Office, US Department of Justice. This methodology has been cited in a number of studies of police staffing in large, medium and small law enforcement agencies.

Dr. Weiss has conducted staffing analyses for a number of small, medium and large communities including:

- Indianapolis Police
- Peoria, Illinois Police
- Cook County, Illinois Sheriff's Police
- Delaware, Ohio Police
- Rockford, Illinois Police
- Holland, Michigan Police
- Chicago, Illinois Police (2)
- Traverse City, Michigan Police
- Lansing, Michigan Police
- University of Notre Dame Police
- Evanston. Illinois Police
- Schaumburg, Illinois Police
- Buffalo Grove, Illinois Police
- Chicago METRA Railroad Police
- New Orleans, Louisiana Police
- Louisville Metro Police
- Seattle Police
- Denver Sheriff
- Albuquerque Police(2)
- Dona Ana County, New Mexico Sheriff
- Joliet, Illinois Police
- Cedar Rapids, Iowa Police
- Adams County Colorado Sheriff
- US Park Police
- Puerto Rico State Police
- Saugatuck Michigan
- Ogle County (IL) Sheriff
- Cedar Park Texas Police
- Baltimore, Maryland Police
- Shorewood, Wisconsin Police

Chet Epperson is a law enforcement veteran with over thirty-four (34) years of active service. He served with the Rockford Illinois Police Department for 33 years and the last 9 years as chief. He serves as an expert on crime control strategy, and organizational design. He has conducted police organizational assessments in Naperville, Illinois; Cedar Rapids Iowa, Shorewood Wisconsin, and for the Tawas Police Authority in Michigan.

Chief Epperson was instrumental in reforming the Rockford Police Department operations by enhancing its relationship with the community, providing internal and external transparency, and introducing cost effective approaches to reducing crime and disorder.

Chet is member of the International Association Chiefs of Police, Police Executive Research Forum; Illinois Association Chiefs of Police: Progressive Chiefs Association; and Americans for Effective Law Enforcement.

Chief Epperson holds a B.S. and MBA from Rockford University.

Dr. Steven Chermak (PhD The University at Albany) is a Professor in the School of Criminal Justice at Michigan State University. Dr. Chermak's research has focused on four general areas. First, he has completed several policing projects. This research includes the evaluation of strategies to reduce violence, a study of the intelligence practices of State, Local, and Tribal law enforcement agencies, and assessments of organizational change and implementation. Second, he has received funding from one of the Department of Homeland Security's Center of Excellence (The National Consortium for the Study of Terrorism and Responses to Terrorism--START) to study the criminal and terrorist activities of domestic far right extremists. Third, he is studying the sources of funding used by terrorist organizations, with a particular emphasis on examining

their use of counterfeited products. Finally, he has studied the media's role in relation to crime and policing issues. For example, he has examined how community policing and other innovations are presented in the news, discusses the strategies police agencies use to market innovative programs, and how high-profile media cases impact police agencies.

Professor Chermak was presented with the Bruce Smith Sr. Award at the 2015
Academy of Criminal Justice Sciences annual meeting. The Bruce Smith Sr. Award is given to one who has demonstrated leadership in the administration of criminal justice as an academic and/or professional discipline in a manner, which reflects the highest standards of integrity and performance. The award recognizes a person who has been actively involved in criminal justice research or other endeavor that has made substantial contributions to the emerging body of knowledge in criminal justice.

References

Charles Cuvelier Superintendent George Washington Memorial Parkway
Formerly Chief, Law Enforcement, Security, and Emergency Services National Park Service
Office 703-289-2511
Cell 202-809-5519
charles_cuvelier@nps.gov

Rebecca Ewald Village Manager
Village of Shorewood
3930 N Murray Avenue Shorewood, WI 53211
414.847.2701
rewald@villageofshorewood.org

Eric Melancon Chief of Staff
Office of the Police Commissioner
Baltimore Police Department
410-361-9023
eric.melancon@baltimorepolice.org

Jennifer Maltas, Deputy Village Manager
Village of Buffalo Grove
50 Raupp Blvd
Buffalo Grove IL, 60089
Ph: 847-459-2500
jmaltas@vbg.org

Project Schedule

We envision that the engagement will can be completed in 120 days. We anticipate the following set of tasks:

1. Project kickoff meeting with key staff
2. Conduct patrol staffing analysis, and neighborhood focus groups
3. Provide briefing on patrol staffing estimates
4. Examine staffing for support units
5. Review policy and procedure
6. Examine data on traffic stops, arrests
7. Examine organizational design and crime control strategy
8. Finalize staffing and organizational plan
9. Submit draft final report
10. Submit final report
11. Present findings to stakeholders to be identified by the project sponsors.

,

Project Costs

Our cost for this engagement will be $42,000, to be billed as a lump sum in four installments:

$10,000 upon project initiation
$10,000 upon patrol staffing briefing
$12,000 upon submission of draft final report
$10,000 upon completion of project.

5D / 2-22-2021

5909 North Milwaukee River Parkway
Glendale, WI 53209

SUBJECT: Review and Approval of the Spring City-wide Newsletter.

FROM: Rachel Safstrom, City Administrator

MEETING DATE: February 22, 2021

FISCAL SUMMARY:

Budget Summary:	N/A
Budgeted Expenditure:	N/A
Budgeted Revenue:	N/A

STATUTORY REFERENCE:

Wisconsin Statues:	N/A
Municipal Code:	N/A

BACKGROUND/ANALYSIS:
Currently, the City publishes the newsletter three times a year.

RECOMMENDATION:
Once approved, the newsletter will be printed and mailed to Glendale businesses and residents. In addition, the newsletter will be posted on the City's website and additional copies will be available for pick-up at City Hall.

ACTION REQUESTED:
Motion to approve the content of the 2021 Spring Newsletter, as presented.

ATTACHMENTS:
1. Spring Newsletter

CITY OF GLENDALE

2021 SPRING NEWSLETTER

In this Issue:

COMMUNITY UPDATES:

Bird City Wisconsin ..... Page 6
Community Park Rentals ..... Page 5
Glendale Police Summer Events ..... Page 9
Library Community Survey ..... Page 2
NSFR Achieves: Re-Accreditation ..... Page 11
Online Payments ..... Page 7
Projects Requiring Permits ..... Page 12
Seasonal Street Parking Regulations ..... Page 4
Sign up for Notifications ..... Page 10
Telephone Directory ..... Page 15
Tree City USA ..... Page 4

SPRING REMINDERS:

2021 Polling Locations ..... Page 1
Bicycle Licenses ..... Page 6
Brush & Yard Waste Reminder ..... Page 7
Summer Event Reminder ..... Page 9
Veterans Memorial ..... Page 1

PUBLIC WORKS INFORMATION:

Appliance Drop-Off ..... Page 8
Brush & Yard Waste Collection ..... Page 12
Brush & Yard Waste Map & Calendar ..... Page 13 & 14
Cardboard Dumpster ..... Page 5
Collection of Refuse ..... Page 6
Dump Some Junk ..... Page 9
Electronic Recycling ..... Page 2
Emerald Ash Borer ..... Page 10
Flushables ..... Page 6
Hazardous Waste Collection ..... Page 8
Holiday Trash Collection Schedule ..... Page 7
Invasive Plant Disposal ..... Page 3
Large, Bulky or Non-Household Waste ..... Page 2
Missed Refuse Collection ..... Page 10
Noxious Weeds ..... Page 8.
Sanitary Sewer Backup ..... Page 2
Storm Drain ..... Page 8
Stormwater Runoff ..... Page 4
Street Lghts ..... Page 8
Water Main Flushing ..... Page 5

5909 N Milwaukee Parkway
Glendale, WI 53209
(414) 228-1700 * www.glendale-wi.gov

2021 POLLING LOCATIONS

The next election will be April 6, 2021. In Person Absentee Voting will take place at City Hall on:

- March 23 - March 26, 8:00 AM - 4:30 PM
- March 29 - April 1, 8:00 AM - 4:30 PM
- April 2, 8:00 AM - 5:00 PM

,

The City of Glendale has 3 polling locations:

- District 1 & 3 - Nicolet High School:
  6701 N Jean Nicolet Rd
- District 2 & 6 - City of Glendale;
  5909 N Milwaukee River Pkwy
- District 4 & 5 - Good Hope Elementary School;
  2315 W Good Hope Rd

Go Online to MyVote.WI.gov to:

- ✓ Register to Vote
- ✓ Change Your Address or Name
- ✓ Find your Polling Location
- ✓ Request an Absentee Ballot
- ✓ See What's on Your Ballot
- ✓ Track Your Ballot

Veterans Memorial Name Submission

All military veterans of the City of Glendale are invited to submit their names for the Veterans Memorial located at the Richard E. Maslowski Community Park, 2200 W. Bender Rd.

Engraving of names will take place once a year. Names will be added prior to Memorial Day every year, weather permitting. The deadline to have a name added in 2021 is Friday, April 2, 2021. For more information, please contact Kaela at Glendale City Hall (414) 228-1702. **Space is limited.**

Glendale
RICH PAST. BRIGHT FUTURE.

Established by the City of Glendale, Wisconsin, in the belief that interested and informed citizens are the safeguard of good government

Disposal of Large, Bulky or Non-Household Waste

Bulk item pick-up (furniture, rolled carpeting (4 ft maximum length), lumber (4 ft maximum length), cabinetry and/or counter tops, mattresses/bed springs, non-metal doors, wood windows) is done by special collection on Mondays ONLY.

Residents must call GFL Environmental at (262) 679-0860 to schedule a special pick-up for all large, bulky or non-household waste. Items that are not listed above are not able to be picked up by this service. Special pick-ups must be scheduled at least a week in advance of the scheduled Monday collection. Items may be placed at the curb on the night PRIOR to the Monday collection ONLY.

Items must be neatly piled or placed in containers to facilitate collection. All collections are done by hand so your considerations for the workers is appreciated.

Sanitary Sewer Backup

If you experience a basement sanitary sewer backup on weekdays between 8:00 AM to 4:30 PM, call (414) 228-1710. If you experience a backup after hours or on weekends, please call the Glendale Police Department non-emergency number at (414) 228-1753. The Police Department will contact a Public Works employee to investigate the problem.

Electronic Recycling

Residents can bring electronic devices to the Department of Public Works to recycle. Drop off hours are from 8:00 AM to 3:00 PM, Monday - Friday. Please note, there is a $40 charge for TVs and monitors. Fees **must** be paid at City Hall prior to drop-off. For more information, please refer to www.glendale-wi.org/260/recycling.

Residents may also take electronics to the following designated recycling centers: www.dnr.wi.gov/ecyclewisconsin

Welcome to Glendale

For a schedule of all summer events, please visit Glendale's online event calendar!

www.WELCOMEtoGLENDALE.com

Library Community Survey

In August 2020, the City of Glendale Common Council voted to give notice to leave the North Shore Library in 2023.

The North Shore Library is a joint library comprising the member communities of Glendale, Bayside, Fox Point, and River Hills. After more than a year of discussion focused on improving the library building and enhancing library service to our community, Glendale made the decision to leave the joint library and move forward with an independent library that will better meet the needs of our residents.

What does that mean for Glendale?

We are looking for YOUR INPUT on what our community desires from our new library. We'll be using the results of a community survey to identify the types of public library service that best fit our community in Glendale.

Please watch for an online community survey in the coming weeks for a chance to voice your opinion!

INVASIVE PLANT DISPOSAL

This is reminder that Wisconsin law (s. 287.07(7)(cm), Wis. Stats.) now contains an exception to the general prohibition on the landfill disposal of yard materials. This limited exception is for the disposal of certain plants that are classified by the Department of Natural Resources (DNR) as invasive species. These plants may be disposed of in landfills if separated from other yard materials that are subject to the disposal ban.

May and June are prime months for landowners, maintenance crews and volunteer groups to collect invasive plants for disposal. Common invasive plants removed during this time include garlic mustard, Dame's rocket, buckthorn, honeysuckle, purple loosestrife and other nuisance plants. A list of species classified by the DNR as invasive is attached below.

You do not have to identify plants provided for disposal as being invasive plants. The DNR recommends that you label bags containing invasive species, e.g. "contains invasive plants" and allow the disposal of invasive plants. The DNR realizes this arrangement is not entirely foolproof but will help ensure that a reasonable disposal option is available for invasive plants without allowing the illegal disposal of other yard waste.

If you have questions, please contact WI DNR @ http://dnr.wi.gov/topic/Invasives/contacts.html#terr.

Please view the website at WI DNR for list of Plants Classified as Invasive under NR 40 – WI's Invasive Species Rule.

What is Stormwater Runoff?

It is rain and melting snow that flows off streets, rooftops, lawns, and farmland. The flowing water carries salt, sand, soil, pesticides, fertilizers, leaves and grass clippings, oil, litter, and any other pollutants into nearby waterways. Since these pollutants are washed off a wide area and cannot be traced to a single source, they are called nonpoint source or runoff pollutants.

In developed areas, much of the land surface is covered by buildings and pavement which do not allow water to soak into the ground. Instead, storm sewers are used to carry the large amounts of runoff from these roofs and paved areas to nearby waterways.

Storm sewers are simply pipes laid underground, often below streets. Inlets or drains located along curbs and in parking area collect the runoff, which then flows to nearby streams or lakes. A common misconception is that water running off streets goes into a sewage treatment plan. It does not. In fact, stormwater usually receives no treatment. Water that runs off lawns, streets and parking lots flow directly into lakes and streams.

Stormwater runoff carries pollutants that seriously harm our waters:

Sediment- Soil particles washed off construction sites or farm fields into a lake or stream make the water cloudy or turbid. When sediment settles out of the water, it gradually fills in the stream or lake bed.

Phosphorus- This nutrient, often attached to soil particles, fuels the growth of algae and aquatic weeds. These plants are important in providing habitat for fish and wildlife. However, rapid and excessive growth of algae and aquatic plants can degrade water quality and interfere with swimming, boating and fishing.

Micro-organisms- Bacteria, viruses and other disease causing organisms make waterways unsafe for swimming, wading and other types of recreation. Some of these organisms, notably Cryptosporidium, are difficult to remove through water treatment and may endanger people who depend on drinking water supplies drawn from lakes or streams.

Toxic Chemicals- Motor oil, lead from gas and auto exhaust, zinc from roof drains and tires, and pesticides in stormwater runoff may kill aquatic organisms or impair their health, growth or ability to reproduce.

RESIDENTS CAN ALL HELP!

Each of us contributes to stromwater pollution and each of us can help stop it. Here are some ways you can help:

- Keep pesticides, oil, leaves and other pollutants off streets and out of storm drains.
- Divert roof water to lawns or gardens where it can safely soak in.
- Clean up pet waste - bury it or flush it down the toilet
- Keep cars tuned up and repair leaks - or better yet, walk, bike or take the bus.

The amount of pollution that you stop may seem small, but together it all adds up to cleaner water for everyone to enjoy.

Seasonal Street Parking

Applications for 2021 City of Glendale overnight parking permits are now available. These applications may be picked up at:

GLENDALE POLICE DEPARTMENT
5909 North Milwaukee River Parkway
Hours: 24 hours per day, 7 days per week

Applications are also available on the City's website, which is www.glendale-wi.gov (under Forms & Applications).

Applications may be dropped off or mailed to the Police Department, City of Glendale at 5909 North Milwaukee River Parkway, Glendale Wisconsin 53209.

Each permit issued requires an application. If you have two cars that you wish to park on the street, you must fill out two permit applications. **An annual fee of $20.00 will be charged for each permit, which must accompany the application.**

These permits must be affixed by their own adhesive to the inside of a window on the driver's side of the vehicle. The permits are valid from April 1, 2021 through November 30, 2021.

Enforcement of the overnight parking ordinance will begin on April 1, 2021.

Tree City USA

The City of Glendale received notification from the Department of Natural Resources that the National Arbor Day Foundation has designated Glendale for the 23rd consecutive year as a Tree City USA for 2021. The award serves to recognize communities with outstanding urban forestry programs.

Water Main Flushing

The City of Glendale will conduct its annual water main flushing program from April through August of 2021.

The flushing program is designed to remove natural minerals like iron and calcium that sometimes collect in the bottom of water mains. This operation may cause a temporary discoloration in your water supply. By allowing your water to run for a short period of time, the problem should clear itself. Please be assured, although the water may be discolored, it is safe for human use.

Any inconvenience should not last more than a day. If problems persist, or for more information, please call the Glendale Water Utility at (414) 228-1719.

Richard E. Maslowski Community Park Rentals

Areas of Richard E. Maslowski Community Park are available for rental. There are three (3) locations that are available to rent: the David Hobbs Honda For The People Community Room, Johnson Controls Community Amphitheater, and Sprecher Brewing Outdoor Oasis Beer Garden Patio.

If you are interested in renting an available area, please visit the City of Glendale's website at www.glendale-wi.org/parkrentals or contact City Hall at (414) 228-1702.

Cardboard Dumpster

City of Glendale residents may dispose of cardboard by placing it in the compactor dumpster just inside the south gate of the Department of Public Works (DPW) yard located on North Glen Park Road.

- Simply flatten the cardboard before placing it in the dumpster.
- Do not include Styrofoam or other packing materials

The gates to the DPW are open from 7:00 AM to 3:00 PM, Monday through Friday. Any closures will be posted on the main page of the city's website.

FLUSHABLES ARE NOT ALWAYS FLUSHABLE!

What we put down our drains and toilets can negatively impact our environment and put our health at risk. Even items labeled flushable can clog pipes, tangle pumps and result in messy and costly sewer backups. By educating ourselves and each other, we can avoid expensive and dangerous mistakes while improving our sewer system practices.

There are only two items that we should ever flush: human waste and toilet paper. If you cannot avoid purchasing and using items that have been labeled "flushable," throw them away after use rather than putting them into our sewer system.

If you need to discard hazardous materials such as used motor oil, antifreeze, paint, etc., visit the clean sweep collection site. You can find more information at https://www.mmsd.com/what-you-can-do/home-haz-mat-collection. Dispose of unused medicines at the Glendale Police Department Med-Collection Dropbox.

Learn about EnAct steps to greener living at www.enactwi.org.

Questions? Find us on the web at www.mmsd.com or call (414) 272-5100.

Never Flush

- Baby Wipes, Disinfectant Wipes, Moist Wipes, Etc.
- Vitamins, Medicines or Other Pharmaceuticals
- Toilet Bowl Scrub Pads
- Swiffer(tm) Products
- Napkins (Paper or Cloth)
- Paper Towels
- Dental Floss
- Fats, Oils and Greases
- Sanitary Napkins, Tampons, Condoms or Any Non-Organic Materials
- Wash Cloths, Towels, Rags, Underwear or Any Cloth Items
- Band-Aids or Dressings
- Plastic Bags or Wrappers
- Kitty Litter (Even Products Labeled as Flushable)
- Cat Feces, Bagged Dog Feces or Fish Gravel

Collection of Refuse

Per City of Glendale Ordinance 8-3-6, all garbage carts shall be placed at the curbside collection point only after 4:00 PM on the evening prior to the regular collection time. All refuse carts must be removed from the curbside collection point within twenty-four (24) hours after the regular collection time.

Burning Leaves, Yard Waste, Etc. Prohibited!

Glendale Ordinance 5-2-7 (g) prohibits the burning of leaves, brush, wood, yard waste, and other vegetative debris.

Open fires can be a significant source of pollution. According to the Wall Street Journal, a single pit can, in one evening, emit as much fine-particulate pollution as "one heavy-duty diesel truck driving 564 miles." Bring your leaves to the edge of the street for collection.

Bicycle Licenses Available

City of Glendale Ordinance 10-2-7 provides that any bicycle ridden on the street is to be licensed. Licenses are available at the Glendale Police Department and sell for a fee of $10.00. This license is **PERMANENT**.

Bird City Wisconsin

The Friends of Kletzsch Park will be hosting the City of Glendale's International Migratory Bird Day Celebration in May 2021. More information will be available at:
http://www.glendale-wi.org/Bird-City

Online Payments

Utility Bills can be paid online.
Please visit
https://www.info.paymentservicenetwork.com/

- Business Name: Glendale
- Business City: Glendale
- Business State: WI
- Choose Business ID #RT24698 register for water bill payments

Please enter account number with dashes.

Reminder

The Public Works Department reminds residents **NOT** to rake leaves, yard waste, or grass clippings to the curb in the Spring. Yard waste and leaves will be collected as part of the Brush and Yard Waste Program offered by GFL Environmental. Please refer to the article on page 11 regarding Brush and Yard Waste.

Holiday Trash Collection Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
May 31 - June 5, 2021 (Memorial Day)	No Service	Monday's Service	Tuesday's Service	Wednesday's Service	Thursday's Service	Friday's Service
June 28 - July 3, 2021 (4th of July)	Regular Service	Regular Service	Regular Service	Regular Service	Regular Service	No Service
September 6 - 11, 2021 (Labor Day)	No Service	Monday's Service	Tuesday's Service	Wednesday's Service	Thursday's Service	Friday's Service

Street Lights

If you notice a street light is out or needs to be maintained, please notify WE Energies at 800-662-4797. Please include the address location and the pole number when reporting this.

NOXIOUS WEEDS

The City of Glendale reminds residents that State of Wisconsin Statute Section 66.0407 and City of Glendale Ordinance Section 8-1-6, require peoperty owners to destroy all noxious weeds on their property. Some of the more common noxious weeds include thistle, poison ivy, burdock and ragweed. If you have questions, please call the Department of Public Works at (414) 228-1746.

Benefits of Cleaning Your Storm Drain

- Reduced flooding, particularly to low lying areas
- Reducing icy patches that form from water pooling then freezing.
- Avoiding infrastructure damages on the property, highways, sidewalks, basement, cars, piping system and cables.
- Reduce soil erosion. Stagnant water accumulated can make soil muddy leading soil to erode.

REFRIGERANT DEPOT LLC

5311 South 9th Street
Milwaukee, WI 53221
(414) 627-1152

Email: info@applianceрecycling.net
Website: www.appliancerecycling.net

Facility Hours: Monday - Friday
Appliance Drop Off: 8:00 AM - 4:00 PM

City residents may drop off large or small appliances by contacting Refrigerant Depot, Inc

Bring your hazardous waste, such as pesticides, solvents, automotive fluids, and other potentially harmful chemicals to the permanent collection facilities listed below.

Permanent Collection Facilities:

- W124 N9451 Boundary Rd, Menomonee Falls
- 3879 W. Lincoln Ave., Milwaukee
- 6060 S. 13th St. Milwaukee

On June 26, 2021, drop off your hazardous waste at the front parking lot of Nicolet High School (6701 N. Jean Nicolet Rd.)

For additional information and mobile sites, please call (414) 225-2066 or visit www.mmsd.com.

Glendale Police Department

The Glendale Police Department typically holds a variety of events involving the community. Due to the pandemic, the Glendale Police Department has not yet confirmed dates of upcoming events. Therefore, to stay up-to-date, please visit the social media sites at Glendale Police Department - Wisconsin.

Glendale Area Business Association

The Glendale Area Business Association (GABA) is a chamber organization designed by area businesses....for local businesses. For up-to-date events, please visit: www.WELCOMEtoGLENDALE,com.

Homeowner Strategies for Managing Emerald Ash Borer (EAB)

The Emerald Ash Borer (Agrilus planipennis) is an invasive wood-boring beetle native to east Asia. It is believed the pest was transported to the United State from China. It was discovered in southeastern Michigan in 2002 and has since spread to several eastern and Midwestern states and Canada. EAB was first discovered in Wisconsin in Ozaukee county, and since then eleven Wisconsin counties have been quarantined, including Milwaukee and Ozaukee counties.

Glendale residents who have ash trees on their property are strongly encouraged to develop a strategy for managing their trees and maintaining property value as the EAB wave moves through the North Shore during the next decade. Treating high value ash trees on your property to preserve tree canopy is a viable option. Check out the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) Emerald Ash Borer Homeowners Guide at: http://datcpservices.wisconsin.gov/eab/

The site includes information about how to contact a certified arborist to get professional advice in developing your strategies, as well as information on treating trees to prevent ash mortality. It is important to not delay your planning. Once EAB gains a foothold, ash mortality will come swiftly, overwhelming the resources available to remove dead, standing trees.

The National EAB Information Website and the Wisconsin EAB Website (links below) are excellent sources of information. It is vitally important to have good information about this exotic pest so you can make the most informed decision about the ash trees on your own property, thus helping to preserve the urban tree canopy throughout the City. Spread the word to friends and neighbors as well.

Report Emerald Ash Borer by calling (800) 462-2803 or by email at DATCPEmeraldAshBorere@wisconsin.gov.

For more information, please visit:

- http://www.emeraldashborer.info
- http://www.emeraldashborer.wi.gov/
- http://datcpservices.wisconsin.gov/eab/

SIGN UP FOR NOTIFICATIONS

You can sign up to receive notifications for the following items:

- Agendas and Minutes for all Council and Committee Meetings
- Emergency Alerts
- News & Announcements
- E-Newsletters (NEW)

Visit www.glendale-wi.org

Missed Collection of Refuse, Recyclables or Yard Waste

If you suspect your garbage, recycling or yard waste collection has been missed, residents must contact GFL Environmental directly at (262) 679-0860. This allows residents to explain, in detail with the service provider, what items are placed for collection and any possible reasons for non-collection.

North Shore Fire/Rescue Achieves: Re-Accreditation

By: Battalion Chief Dan Tyk, North Shore Fire/Rescue

North Shore Fire/Rescue (NSFR) is proud to share with it's stakeholders that we have received re-accreditation from the Commission on Fire Accreditation International (CFAI). This is the first re-accreditation process since achieving accredited status during our twenty-fifth anniversary in 2015. Accredited status is valid for five years and requires an organization to show progress toward improving opportunities identified in the previous accreditation process. NSFR continues to join less than 285 other agencies across the world who have reached accredited status.

According to CFAI, less than 11percent of the U.S. population is protected by an accredited agency. Accreditation takes a comprehensive look at several areas of a fire/rescue organization when determining whether to award accredited status. These areas include:

- Governance and administration
- Assessment and planning
- Goals and objectives
- Financial resources
- Community risk reduction programs
- Physical resources
- Human resources
- Training and competency essential resources
- External system relationships
- Health and safety

The process of accreditation is arduous, but the benefits are innumerable. Community members are surveyed, and data is collected and analyzed regarding current operational efficiency and the expectations of customers throughout the service area. Next, a standards-of-cover document is created that includes a well-defined mission, vision and strategic plan, as well as a thorough assessment of the population, community risk, topography and infrastructure of the communities serviced. The accreditation process includes ongoing assessment and improvement of performance metrics, operational standards, and community engagement.

According to the Center for Public Safety Excellence, "Local government executives face increasing pressure to "do more with less" and justify their expenditures by demonstrating a direct link to improved or expanded services. Particularly for emergency services, local officials need criteria to assess professional performance and efficiency. The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services."

North Shore Fire/Rescue Fire Chief Robert Whitaker further states that, "while the journey to get to this point has been challenging, the value the process brought to our agency is incredible. While achieving initial accreditation is an achievement, it is simply a milestone in the accreditation process; as agency accreditation is about continuous improvement in our effort to provide the best service possible to our stakeholders."

It is important to note that the process would not have been possible without the support of the North Shore Fire/Rescue communities. We are indebted for the continued support and look forward to continuing to improve over this next five-year accreditation period.

To learn more about accreditation, as well as the programs and services offered by NSFR, please visit our website, www.nsfire.org.

BRUSH & YARD WASTE

2021 COLLECTION
Begins March 29, 2021

You must have your yard waste out by 7:00 a.m. on your collection day. Yard waste collection will be done throughout your collection week, but we can not guarantee pick-up if placed out after 7:00 a.m. on Monday. Collection begins March 29 for A week and April 5 for B week.

Yard Waste Program

What is Yard Waste? Yard Waste Includes:

- Leaves
- Tree limbs or branches that shall not exceed four (4) inches in diameter or more than four (4) feet in length
- Brush or vegetative matter resulting from landscaping maintenance.

When is Yard Waste Picked Up?

- Yard Waste is picked up bi-weekly. Please see the Yard Waste Collection Map to determine your collection week. Yard Waste must be out before 7:00 a.m. on the day of your regular garbage pick-up. Collection begins March 29 for A week and April 5 for B week.
- GFL Environmental (the City's refuse collector) will collect Yard Waste on your collection week starting the week of March 29 and ending the week of November 5, 2021. Residents do not have to call in and are not charged for the brush and yard waste collection during this period. Residents with questions about the program may contact GFL Environmental's Customer Service at their toll-free number (262) 679-0860.

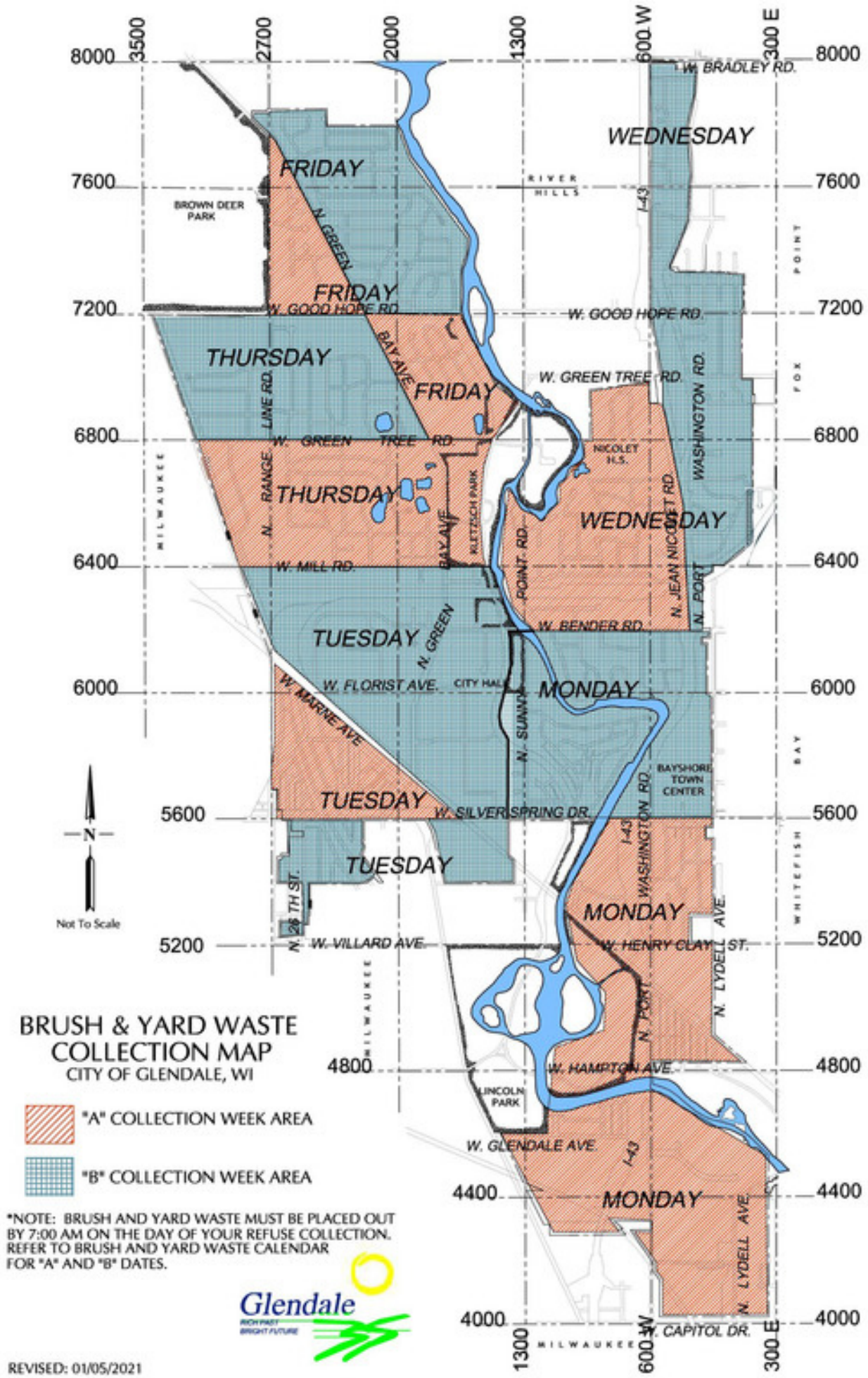
Do I Need a Permit?

- Furnace or Air Conditioner
- Dishwasher or Water Heater
- Roofing
- Siding/Soffit/Fascia
- Basement Alterations
- Interior/Exterior Alterations
- Foundation Repair
- Fence or Shed
- Electrical
  (new service, appliance wiring, new circuits)
- Plumbing (appliances, sinks, toilets, piping, sump pumps,

Not sure? Ask first by contacting the Building Inspection Department at (414) 228-1708.

Guidelines for Yard Waste Pick Up:

- Residents can place no more than three (3) cubic yards of Yard Waste at the curb for pick-up. The Yard Waste collection program is not a tree removal service.
- All Yard Waste **must be placed in sturdy paper bags** suitable for containing Yard Waste or in other suitable containers clearly marked "YARD WASTE," excluding carts or plastic bags. The weight of each container must not exceed fifty (50) pounds. **If Yard Waste is not placed in a suitable container, the branches must be tied in a bundle weighing not more than fifty (50) pounds.**
- NO GRASS CLIPPINGS will be collected. Residents are encouraged to use mulching mowers or compost their own grass clippings.
- YARD WASTE MIXED WITH TRASH WILL BE REJECTED.
- The following materials WILL NOT be collected: stumps; root systems or parts of roots attached to brush; brush mixed with garden debris; brush generated from site clearing activities; materials resulting from tree pruning or removal at an address other than the collection point; and tree branches greater than 4" in diameter and 4' in length.
- Yard Waste must be placed at the edge of the road, curb or alley (the same location as garbage pick-up) abutting your property only, not extending onto pavement.


BRUSH & YARD WASTE COLLECTION MAP
CITY OF GLENDALE, WI
"A" COLLECTION WEEK AREA
"B" COLLECTION WEEK AREA
*NOTE: BRUSH AND YARD WASTE MUST BE PLACED OUT BY 7:00 AM ON THE DAY OF YOUR REFUSE COLLECTION. REFER TO BRUSH AND YARD WASTE CALENDAR FOR "A" AND "B" DATES.
REVISED: 01/05/2021
Not To Scale
N
Glendale
RICH PAST BRIGHT FUTURE
FRIDAY
WEDNESDAY
THURSDAY
TUESDAY
MONDAY
8000
7600
7200
6800
6400
6000
5600
5200
4800
4400
4000
3500
2700
2000
1300
600 W
300 E
W. BRADLEY RD.
W. GOOD HOPE RD.
W. GREEN TREE RD.
W. MILL RD.
W. BENDER RD.
W. FLORIST AVE.
W. MARNE AVE
W. SILVERSPRING DR.
W. VILLARD AVE.
W. HENRY CLAY ST.
W. HAMPTON AVE.
W. GLENDALE AVE.
W. CAPITOL DR.
N. GREEN BAY AVE
N. RANGE LINE RD.
N. 26TH ST.
N. SUNNY SLOPE RD.
POINT RD.
N. PORT WASHINGTON RD.
N. JEAN NICOLET RD.
N. LYDELL AVE.
I-43
BROWN DEER PARK
RIVER HILLS
NICOLET H.S.
KLETZSCH PARK
CITY HALL
BAYSHORE TOWN CENTER
LINCOLN PARK
MILWAUKEE
FOX POINT
WHITEFISH BAY

2021 City of Glendale

BRUSH & YARD WASTE CALENDAR

Brush and yard waste must be placed out by 7:00 AM on the day of you normal garbage collection day. To determine your collections week ("A" or "B"), please refer to the map on page 12.

Week "A" begins week of March 29 and ends week of November 8.
Week "B" begins week of April 5 and ends week of November 15.
Recycling collection will atke place throughout the City on the "R" listed weeks below.

January

S	M	T	W	T	F	S	
					1	2	R
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	R
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	R
31							

February

S	M	T	W	T	F	S	
	1	2	3	4	5	6	
7	8	9	10	11	12	13	R
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	R
28							

March

S	M	T	W	T	F	S	
	1	2	3	4	5	6	
7	8	9	10	11	12	13	R
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	R
28	29	30	31				

April

S	M	T	W	T	F	S	
				1	2	3	A
4	5	6	7	8	9	10	B R
11	12	13	14	15	16	17	A
18	19	20	21	22	23	24	B R
25	26	27	28	29	30		A

May

S	M	T	W	T	F	S	
						1	A
2	3	4	5	6	7	8	B R
9	10	11	12	13	14	15	A
16	17	18	19	20	21	22	B R
23	24	25	26	27	28	29	A
30	31						

June

S	M	T	W	T	F	S	
		1	2	3	4	5	B R
6	7	8	9	10	11	12	A
13	14	15	16	17	18	19	B R
20	21	22	23	24	25	26	A
27	28	29	30				B R

July

S	M	T	W	T	F	S	
				1	2	3	B R
4	5	6	7	8	9	10	A
11	12	13	14	15	16	17	B R
18	19	20	21	22	23	24	A
25	26	27	28	29	30	31	B R

August

S	M	T	W	T	F	S	
1	2	3	4	5	6	7	A
8	9	10	11	12	13	14	B R
15	16	17	18	19	20	21	A
22	23	24	25	26	27	28	B R
29	30	31					A

September

S	M	T	W	T	F	S	
			1	2	3	4	A
5	6	7	8	9	10	11	B R
12	13	14	15	16	17	18	A
19	20	21	22	23	24	25	B R
26	27	28	29	30			A

October

S	M	T	W	T	F	S	
					1	2	A
3	4	5	6	7	8	9	B R
10	11	12	13	14	15	16	A
17	18	19	20	21	22	23	B R
24	25	26	27	28	29	30	A

November

S	M	T	W	T	F	S	
	1	2	3	4	5	6	B R
7	8	9	10	11	12	13	A
14	15	16	17	18	19	20	B R
21	22	23	24	25	26	27	
28	29	30					R

December

S	M	T	W	T	F	S	
			1	2	3	4	R
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	R
19	20	21	22	23	24	25	
26	27	28	29	30	31		R

Please call GFL Environmental (Formerly Advanced Disposal) Customer Service at (262) 679-0860 for questions

Telephone Directory

5909 N Milwaukee River Pkwy
Glendale, WI 53209
www.glendale-wi.org

POLICE - FIRE - AMBULANCE - PARAMEDICS **911**
POLICE AND FIRE (NON-EMERGENCY) **351-9900**
DEPARTMENT OF PUBLIC WORKS **228-1710**

Mayor . . . . . Bryan Kennedy (email address): bryan.kennedy@glendalewi.gov 228-1712
Alderman 1st District . . . .Tomika S. Vukovic (email address): tomika.vukovic@glendalewi.gov 322-7247
Alderman 2nd District . . Jim Daugherty (email address): jim.daugherty@glendalewi.gov 220-0695
Alderman 3rd District . . .John C. Gelhard (email address): john.gelhard@glendalewi.gov . . . . . (262) 880-7370
Alderman 4th District . . .Richard W. Wiese (email address): richard.wiese@glendalewi.gov 228-7960
Alderman 5th District . . .Steve Schmelzling (email address): steve.schmelzling@glendalewi.gov. 797-3827
Alderman 6th District . . .JoAnn Shaw (email address): joann.shaw@glendalewi.gov 228-8444
Municipal Judge . . . . . .Christopher Lipscomb (email address): court@glendalewi.gov 228-1752

City Services, Departments & Schools
Visit us as www.glendale-wi.gov
GENERAL INFORMATION....228-1700

Accounts Payable. 228-1759
Assessor (Accurate Appraisal) . . . . . (800) 770-3927
Brush Removal. 228-1710
Building Inspector/Permits 228-1708
City Administrator 228-1714
City Clerk. 228-1718
Community Development & Planning. 228-1704
Crime Prevention Unit 228-1741
Elections 228-1718
Flood Plain Management 228-1770
Forestry 228-1710
Garbage Collection (GFL Envr.) . . . . . (262) 679-0860
Health Dept & Clinics 371-2980
Human Resources 228-1703
Leaf Collection 228-1710
Licenses 228-1718
Municipal Court 228-1752
North Shore Filtration Plant. 963-0160
North Shore Fire Dept. 357-0113
North Shore Library 351-3461
Police Administration 228-1753
Property Maintenance Inspections. 228-1749
Public Works. 228-1710
Recreation Department, Nicolet 351-7566
Recycling 228-1710

Schools

Glen Hills Middle 351-7160
Parkway Elementary 351-7190
Maple-Dale 351-7380
Nicolet High School 351-1700

Senior Citizen Center 247-6029
Sewers 228-1710
Snow Removal 228-1710
Street Lighting 228-1710
Street Maintenance 228-1710
Tax Collection 228-1705
Water Utility (Office) 228-1719
Weed Control 228-1749
Zoning Administration 228-1704

CITY HALL

City Administrator. . . . . Rachel A. Safstrom
City Attorney. . . . . John F. Fuchs
City Clerk . . . . . Megan Humitz
Community Development Director. .Todd M. Stuebe
Deputy City Administrator. . . . . Shawn M. Lanser
Director of Public Works. . . . . Charlie Imig
Fire Chief. . . . . Robert C. Whitaker, III
Police Chief. . . . . .Mark Ferguson

City of Glendale
5909 N. Milwaukee River Parkway
Glendale, WI 53209

Dated material -
Please deliver by March 12, 2021.

PRST STD
US Postage
PAID
Permit #4852
Milwaukee, WI