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

This meeting is in person, but will be broadcast over Zoom to accommodate residents with COVID concerns.

Join Zoom Meeting
https://us02web.zoom.us/j/82781177295?pwd=S1djdzlRNGJPc0pqMERiMXREZjJWZz09

Meeting ID: 827 8117 7295
Passcode: 703651
+1 312 626 6799 US (Chicago)

AGENDA—COMMON COUNCIL MEETING

Monday, August 9, 2021
6:00 p.m.

1. Roll Call and Pledge of Allegiance.

2. 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.

3. Introduction of Alyson Weiss, Superintendent of Glendale-River-Hills School District to speak to the Council.

4. Consent Agenda:
   a) Adoption of Minutes of Meeting held on July 26, 2021.
   b) Approval of Accounts Payable.
   c) Confirmation of Plan Commission Appointment.
   d) Payment 1 to All-Ways Contractors for work completed on the 2021 Alley Reconstruction Project.
   e) Payment 3 to Mid City Corporation for work completed on the 2021 Watermain Replacement Project.

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) Recommendation from the Library Review Committee.
   b) Schedule Public Hearing for review and comment on information received from the Library Review Committee.
   c) Ordinance Amending and Recreating Section 9.2.16 of the Code of Ordinances of the City of Glendale pertaining to Water Mains and Laterals – Mandatory Replacement of Lead Based Water Service Lines.
   d) Ordinance Creating Section 9.1.5 of the Code of Ordinances of the City of Glendale pertaining to Water Utility Rates and Regulations – Water Main Tapping.
   e) Resolution Approving Stormwater Management Plan and Authorizing the Connection of a Glendale Property to the City of Milwaukee Storm Sewer.
   f) Discussion on Speed Reduction efforts in Residential Areas.

g) Review and Discussion on Police Organizational Study Report from Matrix Consulting Group.

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 (7113 N. Navajo Ave-consideration of settlement agreement, negotiation with Nicolet/MSOE regarding foul ball damage).

8. Reconvene to Open Session and Regular Order of Business.

9. Potential action regarding Settlement Agreement – 7113 N. Navajo Ave.

10. Adjournment.

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

# 4A-4E
# 8/9/2021

# CONSENT AGENDA

**CITY OF GLENDALE COMMON COUNCIL**
Meeting Minutes
July 26, 2021

Regular meeting of the Common Council of the City of Glendale held in City Hall, 5909 North Milwaukee River Parkway, Glendale, Wisconsin.

The meeting was called to order by Ald. Tomika Vukovic at 6:00 p.m.

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

Other Officials Present: Rachel Safstrom, City Administrator; John Fuchs, City Attorney; Mark Ferguson, Police Chief; Charlie Imig, Director of Public Works; Todd Stuebe, Director of Community Development; 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, July 22, 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.

CONSENT AGENDA.

I. File No. ____________________

Adoption of Minutes of Meeting held on July 12, 2021 and Approval of Monthly Reports.

Motion by Ald. Wiese, seconded by Ald. Daugherty, to adopt the minutes of the meeting held on July 12, 2021 and Approve Monthly Reports. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Abstain: None. Motion carried.

NEW BUSINESS.

II. File No. ____________________

Review and Approval of Updates to the Employee Personnel Handbook – Bereavement Leave and Paid Time Off.

Administrator Safstrom stated the current Employee Handbook was approved by the Council on September 9, 2013, and last revised November 2020. The Employee Handbook is for all non-represented employees. The request presented to the Council is for a comprehensive paid time off policy to replace the traditional vacation and sick leave policy. The policy was distributed to all employees for review. After comments were received, the policy was amended to what is being presented to Council.

The policy includes three components, Paid Time Off (PTO), Medical Leave Bank and HRA Bank. The PTO hours can be used at the employee's discretion for time away from work. This includes any time necessary for illness. PTO provides flexibility to employees and supports a work-life balance. This policy also allows for employees to donate PTO to employees that may be in need. The Medical Leave Bank can have hours added annually from the PTO hours at the employee's request. These hours can be used for FMLA related events. The HRA Bank is a separate amount that current employees may have banked with an anticipated payout at the time of retirement. These hours can be transferred to the Medical Leave Bank at the employee's request; however, they cannot be replenished if unused.

An added request is to authorize the City Administrator to advance the schedule for four employees that were not offered an accelerated vacation schedule at the time of hire. Two were hired prior to the accelerated schedule being implemented. The other two have recently been given promotions and this incentive was requested.

An additional change to the handbook would be to the Bereavement Leave section. The change allows for leave in the event of a stepparent death.

Ald. Daugherty raised the question of the cost savings to the City in the long run with this change. Administrator Safstrom stated this change will phase out leave payouts for future employees.

Ald. Daugherty questioned if vacations will still need to be approved under the new plan. Administrator Safstrom clarified time off will need approval, and the policy requires employees to take a minimum of 40 hours PTO annually. Employees who have not used their time will be required to do so.

Ald. Schmelzling questioned what would happen if an employee reaches the maximum accrual limit and does not put their time into the FMLA bank, as well as how this program compares to other communities in the government sector. Administrator Safstrom clarified that any time accrued above the maximum for PTO will automatically put the time into the FMLA bank until the bank maximum is reached if an employee does not use their PTO. This PTO program is very comparable to other communities, with the biggest difference being a differential for police officers, who do not work a typical eight-hour work day.

Ald. Gelhard raised the question regarding if this PTO program includes the paid holidays. Administrator Safstrom stated the 11 paid holidays are separate from PTO.

Ald. Gelhard raised concern over the amount of time being offered to City employees and indicated State of Wisconsin employees receive a maximum of 216 vacation hours. He indicated public service positions should be expected to be available to offer service to the public. Administrator Safstrom clarified the maximum of 264 hours that could be earned would include sick and vacation time, as PTO does not differentiate between the two. The PTO program will actually give less time annually than the staff is currently accruing.

Motion by Ald. Wiese, seconded by Ald. Schmelzling, to approve the revisions to the City of Glendale Employee Handbook for paid time off and bereavement leave as presented. Ayes: Ald. Vukovic, Daugherty, Wiese, and Schmelzling. Noes: Gelhard. Absent: Ald. Shaw. Abstain: None. Motion carried.

III. File No.

Application for Temporary Picnic License filed by Glendale Little League.

Administrator Safstrom stated The Glendale Little League is seeking approval for a Temporary Class "B" Picnic Licenses for the Glendale Little League Family Fund Day, held at 1401 West Civic Drive, on September 11, 2021 from 10:00 a.m. to 6:00 p.m. All applications are on file in the Clerk's office. The Police Department has completed their review and recommends approval. The Clerk's Office is requesting Council approval of this application, as the Glendale Little League has not submitted a request for a Temporary Class "B" Picnic License in several licensing periods. In addition, it is necessary for the Council to waive the prohibition of the sale and distribution of alcoholic beverages on City property for Glendale Little League events.

Ald. Daugherty raised the question if there have been any issues with the issuance of this license to the Glendale Little League in the past. Chief Ferguson stated there have been no prior issues.

Motion by Ald. Daugherty, seconded by Ald. Gelhard, to approve the application for the Temporary Class "B" Picnic License filed by the Glendale Little League. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Abstain: None. Motion carried.

IV. File No.

Review and Approval of Lease Agreement with Glendale Little League.

Administrator Safstrom stated The City of Glendale has a long-standing lease agreement with the Glendale Little League. The Glendale Little League utilizes and maintains the land located on West Civic Drive. The previous lease agreement was signed in 2009 and was for ten years. Recently, staff was made aware of the agreement lapse and has provided Council with an updated agreement. The new lease is for 2021-2030, at the cost of $1.00 per year. The President of the Glendale Little League has reviewed and approved the document as it is presented. Staff anticipates the organization to present some improvements to the property for Council.

Motion by Ald. Wiese, seconded by Ald. Daugherty, to approve the Lease Agreement with Glendale Little League. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Abstain: None. Motion carried.

V. File No.

Review and Approval of Wisconsin Department of Transportation Traffic Mitigation Grant/Agreement for State Project I.D. 1229-04-90 Contract No. 4 (Implementation of emergency vehicle preemption at the W Silver Spring Drive & N Milwaukee River Parkway intersection).

Administrator Safstrom stated The Wisconsin Department of Transportation (WisDOT) would like to enter into an agreement with the Department of Public Works (DPW) to provide funds for traffic mitigation impacts related to the I-43 N-S reconstruction project. Funds will be used to reimburse DPW for the implementation of emergency vehicle preemption (EVP) at the W Silver Spring Drive & N Milwaukee River Parkway intersection. The preemption will improve response times and safety for responding agencies both during regular operations and when impacted by IH-43 diversion. The monies provided by this agreement will allow for design, equipment purchase and implementation of EVP, at no cost to the City. The Common Council has already approved a similar agreement with for the Department of Public Works

WisDOT will provide equipment and services for these improvements, including inspection of existing conduit, traffic signal plan revisions, emergency vehicle preemption equipment as needed to retrofit the intersection (including but not limited to detectors, discriminators, phase selectors and cable) and the installation of equipment. WisDOT coordinated with North Shore Fire stating that this project will improve response times and safety for responding agencies both during regular operations and when impacted by IH-43 diversion.

Ald. Wiese requested clarification if all of the intersections listed are also included in the cost of the project, or if this is only for N Milwaukee River Parkway and W Silver Spring Drive. Mr. Imig stated the other intersections will also be completed, however those will be covered by WisDOT and not the City of Glendale.

Motion by Ald. Daugherty, seconded by Ald. Gelhard, to approve the Traffic Mitigation Grant/Agreement between the Wisconsin Department of Transportation and the Glendale Department of Public Works for State Project I.D. 1229-04-90 Contract No. 4 (Implementation of emergency vehicle preemption at the W Silver Spring Drive & N Milwaukee River Parkway intersection). Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Abstain: None. Motion carried.

VI. File No. ______________________
Pavement rehab nightwork on N Port Washington from W Daphne Road to W Good Hope Road as part of the I-43 Work Zone Prep project (ID 1229-04-70).

Administrator Safstrom stated The Wisconsin Department of Transportation has authorized a project on I-43 from Silver Spring Drive to WIS 60. As part of the project, the Department is planning pavement rehab on N Port Washington Road from W Daphne Road to W Good Hope Road. This work will be done as part of the I-43 Work Zone Prep project (ID 1229-04-70), which was let on July 13, 2021. This project will be done in advance of the mainline freeway work as N Port Washington Road will be a part of the detour route.

Steve Hoff, WisDOT Project Manager for the I-43 N/S project told staff that they are anticipating that this work will take 3 to 4 weeks to complete, and it will occur in September and October 2021. Due to the higher traffic volumes on N Port Washington Road, WisDOT is currently indicating in their contract Special Provisions that this work needs to be done at night.

Hoff further explained that he feels the obvious big advantage to doing the work at night is to avoid the back-ups on N Port Washington Road that would occur if lanes were closed during the day instead. Glendale City Ordinance 11.2.9(10) does allow an exception to the Loud and Unnecessary Noise Prohibited to the provisions of this section. The exception has been used for WisDOT and City projects alike. The WisDOT has indicated the loudest portions of the project will be done prior to 10:00 p.m. If there are no changes to the WisDOT recommendation, no motion will be necessary.

Ald. Daugherty asked for confirmation that the project is expected to last three to four weeks, with work taking place five days per week. Administrator Safstrom confirmed this to be the case, and stated the WisDOT believes this to be the better option than causing traffic issues. If the project were not done at night, the timeline may change and take longer than anticipated.

Ald. Wiese questioned if the project would be limited to daytime work, is there an expectation of what backups would be like. Administrator Safstrom stated she does not have definitive plans from the WisDOT on how the traffic flow would work if the closures would take place during the day. Ald. Vukovic added she was informed traffic would be stopped for approximately two to three minutes in alternating directions all day on N Port Washington Road throughout the duration of the project. Due to the Hampton Avenue ramp closures, this could cause problems on Silver Spring and whether the project will be done during the day or at night, there will likely be concerns from residents.

Ald. Gelhard stated he feels it is best to defer to the Wis DOT's recommendation for the timing of the project, and if there are problems a call can be made to Mr. Hoff at that time for resolution.

Ald. Wiese raised the question if the decision would be reversible if the work being done at night would not be a good fit once the project is started. Administrator Safstrom stated once the project is started, the WisDOT will move forward and will stick with the plans for the timing of the project as directed.

Ald. Schmelzling stated it appears from the maps provided a large portion of the work being done is in front of commercial properties, with only a small stretch in front of residential areas. He is hopeful for a low impact on residents and realizes there is no good approach but believes this may be the best option.

Ald. Daugherty raised the question of the potential to change the cutoff time for loud noises to 9:00 p.m. Administrator Safstrom stated the allowable time per the ordinance is 10:00 p.m.

Item was discussed for 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.

CLOSED SESSION.

Motion by Ald. Gelhard , seconded by Ald. Wiese, to 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 (Moeckler v Glendale and Tacitus Bond Claim); 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 (Bielinski Motion Signage Agreement and North Shore Library Agreement). Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Motion carried.

A closed session of approximately 50 minutes was held. The Council discussed Moeckler v Glendale, the Tacitus Bond Claim, the Bielinski Motion Signage Agreement, and the North Shore Library Agreement.

Motion by Ald. Daugherty, seconded by Ald. Wiese, to reconvene to open session and regular order of business. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling. Noes: None. Absent: Ald. Shaw. Motion carried.

ACTION ON CLOSED SESSION ITEMS.

No action was taken on items discussed during closed session.

ADJOURNMENT.

There being no further business, motion was made by Ald. Wiese, seconded by Ald. Daugherty, to adjourn the meeting. Ayes: Ald. Vukovic, Daugherty, Gelhard, Wiese, and Schmelzling Noes: None. Absent: Ald. Shaw. Abstain: None. Motion carried and adjournment of the Common Council was ordered at 7:25 p.m., until Monday, August 9, 2021, at 6:00 p.m.

Megan Humitz
City Clerk

Recorded: July 27, 2021.

**CITY OF GLENDALE**
**OFFICE OF THE CITY TREASURER**
5909 N. Milwaukee River Parkway
Glendale, Wisconsin 53209-3815
Telephone (414) 228-1705

August 4, 2021

Mayor and Common Council
City of Glendale

Re: Accounts Payable Register

Honorable Mayor and Council Members:

This is to certify that the Accounts Payable Register, for your approval on August 9, 2021, has been reviewed and checked as to the dollar amount and vendor name on the register and the checks. Both have been found to be correct and ready for your approval for payment. This certification is for:

1) Accounts payable checks numbered 49056 to 49074 totaling $161,034.57;
2) Prepaid checks numbered 2647 to 2670 (2642-2646 were remittance information only), 48849 to 48880, and 48932 to 49051 totaling $4,380,103.39.

Upon your approval, I will complete final processing of the Accounts Payable Register and issue the checks.

Sincerely,

CITY OF GLENDALE

Shawn Lanser

Shawn Lanser,
Deputy City Administrator

Attachments

INVOICE GL DISTRIBUTION REPORT FOR CITY OF GLENDALE
EXP CHECK RUN DATES 08/09/2021 - 08/09/2021
BOTH JOURNALIZED AND UNJOURNALIZED
PAID

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 49056** | | | | | | | |
| 101-520.19-53050 | HOUSEKEEPING AND JANITO | BATZNER PEST CONTRO | PEST CONTROL | 3172663 | 08/09/21 | 59.00 | 49056 |
| | | | **Total For Check 49056** | | | **59.00** | |
| **Check 49057** | | | | | | | |
| 205-520.21-55051 | K-9 EXPENSE | BECHLER, ARON | LODGING REIMBURSEMENT FOR K9 BRI | K9072021 | 08/09/21 | 132.12 | 49057 |
| | | | **Total For Check 49057** | | | **132.12** | |
| **Check 49058** | | | | | | | |
| 101-518.06-54080 | INFORMATION SERVICES | BS&A SOFTWARE | PAYROLL AND TIMESHEET ANNUAL FEES | 136123 | 08/09/21 | 2,695.00 | 49058 |
| | | | **Total For Check 49058** | | | **2,695.00** | |
| **Check 49059** | | | | | | | |
| 101-520.20-55070 | VEHICLES | GENERAL FIRE EQUIPME | SQUAD 9 MIRROR | 145793 | 08/09/21 | 125.00 | 49059 |
| | | | **Total For Check 49059** | | | **125.00** | |
| **Check 49060** | | | | | | | |
| 101-520.19-52120 | UNIFORM ALLOWANCE | HOFFMANN, NATE | UNIFORM REIMBURSEMENT FOR SGT H | W1219505 | 08/09/21 | 217.32 | 49060 |
| | | | **Total For Check 49060** | | | **217.32** | |
| **Check 49061** | | | | | | | |
| 101-520.19-53190 | OTHER SUPPLIES AND EXPE | IRON MOUNTAIN SECUR | SECURE SHREDDING PLUS SPECIAL PIC | DVBB8082 | 08/09/21 | 444.44 | 49061 |
| | | | **Total For Check 49061** | | | **444.44** | |
| **Check 49062** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | K&L HEATING & A/C INC | WORK ON PNUEMATIC | 10704 | 08/09/21 | 400.00 | 49062 |
| | | | **Total For Check 49062** | | | **400.00** | |
| **Check 49063** | | | | | | | |
| 101-520.19-52140 | TRAINING AND EDUCATION | MATC - BUSINESS OFFIC | PURSUIT DRIVING FOR OFFICER LONGL | Multiple | 08/09/21 | 123.91 | 49063 |
| | | | **Total For Check 49063** | | | **123.91** | |
| **Check 49064** | | | | | | | |
| 201-522.01-54020 | OTHER FEES | MILW METROPLTN SEWE | SEWER USER CHARGE - 07/31/2021 BILLI | UC 149-21 | 08/09/21 | 94,472.51 | 49064 |
| | | | **Total For Check 49064** | | | **94,472.51** | |
| **Check 49065** | | | | | | | |
| 900-500.00-06020 | PURCHASED WATER | NORTH SHORE WATER C | MONTHLY OPERATIONAL EXPENSE | GLEN_OPS_08_20 | 08/09/21 | 58,489.95 | 49065 |
| | | | **Total For Check 49065** | | | **58,489.95** | |
| **Check 49066** | | | | | | | |
| 900-539.30-53903 | CUSTOMER RECORDS | SCHAFER, NATHAN | MILEAGE - DELIVER 07/31/2021 WATER BI | 2021.08.02 | 08/09/21 | 10.64 | 49066 |
| | | | **Total For Check 49066** | | | **10.64** | |
| **Check 49067** | | | | | | | |
| 101-520.20-58150 | LAB SUPPLIES | SIRCHIE FINGER PRINT L | DRUG TESTING KITS | 0506553 | 08/09/21 | 615.15 | 49067 |
| | | | **Total For Check 49067** | | | **615.15** | |
| **Check 49068** | | | | | | | |
| 101-520.19-52120 | UNIFORM ALLOWANCE | STREICHER'S INC | UNIFORMS FOR OFFICER LONGLEY (NE | Multiple | 08/09/21 | 759.35 | 49068 |
| | | | **Total For Check 49068** | | | **759.35** | |
| **Check 49070** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | TOTAL ENERGY SYSTEM | PLANNED ANNUAL GENERATOR MAINTE | 370884 | 08/09/21 | 711.92 | 49070 |

INVOICE GL DISTRIBUTION REPORT FOR CITY OF GLENDALE
EXP CHECK RUN DATES 08/09/2021 - 08/09/2021
BOTH JOURNALIZED AND UNJOURNALIZED
PAID



| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 49070** | | | | | | | |
| | | | **Total For Check 49070** | | | **711.92** | |
| **Check 49071** | | | | | | | |
| 101-518.12-55060 | BUILDINGS | VILLAGE HARDWARE INC | WINDOW CLEANING SUPPLIES | 209939/1 | 08/09/21 | 31.73 | 49071 |
| 101-522.52-55020 | OTHER EQUIPMENT | VILLAGE HARDWARE INC | SUPPLIES | 209629/1 | 08/09/21 | 25.74 | 49071 |
| 101-522.53-55060 | BUILDINGS | VILLAGE HARDWARE INC | PAINT SUPPLIES | Multiple | 08/09/21 | 509.88 | 49071 |
| 101-522.55-53130 | OTHER ROAD MATERIAL | VILLAGE HARDWARE INC | PORT WASHINGTON/HAMPTON TUNNEL | Multiple | 08/09/21 | 225.27 | 49071 |
| 270-526.70-53010 | OFFICE SUPPLIES | VILLAGE HARDWARE INC | HDMI CABLE | Multiple | 08/09/21 | 24.82 | 49071 |
| 900-536.65-53160 | OTHER MATERIALS | VILLAGE HARDWARE INC | COUPLINGS | Multiple | 08/09/21 | 11.38 | 49071 |
| 900-536.73-54150 | CONTRACTUAL SERVICES | VILLAGE HARDWARE INC | WATER SUPPLIES | Multiple | 08/09/21 | 85.02 | 49071 |
| 900-536.76-53160 | OTHER MATERIALS | VILLAGE HARDWARE INC | METER SUPPLIES | 209519/1 | 08/09/21 | 45.88 | 49071 |
| | | | **Total For Check 49071** | | | **959.72** | |
| **Check 49073** | | | | | | | |
| 101-520.19-52140 | TRAINING AND EDUCATION | VILLAGE HARDWARE INC | HARDWARE FOR OUTDOOR SHOOT | 210172/1 | 08/09/21 | 8.80 | 49073 |
| 101-520.21-54080 | INFORMATION SERVICES | VILLAGE HARDWARE INC | IT UPGRADES FOR WATCH GUARD | 209590/1 | 08/09/21 | 33.08 | 49073 |
| | | | **Total For Check 49073** | | | **41.88** | |
| **Check 49074** | | | | | | | |
| 101-522.61-53130 | OTHER ROAD MATERIAL | VILLAGE OUTDOOR LIVIN | POLE SAW, OIL | Multiple | 08/09/21 | 776.66 | 49074 |
| | | | **Total For Check 49074** | | | **776.66** | |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| | | Fund Totals: | | | | | |
| | | | Fund 101 GENERAL FUND | | | 7,762.25 | |
| | | | Fund 201 SEWER UTILITY | | | 94,472.51 | |
| | | | Fund 205 DARE FUND | | | 132.12 | |
| | | | Fund 270 MASLOWSKI PARK FUND | | | 24.82 | |
| | | | Fund 900 WATER UTILITY | | | 58,642.87 | |
| | | | Total For All Funds: | | | 161,034.57 | |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 2647** | | | | | | | |
| 102-000.00-21520 | RETIREMENT WITHHOLDING | WISCONSIN RETIREMEN | WISCONSIN RETIREMENT - MAY 2021 | 06292021 | 07/02/21 | 80,284.14 | 2647 |
| | | | **Total For Check 2647** | | | **80,284.14** | |
| **Check 2648** | | | | | | | |
| 102-000.00-10003 | BMO BANK PAYROLL | BMO HARRIS BANK | PAYROLL DEPOSIT | 07072021 | 07/07/21 | 141,326.75 | 2648 |
| | | | **Total For Check 2648** | | | **141,326.75** | |
| **Check 2649** | | | | | | | |
| 101-000.00-20123 | SECTION #125 MEDICAL REIM | DIVERSIFIED BENEFIT SE | FLEXIBLE SPENDING REIMBURSEMENT | 07062021 | 07/07/21 | 28.17 | 2649 |
| | | | **Total For Check 2649** | | | **28.17** | |
| **Check 2650** | | | | | | | |
| 102-000.00-21511 | FEDERAL TAX WITHHOLDING | EFTPS | FEDERAL TAX DEPOSIT | 07072021 | 07/07/21 | 21,661.53 | 2650 |
| 102-000.00-21513 | SOCIAL SECURITY WITHHOL | EFTPS | FEDERAL TAX DEPOSIT | 07072021 | 07/07/21 | 27,553.82 | 2650 |
| 102-000.00-21514 | MEDICARE WITHHOLDING | EFTPS | FEDERAL TAX DEPOSIT | 07072021 | 07/07/21 | 6,444.00 | 2650 |
| | | | **Total For Check 2650** | | | **55,659.35** | |
| **Check 2651** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | NO SHORE BANK FSB | DEF COMP CONTRIBUTION | 07072021 | 07/07/21 | 3,240.00 | 2651 |
| | | | **Total For Check 2651** | | | **3,240.00** | |
| **Check 2652** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | VOYA RETIREMENT INS/A | DEF COMP CONTRIBUTION | 07072021 | 07/07/21 | 975.00 | 2652 |
| | | | **Total For Check 2652** | | | **975.00** | |
| **Check 2653** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | WISCONSIN DEFERRED | DEF COMP CONTRIBUTION | 07072021 | 07/07/21 | 5,762.74 | 2653 |
| | | | **Total For Check 2653** | | | **5,762.74** | |
| **Check 2654** | | | | | | | |
| 102-000.00-21512 | STATE TAX WITHHOLDING | WISCONSIN DEPT. OF RE | STATE WITHHOLDING | 07072021 | 07/07/21 | 10,873.39 | 2654 |
| | | | **Total For Check 2654** | | | **10,873.39** | |
| **Check 2655** | | | | | | | |
| 101-518.06-52160 | MEETINGS, CONFERENCE, C | CARD MEMBER SERVICE | HR CONFERENCE | JUNE21CONF | 07/15/21 | 220.13 | 2655 |
| 101-518.16-53040 | POSTAGE | CARD MEMBER SERVICE | CERTIFIED MAIL PER ATTORNEY | 0621POSTAGE | 07/15/21 | 21.49 | 2655 |
| 101-518.16-53190 | JOURNAL SENTINEL | CARD MEMBER SERVICE | MEDIA | JUNE21MEDIA | 07/15/21 | 27.24 | 2655 |
| 101-518.16-54030 | DYN | CARD MEMBER SERVICE | WEBSITE | JUNE21WEBSITE | 07/15/21 | 12.99 | 2655 |
| 101-520.19-52120 | UNIFORM ALLOWANCE | CARD MEMBER SERVICE | ID BADGES | 062120 | 07/15/21 | 60.00 | 2655 |
| 101-520.19-52140 | TRAINING AND EDUCATION | CARD MEMBER SERVICE | CRISIS PERSPECTIVE TRAINING, RANGE | 06212140 | 07/15/21 | 83.59 | 2655 |
| 101-520.19-53010 | OFFICE SUPPLIES | CARD MEMBER SERVICE | LABEL TAPE, LANYARD AND BATTERIES | 621193010 | 07/15/21 | 86.65 | 2655 |
| 101-520.19-55060 | BUILDINGS | CARD MEMBER SERVICE | AC/AC PARTS | 06215060 | 07/15/21 | 968.03 | 2655 |
| 101-520.20-55070 | VEHICLES | CARD MEMBER SERVICE | FLARES AND MOTOROLA ANTENNAS | 6215070 | 07/15/21 | 158.72 | 2655 |
| 101-520.20-58150 | LAB SUPPLIES | CARD MEMBER SERVICE | NYLON MARKER TAGS | 06218150 | 07/15/21 | 17.98 | 2655 |
| 101-520.21-54080 | INFORMATION SERVICES | CARD MEMBER SERVICE | ACCURINT AND ERAD SERVICES | 06214080 | 07/15/21 | 105.50 | 2655 |
| 101-522.52-55020 | RATCHET STRAPS | CARD MEMBER SERVICE | AMAZON | JUNE21AMAZ | 07/15/21 | 71.97 | 2655 |
| 101-522.56-53150 | AMAZON | CARD MEMBER SERVICE | AMAZON AND FLEET FARM | JUNE21AMAZ2 | 07/15/21 | 3,428.98 | 2655 |
| 101-522.58-54150 | CONTRACTUAL SERVICES | CARD MEMBER SERVICE | MIFLEET | JUNE21MIFLEET | 07/15/21 | 239.70 | 2655 |
| 204-520.20-55046 | EQUIPMENT - TREASURY | CARD MEMBER SERVICE | MONITOR AND WALL MOUNT FOR JAIL C | 062155046 | 07/15/21 | 192.95 | 2655 |
| 205-520.21-55051 | K-9 EXPENSE | CARD MEMBER SERVICE | K9 SUBSCRIPTION & ACE WATCHDOG | 06215051 | 07/15/21 | 268.00 | 2655 |
| 205-520.21-55052 | CRIME PREVENTION EXPENS | CARD MEMBER SERVICE | STANDING DESK CONVERTER | 06202155052 | 07/15/21 | 159.95 | 2655 |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 2655** | | | | | | | |
| 270-526.70-52510 | PICK N SAVE HAMBURGER | CARD MEMBER SERVICE | FOOD AND BEVERAGES | JUNE21FOOD | 07/15/21 | 72.36 | 2655 |
| 270-526.70-53010 | LAWN SPRINKLING TRACTOR | CARD MEMBER SERVICE | PARK SUPPLIES | JUNE21PARK | 07/15/21 | 936.42 | 2655 |
| 270-526.70-54020 | PATIO UMBRELLAS | CARD MEMBER SERVICE | AMAZON | JUNE21AMAZ4 | 07/15/21 | 339.96 | 2655 |
| 900-539.20-53921 | DOORKNOB BAG | CARD MEMBER SERVICE | AMAZON | JUNE21AMAZ3 | 07/15/21 | 25.99 | 2655 |
| | | | **Total For Check 2655** | | | **7,498.60** | |
| **Check 2660** | | | | | | | |
| 101-518.12-54060 | UTILITIES | GLENDALE WATER UTILI | WATER BILLS | 063021 | 07/15/21 | 940.56 | 2660 |
| 101-522.53-54060 | UTILITIES | GLENDALE WATER UTILI | WATER BILLS | 063021 | 07/15/21 | 1,531.85 | 2660 |
| | | | **Total For Check 2660** | | | **2,472.41** | |
| **Check 2661** | | | | | | | |
| 102-000.00-10003 | BMO BANK PAYROLL | BMO HARRIS BANK | PAYROLL DEPOSIT | 07212021 | 07/22/21 | 156,376.96 | 2661 |
| | | | **Total For Check 2661** | | | **156,376.96** | |
| **Check 2662** | | | | | | | |
| 102-000.00-21511 | FEDERAL TAX WITHHOLDING | EFTPS | FEDERAL TAX DEPOSIT | 07212021 | 07/22/21 | 25,464.89 | 2662 |
| 102-000.00-21513 | SOCIAL SECURITY WITHHOL | EFTPS | FEDERAL TAX DEPOSIT | 07212021 | 07/22/21 | 30,264.88 | 2662 |
| 102-000.00-21514 | MEDICARE WITHHOLDING | EFTPS | FEDERAL TAX DEPOSIT | 07212021 | 07/22/21 | 7,078.10 | 2662 |
| | | | **Total For Check 2662** | | | **62,807.87** | |
| **Check 2663** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | NO SHORE BANK FSB | DEF COMP CONTRIBUTION | 07212021 | 07/22/21 | 3,240.00 | 2663 |
| | | | **Total For Check 2663** | | | **3,240.00** | |
| **Check 2664** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | VOYA RETIREMENT INS/A | DEF COMP CONTRIBUTION | 07212021 | 07/22/21 | 975.00 | 2664 |
| | | | **Total For Check 2664** | | | **975.00** | |
| **Check 2665** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | WISCONSIN DEFERRED | DEF COMP CONTRIBUTION | 07212021 | 07/22/21 | 5,761.99 | 2665 |
| | | | **Total For Check 2665** | | | **5,761.99** | |
| **Check 2666** | | | | | | | |
| 102-000.00-21512 | STATE TAX WITHHOLDING | WISCONSIN DEPT. OF RE | STATE WITHHOLDING | 07212021 | 07/22/21 | 12,233.50 | 2666 |
| | | | **Total For Check 2666** | | | **12,233.50** | |
| **Check 2667** | | | | | | | |
| 101-000.00-20123 | SECTION #125 MEDICAL REIM | DIVERSIFIED BENEFIT SE | FLEXIBLE SPENDING REIMBURSEMENT | 07262021 | 07/30/21 | 167.09 | 2667 |
| | | | **Total For Check 2667** | | | **167.09** | |
| **Check 2668** | | | | | | | |
| 102-000.00-21530 | SECTION 125 HEALTH INSUR | EMPLOYEE TRUST FUND | HEALTH INSURANCE AUGUST 2021 | 07232021 | 07/30/21 | 120,566.30 | 2668 |
| 248-524.41-56035 | HEALTH -HOSP INS RETIREE | EMPLOYEE TRUST FUND | HEALTH INSURANCE AUGUST 2021 | 07232021 | 07/30/21 | 52,801.17 | 2668 |
| 702-000.00-22004 | HEALTH INSURANCE - RETIR | EMPLOYEE TRUST FUND | HEALTH INSURANCE AUGUST 2021 | 07232021 | 07/30/21 | 12,987.77 | 2668 |
| | | | **Total For Check 2668** | | | **186,355.24** | |
| **Check 2669** | | | | | | | |
| 270-526.70-56200 | SALES TAX EXPENSE | WISCONSIN DEPT OF RE | SALES TAX 2021 2ND QTR | QTR 2-2021 | 07/30/21 | 1,009.32 | 2669 |
| | | | **Total For Check 2669** | | | **1,009.32** | |
| **Check 2670** | | | | | | | |

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|---|---|---|---|---|---|---|---|
| **Check 2670** | | | | | | | |
| 102-000.00-21520 | RETIREMENT WITHHOLDING | WISCONSIN RETIREMEN | WISCONSIN RETIREMENT - JUNE 2021 | 07272021 | 07/30/21 | 82,439.11 | 2670 |
| | | | **Total For Check 2670** | | | **82,439.11** | |
| **Check 48849** | | | | | | | |
| 101-522.55-54150 | CONTRACTUAL SERVICES | AMERICAN ACRYLICS | ACRYLIC | 13355 | 07/02/21 | 2,120.00 | 48849 |
| | | | **Total For Check 48849** | | | **2,120.00** | |
| **Check 48850** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | BASIC PLUMBING | REPAIR LEAKY FLUSH VALVE | 763675 | 07/02/21 | 150.00 | 48850 |
| | | | **Total For Check 48850** | | | **150.00** | |
| **Check 48851** | | | | | | | |
| 101-520.19-53050 | HOUSEKEEPING AND JANITO | BATZNER PEST CONTRO | PEST CONTROL | 3153007 | 07/02/21 | 59.00 | 48851 |
| | | | **Total For Check 48851** | | | **59.00** | |
| **Check 48852** | | | | | | | |
| 101-520.20-55020 | OTHER EQUIPMENT | BAYCOM | RADIO REPAIRS | 34264/34266 | 07/02/21 | 1,529.36 | 48852 |
| | | | **Total For Check 48852** | | | **1,529.36** | |
| **Check 48853** | | | | | | | |
| 420-540.40-58008 | STORM WATER PROJECT | BAYSHORE SHOPPING C | GREEN INFRASTRUCTURE MMSD PROJE | 070221 | 07/02/21 | 441,131.00 | 48853 |
| | | | **Total For Check 48853** | | | **441,131.00** | |
| **Check 48854** | | | | | | | |
| 270-526.70-52511 | BEER STOCK | BEER CAPITOL DISTRIBU | BEER | 1553114 | 07/02/21 | 402.00 | 48854 |
| | | | **Total For Check 48854** | | | **402.00** | |
| **Check 48855** | | | | | | | |
| 101-520.27-54150 | CONTRACTUAL SERVICES | BIRCHWOOD SNOW & LA | LAWN MAINTENANCE, DEBRIS REMOVAL | Multiple | 07/02/21 | 1,510.00 | 48855 |
| | | | **Total For Check 48855** | | | **1,510.00** | |
| **Check 48856** | | | | | | | |
| 101-520.20-55020 | OTHER EQUIPMENT | BRILLIANT DPI INC | EQUIPMENT FOR GARAGE (SIGNS FOR P | 36941 | 07/02/21 | 270.00 | 48856 |
| | | | **Total For Check 48856** | | | **270.00** | |
| **Check 48857** | | | | | | | |
| 270-526.70-52510 | FOOD/BEVERAGE STOCK | CEDAR CREST ICE CREA | ICE CREAM | 0082115401 | 07/02/21 | 206.78 | 48857 |
| | | | **Total For Check 48857** | | | **206.78** | |
| **Check 48858** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | CINTAS FAS LOCKBOX 63 | QUARTERLY SPRINKLER INSPECTION | OF36639577 | 07/02/21 | 209.79 | 48858 |
| | | | **Total For Check 48858** | | | **209.79** | |
| **Check 48859** | | | | | | | |
| 101-518.12-54090 | JANITORIAL | CLEAN SOURCE LLC | MAY 2021 JANITORIAL SERVICES | 053121-COG | 07/02/21 | 3,710.00 | 48859 |
| | | | **Total For Check 48859** | | | **3,710.00** | |
| **Check 48860** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | CONSOLIDATED DOORS I | LUBE AND ADJUST SALLY PORT DOORS | 525961 | 07/02/21 | 243.00 | 48860 |
| | | | **Total For Check 48860** | | | **243.00** | |
| **Check 48861** | | | | | | | |
| 101-522.61-54150 | CONTRACTUAL SERVICES | DAVEY RESOURCE GRO | FORESTRY SERVICES | 116939 | 07/02/21 | 250.00 | 48861 |

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|---|---|---|---|---|---|---|---|
| **Check 48861** | | | | | | | |
| | | | **Total For Check 48861** | | | **250.00** | |
| **Check 48862** | | | | | | | |
| 101-518.08-54020 | OTHER FEES | FUCHS & BOYLE S C | MONTHLY LEGAL SERVICES | 12641 | 07/02/21 | 12,133.33 | 48862 |
| | | | **Total For Check 48862** | | | **12,133.33** | |
| **Check 48863** | | | | | | | |
| 101-522.62-54150 | CONTRACTUAL SERVICES | GFL ENVIRONMENTAL | JUNE REFUSE & RECYCLING | U80000051682 | 07/02/21 | 39,427.45 | 48863 |
| 101-522.64-54150 | CONTRACTUAL SERVICES | GFL ENVIRONMENTAL | JUNE REFUSE & RECYCLING | U80000051682 | 07/02/21 | 10,277.89 | 48863 |
| 221-522.63-54150 | CONTRACTUAL SERVICES | GFL ENVIRONMENTAL | JUNE REFUSE & RECYCLING | U80000051682 | 07/02/21 | 12,187.95 | 48863 |
| 250-522.57-54150 | CONTRACTUAL SERVICES | GFL ENVIRONMENTAL | JUNE REFUSE & RECYCLING | U80000051682 | 07/02/21 | 908.66 | 48863 |
| | | | **Total For Check 48863** | | | **62,801.95** | |
| **Check 48864** | | | | | | | |
| 101-522.52-53170 | GAS, OIL, LUBRICANTS, TIRE | GOODYEAR COMMERCIA | TIRES | 132-1186703 | 07/02/21 | 7,144.00 | 48864 |
| | | | **Total For Check 48864** | | | **7,144.00** | |
| **Check 48865** | | | | | | | |
| 101-520.20-55070 | VEHICLES | GORDIE BOUCHER FORD | SQUAD 7 REPAIRS/MAINTENANCE | 487480 | 07/02/21 | 352.53 | 48865 |
| | | | **Total For Check 48865** | | | **352.53** | |
| **Check 48866** | | | | | | | |
| 270-526.70-52510 | FOOD/BEVERAGE STOCK | GORDON FOOD SERVICE | PARK PRODUCTS | Multiple | 07/02/21 | 2,176.29 | 48866 |
| | | | **Total For Check 48866** | | | **2,176.29** | |
| **Check 48867** | | | | | | | |
| 102-000.00-21590 | LONG TERM DISABILITY | HARTFORD, THE | LTD JULY 2021 | 375919532856 | 07/02/21 | 645.91 | 48867 |
| | | | **Total For Check 48867** | | | **645.91** | |
| **Check 48868** | | | | | | | |
| 205-520.21-55051 | K-9 EXPENSE | JESSIFFANY CANINE SER | BASIC DECOY CLASS FOR OFFICER SMI | 21-075 | 07/02/21 | 320.00 | 48868 |
| | | | **Total For Check 48868** | | | **320.00** | |
| **Check 48869** | | | | | | | |
| 101-522.53-55060 | BUILDINGS | JOHNSON CONTROLS | BUILDING SERVICE | 1-104793260261 | 07/02/21 | 355.05 | 48869 |
| | | | **Total For Check 48869** | | | **355.05** | |
| **Check 48870** | | | | | | | |
| 101-524.30-54020 | 3RD QUARTER OPERATING C | MADACC INC | 3RD QUARTER OPERATING COSTS | 2021 | 07/02/21 | 3,945.10 | 48870 |
| | | | **Total For Check 48870** | | | **3,945.10** | |
| **Check 48871** | | | | | | | |
| 101-520.21-54150 | CONTRACTUAL SERVICES | MATRIX CONSULTING GR | POLICE DEPARTMENT ORGANIZATIONAL | 21-14 #2 | 07/02/21 | 13,172.00 | 48871 |
| | | | **Total For Check 48871** | | | **13,172.00** | |
| **Check 48872** | | | | | | | |
| 101-000.00-23410 | DEPOSIT - OTHER AGENCY B | MILW CNTY CLERK CIRC | BAIL FOR IYANI A RAINES | 21-8663 | 07/02/21 | 150.00 | 48872 |
| | | | **Total For Check 48872** | | | **150.00** | |
| **Check 48873** | | | | | | | |
| 101-522.52-55020 | OTHER EQUIPMENT | MJ AUTO ELECTRIC LLC | ALTERNATOR | 93623 | 07/02/21 | 145.00 | 48873 |
| | | | **Total For Check 48873** | | | **145.00** | |

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| **Check 48874** | | | | | | | |
| 270-526.70-54090 | JANITORIAL | NASSCO INC | PARK SUPPLIES | Multiple | 07/02/21 | 312.03 | 48874 |
| | | | **Total For Check 48874** | | | **312.03** | |
| **Check 48875** | | | | | | | |
| 101-520.19-52140 | TRAINING AND EDUCATION | OSHKOSH POLICE DEPT | WORKSHOP REGISTRATION FOR SGT G | MPW-0012 | 07/02/21 | 90.00 | 48875 |
| | | | **Total For Check 48875** | | | **90.00** | |
| **Check 48876** | | | | | | | |
| 101-520.19-52120 | UNIFORM ALLOWANCE | R. BAUMAN & ASSOCIATE | PRE-EMPLOYMENT TESTING FOR OFFIC | 1152 | 07/02/21 | 495.00 | 48876 |
| | | | **Total For Check 48876** | | | **495.00** | |
| **Check 48877** | | | | | | | |
| 101-518.04-53200 | ELECTION MATERIALS | SAN-A-CARE INC | SANITIZER | 540837 | 07/02/21 | 114.26 | 48877 |
| | | | **Total For Check 48877** | | | **114.26** | |
| **Check 48878** | | | | | | | |
| 900-536.65-53160 | OTHER MATERIALS | SITEONE LANDSCAPE SU | SUPPLIES | Multiple | 07/02/21 | 163.45 | 48878 |
| | | | **Total For Check 48878** | | | **163.45** | |
| **Check 48879** | | | | | | | |
| 900-536.73-53160 | OTHER MATERIALS | ULINE, INC. | SUPPLIES | 134014098 | 07/02/21 | 295.90 | 48879 |
| | | | **Total For Check 48879** | | | **295.90** | |
| **Check 48880** | | | | | | | |
| 101-000.00-23410 | DEPOSIT - OTHER AGENCY B | WISCONSIN SCTF | CHILD SUPPORT LIEN FOR RANDY D. GL | 21-001586-3 | 07/02/21 | 876.00 | 48880 |
| | | | **Total For Check 48880** | | | **876.00** | |
| **Check 48932** | | | | | | | |
| 275-000.00-45140 | SDC REFUDN 05/2021 | ALVAREZ, ELADIO | REFUND DUE SDC OVERPAYMENT | 05312021 | 07/07/21 | 13.05 | 48932 |
| | | | **Total For Check 48932** | | | **13.05** | |
| **Check 48933** | | | | | | | |
| 101-518.12-54070 | TELEPHONE | AT&T | PHONE CHARGES | 414228765606 21 | 07/07/21 | 52.92 | 48933 |
| | | | **Total For Check 48933** | | | **52.92** | |
| **Check 48934** | | | | | | | |
| 101-522.55-53130 | OTHER ROAD MATERIAL | BLIFFERT LUMBER & HA | CEDAR POSTS | 2105-985943 | 07/07/21 | 687.40 | 48934 |
| | | | **Total For Check 48934** | | | **687.40** | |
| **Check 48935** | | | | | | | |
| 101-518.13-57020 | WORKERS COMPENSATION | CVMIC CORP | 2020 WORKER'S COMPENSATION PAYR | 2020 WCA-GLEN | 07/07/21 | 13,038.00 | 48935 |
| | | | **Total For Check 48935** | | | **13,038.00** | |
| **Check 48936** | | | | | | | |
| 900-536.77-54150 | CONTRACTUAL SERVICES | FERGUSON WATERWOR | HYDRANT PAINTING | 0331638 | 07/07/21 | 30,000.00 | 48936 |
| | | | **Total For Check 48936** | | | **30,000.00** | |
| **Check 48937** | | | | | | | |
| 201-522.01-55090 | SEWER SYSTEMS REPAIRS | GIDDINGS, WILL | 2021 CLOTHING ALLOWANCE REIMBURS | 062321 | 07/07/21 | 247.32 | 48937 |
| | | | **Total For Check 48937** | | | **247.32** | |
| **Check 48938** | | | | | | | |
| 101-522.55-54150 | CONTRACTUAL SERVICES | GIELOW'S LAWN & GARD | SUPPLIES | Multiple | 07/07/21 | 224.85 | 48938 |

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| **Check 48938** | | | | | | | |
| | | | **Total For Check 48938** | | | **224.85** | |
| **Check 48939** | | | | | | | |
| 275-518.10-53010 | OFFICE SUPPLIES AC REPLA | HOME DEPOT CREDIT SE | PORT AC REPLACEMENT HOSE 6" | Multiple | 07/07/21 | 398.98 | 48939 |
| | | | **Total For Check 48939** | | | **398.98** | |
| **Check 48940** | | | | | | | |
| 101-518.08-54020 | OTHER FEES | KORNBURGER, ANITA | PUBLIC SAFETY/PUBLIC WORKS COMMIT | 1646 | 07/07/21 | 280.00 | 48940 |
| | | | **Total For Check 48940** | | | **280.00** | |
| **Check 48941** | | | | | | | |
| 101-518.05-51380 | MILEAGE REIMBURSEMENT | LI, JIALIN | DAILY DEPOSIT MILEAGE REIMBURSEME | 063021 | 07/07/21 | 30.66 | 48941 |
| | | | **Total For Check 48941** | | | **30.66** | |
| **Check 48942** | | | | | | | |
| 101-520.19-52140 | TRAINING AND EDUCATION | MATC - BUSINESS OFFIC | DAAT TRAINING FOR FECHTER & YAHR, | Multiple | 07/07/21 | 315.86 | 48942 |
| | | | **Total For Check 48942** | | | **315.86** | |
| **Check 48943** | | | | | | | |
| 275-000.00-45140 | FINES - GLENDALE | MILW CNTY TREASURER | COUNTY SURCHARGES NSMC MAY 2021 | 053121 | 07/07/21 | 2,976.02 | 48943 |
| | | | **Total For Check 48943** | | | **2,976.02** | |
| **Check 48944** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | MILW CNTY TREASURER | COUNTY SURCHARGES MAY 2021 - VILL | 053121-1 | 07/07/21 | 469.01 | 48944 |
| | | | **Total For Check 48944** | | | **469.01** | |
| **Check 48945** | | | | | | | |
| 205-520.21-55054 | VESTS EXPENSE | NELSON & ASSOCIATES | BALLISTIC VEST AND CARRIER FOR OFFI | 2077 | 07/07/21 | 1,238.70 | 48945 |
| | | | **Total For Check 48945** | | | **1,238.70** | |
| **Check 48946** | | | | | | | |
| 102-000.00-21553 | HEALTH SAVINGS | NORTH SHORE BANK-HR | HRA CONTRIBUTION 07/07/2021 PAYROLL | 07072021 | 07/07/21 | 250.00 | 48946 |
| | | | **Total For Check 48946** | | | **250.00** | |
| **Check 48947** | | | | | | | |
| 101-522.61-53130 | OTHER ROAD MATERIAL | REINDERS INC | IRRIGATION BAGS | 1883453-00 | 07/07/21 | 630.00 | 48947 |
| | | | **Total For Check 48947** | | | **630.00** | |
| **Check 48948** | | | | | | | |
| 101-518.12-54070 | TELEPHONE | SAFSTROM, RACHEL | JULY CELL PHONE | 072021 | 07/07/21 | 55.48 | 48948 |
| | | | **Total For Check 48948** | | | **55.48** | |
| **Check 48949** | | | | | | | |
| 102-000.00-21541 | LIFE INS - BASIC | SECURIAN FINANCIAL G | LIFE INSURANCE AUGUST 2021 | 07072021 | 07/07/21 | 924.63 | 48949 |
| 102-000.00-21542 | LIFE INS - SUPPLEMENT | SECURIAN FINANCIAL G | LIFE INSURANCE AUGUST 2021 | 07072021 | 07/07/21 | 439.67 | 48949 |
| 102-000.00-21543 | LIFE INS - ADDITIONAL | SECURIAN FINANCIAL G | LIFE INSURANCE AUGUST 2021 | 07072021 | 07/07/21 | 1,233.83 | 48949 |
| 102-000.00-21544 | LIFE INS - SPOUSE/DEPENDE | SECURIAN FINANCIAL G | LIFE INSURANCE AUGUST 2021 | 07072021 | 07/07/21 | 119.00 | 48949 |
| | | | **Total For Check 48949** | | | **2,717.13** | |
| **Check 48950** | | | | | | | |
| 275-000.00-45140 | FINES - GLENDALE | STATE OF WI CONTROLL | STATE NSMC SURCHARGES MAY 2021 | 053121 | 07/07/21 | 13,856.42 | 48950 |
| | | | **Total For Check 48950** | | | **13,856.42** | |

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| **Check 48951** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | STATE OF WI CONTROLL | STATE SURCHARGES MAY 2021 - VILLAG | 053121-1 | 07/07/21 | 1,031.94 | 48951 |
| | | | **Total For Check 48951** | | | **1,031.94** | |
| **Check 48952** | | | | | | | |
| 101-518.02-52110 | AUTO ALLOWANCE AND EXP | SULLIVAN,KAELA | MILEAGE REIMBURSEMENT | MAR-JUNEMILEAG | 07/07/21 | 35.95 | 48952 |
| | | | **Total For Check 48952** | | | **35.95** | |
| **Check 48953** | | | | | | | |
| 102-000.00-21580 | GARNISHMENT DEDUCTION P | TRUSTEE ROBERT E HA | GARNISHMENT - LAMPKIN CASE #17CV01 | 07072021 | 07/07/21 | 111.00 | 48953 |
| | | | **Total For Check 48953** | | | **111.00** | |
| **Check 48954** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | VILLAGE OF BAYSIDE | MAY 21 NORTH SHORE MUNI COURT FIN | 053121 | 07/07/21 | 1,353.47 | 48954 |
| 275-000.00-45140 | FINES - GLENDALE | VILLAGE OF BAYSIDE | MAY 21 NORTH SHORE MUNI COURT FIN | 053121 | 07/07/21 | 1,540.00 | 48954 |
| | | | **Total For Check 48954** | | | **2,893.47** | |
| **Check 48955** | | | | | | | |
| 101-522.59-54060 | UTILITIES | WE ENERGIES | GLENDALE AVE LIGHTING - WR 4603216 | 052621 | 07/07/21 | 1,451.00 | 48955 |
| | | | **Total For Check 48955** | | | **1,451.00** | |
| **Check 48956** | | | | | | | |
| 420-540.40-58097 | PROPERTY AQUISITIONS | GO CONTRACTORS LLC | 2020 FEMA FLOOD HAZARD MITIGATION | GD580151-2 | 07/13/21 | 2,860.00 | 48956 |
| | | | **Total For Check 48956** | | | **2,860.00** | |
| **Check 48957** | | | | | | | |
| 900-536.76-54150 | CONTRACTUAL SERVICES | HYLAND, ROSE | CLAIM RELATED PAYMENT | 2021 | 07/13/21 | 300.00 | 48957 |
| | | | **Total For Check 48957** | | | **300.00** | |
| **Check 48958** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | ICMA RETIREMENT TRUS | DEF COMP CONTRIBUTION 07/09/2021 | 07122021 | 07/13/21 | 375.00 | 48958 |
| | | | **Total For Check 48958** | | | **375.00** | |
| **Check 48959** | | | | | | | |
| 275-000.00-45140 | FINES - GLENDALE | MILW CNTY TREASURER | COUNTY SURCHARGES NSMC JUNE 202 | 063021 | 07/13/21 | 3,394.18 | 48959 |
| | | | **Total For Check 48959** | | | **3,394.18** | |
| **Check 48960** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | MILW CNTY TREASURER | COUNTY SURCHARGES JUNE 2021 - VIL | 063021-1 | 07/13/21 | 915.58 | 48960 |
| | | | **Total For Check 48960** | | | **915.58** | |
| **Check 48961** | | | | | | | |
| 101-522.23-54160 | NORTH SHORE FIRE SERVIC | NO SHORE FIRE DEPT | 2ND QUARTER FIRE CHARGES | 202124 | 07/13/21 | 909,471.00 | 48961 |
| 101-522.23-59000 | CAPITAL OUTLAY | NO SHORE FIRE DEPT | 2ND QUARTER FIRE CHARGES | 202124 | 07/13/21 | 11,648.00 | 48961 |
| 301-532.82-58751 | PRINCIPAL - NSFD DEBT | NO SHORE FIRE DEPT | 2ND QUARTER FIRE CHARGES | 202124 | 07/13/21 | 36,699.00 | 48961 |
| | | | **Total For Check 48961** | | | **957,818.00** | |
| **Check 48962** | | | | | | | |
| 101-518.04-54130 | RENTAL OF EQUIPMENT | RICOH USA INC | JUL2021 COPIER LEASE | 9028918723 | 07/13/21 | 194.03 | 48962 |
| 101-520.19-53055 | OFFICE MACH MAIN CONTRA | RICOH USA INC | JUL2021 COPIER LEASE | Multiple | 07/13/21 | 877.93 | 48962 |
| 101-522.53-53190 | OTHER SUPPLIES AND EXPE | RICOH USA INC | JUL2021 COPIER LEASE | 9028918723 | 07/13/21 | 140.05 | 48962 |
| 101-528.15-53190 | OTHER SUPPLIES AND EXPE | RICOH USA INC | JUL2021 COPIER LEASE | 9028918723 | 07/13/21 | 143.74 | 48962 |
| 275-518.10-53190 | OTHER SUPPLIES AND EXPE | RICOH USA INC | JUL2021 COPIER LEASE | 9028918723 | 07/13/21 | 96.33 | 48962 |

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|---|---|---|---|---|---|---|---|
| **Check 48962** | | | | | | | |
| | | | **Total For Check 48962** | | | **1,452.08** | |
| **Check 48963** | | | | | | | |
| 275-000.00-45140 | FINES - GLENDALE | STATE OF WI CONTROLL | STATE NSMC SURCHARGES JUNE 2021 | 063021 | 07/13/21 | 13,717.22 | 48963 |
| | | | **Total For Check 48963** | | | **13,717.22** | |
| **Check 48964** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | STATE OF WI CONTROLL | STATE SURCHARGES JUNE 2021 - VILLA | 063021-1 | 07/13/21 | 1,896.17 | 48964 |
| | | | **Total For Check 48964** | | | **1,896.17** | |
| **Check 48965** | | | | | | | |
| 101-522.55-54150 | CONTRACTUAL SERVICES | U S CELLULAR INC | DPW VEHICLE CELL SERVICE | Multiple | 07/13/21 | 440.28 | 48965 |
| | | | **Total For Check 48965** | | | **440.28** | |
| **Check 48966** | | | | | | | |
| 275-000.00-45110 | FINES - BAYSIDE | VILLAGE OF BAYSIDE | JUNE 21 NORTH SHORE MUNI COURT FI | 063021 | 07/13/21 | 2,183.50 | 48966 |
| 275-000.00-45140 | FINES - GLENDALE | VILLAGE OF BAYSIDE | JUNE 21 NORTH SHORE MUNI COURT FI | 063021 | 07/13/21 | 1,302.76 | 48966 |
| | | | **Total For Check 48966** | | | **3,486.26** | |
| **Check 48967** | | | | | | | |
| 270-526.70-54060 | UTILITIES | AT&T | PHONE SERVICE | 414540134607 | 07/15/21 | 208.02 | 48967 |
| | | | **Total For Check 48967** | | | **208.02** | |
| **Check 48968** | | | | | | | |
| 270-526.70-52510 | FOOD/BEVERAGE STOCK | BEECHWOOD DISTRIBUT | SPRECHER SODA | 508874 | 07/15/21 | 166.50 | 48968 |
| | | | **Total For Check 48968** | | | **166.50** | |
| **Check 48969** | | | | | | | |
| 101-518.06-54020 | OTHER FEES | BUELOW VETTER BUIKE | LEGAL SERVICES | Multiple | 07/15/21 | 14,780.10 | 48969 |
| | | | **Total For Check 48969** | | | **14,780.10** | |
| **Check 48970** | | | | | | | |
| 270-526.70-53010 | OFFICE SUPPLIES | CINTAS FAS LOCKBOX 63 | SPRINKLER SYSTEM INSPECTION | 0F36639882 | 07/15/21 | 216.79 | 48970 |
| | | | **Total For Check 48970** | | | **216.79** | |
| **Check 48971** | | | | | | | |
| 101-522.60-53180 | CHEMICALS | COMPLETE LAWN AND L | HERBICIDE | 55893 | 07/15/21 | 152.50 | 48971 |
| | | | **Total For Check 48971** | | | **152.50** | |
| **Check 48972** | | | | | | | |
| 101-522.61-54150 | CONTRACTUAL SERVICES | DAVEY RESOURCE GRO | FORESTRY SERVICES | 118363 | 07/15/21 | 1,050.00 | 48972 |
| | | | **Total For Check 48972** | | | **1,050.00** | |
| **Check 48974** | | | | | | | |
| 900-539.20-53930 | MISCELLANEOUS GENERAL E | DIGGER'S HOTLINE | 2ND PREPAYMENT 2021 | 210665501PP2 | 07/15/21 | 2,380.80 | 48974 |
| | | | **Total For Check 48974** | | | **2,380.80** | |
| **Check 48975** | | | | | | | |
| 201-522.01-55090 | SEWER SYSTEMS REPAIRS | ENVIROTECH EQUIPMEN | SEWER HOSE & SUPPLIES | 21-0015957 | 07/15/21 | 1,976.10 | 48975 |
| | | | **Total For Check 48975** | | | **1,976.10** | |
| **Check 48976** | | | | | | | |
| 900-536.76-53160 | OTHER MATERIALS | ETNA SUPPLY | METER WIRE | S104083703.001 | 07/15/21 | 308.11 | 48976 |

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| | | | **Total For Check 48976** | | | **308.11** | |
| **Check 48977** | | | | | | | |
| 270-526.70-52510 | FOOD/BEVERAGE STOCK | GORDON FOOD SERVICE | PARK PRODUCTS | Multiple | 07/15/21 | 2,023.70 | 48977 |
| | | | **Total For Check 48977** | | | **2,023.70** | |
| **Check 48978** | | | | | | | |
| 270-526.70-53010 | OFFICE SUPPLIES | HOME DEPOT CREDIT SE | JUNE STATEMENT | 060421 | 07/15/21 | 38.41 | 48978 |
| | | | **Total For Check 48978** | | | **38.41** | |
| **Check 48979** | | | | | | | |
| 101-518.01-54050 | NOTICES AND PUBLICATIONS | JOURNAL SENTINEL INC | NOTICES AND PUBLICATIONS | 0003954693 | 07/15/21 | 1,518.48 | 48979 |
| | | | **Total For Check 48979** | | | **1,518.48** | |
| **Check 48980** | | | | | | | |
| 101-000.00-46212 | TOWING | LEADER TOWING & TRAN | 21-9344 NISSAN ROGUE (PAID ON POINT | 52597 | 07/15/21 | 185.00 | 48980 |
| | | | **Total For Check 48980** | | | **185.00** | |
| **Check 48981** | | | | | | | |
| 101-520.21-54150 | CONTRACTUAL SERVICES | MATRIX CONSULTING GR | POLICE DEPARTMENT ORGANIZATIONAL | 21-14 #3 | 07/15/21 | 10,400.00 | 48981 |
| | | | **Total For Check 48981** | | | **10,400.00** | |
| **Check 48982** | | | | | | | |
| 420-540.40-58005 | WATER UTILITY CAPITAL PRO | NORTH SHORE WATER C | RESERVOIR UPGRADE | Multiple | 07/15/21 | 40,494.21 | 48982 |
| | | | **Total For Check 48982** | | | **40,494.21** | |
| **Check 48983** | | | | | | | |
| 420-540.40-58004 | WATER MAIN REPLACEMENT | NORTHERN LAKE SERVI | WATER TESTING | 401985 | 07/15/21 | 15.00 | 48983 |
| | | | **Total For Check 48983** | | | **15.00** | |
| **Check 48984** | | | | | | | |
| 101-000.00-23410 | DEPOSIT - OTHER AGENCY B | OAK CREEK POLICE DEP | BAIL FOR HAILEY M RUPERT | 21-9292 | 07/15/21 | 10.00 | 48984 |
| | | | **Total For Check 48984** | | | **10.00** | |
| **Check 48985** | | | | | | | |
| 101-526.71-54020 | OTHER FEES | SARAH KEISTER ARMST | 70% OF LIBRARY SERVICE NEEDS ASSE | 21-000166 | 07/15/21 | 12,300.00 | 48985 |
| | | | **Total For Check 48985** | | | **12,300.00** | |
| **Check 48986** | | | | | | | |
| 900-000.00-14210 | 15-WATER BASE | SHANTEE WILLIAMS | UB refund for account: 2-12-00542-01 | 07/14/2021 | 07/15/21 | 192.75 | 48986 |
| 900-000.00-14211 | 25-LOCAL SEWER - BAS | SHANTEE WILLIAMS | UB refund for account: 2-12-00542-01 | 07/14/2021 | 07/15/21 | 140.56 | 48986 |
| 900-000.00-14250 | 40-STORM WATER | SHANTEE WILLIAMS | UB refund for account: 2-12-00542-01 | 07/14/2021 | 07/15/21 | 39.87 | 48986 |
| 900-000.00-14260 | 50-ENVIRONMENTAL CHA | SHANTEE WILLIAMS | UB refund for account: 2-12-00542-01 | 07/14/2021 | 07/15/21 | 23.92 | 48986 |
| | | | **Total For Check 48986** | | | **397.10** | |
| **Check 48987** | | | | | | | |
| 101-518.05-53010 | REGISTER PAPER | STAPLES | REGISTER PAPER | Multiple | 07/15/21 | 308.39 | 48987 |
| | | | **Total For Check 48987** | | | **308.39** | |
| **Check 48988** | | | | | | | |
| 101-520.19-52140 | TRAINING AND EDUCATION | STATE EMPLOYMENT RE | PY LAW ENFORCEMENT EXAM | 505-0000017691 | 07/15/21 | 581.00 | 48988 |
| | | | **Total For Check 48988** | | | **581.00** | |

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| **Check 48989** | | | | | | | |
| 101-528.15-52150 | DUES, SUBSCRIPTIONS, MAN | THE BUSINESS JOURNAL | SUBSCRIPTION RENEWAL | 071421 | 07/15/21 | 125.00 | 48989 |
| | | | **Total For Check 48989** | | | **125.00** | |
| **Check 48990** | | | | | | | |
| 420-540.40-58079 | TRAFFIC ALTERATIONS | TRAFFIC ANALYSIS & DE | 2677-SA GLENDALE-BENDER RD/MILWAU | 13192 | 07/15/21 | 1,245.00 | 48990 |
| | | | **Total For Check 48990** | | | **1,245.00** | |
| **Check 48991** | | | | | | | |
| 101-518.13-57030 | LIABILITY INSURANCE | VANG, CHONG CHARLES | CLAIM - SNOWPLOW ACCIDENT | 2021-0202 | 07/15/21 | 4,500.00 | 48991 |
| | | | **Total For Check 48991** | | | **4,500.00** | |
| **Check 48992** | | | | | | | |
| 250-522.57-54150 | CONTRACTUAL SERVICES | VEOLIA WATER NORTH A | JUNE 2021 SEWER DEBRIS | 90287118 | 07/15/21 | 558.13 | 48992 |
| | | | **Total For Check 48992** | | | **558.13** | |
| **Check 48993** | | | | | | | |
| 101-518.16-53010 | OFFICE SUPPLIES | VERITIV OPERATING CO | PAPER | 51061455085 | 07/15/21 | 909.00 | 48993 |
| | | | **Total For Check 48993** | | | **909.00** | |
| **Check 48994** | | | | | | | |
| 101-522.52-55020 | OTHER EQUIPMENT | VILLAGE HARDWARE INC | DOUBLE CUT KEY | Multiple | 07/15/21 | 61.48 | 48994 |
| 101-522.61-53130 | OTHER ROAD MATERIAL | VILLAGE HARDWARE INC | SUPPLIES | Multiple | 07/15/21 | 237.18 | 48994 |
| 900-536.73-53160 | OTHER MATERIALS | VILLAGE HARDWARE INC | SUPPLIES | 209057/1 | 07/15/21 | 62.87 | 48994 |
| 900-536.76-53160 | OTHER MATERIALS | VILLAGE HARDWARE INC | METER SUPPLIES | 209216/1 | 07/15/21 | 33.80 | 48994 |
| | | | **Total For Check 48994** | | | **395.33** | |
| **Check 48996** | | | | | | | |
| 101-518.12-54060 | UTILITIES | WE ENERGIES | UTILITY BILL | 062421CH | 07/15/21 | 5,390.46 | 48996 |
| 101-522.53-54060 | UTILITIES | WE ENERGIES | UTILITY BILL | 062421CH | 07/15/21 | 1,340.59 | 48996 |
| 101-522.53-54180 | HEAT - FUEL | WE ENERGIES | UTILITY BILL | 062421CH | 07/15/21 | 106.37 | 48996 |
| 101-522.59-54060 | UTILITIES | WE ENERGIES | CITY HALL 14 GROUP BILL ENERGY CHA | 062421SL | 07/15/21 | 10,565.36 | 48996 |
| 270-526.70-54060 | UTILITIES | WE ENERGIES | UTILITY BILL | 062421CH | 07/15/21 | 773.17 | 48996 |
| 900-536.62-53160 | OTHER MATERIALS | WE ENERGIES | UTILITY BILL | 062421CH | 07/15/21 | 1,191.21 | 48996 |
| | | | **Total For Check 48996** | | | **19,367.16** | |
| **Check 48997** | | | | | | | |
| 101-522.52-53170 | GAS, OIL, LUBRICANTS, TIRE | WEX BANK | EXXON FUEL STATEMENT JUNE 2021 | 72525031 | 07/15/21 | 7,557.49 | 48997 |
| | | | **Total For Check 48997** | | | **7,557.49** | |
| **Check 48998** | | | | | | | |
| 101-518.03-52150 | DUES, SUBSCRIPTIONS, MAN | WICPA | MEMBERSHIP - S. LANSER | 2021 | 07/15/21 | 310.00 | 48998 |
| | | | **Total For Check 48998** | | | **310.00** | |
| **Check 48999** | | | | | | | |
| 101-518.12-54070 | TELEPHONE | WINDSTREAM | PHONE SERVICE | 73929034 | 07/15/21 | 294.02 | 48999 |
| | | | **Total For Check 48999** | | | **294.02** | |
| **Check 49000** | | | | | | | |
| 101-522.52-54150 | CONTRACTUAL SERVICES | WISCONSIN STEAM CLEA | VEHICLE CLEANER | 57112 | 07/15/21 | 779.50 | 49000 |
| | | | **Total For Check 49000** | | | **779.50** | |
| **Check 49001** | | | | | | | |

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|---|---|---|---|---|---|---|---|
| **Check 49001** | | | | | | | |
| 900-536.63-53160 | OTHER MATERIALS | CORE & MAIN | METER PROJECT-REISSUE CHECK | Multiple | 07/21/21 | 88,341.53 | 49001 |
| 900-536.73-53160 | OTHER MATERIALS | CORE & MAIN | SUPPLIES | O120729 | 07/21/21 | 8,297.99 | 49001 |
| | | | **Total For Check 49001** | | | **96,639.52** | |
| **Check 49003** | | | | | | | |
| 270-000.00-46721 | PARK AND RECREATION FEE | GRIFFIN,TAUNYA | DEPOSIT REFUND-REISSUE CHECK | PARKRENTALREF | 07/21/21 | 100.00 | 49003 |
| | | | **Total For Check 49003** | | | **100.00** | |
| **Check 49004** | | | | | | | |
| 101-522.52-53170 | GAS, OIL, LUBRICANTS, TIRE | AIRGAS USA LLC | CYLINDER RENTAL | 9980637552 | 07/22/21 | 338.12 | 49004 |
| | | | **Total For Check 49004** | | | **338.12** | |
| **Check 49005** | | | | | | | |
| 101-518.16-53190 | OTHER SUPPLIES AND EXPE | AMERICAN SIGNAL CORP | MAINTENANCE-BAYSHORE SIREN | 0010746-IN | 07/22/21 | 623.25 | 49005 |
| | | | **Total For Check 49005** | | | **623.25** | |
| **Check 49006** | | | | | | | |
| 101-518.12-54070 | TELEPHONE | AT&T | PHONE CHARGES | 414228765607 21 | 07/22/21 | 52.92 | 49006 |
| | | | **Total For Check 49006** | | | **52.92** | |
| **Check 49007** | | | | | | | |
| 270-526.70-52511 | BEER STOCK | BEER CAPITOL DISTRIBU | TAP HANDLES | Multiple | 07/22/21 | 369.00 | 49007 |
| | | | **Total For Check 49007** | | | **369.00** | |
| **Check 49008** | | | | | | | |
| 101-522.52-53170 | GAS, OIL, LUBRICANTS, TIRE | BEHLING RACING EQUIP | SUPPLIES | 454189 | 07/22/21 | 27.15 | 49008 |
| | | | **Total For Check 49008** | | | **27.15** | |
| **Check 49009** | | | | | | | |
| 101-000.00-23410 | DEPOSIT - OTHER AGENCY B | BUTLER POLICE DEPART | BAIL FOR KENDALL RUSSELL | 21-9617 | 07/22/21 | 861.00 | 49009 |
| | | | **Total For Check 49009** | | | **861.00** | |
| **Check 49010** | | | | | | | |
| 201-522.01-55090 | SEWER SYSTEMS REPAIRS | CLARK DIETZ INC | PROJECT #G0580390 2021 SEWER REHA | Multiple | 07/22/21 | 48,330.00 | 49010 |
| 250-522.57-54150 | CONTRACTUAL SERVICES | CLARK DIETZ INC | PROJECT #G0580320 GLENDALE SWMP | Multiple | 07/22/21 | 7,360.00 | 49010 |
| 419-540.40-58097 | PROPERTY AQUISITIONS | CLARK DIETZ INC | PROJECT #G0580151 FLOODPLAIN GRAN | 431602 | 07/22/21 | 3,315.00 | 49010 |
| 420-540.40-58002 | I-43/PORT RD UTILITIES | CLARK DIETZ INC | PROJECT #G0580400 I-43 WATER & SEW | Multiple | 07/22/21 | 35,253.22 | 49010 |
| 420-540.40-58097 | PROPERTY AQUISITIONS | CLARK DIETZ INC | PROJECT #G0580151 FLOODPLAIN GRAN | Multiple | 07/22/21 | 32,260.00 | 49010 |
| | | | **Total For Check 49010** | | | **126,518.22** | |
| **Check 49013** | | | | | | | |
| 101-522.52-55020 | OTHER EQUIPMENT | GIELOW'S LAWN & GARD | TORO REPAIRS | 236963 | 07/22/21 | 414.70 | 49013 |
| | | | **Total For Check 49013** | | | **414.70** | |
| **Check 49014** | | | | | | | |
| 101-518.01-51400 | ALLOWANCES ALD 5 | HALO BRANDED SOLUTI | CITY APPAREL ALDERMAN 5 (LESS SALE | 2021000022065 | 07/22/21 | 18.16 | 49014 |
| | | | **Total For Check 49014** | | | **18.16** | |
| **Check 49015** | | | | | | | |
| 101-522.52-55020 | OTHER EQUIPMENT | HOME DEPOT CREDIT SE | JULY STATEMENT | 070521 | 07/22/21 | 150.43 | 49015 |
| 270-526.70-53010 | OFFICE SUPPLIES | HOME DEPOT CREDIT SE | JULY STATEMENT | 070521 | 07/22/21 | 399.00 | 49015 |
| | | | **Total For Check 49015** | | | **549.43** | |

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| **Check 49016** | | | | | | | |
| 101-000.00-44325 | BORING PERMIT | HUGHES COMMUNICATI | REFUND ROW PERMIT FEES | PRW21-0023 | 07/22/21 | 900.00 | 49016 |
| | | | **Total For Check 49016** | | | **900.00** | |
| **Check 49017** | | | | | | | |
| 900-536.73-54150 | CONTRACTUAL SERVICES | HYDROCORP | CROSS CONNECTIONS-APRIL | Multiple | 07/22/21 | 5,997.00 | 49017 |
| 900-536.76-54150 | CONTRACTUAL SERVICES | HYDROCORP | MARCH WATER METER REPLACEMENT P | Multiple | 07/22/21 | 79,301.40 | 49017 |
| | | | **Total For Check 49017** | | | **85,298.40** | |
| **Check 49018** | | | | | | | |
| 101-520.21-54080 | INFORMATION SERVICES | ID NETWORKS | ANNUAL SERVICE MAINTENANCE FOR P | 277991 | 07/22/21 | 4,495.00 | 49018 |
| | | | **Total For Check 49018** | | | **4,495.00** | |
| **Check 49019** | | | | | | | |
| 204-520.20-55046 | EQUIPMENT - TREASURY | KIESLER'S POLICE SUPP | PEPPERBALL AND ACCESSORIES | 159802 | 07/22/21 | 510.32 | 49019 |
| | | | **Total For Check 49019** | | | **510.32** | |
| **Check 49020** | | | | | | | |
| 101-522.55-53130 | OTHER ROAD MATERIAL | MIDWEST MAINTENANCE | CONTRACTOR BAGS | 12661 | 07/22/21 | 88.00 | 49020 |
| | | | **Total For Check 49020** | | | **88.00** | |
| **Check 49021** | | | | | | | |
| 101-522.52-53170 | GAS, OIL, LUBRICANTS, TIRE | NAPA AUTO PARTS | OIL FILTERS | 5268-702455 | 07/22/21 | 9.98 | 49021 |
| 101-522.52-55020 | OTHER EQUIPMENT | NAPA AUTO PARTS | TRUCK PARTS | 5268-702770 | 07/22/21 | 91.99 | 49021 |
| | | | **Total For Check 49021** | | | **101.97** | |
| **Check 49022** | | | | | | | |
| 102-000.00-21553 | HEALTH SAVINGS | NORTH SHORE BANK-HR | HRA CONTRIBUTION 07/23/2021 PAYROLL | 07212021 | 07/22/21 | 250.00 | 49022 |
| | | | **Total For Check 49022** | | | **250.00** | |
| **Check 49023** | | | | | | | |
| 201-522.01-55090 | SEWER SYSTEMS REPAIRS | NORTH SHORE ENGINEE | SANITARY SEWER MANHOLE FLOW OBS | 9812 | 07/22/21 | 4,747.50 | 49023 |
| | | | **Total For Check 49023** | | | **4,747.50** | |
| **Check 49024** | | | | | | | |
| 101-518.16-53190 | OTHER SUPPLIES AND EXPE | NORTH SHORE FIRE DEP | PURCHASE OF 2 DIFIBULATORS | 202190 | 07/22/21 | 1,275.34 | 49024 |
| 270-526.70-53010 | OFFICE SUPPLIES | NORTH SHORE FIRE DEP | PURCHASE OF 2 DIFIBULATORS | 202190 | 07/22/21 | 1,275.34 | 49024 |
| | | | **Total For Check 49024** | | | **2,550.68** | |
| **Check 49025** | | | | | | | |
| 101-520.19-55060 | BUILDINGS | OTIS ELEVATOR COMPAN | SERVICE AGREEMENT 08/01/2021 TO 10/3 | 100400440927 | 07/22/21 | 313.89 | 49025 |
| | | | **Total For Check 49025** | | | **313.89** | |
| **Check 49026** | | | | | | | |
| 101-522.55-54150 | CONTRACTUAL SERVICES | OUTDOOR LIGHTING CO | SILVER SPRING & MILWAUKEE RIVER PK | 9149 | 07/22/21 | 398.32 | 49026 |
| 101-522.59-54150 | CONTRACTUAL SERVICES | OUTDOOR LIGHTING CO | INSURANCE CLAIM - PORT WASHINGTON | 9150 | 07/22/21 | 795.00 | 49026 |
| 420-540.40-58340 | STREET LIGHTING | OUTDOOR LIGHTING CO | MAINTENANCE - GREEN BAY AVE | Multiple | 07/22/21 | 14,616.05 | 49026 |
| | | | **Total For Check 49026** | | | **15,809.37** | |
| **Check 49027** | | | | | | | |
| 101-522.61-54150 | CONTRACTUAL SERVICES | SEBERT LANDSCAPING | JULY 2021 LAWN MAINTENANCE | 11254 | 07/22/21 | 4,837.58 | 49027 |
| 478-580.80-51587 | BAYSHORE EXP | SEBERT LANDSCAPING | JULY 2021 LAWN MAINTENANCE | 11254 | 07/22/21 | 2,073.25 | 49027 |
| | | | **Total For Check 49027** | | | **6,910.83** | |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 49028** | | | | | | | |
| 420-540.40-58063 | POLICE CAPITAL ITEMS | STOPSTICK LTD | 2 STOP STICK KITS | 0021505 | 07/22/21 | 947.00 | 49028 |
| | | | **Total For Check 49028** | | | **947.00** | |
| **Check 49029** | | | | | | | |
| 101-518.16-54030 | COMPUTER SERVICES & EXP | TIME WARNER CABLE IN | JUL INTERNET SERVICE | 720692901071421 | 07/22/21 | 698.89 | 49029 |
| 270-526.70-54060 | UTILITIES | TIME WARNER CABLE IN | JUL INTERNET SERVICE | 720692901071421 | 07/22/21 | 161.98 | 49029 |
| 900-539.30-53902 | ADMINISTRATIVE-METER REA | TIME WARNER CABLE IN | JUL INTERNET SERVICE | 720692901071421 | 07/22/21 | 159.93 | 49029 |
| | | | **Total For Check 49029** | | | **1,020.80** | |
| **Check 49030** | | | | | | | |
| 101-522.56-53150 | SIGNS/BOARDS/BARRICADES | TRAFFIC & PARKING CO I | STEEL POSTS | I698401 | 07/22/21 | 1,157.50 | 49030 |
| | | | **Total For Check 49030** | | | **1,157.50** | |
| **Check 49031** | | | | | | | |
| 102-000.00-21580 | GARNISHMENT DEDUCTION P | TRUSTEE ROBERT E HA | GARNISHMENT - LAMPKIN CASE #17CV01 | 07212021 | 07/22/21 | 111.00 | 49031 |
| | | | **Total For Check 49031** | | | **111.00** | |
| **Check 49032** | | | | | | | |
| 101-522.61-54150 | CONTRACTUAL SERVICES | VERMEER - WISCONSIN | CHIPPER SERVICE | 20246512 | 07/22/21 | 856.70 | 49032 |
| | | | **Total For Check 49032** | | | **856.70** | |
| **Check 49033** | | | | | | | |
| 101-522.53-53190 | OTHER SUPPLIES AND EXPE | VILLAGE HARDWARE INC | PAINT SUPPLIES | 209599/1 | 07/22/21 | 14.49 | 49033 |
| 101-522.53-55060 | BUILDINGS | VILLAGE HARDWARE INC | PAINT SUPPLIES | Multiple | 07/22/21 | 519.75 | 49033 |
| 101-522.55-53130 | OTHER ROAD MATERIAL | VILLAGE HARDWARE INC | SUPPLIES | 209283/1 | 07/22/21 | 68.19 | 49033 |
| | | | **Total For Check 49033** | | | **602.43** | |
| **Check 49034** | | | | | | | |
| 101-522.55-53130 | OTHER ROAD MATERIAL | VILLAGE OUTDOOR LIVIN | STIHL BACKPACK BLOWER | 10924/3 | 07/22/21 | 659.99 | 49034 |
| 101-522.61-53130 | OTHER ROAD MATERIAL | VILLAGE OUTDOOR LIVIN | CHAINSAW SPROCKET COVER | Multiple | 07/22/21 | 184.79 | 49034 |
| | | | **Total For Check 49034** | | | **844.78** | |
| **Check 49035** | | | | | | | |
| 101-522.61-54150 | CONTRACTUAL SERVICES | WALLACE TREE & LANDS | TREE SERVICES | 199 | 07/22/21 | 1,500.00 | 49035 |
| | | | **Total For Check 49035** | | | **1,500.00** | |
| **Check 49036** | | | | | | | |
| 101-000.00-23410 | DEPOSIT - OTHER AGENCY B | WAUKESHA COUNTY SH | BAIL FOR FELECIA Y THURMAN | 21-9539 | 07/22/21 | 373.00 | 49036 |
| | | | **Total For Check 49036** | | | **373.00** | |
| **Check 49037** | | | | | | | |
| 101-522.55-54150 | CONTRACTUAL SERVICES | CLARK DIETZ INC | PROJECT #G0580370 SIDEWALK BIDDING | Multiple | 07/23/21 | 5,295.00 | 49037 |
| 201-522.01-54010 | CONSULTANT FEES | CLARK DIETZ INC | PROJECT #G0580190 GLENDALE 2019 PP | Multiple | 07/23/21 | 13,327.50 | 49037 |
| 420-540.40-58004 | WATER MAIN REPLACEMENT | CLARK DIETZ INC | PROJECT #G0580350 GLENDALE 2021 WA | Multiple | 07/23/21 | 118,075.00 | 49037 |
| 420-540.40-58054 | STREET OVERLAY | CLARK DIETZ INC | PROJECT #G0580360 2021 RESURFACIN | Multiple | 07/23/21 | 33,545.00 | 49037 |
| 420-540.40-58331 | ALLEY | CLARK DIETZ INC | PROJECT #G0580341 2021 ALLEY DESIG | Multiple | 07/23/21 | 8,840.00 | 49037 |
| | | | **Total For Check 49037** | | | **179,082.50** | |
| **Check 49040** | | | | | | | |
| 420-540.40-58079 | TRAFFIC ALTERATIONS | WISCONSIN DEPT OF TR | I-43 NORTH SOUTH FREEWAY | Multiple | 07/23/21 | 1,257,527.18 | 49040 |
| | | | **Total For Check 49040** | | | **1,257,527.18** | |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| **Check 49041** | | | | | | | |
| 270-526.70-52511 | BEER STOCK | BEER CAPITOL DISTRIBU | BEER | 120635 | 07/30/21 | 456.00 | 49041 |
| | | | **Total For Check 49041** | | | **456.00** | |
| **Check 49042** | | | | | | | |
| 101-522.55-52180 | CLOTHING ALLOWANCE | EGGERS IMPRINTS | DPW SHIRTS | 8750 | 07/30/21 | 300.00 | 49042 |
| 201-522.01-55090 | SEWER SYSTEMS REPAIRS | EGGERS IMPRINTS | DPW SHIRTS | 8750 | 07/30/21 | 28.00 | 49042 |
| 900-539.20-53929 | EMPLOYEE CLOTHING/EYE C | EGGERS IMPRINTS | DPW SHIRTS | 8750 | 07/30/21 | 84.00 | 49042 |
| | | | **Total For Check 49042** | | | **412.00** | |
| **Check 49043** | | | | | | | |
| 250-522.57-54150 | CONTRACTUAL SERVICES | GLOBE CONTRACTORS I | VARIOUS LOCATIONS - STORM (RANGE L | 1991 | 07/30/21 | 16,500.00 | 49043 |
| | | | **Total For Check 49043** | | | **16,500.00** | |
| **Check 49044** | | | | | | | |
| 270-526.70-52510 | FOOD/BEVERAGE STOCK | GORDON FOOD SERVICE | PARK PRODUCTS | Multiple | 07/30/21 | 996.69 | 49044 |
| | | | **Total For Check 49044** | | | **996.69** | |
| **Check 49045** | | | | | | | |
| 270-526.70-53010 | OFFICE SUPPLIES | HALO BRANDED SOLUTI | T-SHIRTS | 2021000026908 | 07/30/21 | 245.69 | 49045 |
| | | | **Total For Check 49045** | | | **245.69** | |
| **Check 49046** | | | | | | | |
| 102-000.00-21570 | DEFERRED COMPENSATION | ICMA RETIREMENT TRUS | DEF COMP CONTRIBUTION 07/23/2021 | 07262021 | 07/30/21 | 375.00 | 49046 |
| | | | **Total For Check 49046** | | | **375.00** | |
| **Check 49047** | | | | | | | |
| 101-520.19-53050 | HOUSEKEEPING AND JANITO | ITU ABSORBTECH INC | MAT SERVICES | 7737321 | 07/30/21 | 62.69 | 49047 |
| 101-522.53-53190 | OTHER SUPPLIES AND EXPE | ITU ABSORBTECH INC | MATS | 7737322 | 07/30/21 | 66.02 | 49047 |
| | | | **Total For Check 49047** | | | **128.71** | |
| **Check 49048** | | | | | | | |
| 900-536.76-54150 | CONTRACTUAL SERVICES | L-R METER TESTING & R | METER TEST, CHECK AND/OR REPAIR | 4685 | 07/30/21 | 3,854.25 | 49048 |
| | | | **Total For Check 49048** | | | **3,854.25** | |
| **Check 49049** | | | | | | | |
| 101-520.21-54080 | INFORMATION SERVICES | U S CELLULAR INC | CELL SERVICE | Multiple | 07/30/21 | 1,185.60 | 49049 |
| | | | **Total For Check 49049** | | | **1,185.60** | |
| **Check 49050** | | | | | | | |
| 900-539.30-53903 | CUSTOMER RECORDS | U.S. POSTMASTER | 07/31/2021 - WATER BILL MAILING | 2021.07.16 | 07/30/21 | 573.00 | 49050 |
| | | | **Total For Check 49050** | | | **573.00** | |
| **Check 49051** | | | | | | | |
| 101-520.21-54080 | INFORMATION SERVICES | WISCONSIN DEPT OF JU | QUARTERLY TIME SYSTEM ACCESS | 455TIME-10741 | 07/30/21 | 690.00 | 49051 |
| | | | **Total For Check 49051** | | | **690.00** | |

| GL Number | Inv. Line Desc | Vendor | Invoice Desc. | Invoice | Chk Date | Amount | Check # |
|---|---|---|---|---|---|---|---|
| | | Fund Totals: | | | | | |
| | | | Fund 101 GENERAL FUND | | | 1,149,401.91 | |
| | | | Fund 102 PAYROLL CLEARING ACCOUNT | | | 747,357.14 | |
| | | | Fund 201 SEWER UTILITY | | | 68,656.42 | |
| | | | Fund 204 POLICE ACQUISITION FUND | | | 703.27 | |
| | | | Fund 205 DARE FUND | | | 1,986.65 | |
| | | | Fund 221 RECYCLING FUND | | | 12,187.95 | |
| | | | Fund 248 HEALTH & HUMAN SERVICES FU | | | 52,801.17 | |
| | | | Fund 250 STORM WATER UTILITY | | | 25,326.79 | |
| | | | Fund 270 MASLOWSKI PARK FUND | | | 12,885.45 | |
| | | | Fund 275 NORTH SHORE MUNICIPAL COU | | | 45,144.63 | |
| | | | Fund 301 DEBT SERVICE FUND | | | 36,699.00 | |
| | | | Fund 419 2019 PROGRAM FUND | | | 3,315.00 | |
| | | | Fund 420 CAPITAL PROJECTS FUND | | | 1,986,808.66 | |
| | | | Fund 478 TIF 8 BAYSHORE PROJECT FUND | | | 2,073.25 | |
| | | | Fund 702 RETIREE HEALTH-PREPAID | | | 12,987.77 | |
| | | | Fund 900 WATER UTILITY | | | 221,768.33 | |
| | | | Total For All Funds: | | | 4,380,103.39 | |

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Confirmation of Plan Commission Appointment.

**FROM:** Rachel Safstrom, City Administrator

**MEETING DATE:** August 9, 2021

**FISCAL SUMMARY:**

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

**STATUTORY REFERENCE:**

| | |
|---|---|
| Wisconsin Statues: | N/A |
| Municipal Code: | 2.4.5 |

**BACKGROUND/ANALYSIS:**
Imani Ray recently offered her resignation from the Plan Commission.

**RECOMMENDATION:**
Mayor Kennedy recommends the appointment of Rachel Rieck to the Plan Commission to fill the term expiring April 30, 2023. Rachel Rieck is currently the alternate for the Plan Commission

**ACTION REQUESTED:**
Motion to confirm the appointment of Rachel Rieck, to fill the unexpired term of Imani Ray.

**ATTACHMENTS:**
None.

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Payment 1 to All-Ways Contractors for work completed on the 2021 Alley Reconstruction Project

**FROM:** Charlie Imig, Director of Public Works

**MEETING DATE:** August 9, 2021

**FISCAL SUMMARY:**

| | |
|---|---|
| Budget Summary: | Capital Improvement |
| Budgeted Expenditure: | $350,000 |
| Budgeted Revenue: | $70,198.00 |

**STATUTORY REFERENCE:**

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

**BACKGROUND/ANALYSIS:**
Contract amount for the project is $287,670.00.

**RECOMMENDATION:**
Staff recommends the following Payment 1 to All-Ways Contractors for work completed on the 2021 Alley Reconstruction Project. The engineering, surveying, and inspection costs to date are $32,700.00.

| | |
|---|---|
| Original Contract: | $278,670.00 |
| Change Orders: | ($0.00) |
| Revised Contract: | $287,670.00 |
| Work Completed to Date: | $206,010.35 |
| Less Payment 1: | $195,709.83 |
| Less Retainage (5.0%): | $ 10,300.52 |
| **Payment 1:** | **$195,709.83** |

**ACTION REQUESTED:**
Motion to approve Payment 1 to All-Ways Contractors in the amount of $195,709.83.

**ATTACHMENTS:**
1. Application and certificate for payment.

## APPLICATION AND CERTIFICATION FOR PAYMENT

*AIA DOCUMENT G702*



TO OWNER:
**City of Glendale**

PROJECT: **2021 Alley Reconstruction**

APPLICATION NO: **1**
DATE: **7/27/2021**
PAY PERIOD TO: **7/26/2021**

Distribution to:

| | |
|---|---|
| X | OWNER |
| X | ENGINEER |
| X | CONTRACTOR |

FROM CONTRACTOR:
**All-Ways**

VIA ENGINEER: **Clark Dietz, Inc.**
**759 N Milwaukee St**
**Milwaukee, WI 53202**

PROJECT NOS: **G0580340**

CONTRACT FOR:

CONTRACT DATE:

## CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract.
Continuation Sheet, AIA Document G703, is attached.

1. ORIGINAL CONTRACT SUM $ **287,670.00**
2. Net change by Change Orders $ **0.00**
3. CONTRACT SUM TO DATE (Line 1 ± 2) $ **287,670.00**
4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) $ **206,010.35**
5. RETAINAGE:
   a. **5.0%** of Completed Work (Column D + E on G703) **$ 10,300.52**
   b. **0%** of Stored Material (Column F on G703)
   Total Retainage (Lines 5a + 5b or Total in Column J of G703) $ **10,300.52**
6. TOTAL EARNED LESS RETAINAGE (Line 4 Less Line 5 Total) $ **195,709.83**
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate) $ 0
8. **CURRENT PAYMENT DUE** $ **195,709.83**
9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 less Line 6) **91,960.17**

| CHANGE ORDER SUMMARY | ADDITIONS | DEDUCTIONS |
|---|---|---|
| Total changes approved in previous months by Owner | $ - | $ - |
| Total approved this Month | $ - | $ - |
| TOTALS | $ - | $ - |
| NET CHANGES by Change Order | $ - | |

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR:

By: [signature] Date: 7-28-21

State of: Wisconsin County of: Waukesha
Subscribed and sworn to before me this day of 7-28-21
Notary Public: Scott C. Mulig
My Commission expires: 2-10-22

## ENGINEERS'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising the application, the Engineer certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED . . . . . . . . . . . . . $ **195,709.83**

*(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and onthe Continuation Sheet that are changed to conform with the amount certified.)*

ENGINEER:
By: Christopher Beyer [signature] Date: **July 27, 2021**

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Payment 3 to Mid City Corporation for work completed on the 2021 Watermain Replacement Project

**FROM:** Charlie Imig, Director of Public Works

**MEETING DATE:** August 9, 2021

**FISCAL SUMMARY:**

| | |
|---|---|
| Budget Summary: | Capital Improvement |
| Budgeted Expenditure: | $2,323,000.00 |
| Budgeted Revenue: | N/A |

**STATUTORY REFERENCE:**

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

**BACKGROUND/ANALYSIS:**
Contract amount for the project is $1,367,554,55.

**RECOMMENDATION:**
Staff recommends the following Payment 1 to Mid City Corporation for work completed on the 2021 Watermain Replacement Project. Additionally, the City of Milwaukee is responsible to reimburse the City of Glendale a total of $26,076.26 to date for the project, as it associates with the cost share agreement between the two municipalities. The engineering, surveying, and inspection costs to date are $103,347.50.

| | |
|---|---|
| Original Contract: | $1,367,554.55 |
| Change Orders: | $ 15,320.00 |
| Revised Contract: | $1,382,874.55 |
| Work Completed to Date: | $1,137,295.67 |
| Less Payment 1: | $350,279.42 |
| Less Payment 2: | $403,306.41 |
| Less Payment 3: | $326,845.06 |
| Less Retainage (5.0%): | $ 56,864.78 |
| **Payment 3:** | **$326,845.06** |

**ACTION REQUESTED:**
Motion to approve Payment 3 to Mid City Corporation in the amount of $326,845.06.

**ATTACHMENTS:**
1. Application and certificate for payment.

# APPLICATION AND CERTIFICATION FOR PAYMENT

*AIA DOCUMENT G702*



TO OWNER: **City of Glendale**

PROJECT: **2021 Watermain Replacement**

APPLICATION NO: **3**
DATE: 7/27/2021
PAY PERIOD TO: **7/23/2021**

Distribution to:

| | |
|---|---|
| X | OWNER |
| X | ENGINEER |
| X | CONTRACTOR |

FROM CONTRACTOR: **Mid City**

VIA ENGINEER: **Clark Dietz, Inc.**
**759 N Milwaukee St**
**Milwaukee, WI 53202**

PROJECT NOS: **G0580351**

CONTRACT FOR:

CONTRACT DATE: **April 6, 2021**

## CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract.
Continuation Sheet, AIA Document G703, is attached.

| | | |
|---|---|---|
| 1. ORIGINAL CONTRACT SUM | $ | **1,367,554.55** |
| 2. Net change by Change Orders | $ | **15,320.00** |
| 3. CONTRACT SUM TO DATE (Line 1 ± 2) | $ | **1,382,874.55** |
| 4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) | $ | **1,137,295.67** |
| 5. RETAINAGE: | | |
| a. **5.0%** of Completed Work (Column D + E on G703) | **$ 56,864.78** | |
| b. **0%** of Stored Material (Column F on G703) | | |
| Total Retainage (Lines 5a + 5b or Total in Column J of G703) | $ | **56,864.78** |
| 6. TOTAL EARNED LESS RETAINAGE (Line 4 Less Line 5 Total) | $ | **1,080,430.89** |
| 7. LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate) | $ | 753,585.83 |
| **8. CURRENT PAYMENT DUE** | $ | **326,845.06** |
| 9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 less Line 6) | | **302,443.66** |

| CHANGE ORDER SUMMARY | ADDITIONS | DEDUCTIONS |
|---|---|---|
| Total changes approved in previous months by Owner | **$ 5,750.00** | $ - |
| Total approved this Month | **$ 9,570.00** | $ - |
| TOTALS | **$ 15,320.00** | $ - |
| NET CHANGES by Change Order | **$ 15,320.00** | |

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR:

By: [signature] Date: 7/28/2021
Dan McLendon, Project Manager

State of: Wisconsin County of: Waukesha
Subscribed and sworn to before me this 28th day of July, 2021
Notary Public: R. Woppert
My Commission expires: 5/22/2024

NOTARY PUBLIC R. WOPPERT STATE OF WISCONSIN

## ENGINEERS'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising the application, the Engineer certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED . . . . . . . . . . . . . $ **326,845.06**

*(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and onthe Continuation Sheet that are changed to conform with the amount certified.)*

ENGINEER:
By: Christopher Beyer [signature] Date: **July 27, 2021**

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

**SUBJECT:** Library Committee Recommendation

**FROM:** Katie Wood, Library Committee Chair

**DATE:** July 30, 2021

**BACKGROUND/ANAYLSIS:**

At the direction of Common Council and the establishment of the Library Committee, the Library Committee hired a consultant to develop a community survey to assess resident opinions and feasibility of the future of library services in Glendale. The City of Glendale received 719 survey responses, and of those, 96.8% of respondents reported that they lived in Glendale.

As shown below, our primary recommendation – based on our survey and discussions over the past ten months – is to establish an independent Glendale Library. This recommendation was approved unanimously. The Library Committee has provided an alternative scenario, should the Common Council decide to not pursue an independent library.

Through discussions with MCFLS during this process, the Library Committee learned that there is a charge within Milwaukee County to not have a library or be a part of a joint library/library consortium. Within this scenario, the City of Glendale compensates MCFLS/Determined Neighboring Library as fixed amount per year to utilize library services. This annual contribution amount is not static and varies based upon reported patronage to the libraries from the City of Glendale residents. MCFLS estimates this annual cost of $903,000/year; which is almost double the annual financial contribution made to the present North Shore Library. This is not a recommendation from the Library Committee; however, the survey indicated a portion of residents that believed that we did not need a library as there are others that are other neighboring libraries that are visited. Through the public education process it is important that residents understand there is not a "free" option. Each route will cost taxpayer dollars.

It should also be noted that Planned Unit Development proposal, located within the Village of Bayside, that would include a North Shore Library [referenced herein as "Bayside Development"], was revealed after the Library Committee was already ten months into their deliberation process. The proposed arrangement was not directly surveyed of the residents. The recommendations made by this Committee are entirely based upon the data and inferences made from the Community Survey and the consulting of MCFLS.

**RECOMMENDATION:**

City of Glendale either builds or secures an existing site for remodeling to establish an Independent Library, which is centrally located within Glendale. In the survey, 689 respondents indicated they visited the North Shore Library in varying frequencies between multiple times per week to every few months. 91.9% of survey respondents indicated they would support a tax increase of some kind, at varying tolerance levels, to support pursuit of an independent library. Regardless of their support of potential tax increase, community members primarily envision borrowing physical books, A/V materials, and electronic materials, and attending robust programming and a dedicated children's area and program. Resident support for a library and related tax increase does not monolithically align with resident usage of the current library. Use of other public libraries is not strongly correlated with support of a potential tax increase.

**Pros:**

- Autonomy – which appears to be lacking within the North Shore Library

- Facility and programming built to the needs and desires of Glendale residents
    - Further needs analysis can be fine-tuned by future focus groups and at the direction of a Library Director

**Cons:**

- Initial outlay of expense to renovate and/or build a new library space
- Autonomy, with Nicolet a joint High School for the four North Shore Communities

Should there be a gap in time between the North Shore Library agreement ending and a new independent library opening, MCFLS indicated willingness to enter an agreement with the City of Glendale to provide temporary library services to the City of Glendale residents. Steve Heser, System Director of MCFLS, is researching the statutory circulation requirements [if any] the City of Glendale would be held to for meeting the burden of establishing an independent library without the need to pay into an alternative system prior to opening. The Library Committee is exploring the feasibility of having a small temporary collection to meet this statutory requirement [should it exist] that would preclude the need to partner with another organization temporarily.

During planning phases of a new library the financial impacts of reciprocal borrowing should be taken into consideration. Developing attractive programming, community space and healthy robust collection are all factors in positioning the independent library in the most favorable net lending position, which would provide an additional revenue stream. The survey respondents indicated desires for robust programming, which would most likely be in line with a Tier 2 Library. A Tier 1, the lowest Library Tier, based upon the City of Glendale population is recommended at no less than 25,000 sqft. This calculation was provided by MCFLS. The Library Committee feels strongly that should the City of Glendale pursue building their own Independent Library that the building procured or built meet these minimum standards and strive to exceed them to include adequate community rooms, meeting space, reading space and dedicated children's space. These were the desired resources identified through the survey.

**ALTERNATIVE SCENARIO: New North Shore Library in Bayside**

The City of Glendale joins a new North Shore Library agreement for the operation of a new public library facility in the proposed Bayside Development. Within this agreement, establishing new governance structure that puts the City of Glendale in a more favorable position is imperative. Through negotiations with the Village of Bayside [and any other interested municipalities], discuss an increased financial operating budget to implement the needs and desires of the surveyed residents. The goal of the new agreement should not be to re-create a subpar library that does not meet the needs of residents. The goal of the new agreement must be to enhance programming and space compared to the current North Shore Library. The services should be developed to attract neighboring communities with a goal of becoming a net lender.

It should be noted that the proposed space within the Bayside Development has both positives and negatives. The positives of the new space are a new building, green space and a drive thru. The largest red flag is the proposed space of 25,000sqft. That is the minimum suggested space for just the City of Glendale – not four communities. MCFLS recommends a space of at least 35,000 sqft based upon the resident count and patronage of all four communities. It should also be noted that this space recommendation is based upon the current resident count and not any new developments. The Bayside PUD proposed 650 new residential units (Multi-Family and Townhomes), which would add to the resident totals of Bayside. The additional housing being added to Bayshore as well as the approved development at Eder Farm within River Hills, would add a significant amount of residents to each of these three communities within the North Shore. Joining a new North Shore Library in an insufficient space, is setting up the community for future failure. Unless a larger space is negotiated between the Developer and Bayside, the planned space does not suit the needs of the residents or uphold MCFLS minimum standards.  It should also be noted that MCFLS has not been consulted during their planning process, as of July 27, 2021.  While the MCFLS space planning does incorporate space for media that is less utilized (DVDs, VHS, CDs, etc), it does not equate to a difference in 10,000 sqft need.  There is a proposed Green Space within the Bayside Development that could and likely would be used during late spring, summer and early fall; however it should be noted that due to our geographic location weather is unpredictable. It is entirely possible that space would not be able to be used for community gathering and programming for six months out of the year.  The City of Glendale must be forward looking and incorporate future development that is occurring into the space requirements for a new library.

**Pros:**

- Existing collection to build from
- Least public education required
- Drive Thru Space
- More space than currently available

**Cons:**

- Current space doesn't meet the current needs of all residents or in line with MCFLS minimum recommendations
- No Library Space within Glendale
- Increased cost from current North Shore Library Agreement; however, it should be noted the current Library does not meet the needs and desires of the residents

**ACTION REQUESTED:**

Upon reviewing the totality of the information provided and making a decision as it pertains to the future of library services, a public hearing should be held.  A public hearing is needed to educate the public on the options and the reasons behind making their decision. This public hearing should be advertised in *the North Shore Now*, social media and the city newsletter.

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Ordinance Amending and Recreating Section 9.2.16 of the Code of Ordinances of the City of Glendale pertaining to Water Mains and Laterals – Mandatory Replacement of Lead Based Water Service Lines.

**FROM:** Rachel Safstrom, City Administrator

**MEETING DATE:** August 9, 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:**
Recently, the Council approved staff to apply for funding to replace lead laterals at known residential homes. The City ordinances to mandate compliance with this process; therefore, allowing it to be an option to participate.

**RECOMMENDATION:**
With the ability to fully fund this project for residents with grant funds, staff is recommending an ordinance to mandate participation in the program. This will allow for full compliance and the removal of all known lead laterals in the City.

**ACTION REQUESTED:**
Motion to approve the Ordinance Amending and Recreating Section 9.2.16 of the Code of Ordinances of the City of Glendale pertaining to Water Mains and Laterals – Mandatory Replacement of Lead Based Water Service Lines as presented.

**ATTACHMENTS:**
1. Ordinance.

**ORDINANCE NO. _____________**

An Ordinance Amending and Recreating Section 9.2.16 of the Code of Ordinances of the City of Glendale pertaining to Water Mains and Laterals – Mandatory Replacement of Lead Based Water Service Lines

---

The Mayor and the Common Council of the City of Glendale, Milwaukee County, Wisconsin, do herewith ordain as follows, to-wit:

**SECTION I**

The following Section of the Glendale Code of Ordinances is hereby amended and re-created to provide as follows:

**9.2.16 WATER MAINS AND LATERALS**
**MANDATORY REPLACEMENT OF LEAD PIPE WATER SERVICE LINES**

(a) **Development Projects.** A Developer shall apply to the City for the installation of water mains and appurtenances to serve the parcels or subdivision. At the option of the developer, such water mains and appurtenances may be installed by developer under the supervision of the City Engineer and in accordance with plans and specifications to be furnished by the City Engineer and paid for by the developer or by the City through a publicly let contract. If such installation is by publicly let contract, payment shall be guaranteed as provided in this Chapter.

(b) **Lead Water Service Line Replacement**.

(1) *Intent and purpose.* The Common Council of the City of Glendale finds that it is in the public interest to establish a comprehensive program for the removal and replacement of lead pipe water service lines in use within both the City utilities water

system and in private systems and, to that end, declares the purposes of this section to be as follows:

(a) Disturbance of lead water service lines, particularly partial lead service line replacement, has been shown to increase lead levels in drinking water.

(b) Reconnection of existing lead water service lines to new copper water service lines has been shown to increase lead levels in drinking water.

(c) Full replacement of lead service lines, as opposed to partial replacement, can reduce exposure to lead in drinking water.

(d) To ensure that the water quality at every tap of utility customers meets the water quality standards specified under the federal law**;**

(e) To reduce the lead in city drinking water to meet the Environmental Protection Agency (EPA) standards and ideally to a lead contaminant level of zero in city drinking water for the health of City residents; and

(f) To meet the Wisconsin Department of Natural Resource (WDNR) requirements for local compliance with the Lead and Copper Rule (see 56 CFR 6460, 40 CFR parts 141.80-141.90 and Wis. Admin. Code§§ NR 809.541-809.55).

(2) *Identification of lead service lines.*

(a) Upon notice from Glendale Water Utility, any person or entity who owns, manages, or otherwise exercises control over a property connected to the Glendale water distribution system shall allow Glendale to inspect the customer side service line to determine the material of construction as authorized pursuant to Wis. Stats. § 196.171 et seq.

(b) *Inspection required.* The representatives of the Glendale Water Utility shall inspect all private connections to the public water mains at the time that the utility system is to be reconstructed. As the reconstruction progresses, the representatives of the Glendale Water Utility shall inspect each private water lateral connection for the presence of lead or, in the event inspection had been made previously, determine the condition of the private water connection from inspection records.

(c) *Right of entry.* Upon presentation of credentials, representatives of the Glendale Water Utility shall have the right to request entry at any reasonable time to examine any property served by a connection to the Glendale water system for inspection of the service line. If entry ls refused, such representatives shall obtain a special inspection warrant under Wis. Stats, Section 66.0119. Upon request. the owner, lessee or occupant of any property so served shall furnish to the inspection agency any pertinent Information regarding the piping system on such property.

(d) Glendale shall create and maintain a record of the location of all identified lead service lines in the City.

(e) Glendale shall provide written notice to any person or entity who owns, manages, or otherwise exercises control over a property connected to the Glendale Water Utility water distribution system that has been inspected and determined to be constructed of lead.

*(3)* *Replacement of lead service lines.*

(a) No repair of a privately-owned lead water service line, or reconnection of a privately-owned lead water service line to a utility-owned water service line, shall be permitted.

(b) The privately-owned portion of a lead water service line shall be replaced whenever any of the following occurs:

i. A leak or failure has been discovered on either the privately-owned or utility-owned portion of the service line.

ii. The utility-owned portion of the service line is replaced on either a planned or emergency basis.

(c) In the event of the discovery of a leak or failure in the service line, or in the event of a planned replacement of the service line, The City shall notify the Owner at least 45 days in advance of the replacement. In the event of an emergency, notice may be immediate or minimal as the City determines is mandated by such an emergency condition. Upon receipt of the notice, the Owner shall, at the owner's expense, replace the lead service. In all cases, the city shall supply an appropriate connection point as part of its work. The owner may elect to:

   i. Contract with licensed contractor to complete the repair or replacement. All work needed to accomplish the repair or replacement shall be done at the expense of the owner. Within 45 days of the giving of notice of deficiency under subsection (2)(a) of this section, proof of arrangements for repair shall be provided to the City Engineer or his designee and within 45 days of the giving of notice the repairs shall be completed.

   ii. Have the City contractors, if available, complete the repair.

      a. The city may, as part of any project, request unit bid prices for the calculation of the cost of making appropriate repair to the private building water laterals.

      b. If available, and should the owner select this option, the owner will be charged the entire cost of making the repair. The owner may elect to pay the entire amount upon completion of the work, or the owner may request to be billed in ten annual installments or less plus interest.

(4) *Authority to discontinue service.* As an alternative to any other methods

provided for obtaining compliance with the requirements of this Code regarding replacement of illegal private water laterals, the utility may, no sooner than 45 days after the giving of notice, discontinue water service to such property served by illegal private water lateral after reasonable notice and an opportunity for hearing before the Common Council under Wis. Stats. Ch. 68.

**SECTION II**

If any subsection, section or portions of this article or the sections of this ordinance as enacted hereunder is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portions shall be deemed a separate, distinct and independent provision and such holdings shall not affect the validity of the remaining portions hereof

**SECTION III**

All ordinances or parts of ordinances contravening the terms and provisions of this ordinance are hereby to that extent repealed.

**SECTION III**

This Ordinance shall take effect upon passage and publication as provided by law, and the City Clerk shall so amend the Code of Ordinances of the City of Glendale. The Clerk shall indicate the date and number of this amending ordinance therein.

**PASSED AND ADOPTED** by the Common Council of the City of Glendale, this 9th day of August, A.D. 2021.

Bryan Kennedy, Mayor

Countersigned:

Megan Humitz, City Clerk

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Ordinance Creating Section 9.1.5 of the Code of Ordinances of the City of Glendale pertaining to Water Utility Rates and Regulations – Water Main Tapping.

**FROM:** Charlie Imig, Director of Public Works

**MEETING DATE:** August 9, 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:**
Recently, City staff has been receiving several requests for commercial properties to tap into City water main. There have been instances where City staff have not been notified of these projects. In some cases, this has created an emergency situation for staff. Subsequently, there is concern with the quality of workmanship and potential damage to City facilities.

**RECOMMENDATION:**
With the aforementioned concern, staff is recommending an ordinance to help enforce and govern the tapping of Glendale water main. This will allow for full compliance regarding the tapping of water main, by private entities in the City.

**ACTION REQUESTED:**
Motion to approve the Ordinance Creating Section 9.1.5 of the Code of Ordinances of the City of Glendale pertaining to Water Utility Rates and Regulations – Water Main Tapping as presented.

**ATTACHMENTS:**
1. Ordinance.

**ORDINANCE NO. _____________**

An Ordinance Creating Section 9.1.5 of the Code of Ordinances of the City of Glendale pertaining to Water Utility Rates and Regulations – Water Main Tapping

---

The Mayor and the Common Council of the City of Glendale, Milwaukee County, Wisconsin, do herewith ordain as follows, to-wit:

**SECTION I**

The following Section of the Glendale Code of Ordinances is hereby created to provide as follows:

**9.1.5 Water Main Tapping**

The following specifications must be adhered to when tapping a water main:

(a) **Permit Required**. No person, partnership or corporation, or their agents or employees or contractors, shall tap into the City of Glendale water main without an approved permit thereof from the Director of Public Works.
(b) **Validity of Permit**. Permits shall be valid for a period of thirty (30) days from the date of approval.
(c) **Fees**. The fee for a water main tap permit shall be One Hundred Seventy Dollars ($170.00) plus any unforeseen City expenses. This includes One Hundred Twenty-Five Dollars ($125.00) (Labor/Administrative Fee) and Forty-Five Dollars ($45.00) (Service Truck Fee) paid to the City Treasurer who shall issue a receipt therefor.
(d) **Specifications**. Stainless steel tapped repair clamp, Smith Blaire Model No. 264 or equal, three hundred sixty degree gasket coverage, shall be installed and all bolts shall be finger-tightened for uniform gap. Apply pipe joint lubricant, that is used on push-on pipe joints, to the inside of gasket and to the pipe surface. Tighten all bolts working from the ends to the center using torque wrenches in accordance with manufacturer's specifications. After allowing the gasket to fully compress for approximately 10 minutes, all bolts shall be retightened to manufacturer's specifications, but not exceeding 150 foot-pounds torque. Make sure the tapping device and tapping machine are fully supported and all cutting edges sharpened. Teflon tape or Teflon pipe dope shall be used on the corporation stop and all other pipe threads. All bolts and nuts are to be stainless steel.

(1) If tapping device is for a three-inch or larger branch line:

(i) The sleeve shall have a test port and be tested at 100 psi for five minutes by the contractor before the actual tap proceeds; and
(ii) A Water Utility representative shall witness the tapping device installation, pressure test and tapping procedure.

(2) Tapping shall take place under full system pressure with the main full of water. No taps may be made on an inactive or non-pressurized main. All curb stops shall be installed under full system pressure prior to hydrostatic testing for acceptance of installation.

(3) Location of all taps, tapping devices or fittings/valves for all water pipes shall be in accordance with the following:

(i) The minimum distance from the beginning/end of the Bell or MJ of a water pipe, fitting or another tap shall be:
a. For corporation tapping saddle, up to two-inch size, two feet.
b. For branch tapping sleeve, not less than four feet.

(ii) All taps to existing and new mains shall be "live" or "wet" taps, utilizing a tapping machine with appropriate cutting tools and sharp cutting heads. All tap cutouts shall be given to the Construction Inspector or Water Utility representative witnessing the tap.

(4) No taps will be permitted to begin after 2:00 p.m. Additionally, preapproval by the Water Utility is required for tapping on a Friday or any day preceding a holiday.

(5) Notice. The following notice requirements must be met:

(i) Two business days prior notice to Water Utility is required to be given prior to installation of new taps existing mains.
(ii) Two business days prior notice shall also be given to the Building Inspector for new taps on existing mains.

## **SECTION II**

If any subsection, section or portions of this article or the sections of this ordinance as enacted hereunder is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portions shall be deemed a separate, distinct and independent provision and such holdings shall not affect the validity of the remaining portions hereof

**SECTION III**

All ordinances or parts of ordinances contravening the terms and provisions of this ordinance are hereby to that extent repealed.

**SECTION III**

This Ordinance shall take effect upon passage and publication as provided by law, and the City Clerk shall so amend the Code of Ordinances of the City of Glendale. The Clerk shall indicate the date and number of this amending ordinance therein.

**PASSED AND ADOPTED** by the Common Council of the City of Glendale, this ______ day of ____________________, A.D. 2021.

___________________________________
Bryan Kennedy, Mayor

Countersigned:

___________________________________
Megan Humitz, City Clerk

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Resolution Approving Stormwater Management Plan and Authorizing the Connection of a Glendale Property to the City of Milwaukee Storm Sewer.

**FROM:** Rachel Safstrom, City Administrator

**MEETING DATE:** August 9, 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:**
Glendale Partners owns the property at 4400 North Green Bay Avenue at the far southern end of the City of Glendale. The property owner is working on a development. As with all developments, there is a need for a stormwater management plan.

**RECOMMENDATION:**
Because of the way the parcel is laid out, the stormwater pond would be best suited in the City of Milwaukee. This is similar to the Home Depot property in Milwaukee with a stormwater pond in the City of Glendale.

The requirements for the stormwater pond would be with the City of Milwaukee. This resolution presented allows for the development to have the pond in the City o Milwaukee. The developer is aware of the conditions of the resolution.

**ACTION REQUESTED:**
Motion to approve the Resolution Approving Stormwater Management Plan and Authorizing the Connection of a Glendale Property to the City of Milwaukee Storm Sewer as presented.

**ATTACHMENTS:**
1. Resolution
2. July 19, 2021 Letter

STATE OF WISCONSIN CITY OF GLENDALE MILWAUKEE COUNTY

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

**RESOLUTION NO. 21-__**

**RESOLUTION APPROVING A STORMWATER MANAGEMENT PLAN AND AUTHORIZING CONNECTION OF A GLENDALE PROPERTY TO THE CITY OF MILWAUKEE STORM SEWER**

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

**WHEREAS,** there is currently a property located at 4205 North Port Washington Road, in the City of Glendale, Milwaukee County, Wisconsin, and which property is currently the subject of a redevelopment project and is known as the Glendale Yards, and which property is not served By a City of Glendale storm sewer; and

**WHEREAS,** the ownership of the Glendale Yards has submitted to the City of Milwaukee a Stormwater Management Plan, dated March 17, 2021, for the subject redevelopment project; and

**WHEREAS,** The Department of Public Works of the City of Milwaukee approved such Stormwater Management Plan for the Glendale Yards subject to certain conditions, which conditions are set forth in its letter of approval dated July 19, 2021, which is attached hereto and incorporated herein as though fully set forth:

**NOW THEREFORE, BE IT RESOLVED,** by the Mayor and Common Council of the City of Glendale, that the City of Glendale requests of the City of Milwaukee that it permit the property at 4205 North Port Washington Road to connect to the City of Milwaukee Storm Sewer in North Port Washington Road between West Olive Street and West Estabrook Boulevard, to then be exclusively under the stormwater jurisdiction of the City of Milwaukee, including without limitation by enumeration herein, all fees, conditions, rules, and enforcement authority.

**FURTHER RESOLVED,** That the City of Glendale agrees to all conditions except for item 9.b., outlined in said letter.

**FURTHER RESOLVED,** That the City of Glendale will assist and cooperate with the City of Milwaukee in the event that the City of Milwaukee finds it necessary to enforce the conditions described in item 9.b in said letter.

**PASSED AND ADOPTED** by the Common Council of the City of Glendale, this __ day of August, 2021.

**CITY OF GLENDALE**

________________________________
Bryan Kennedy, Mayor

Countersigned:

________________________________
Megan Humitz, City Clerk

City of Milwaukee

Department of Public Works
Infrastructure Services Division
Environmental Engineering Section

**Jeffrey S. Polenske, P.E.**
Commissioner of Public Works

**Jerrel Kruschke, P.E.**
City Engineer

**Timothy J. Thur, P.E.**
Infrastructure Administration Manager

**Nader M. Jaber, P.E.**
Engineer In Charge

July 19, 2021

Mr. Steve Scharch
Project Engineer
KSingh & Associates, Inc
3636 North 124th Street
Wauwatosa, WI 53222

Subject: Glendale Yards Stormwater Management Plan

Dear Mr. Scharch:

We have reviewed the Stormwater Management Plan (SWMP), dated May 17, 2021, for the subject project. The SWMP is approvable as submitted with the following conditions:

1. The City of Milwaukee will formally review the SWMP and any subsequent revision(s). As such, the property owner must comply with City of Milwaukee SWMP requirements.
2. The City of Milwaukee will claim the water quality benefits of the structural BMPs and apply it towards their own city-wide stormwater management plan.
3. The proposed 2-year, 24-hour runoff release rate discharging into the City of Milwaukee storm sewer in North Port Washington Road remains less than the existing rate.
4. The existing storm sewer located in the property must be abandoned per the latest edition of the Standard Specifications for Sewer and Water Construction in Wisconsin.
5. If a CSM combining the existing properties within the SWMP limits is not in place, a private drainage easement will be required for any storm sewer conveying stormwater across property lines.
6. The owner shall obtain the necessary City of Milwaukee Building and Plumbing Permits.
7. The City of Glendale shall reserve and delegate to the City of Milwaukee an irrevocable right to levy and collect the sewer user charges as computed by the City of Milwaukee.
8. The City of Glendale shall grant to the City of Milwaukee full cooperation and privilege to inspect the plumbing facilities.
9. The City of Glendale must draft an agreement with the City of Milwaukee that includes the following:
    a. Permission to connect to the City of Milwaukee storm sewer in North Port Washington Road between West Olive Street and West Estabrook Boulevard.

glendaleyards.ksingh&associatesinc.15-2

841 N. Broadway • Room 820 • Milwaukee, Wisconsin 53202-3681
Voice (414) 286-0514 • Fax (414) 286-2010

MILWAUKEE

b. Guarantee by the City of Glendale that maintenance and recertification of the structural BMPs will be enforced by the City of Glendale in the event the property owner does not comply with the City of Milwaukee.

c. If applicable, permission to connect to the City of Milwaukee sanitary sewer and water main.

Sincerely,

Jerrel Kruschke, P.E.
City Engineer

KRS KRS:cwh
NMV

c: Mr. Mustafa Emir – Clark Dietz for City of Glendale
15-2

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Discussion on Speed Reduction efforts in Residential Areas.

**FROM:** Rachel Safstrom, City Administrator

**MEETING DATE:** August 9,2021

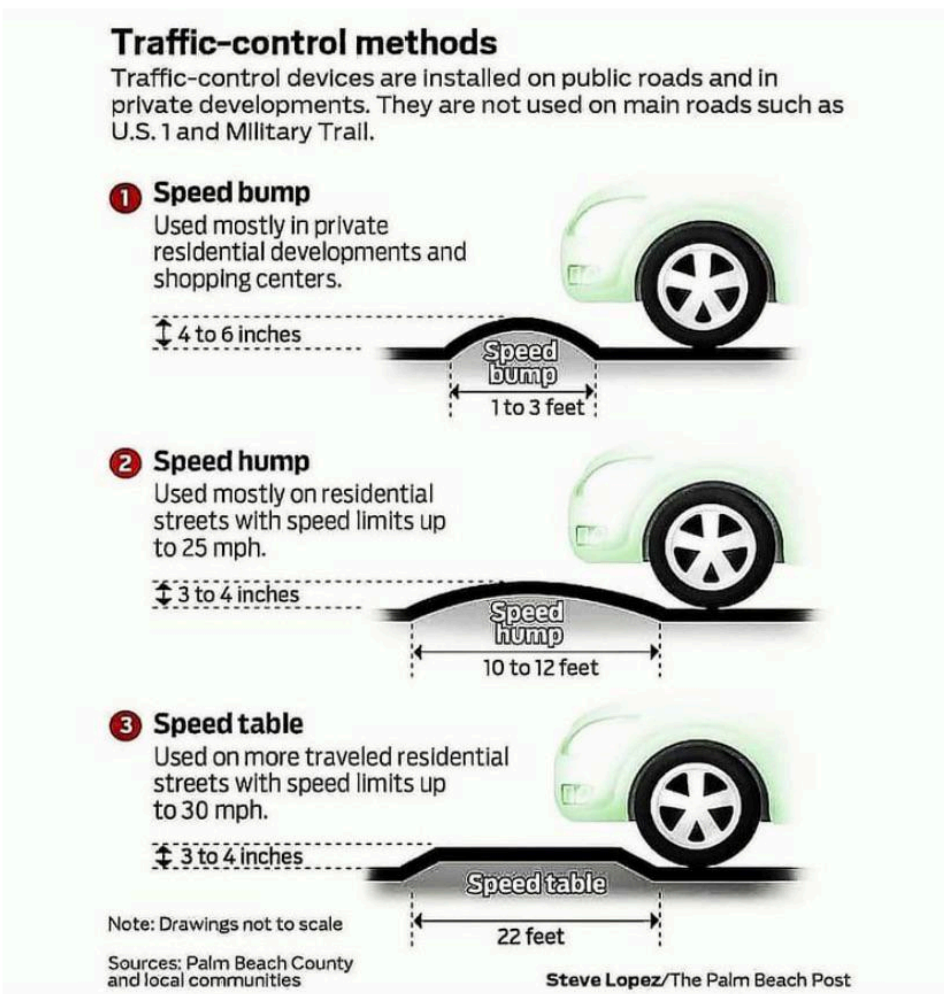
**FISCAL SUMMARY:**

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

**STATUTORY REFERENCE:**

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

**BACKGROUND/ANALYSIS:**



1. **Striping** to narrow the travel lanes was done on N. Lake Drive in Shorewood and Whitefish Bay, thereby confining travel to a single lane and significantly reducing travel speeds. Striping a narrower travel lane has also been implemented on N. Morris Boulevard and N. Oakland Avenue in Shorewood with positive results in traffic calming. In Glendale, a similar striping plan has been implemented on Bender Road between Port Washington Rd. and Green Bay Ave. and similar speed reductions were achieved.

   Cost Impact: We would anticipate $2 per foot of street to be striped. The location and the nature of striping would be based on the location of speed control needed. No engineering or professional fees would be needed for this implementation.

2. In some situations, **curb bump-outs** have been used to constrain the motorists as they enter an intersection and create an environment that leads to reduced speeds. Bump-outs are currently in place throughout Bayshore, as well as the newly reconstructed N. Lydell Avenue. Bump-outs have also been done with paint, achieving similar results as was the case on N. Morris Boulevard in Shorewood. Curb bump-outs also reduce the distance for street crossings for pedestrians, thereby increasing pedestrian safety.

   Cost Impact: We would anticipate $135 per foot of curb replaced and potentially the addition of minimal sidewalk extensions to the new curb wuld be involved. Total cost estimate would be developed based on the desired location. Minimal engineering is anticipated and adding these elements to the annual roadway rehabilitation program would mean that no additional design or engineering fees would be incurred for this implementation.

3. **Speed tables** are gentler versions of speed bumps -they are permanent. As opposed to speed humps, speed tables are longer (in the direction of travel) and require the reconstruction of approximately 40-50 feet of the street to create a raised platform about 6 inches higher than the street – the platform is a car length or so long. It creates both a physical and visual barrier to the motorist. You can plow through them etc.

   Cost Impact: We would anticipate $16,500 per speed table. The number of installations and locations would be determined through engineering analysis. Minimal engineering is anticipated and adding these elements to the annual roadway rehabilitation program would mean that no additional design or engineering fees would be incurred for this implementation.

4. **Speed Humps** are somewhere between speed tables and speed bumps. They rise and fall relatively quickly, taking up about 15 foot of pavement, 7 feet to rise and 7 feet to fall from a peak of about 5 or 6 inches. They are gentle bumps and permanent. They come up on you pretty fast, so lots of signage needed for people not to bottom out on their first time through!

   Cost Impact: We would anticipate $5,000 per speed hump. The number of installations and locations would be determined through engineering analysis. Minimal engineering is anticipated and adding these elements to the annual roadway rehabilitation program would mean that no additional design or engineering fees would be incurred for this implementation.

5. **Mini Roundabouts** are 15 to 25 feet in diameter and are generally placed in the center of intersections where space allows for safe travel around the mini roundabout. Landscaping or other ornamental features can be installed at the center, though we must accept that traffic safety warnings will need to be the main feature of the visual impact of these facilities.


Cost Impact: We would anticipate that each mini roundabout would cost between $25,000 to $40,000 depending size and landscaping selections. With engineering and construction inspection costs, we would estimate that $55,000 is a reasonable budget per mini roundabout in Glendale.

## RECOMMENDATION:

**Recommended areas of concern for additional street striping:**

- Range Line Road from Good Hope Road to Mill Road.
- Green Tree Rd. from Green Bay Ave. to Range Line Rd.
- Glendale Ave from Port Washington Road to Termini.
- Milwaukee River Parkway from Silver Spring to Bender Rd.

**Recommended areas of concern for speed humps:**

- Glendale Ave. between Elm Tree & River Park
- Marne between Port Washington & Lydell
- Mill Road – east of Glen Hills Middle School
- Lydell Ave. north of Olive – to help discourage street racers
- Range Line Rd.  between Good Hope & Green Tree
- Green Tree Rd. between Range Line & Crestwood

**Recommended intersections for mini-roundabout:**

- Milwaukee River Pkwy & Bender Rd.
- Green Tree Rd. and Range Line Rd.

**ACTION REQUESTED:**

For informational and discussion purposes.

Glendale
RICH PAST.
BRIGHT FUTURE.

5909 North Milwaukee River Parkway
Glendale, WI 53209

**SUBJECT:** Review and Discussion on Police Organizational Study Report from Matrix Consulting Group.

**FROM:** Rachel Safstrom, City Administrator

**MEETING DATE:** August 9, 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.

In February, the Council authorized a contract with Matrix Consulting Group. Staff has been working with the Consultant on documentation, community input, and interviews over the past few months.

**RECOMMENDATION:**
Attached is the report from Matrix Consulting Group. The summary of recommendations begins on page 2. The overall document explains the philosophy on the recommendations including supporting data.

This is most likely a conversation over a few Council meetings on how to proceed. The Consultant will be at the meeting for questions.

**ACTION REQUESTED:**
For discussion purposes only.

**ATTACHMENTS:**
1. Police Department Organizational Study

# Police Department Organizational Study

## GLENDALE, WISCONSIN

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matrix consulting group

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# 1. Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Glendale to conduct a Police Department Staffing and Operations Study, and this final report provides the analysis and findings of that effort.

## (1) Background and Scope of the Study

This study was commissioned at the beginning of 2021 to provide an independent and objective assessment of the Police Department's staffing needs based on the work that staff in each police function was handling at appropriate levels of service and management. Additionally, the study was to include a review of some key operational areas.

The scope of the study was comprehensive, with a focus on each function within the Glendale Police Department. The objectives of the study are as follows:

- **Current operations and services** for all functions within the Police Department, including analysis of workloads, service levels, staffing, scheduling, and deployment.
- **Comparison of current services and service levels** to best practices and to other North Shore communities to identify areas of improvement needed to achieve efficiencies.
- **Analysis of current staffing needs** for all functions to handle law enforcement workloads in the City based on a factual assessment of operations.
- **Operations management**, examining current management techniques, and identify opportunities for improvement based on best practices in policing including issues associated with policies, training and accountability.

In summary, this study is designed to ensure that the Glendale Police Department has appropriate and justifiable staffing levels at this time of crisis.

## (2) Methodology Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **Interviews** with the leadership, other managers, and unit supervisors and many staff throughout the Police Department. Interviews with line and supervisory patrol staff were conducted onsite. We also interviewed the Mayor and members of the Common Council and Police Commission.

- **Data Collection** across a every service area in order to enable extensive and objective analysis.

- **Community Input** was sought through an online meeting and through an online survey.

- **Comparative Assessment** was obtained through a survey of the other North Shore police departments.

- **Iterative and Interactive Process** in which the project team first understood the current organization and service delivery system, identified issues, and assessed current staffing needs. Throughout the process, findings and interim deliverables were reviewed with the department and with City management.

The final report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, deployment, and other relevant issues.

### (3) Summary of Recommendations

The following table provide a comprehensive list of the recommendations made in the report:

| **Field Services Bureau** |
| --- |
| Reassign 2 officers from patrol functions, resulting in a new total of 21 officers assigned to patrol, down from the 23 FTEs currently authorized to maintain the extraordinarily high patrol service levels while balancing staff among other priorities. |
| One of the police officers reduced from core patrol should be allocated to the currently vacant Community Outreach officer position. |
| Create a flexibly assigned team with one of the reassigned officers upon reaching full staffing. Their function would be to address a wide range of community issues, including commercial area enforcement, hotels, traffic, etc. They would report to the early shift sergeant. |
| Convert one existing detective position to a detective sergeant. This would require a collective bargaining change. |

| |
|---|
| **Support Services Bureau** |
| Address the job description issue relating to 'jailer' duties by eliminating these responsibilities from the document. |
| Make the Executive Assistant the supervisor over records / desk clerks. |
| Maintain current staffing of 1 court officer. |
| Train a backup person to cover absences of the court officer. This could be the detective sergeant position recommended. |
| Maintain current staffing of 1 School Resources Officer |
| Fill the community outreach officer position from patrol, as described in the Field Services section of the report. |
| Distribute some of duties from the community outreach officer to patrol officers to broaden the Department's contacts in the community and to help all officers become aware and sensitive to diversity. |
| **Operational Review - Policies** |
| Assign the development of policy and strategic plan for developing diversity, equity and inclusivity to the Support Services Captain. |
| The Glendale Police Department should share data and statistics with the community regarding training, policy, data, and policing outcomes. |
| **Operational Review – Complaint Process** |
| The Glendale Police Department should accept and document all initial inquiries regarding police service. If the inquiry can be mitigated and not rise to a formal complaint the process should still be documented and kept with the other Internal Affairs data. |
| The Glendale Police Department should provide to the public an annual report capturing complaint and investigation data as a means transparency with the citizens. |
| **Operational Review – Training** |
| Continue emphasis in the training annual training plan of de-escalation, and increase training on procedural justice, cultural competency, implicit bias, or other similar training. |
| **Operational Review – Technology and Equipment** |
| Explore adding detective case management software to the existing RMS software, if possible, or improve current case tracking with another software solution. |

| |
|---|
| **Operational Review - Fleet** |
| Increase the patrol vehicle replacement plan from a 3 year rotation to a 4 year rotation. This would bring estimated cost savings of about $38,000 per year. |
| Add 1 patrol vehicle to the fleet for a total of 11 vehicles assigned to patrol. The full cost of a new vehicle is $46,500. |
| **Organization of the Department** |
| The City and Police Department should consider short term and long range organizational changes to reduce the number of mid managers yet increasing supervision to non-patrol functions and broadening administrative support. |
| The role of the Police Commission should be broadened to include the review of policies in an advisory capacity. |
| The Police Commission needs additional support for their important roles for the Department. This should take the form of additional initial orientation and training, as well as refresher training. Members should participate in a citizens’ police academy. |

# 2. Field Services Bureau

Field services bureau consists of patrol and investigations. The bureau is led by a Captain and is supported by three patrol lieutenants. The captains and the lieutenants have significant collateral responsibilities of training, complaint investigations and administrative support functions.

## 1. Patrol Workload Analysis

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

### (1) CAD Analysis Methodology

Our project team has calculated the community-generated workload of the Police Department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2019. Data from 2020 was not used for this analysis given the impacts of the COVID-19 pandemic, the effects of which on police workload are likely to be temporary.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.
- The incident must have been first created in calendar year 2019.
- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by GPD patrol units.

### (2) Calls for Service by Hour and Weekday

The following tables display the total number of calls for service handled by patrol units by each hour and day of the week:

**Calls for Service by Hour and Weekday**

| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Total |
|---|---|---|---|---|---|---|---|---|
| 12a | 44 | 25 | 23 | 25 | 33 | 25 | 38 | 213 |
| 1am | 34 | 29 | 26 | 18 | 30 | 33 | 32 | 202 |
| 2am | 31 | 24 | 24 | 18 | 28 | 29 | 32 | 186 |
| 3am | 21 | 17 | 17 | 19 | 20 | 19 | 24 | 137 |
| 4am | 28 | 18 | 18 | 17 | 15 | 14 | 16 | 126 |
| 5am | 12 | 12 | 13 | 20 | 12 | 17 | 19 | 105 |
| 6am | 10 | 28 | 29 | 18 | 29 | 32 | 29 | 175 |
| 7am | 21 | 41 | 46 | 52 | 37 | 50 | 23 | 270 |
| 8am | 43 | 64 | 53 | 66 | 56 | 64 | 52 | 398 |
| 9am | 29 | 66 | 76 | 78 | 57 | 63 | 39 | 408 |
| 10am | 56 | 68 | 62 | 74 | 63 | 73 | 64 | 460 |
| 11am | 56 | 87 | 97 | 77 | 98 | 81 | 65 | 561 |
| 12pm | 59 | 103 | 99 | 93 | 71 | 82 | 76 | 583 |
| 1pm | 69 | 99 | 96 | 89 | 84 | 111 | 64 | 612 |
| 2pm | 59 | 93 | 81 | 74 | 98 | 94 | 78 | 577 |
| 3pm | 70 | 91 | 94 | 99 | 123 | 97 | 72 | 646 |
| 4pm | 61 | 93 | 110 | 78 | 86 | 91 | 72 | 591 |
| 5pm | 61 | 98 | 77 | 75 | 97 | 76 | 64 | 548 |
| 6pm | 58 | 58 | 81 | 73 | 79 | 69 | 72 | 490 |
| 7pm | 47 | 60 | 68 | 63 | 59 | 80 | 72 | 449 |
| 8pm | 49 | 47 | 51 | 51 | 49 | 60 | 62 | 369 |
| 9pm | 45 | 54 | 48 | 48 | 76 | 51 | 49 | 371 |
| 10pm | 36 | 31 | 44 | 46 | 40 | 42 | 45 | 284 |
| 11pm | 30 | 38 | 34 | 28 | 35 | 42 | 52 | 259 |
| Total | 1,029 | 1,344 | 1,367 | 1,299 | 1,375 | 1,395 | 1,211 | 9,020 |

Call activity forms a plateau of increased activity from around 11:00AM in the morning to 6:00 PM in the evening on every weekday, with calls tapering off gradually within around four hours on either side of that range.

## (3) Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

**Calls for Service by Month**

| Month | # of CFS | Seasonal +/- |
|---|---|---|
| Jan | 700 | |
| Feb | 726 | -3.9% |
| Mar | 741 | |
| Apr | 746 | |
| May | 787 | +3.7% |
| Jun | 806 | |
| Jul | 879 | |
| Aug | 782 | +6.4% |
| Sep | 739 | |
| Oct | 727 | |
| Nov | 704 | -6.3% |
| Dec | 683 | |
| Total | 9,020 | |

Seasonal variation is moderate, with summer months featuring approximately 6.4% more calls over the average, or about 100 more calls than in the winter months.

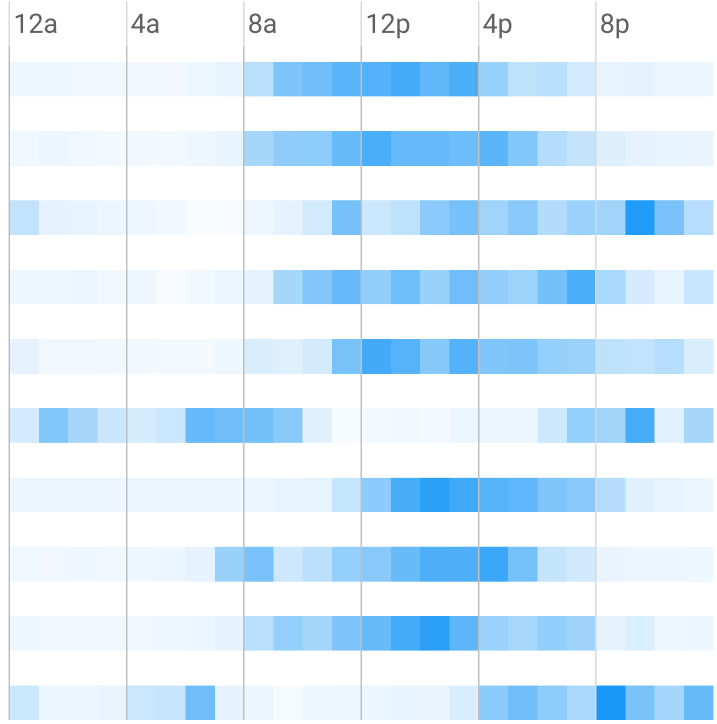
### (4) Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)[1] for each:

[1] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

### Most Common Call for Service Categories

| Incident Type | # CFS | HT |
|---|---|---|
| **911 Hang up/error** | 1,120 | 12.4 |
| **Request for Police** | 661 | 27.2 |
| **Susp Activity** | 565 | 20.6 |
| **Welfare Check** | 561 | 32.3 |
| **Disorderly Conduct** | 503 | 31.8 |
| **Burglar Alarm** | 483 | 10.8 |
| **Retail Theft** | 481 | 42.4 |
| **Accident - PDO** | 450 | 28.9 |
| **Theft Complaint** | 296 | 32.7 |
| **Prisoner Transport** | 275 | 83.1 |
| All Other Types | 3,625 | 30.7 |
| Total | 9,020 | 28.8 |




911 Hang Up incidents are the most common, representing about 12.4% of all calls followed by "request for police" service, which is a more generalized category, accounts for approximately 7.3% of all calls for service).

## 2. Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine process used by the project team to determine the patrol resource needs of the Glendale Police Department based on current workloads, staff availability, and service level objectives.

### (1) Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

*i.* The number of community-generated workload hours handled by patrol.

*ii.* The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).

*iii.* The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \text{\% Proactivity}$$

**The result of this equation is the overall level of proactivity in patrol**, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual police department vary based on a number of factors, including:
  - Other resources the police department has to proactively engage with the community and address issues, such as a dedicated proactive unit.
  - Community expectations and ability to support a certain level of service.

– Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.

- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, given the large response area to cover, GPD should generally target an overall proactivity level of at least 50% as an effective benchmark of patrol coverage for both the unincorporated areas and contract service areas. While the staffing for the latter of these categories is set via contract, and thus able to be adjusted as easily, the results of this analysis can serve as a barometer for future contract discussions and service level reports.

### (2) Patrol Unit Net Availability

While the staffing levels provided in the descriptive profile provide the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that officers are scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from GPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

**Work Hours Per Year**

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

*Base number:* **2,080 scheduled work hours per year**

**Total Leave Hours** (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*Calculated from GPD data:* **286 hours of leave per year.**

**On-Duty Court Time** (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

*Estimated:* **20 hours of on-duty court time per year.**

**On-Duty Training Time** (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

This figure has been calculated from GPD data using training records and tabulated based on the officers that are assigned specifically to patrol duties.

*Calculated from GPD data:* **91 hours of on-duty training time per year.**

### Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

*Estimated:* **317 hours of administrative time per year.**

### Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

*Calculated by subtracting the previously listed factors from the base number:*
**1,367 net available hours per officer**

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

**Breakdown of Unit Availability**

| | | |
|---|---|---|
| Base Annual Work Hours | | 2,080 |
| Total Leave Hours | – | 286 |
| On-Duty Training Hours | – | 91 |
| On-Duty Court Time Hours | – | 20 |
| Administrative Hours | – | 317 |
| Net Available Hours Per Officer | = | 1,367 |
| *Number of Officer Positions* | × | *23* |
| Total Net Available Hours | = | 31,433 |

Overall, officers combine for 31,433 net available hours per year, representing the total time in which they are on duty and able to respond to community-generated incidents and be proactive.

### (3) Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the police department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

**Number of Community-Generated Calls for Service**

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

*Calculated from GPD data:* **9,020 community-generated calls for service.**

**Primary Unit Handling Time** (multiplied by the number of calls)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

At an average of 28.8 minutes of primary unit handling time per call for service, GPD is slightly below the norm.

*Calculated from GPD data:* **28.8 minutes of handling time per call for service.**

### Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

*Calculated from GPD data:* **0.75 backup units per call for service.**

### **Backup Unit Handling Time** (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

*Calculated from GPD data:* **21.6 minutes of handling time per backup unit.**

### Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

*From GPD data:* **0.32 reports written per call for service.**

**Report Writing Time** (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

*Estimated:* **45 minutes per report written.**

**Total Workload Per Call for Service**

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time.

*Calculated from previously listed factors:* **59.6 total minutes of workload per call for service.**

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

**Summary of Call for Service Workload Factors**

| | | |
|---|---|---|
| Total Calls for Service | 9,020 | 48% |
| Avg. Primary Unit Handling Time | 28.8 min. | |
| Backup Units Per CFS | 0.75 | 27% |
| Avg. Backup Unit Handling Time | 21.6 min. | |
| Reports Written Per CFS | 0.32 | 24% |
| Time Per Report | 45.0 min. | |
| Avg. Workload Per Call | 59.6 min. | |
| **Total Workload** | **8,963 hrs.** | |

Overall, each call represents an average workload of 596 minutes. This includes all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

### (4) Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

**Calculation of Overall Patrol Proactive (Uncommitted) Time**

| | | |
|---|---|---|
| Total Patrol Net Available Hours | | 31,433 |
| Total Patrol Workload Hours | – | 8,963 |
| Resulting # of Uncommitted Hours | = | 22,470 |
| Divided by Total Net Available Hours | ÷ | 31,433 |
| Overall Proactive Time Level | = | 71.5% |

At 71.5% overall proactivity, GPD has the capacity to provide extraordinary levels of patrol service in response to community-generated calls for service, while still retaining extraordinary levels of time available to be proactive.

The following charts show this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week by service area:

Proactive Time by Hour and Weekday

| | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Overall |
|---|---|---|---|---|---|---|---|---|
| 2am–6am | 75% | 87% | 91% | 84% | 88% | 87% | 84% | **85%** |
| 6am–10am | 86% | 73% | 75% | 72% | 77% | 73% | 81% | **77%** |
| 10am–2pm | 70% | 56% | 50% | 54% | 58% | 54% | 67% | **58%** |
| 2pm–6pm | 71% | 50% | 57% | 62% | 41% | 59% | 65% | **59%** |
| 6pm–10pm | 73% | 72% | 69% | 70% | 65% | 67% | 66% | **69%** |
| 10pm–2am | 83% | 86% | 83% | 87% | 85% | 79% | 78% | **83%** |
| Overall | 77% | 70% | 71% | 71% | 69% | 70% | 74% | **71%** |

Proactive time levels are excellent throughout all hours of the day, consistent across weekdays and weekend days. There are no times during the day when there are inadequate resources (on average) to respond to calls for service to perform proactive patrol or community engagement.  At no point does proactive time drop below 40%, staying above. 70% at most times, with midday hours generally in 50% range.

### 3. Officer Self-Initiated Activities

The analysis to this point has focused exclusively on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity *are* nonetheless recorded, such as traffic stops, predictive policing efforts, and follow-up investigations.

### (1) Self-Initiated by Hour

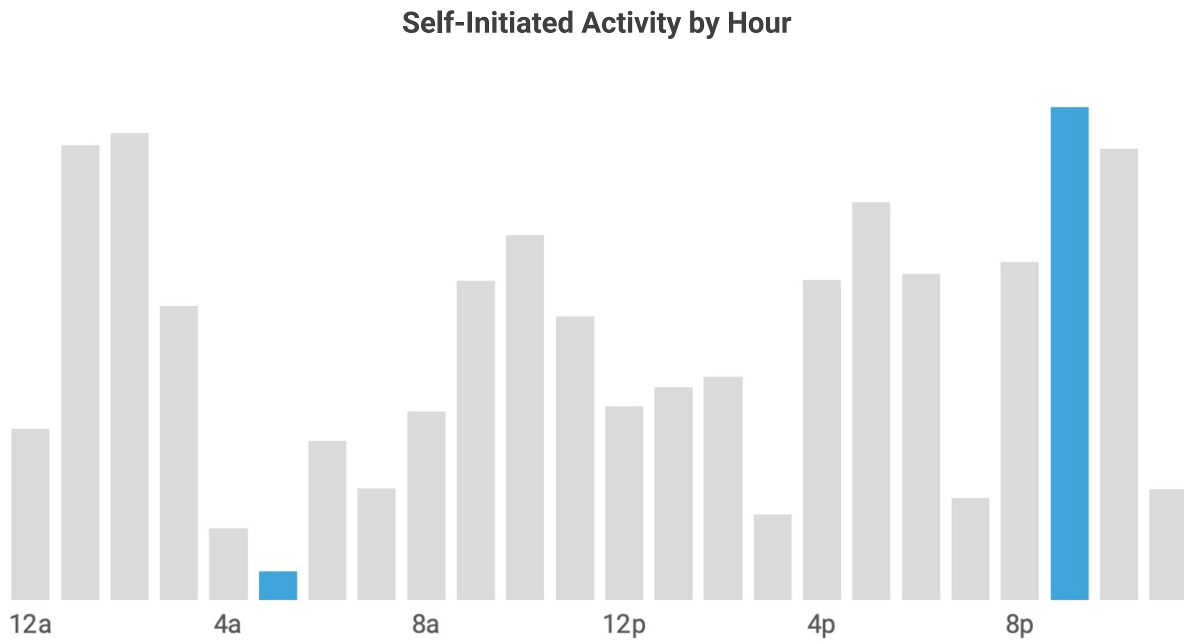
The following table shows how self-initiated incidents vary by time of day and day of week:

Self-Initiated Activity by Hour and Day

| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Total |
|---|---|---|---|---|---|---|---|---|
| 12am | 30 | 19 | 37 | 27 | 18 | 32 | 40 | 203 |
| 1am | 72 | 62 | 96 | 72 | 70 | 95 | 72 | 539 |
| 2am | 77 | 70 | 82 | 59 | 85 | 96 | 85 | 554 |
| 3am | 51 | 46 | 43 | 48 | 45 | 65 | 51 | 349 |
| 4am | 16 | 9 | 18 | 10 | 10 | 12 | 10 | 85 |
| 5am | 5 | 5 | 7 | 2 | 3 | 7 | 5 | 34 |
| 6am | 14 | 25 | 41 | 33 | 36 | 28 | 11 | 188 |
| 7am | 4 | 20 | 25 | 27 | 27 | 13 | 16 | 132 |
| 8am | 14 | 44 | 41 | 36 | 35 | 35 | 18 | 223 |
| 9am | 28 | 65 | 59 | 72 | 63 | 51 | 40 | 378 |
| 10am | 34 | 61 | 96 | 78 | 51 | 58 | 55 | 433 |
| 11am | 42 | 46 | 56 | 49 | 44 | 55 | 44 | 336 |
| 12pm | 23 | 43 | 39 | 29 | 36 | 39 | 21 | 230 |
| 1pm | 32 | 34 | 41 | 38 | 39 | 47 | 21 | 252 |
| 2pm | 32 | 29 | 39 | 29 | 50 | 49 | 36 | 264 |
| 3pm | 12 | 18 | 12 | 13 | 16 | 14 | 16 | 101 |
| 4pm | 65 | 53 | 47 | 47 | 44 | 54 | 69 | 379 |
| 5pm | 75 | 56 | 61 | 81 | 54 | 62 | 83 | 472 |
| 6pm | 55 | 61 | 48 | 55 | 53 | 56 | 58 | 386 |
| 7pm | 14 | 11 | 19 | 19 | 30 | 24 | 4 | 121 |
| 8pm | 54 | 49 | 51 | 51 | 51 | 69 | 76 | 401 |
| 9pm | 78 | 55 | 72 | 50 | 67 | 135 | 127 | 584 |
| 10pm | 58 | 69 | 78 | 42 | 84 | 124 | 80 | 535 |
| 11pm | 12 | 12 | 12 | 17 | 24 | 36 | 18 | 131 |
| Total | 897 | 962 | 1,120 | 984 | 1,035 | 1,256 | 1,056 | 7,310 |

Self-initiated activity is conducted somewhat sporadically throughout the day, with clusters of very high activity followed by periods of lower self-initiated activity levels. Shift change hours display this trend clearly, with a marked decrease in self-initiated activity occurring during those times. It should be noted, however, that not all officer initiated activities are recorded, many incidental activities or contacts are not recorded in the CAD/RMS system.

The following graph displays self-initiated activity by hour:



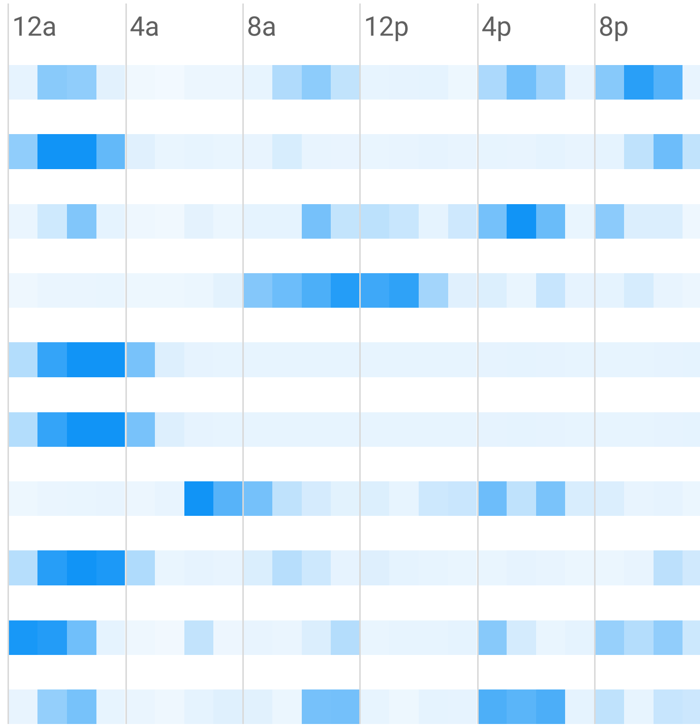

As can be seen on the proceeding graph, self-initiated activity occurs at varying levels throughout the day, concentrated around the middle of each shift. 9:00PM is the busiest hour, along with the 1:00AM to 4:00AM period, during which the activity is mostly comprised of open door checks and special assignments, among other categories.

### (2) Most Common Types of Self-Initiated Incidents

The following table examines this further by providing a breakdown of the most common types of self-initiated activity, as well as the times of day in which each is most likely to occur, as indicated by darker blue shading:

**Most Common Incident Types for Self-Initiated Activity**

| Incident Type | # CFS | HT |
|---|---|---|
| **Traffic Stop** | 5,034 | 11.7 |
| **Subject Stop for FI** | 524 | 19.7 |
| **Disabled Vehicle** | 273 | 9.2 |
| **Request for Police** | 216 | 29.1 |
| **Open Door** | 150 | 1.6 |
| **Special Assignment** | 138 | 107.7 |
| **Suspicious Activity** | 118 | 18.2 |
| **Assist Other Agency** | 107 | 20.7 |
| **Conveyance** | 81 | 18.8 |
| **Parking Complaint** | 51 | 7.2 |
| All Other Types | 618 | 31.0 |
| Total | 7,310 | 16.2 |




Traffic stops accounts of 69% of all self-initiated activity, mainly occurring in bursts during the late morning, early evening, and early nighttime hours. Activity during daytime hours is highly varied, whereas certain types of activity, such as special assignments, are predominantly conducted at night.

## 4. Patrol Utilization and Staffing

The following sections tie together the analysis of workload and utilization of proactive time to assess current staffing levels.

### (1) Total Utilization of Available Time

To examine how proactive time is used, the project team analyzed the total hours spent on either community-generated calls for service or self-initiated activity recorded in CAD, including primary and backup units' handling time, as well as additional report writing time factors. This total was then divided by the total net available hours staffed by patrol to produce a % total utilization figure – representing how much of time is spent between both call for service response and self-initiated activity.

The following chart shows the results of these calculations:

**Percentage of Time Utilized on CFS Response and SI Activity**

| | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Overall |
|---|---|---|---|---|---|---|---|---|
| 2am–6am | 37% | 23% | 16% | 23% | 18% | 25% | 25% | **24%** |
| 6am–10am | 17% | 38% | 36% | 38% | 35% | 37% | 23% | **31%** |
| 10am–2pm | 35% | 57% | 62% | 60% | 54% | 58% | 42% | **53%** |
| 2pm–6pm | 36% | 60% | 52% | 49% | 70% | 51% | 44% | **50%** |
| 6pm–10pm | 37% | 36% | 40% | 38% | 48% | 49% | 46% | **42%** |
| 10pm–2am | 22% | 22% | 21% | 22% | 23% | 35% | 30% | **27%** |
| Overall | 31% | 40% | 39% | 38% | 42% | 42% | 35% | **38%** |

It should be expected that total utilization will drop during the nighttime hours, as there are fewer opportunities to use uncommitted time proactively. As a result, even though officers are generating activity at around the same rate as during the daytime, total utilization drops as there is less workload to occupy available time. In other words, the analysis suggests that GPD patrol units have so much available time to be proactive that there are not enough uses for it.

As a result, it can be concluded that patrol staffing is at a point such that adding more officers would likely not increase self-initiated activity nor patrol response time. Moreover, decreasing patrol staffing or reassigning officers to specialized assignments would also not likely decrease self-initiated activity beyond a marginal amount. Even with a couple fewer officers assigned to patrol, total utilization would remain below 70% at virtually all times of the day.

### (2) Choices Regarding Patrol Staffing and Service Levels

Whereas total utilization demonstrates how proactive time is used to generate activity, The overall patrol proactivity level should function as a barometer of potential resource capacity to handle workloads and be proactive, and different levels have varying implications for the effectiveness of an agency in being proactive at addressing public safety issues and engaging with the community. These considerations can be summarized as follows:

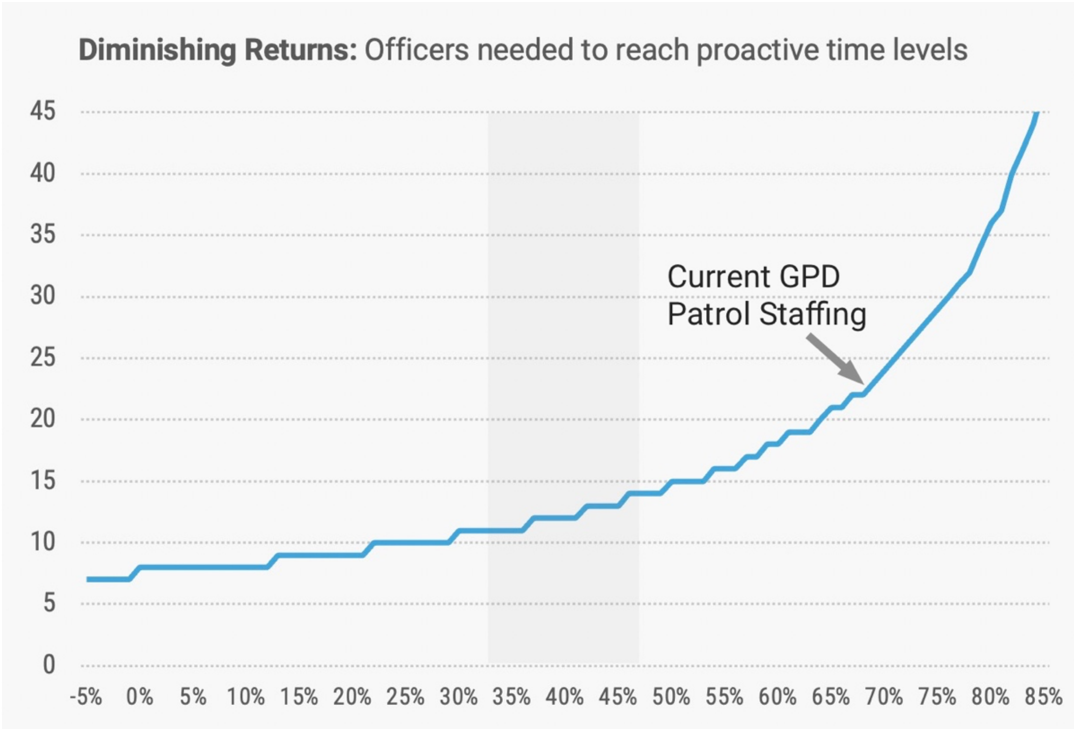
- In agencies that are severely understaffed in patrol functions, and consequently have very little proactive time (*under 35% overall*), calls will frequently be held in queues as resources cannot handle the incoming workload. Proactivity also falls behind, as officers in such agencies would have little to no time to be proactive. When gaps do occur, the high rate of workload relative to available time can have a limiting factor on self-initiated generation, as officers avoid being tied up on a proactive activity such as a traffic stop in case priority calls for service occur.

- As proactivity increases (*around 35-45% overall*), the generation of self-initiated activity rapidly increases, as officers are able to deal with already-identified opportunities to proactively address issues in the community, some of which are prioritized and project-oriented engagements.

- Beyond those levels (*at least 45-50% overall*), depending on scheduling and deployment efficiency), the time available for proactive policing increases further, and opportunities to engage in self-initiated activity expand. However, the number of priority needs for self-initiated activity (e.g., addressing narcotics activity) also decrease. Despite this, no limitations exist on the time that can be spent on activities such as saturation/directed patrols and community engagement activities.

The findings from this analysis are particularly notable given that as the proactivity level increases, the number of officers needed to raise it further grows exponentially. Whereas at low proactivity levels, adding several more officers would have a significant effect on overall proactivity, doing so at high proactivity levels (>60%) would have very little effect if the proactivity level was around 60 or 60%.

The following chart provides a visualization of this issue, showing the diminishing returns of adding additional officers on patrol proactivity and service levels:




Cleary, current GPD staffing is at a point where future gains in proactive time available require increasingly higher resource additions to be able to achieve. This, when viewed alongside the total utilization chart, further demonstrate that additional resources would not improve service levels or proactiveness of patrol officers, given that current utilization of proactive time is already in the 50% range during daytime hours

If two patrol officer FTEs were reassigned from patrol to other functions, patrol utilization (time spent on *either* community-generated calls for service or self-initiated activity), would remain below 70% largely. This assumes that 1 officer is taken from each shift (including the 1 currently vacant position), bringing total patrol staffing to 21 officer FTEs instead of the current 24 positions.

The following chart shows what effect two fewer patrol officers would have on total utilization:

**Percentage of Time Utilized on CFS Response and SI Activity** – *If 2 Fewer Officers Assigned*

| | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Overall |
|---|---|---|---|---|---|---|---|---|
| 2am–6am | 37% | 23% | 16% | 23% | 18% | 25% | 25% | **24%** |
| 6am–10am | 19% | 42% | 39% | 43% | 39% | 40% | 26% | **34%** |
| 10am–2pm | 40% | 65% | 71% | 68% | 62% | 66% | 48% | **60%** |
| 2pm–6pm | 41% | 69% | 59% | 56% | 80% | 59% | 51% | **57%** |
| 6pm–10pm | 42% | 41% | 46% | 44% | 55% | 56% | 53% | **48%** |
| 10pm–2am | 25% | 25% | 23% | 25% | 26% | 39% | 33% | **28%** |
| Overall | 34% | 44% | 43% | 42% | 46% | 46% | 38% | **42%** |

Under this scenario with two fewer officers, patrol proactive time levels would decrease negligibly – from approximately 71.5% to 68.8% – with the service levels experienced by the community remaining extraordinarily high, without impacts on response times. With 21 officers assigned, GPD will still be able to consistently meet minimums staffing levels on each shift, provided that vacancies are addressed. To prevent overtime usage, the flexibly deployed officer can backfill shifts and function as a patrol officer. Because the position would report to a patrol sergeant, doing so would not complicate organizational reporting relationships.

**Recommendations:**

**Reassign 2 officers from patrol functions, resulting in a new total of 21 officers assigned to patrol, down from the 23 FTEs currently authorized to maintain the extraordinarily high patrol service levels while balancing staff among other priorities.**

**One of the patrol positions should be allocated to the currently vacant community outreach position.**

**Create a flexibly assigned team with one of the reassigned officers upon reaching full staffing. Their function would be to address a wide range of community issues, including commercial area enforcement, hotels, traffic, etc. They would report to the early shift sergeant.**

## 5. Investigations

Investigations Division consists of 4 detectives who are assigned cases as generalists, though some detectives may be assigned specific cases based on their particular skill set. Investigations is led by a Captain who oversees other department operations as well. Investigations conducts follow-up on cases reported to patrol, conducts crime scene processing, and performs other operations in support of the Police Department.

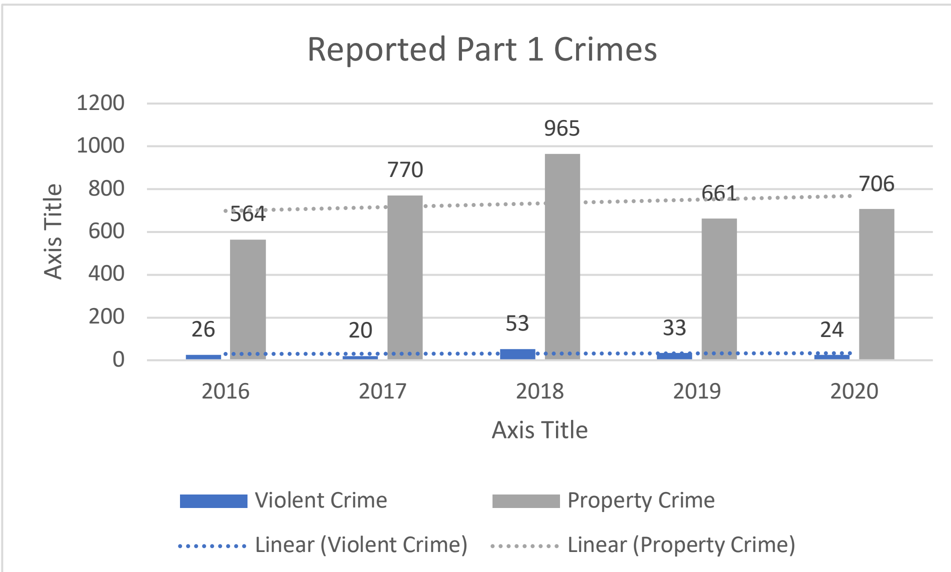
In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for purposes of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 are the most serious types of violent and property crime. Part 1 crime includes: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. Part 2 crimes includes: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., etc. The following table shows the UCR reported Part 1 crime for the last 5 years (most recent data available).

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---|---|---|---|---|
| **Violent Crime** | **26** | **20** | **53** | **33** | **24** |
| Criminal Homicide | 1 | 1 | 1 | 1 | 1 |
| Rape | 2 | 2 | 7 | 2 | 1 |
| Robbery | 21 | 8 | 20 | 10 | 13 |
| Aggravated Assault | 2 | 9 | 25 | 20 | 9 |
| | | | | | |
| **Property Crime** | **564** | **770** | **965** | **661** | **706** |
| Burglary | 7 | 49 | 41 | 22 | 17 |
| Larceny-Theft | 549 | 679 | 844 | 596 | 619 |
| Motor Vehicle Theft | 8 | 42 | 80 | 42 | 66 |
| Arson | 2 | 0 | 0 | 1 | 4 |
| Property crime | 564 | 770 | 965 | 661 | 706 |
| | | | | | |
| Burglary | 7 | 49 | 41 | 22 | 17 |
| Larceny-Theft | 549 | 679 | 844 | 596 | 619 |
| Motor Vehicle Theft | 8 | 42 | 80 | 42 | 66 |
| Arson | 2 | 0 | 0 | 1 | 4 |

| | |
|---|---|
| **Violent Crime** | **-7.7%** |
| **Property Crime** | **+25%** |

As can be seen by the preceding chart, violent crime has decreased, and property crime has increased over the last five years. Violent crime is down 7.7% and property crime is up 25% over the last five years. The following chart displays the same information graphically:

**Reported Part 1 Crime**




As the chart demonstrates property crime has increased and violent crime has decreased over the last five years.

### (1) Caseload Data

GPD provided the project team with an Access database that is used for tracking investigative caseloads. However, there were several issues with the caseload data provided. The database indicated that that there were 805 cases assigned, but interviews indicated that several of the cases "assigned" were not all actual investigative cases, but included cases where detectives only assisted which could include taking pictures at vehicle crash. Case dispositions did not indicate whether case had been" cleared" or solved or if the case was simply a completed assignment or assist. Interviews indicated that there is inconsistent use of the term cleared or completed (i.e., a case could be cleared, but the database may indicate completed and vis a versa). In reviewing the database, we found that the following clearance data:

**2019 Detective Caseload**

| | |
|---|---|
| Cleared | 59 |
| Complete | 1 |
| Completed | 735 |
| Inactive | 7 |
| Open | 3 |
| (blank) | |
| **TOTAL** | **805** |

As the table above indicates 735 cases were noted as completed while only 59 indicated they were cleared.

### (2) Alternative Caseload Analysis Approach

To conduct an analysis of investigative workloads 2019 caseload data was used. However, there were significant issues with the caseload data provided so an alternative method was used. The following sections evaluate the caseload data for each of the investigative units. Due to significant caseload data issues, in which specifically assigned cases are not differentiated from cases where a detective may have only assisted on a case, a hybrid case analysis approach was used. Additionally, as currently utilized, detectives use a team approach on most major cases. This also impacts case utilization approaches.

### (3) Calculation of Detective Net Availability

Before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as hours dedicated to on-duty court or training time, and time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from GPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the field. Net availability for detectives is different from patrol because of court and administrative responsibilities.

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

**Work Hours Per Year**

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

*Base number:* **2,070 scheduled work hours per year**

**Total Leave Hours** (subtracted from total work hours per year)

Includes all types of leave, including injuries and military leave – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

*From GPD Data:* **286 hours of leave per year**

**On-Duty Training Time** (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

*From GPD Data:* **91 hours of on-duty training time per year**

**On-Duty Court Time** (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

*Estimated:* **120 hours of on-duty court time per year**

**Administrative Time** (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff meetings, returning phone calls, emails, and various other activities.

The number is calculated as 90 minutes per shift for shifts worked by officers (i.e., deducting those not worked because of leave, training, etc.).

*Estimated:* **314 hours of administrative time per year**

**Total Net Available Hours**

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

*Calculated by subtracting the previously listed factors from the base number:*
**1,259 net available hours per detective**

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

**Calculation of Detectives Net Availability**

| **Base Annual Work Hours** | | **2,070** |
|---|---|---|
| Total Leave Hours | – | 286 |
| On-Duty Training Hours | – | 91 |
| On-Duty Court Time Hours | – | 120 |
| Administrative Hours | – | 314 |
| **Net Available Hours Per Detective** | = | **1,259** |

Overall, the detective has approximately 1,259 net available hours per year, representing the total time in which they are able to conduct investigations. These hours will be used in the following sections to analyze detective caseloads.

### (4) Caseload Hours

Not all investigative cases require the same number of investigative hours, for example a homicide investigation requires more investigative time (and resources) than a burglary.

To factor for this, Matrix Consulting Group developed several case type investigative caseload work hours. These were developed through dozens of studies and interviews with detective working cases. The following case type caseload workload hours were used:

### (5) Homicide

The following table shows a breakdown of approximate caseload hours for a homicide case or Detective involved shooting:

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| DNA | Evidence to Crime Lab | **4 hours** (Includes submission and report) | 100% |
| Crime Scene Material (Evidence left by suspect) | Evidence to Property Control | **8 hours** (Includes Inspecting and writing report) | 100% |
| Cell Phones | Cell Phone Downloads | **20 hours** (Some phones take much longer) | 100% |
| Video | Review of video recovered from scene and BWC | **20 hours** (To review and write report) | 100% |
| Social Media/Electronic Records/Physical location | Warrants/Subpoenas/Review of Evidence Obtained | **110 hours** (Includes reviewing and report writing) | 100% |
| | Surveillance (Locating suspect) | **10 hours** (Includes report writing) | 100% |
| Postmortem Exam | Autopsy performed by ME (Detectives observe consult) | **6 hours** (Includes Inspecting and writing report) | 100% |
| Witnesses | Witness Interviews (Locating) | **20 hours** (Includes report writing) | 100% |
| Suspect | Suspect Interview | **12 hours** (Longer if lodged -Includes report writing) | 50% |
| | Consult with DA | **10 hours** | 100% |
| Total | | 220 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (These are hours for lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **220.0 hours** allotted per solvable case.

### (6) Person Crimes

Like homicides calculated above, assault cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes. Approximate case hours were developed through numerous interviews with detectives. Approximate hours per case are presented below:

**Approximate Assault Case Hours**

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| DNA | Evidence to Crime Lab | **3 hours** (Includes submission and report) | 5% |
| Crime Scene Material (Evidence left by suspect) | Evidence to Property Control | **2 hours** (Includes Inspecting and writing report) | 5% |
| Cell Phones | Cell Phone Downloads | **3 hours** (Some phones take much longer) | 50% |
| Video | Review of video recovered from scene and BWC | **4 hours** (To review and write report) | 100% |
| Social Media/Electronic Records/physical location | Warrants/Subpoenas | **10 hours** (Includes reviewing and report writing) | 90% |

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| | Surveillance (Locating suspect) | **3 hours** (Includes report writing) | 50% |
| Victim Statement | Victim Interview | **3 hours** (Includes report writing) | 100% |
| Witnesses | Witness Interviews | **2 hours** (Includes report writing) | 40% |
| Suspect | Suspect Interview | **2 hours** (Longer if lodged -Includes report writing) | 40% |
| Total | | 32 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements of an investigation and not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more. Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **20.9 hours**.

### (7) Sex Assault

Sex Assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| DNA | Evidence to Crime Lab | **3 hours** (Includes submission and report) | 30% |
| Crime Scene Material (Evidence left by suspect) | Evidence to Property Control | **2 hours** (Includes Inspecting and writing report) | 50% |
| Cell Phones | Cell Phone Downloads | **3 hours** (Some phones take much longer) | 50% |

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| Video | Review of video recovered from scene and BWC | **2 hours** (To review and write report) | 100% |
| Social Media/Electronic Records/physical location | Warrants/Subpoenas | **10 hours** (Includes reviewing and report writing) | 90% |
| | Surveillance (Locating suspect) | **3 hours** (Includes report writing) | 50% |
| Sex Assault Kit | Sex Assault Exam | **3 hours** (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab) | 90% |
| Victim Statement | Victim Interview | **4 hours** Interviews are recorded (Includes report writing) | 100% |
| Witnesses | Witness Interviews | **2 hours** (Includes report writing) | 50% |
| Suspect | Suspect Interview | **4 hours** (Longer if lodged - Includes report writing) | 40% |
| Total | | 36 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements and not every sex assault case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **25.2 hours** per solvable case.

### (8) Domestic Assault

Domestic violence crimes are unique in that victim and the suspect are known; however, victims may not be fully cooperative with the investigation. The safety of the victim also can be affected unlike many other investigative cases. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up after initial investigation by patrol Detectives.

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| Video/Pictures of injuries | Review of video/pictures taken at the scene and BWC | **3 hours** (To review and write report | 100% |
| Social Media/Electronic Records/physical location | Warrants/Subpoenas/Document review | **4 hours** (Includes reviewing and report writing) | 50% |
| | Surveillance (Locating suspect) | **3 hours** (To review and write report) | 50% |
| Victim Statement | Victim Interview | **3 hours** (Includes report writing) | 50% |
| Witnesses | Witness Interviews | **1 hours** (Includes report writing) | 100% |
| Suspect | Suspect Interview | **2 hours** (Longer if lodged -Includes report writing) | 50% |
| Total | | 16 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements and not every domestic violence case will have the same amount of evidence or interviews conducted. Investigators may also be involved in working with DV advocates or arranging for services for the victim when needed.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **11 hours** per solvable case.

### (9) Burglary / Property Crime

Property crimes are typically much less complex and therefore require less investigative work. They also tend to have much lower solvability rates. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating burglaries/property crimes:

| Common Evidence/ Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| DNA | Evidence to Crime Lab | **1 hour** (Includes submission and report) | 50% |
| Crime Scene Material (Evidence left by suspect) | Phone consult/Evidence to Property Control | **1 hour** (Includes Inspecting and writing report) | 50% |
| Cell Phone | Cell Phone Download | **3 hours** (Includes Inspecting and writing report) | 10% |
| Video/BWC | Review of video recovered from scene and BWC | **3 hours** (To review and write report) | 50% |
| Search Warrant | Writing search warrant and serving | **8 hours** (to write, get signed and serve) | 75% |
| | Surveillance (Locating suspect) | **3 hours** (To perform and write report) | 30% |
| Victim Statement | Victim Interview | **1 hour** (Includes report writing) | 100% |
| Witnesses | Witness Interviews | **1 hour** (Includes report writing) | 10% |
| Suspect | Suspect Interview | **2 hours** (Longer if lodged - Includes report writing) | 50% |
| Total | | 23 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, pawn searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported property crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **11.8 hours** per solvable case.

### (10) Financial Crimes / Fraud / Internet Crimes

Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating financial crimes:

| Common Evidence /Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| DNA | Evidence to Crime Lab | **1 hour** (Includes Inspecting and writing report) | 5% |
| Crime Scene Material (Evidence left by suspect) | Evidence to Property Control | **2 hours** (Includes Inspecting and writing report) | 5% |
| Cell Phone | Cell Phone Download | **3 hours** (To review and write report) | 10% |
| Video/BWC | Review of video recovered from scene and BWC | **4 hours** (To review and write report) | 50% |
| Social Media/Electronic Records | Warrants/Subpoenas/Document review | **20 hours** (Includes reviewing and report writing) | 100% |
| | Surveillance (Locating suspect) | **3 hours** (Includes report writing) | 30% |
| Victim Statement | Victim Interview | **1 hour** (Includes report writing) | 100% |
| Witnesses | Witness Interviews | **1 hour** (Includes report writing) | 10% |
| Suspect | Suspect Interview | **2 hours** (Includes report writing) | 20% |
| Total | | 37 hours- *If all tasks completed* | |

This list is not all inclusive and does not contain all elements and not every financial crime will have the same amount of evidence or interviews conducted. Victim interviews in financial crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported financial and internet crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **24 hours** per solvable case.

### (11) Internet Crimes against Children (ICAC)

ICAC crimes are very difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence is digital and can be stored in a number of ways that make it difficult to obtain. Detectives often must write multiple warrants/subpoenas and wait for requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up after occurrence.

| Common Evidence /Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| Search for ISP/Address | Warrants/Subpoenas | **8 hours** (Includes Inspecting and writing report) | 100% |
| Cell Phone | Cell Phone Download | **3 hours** (To review and write report) | 50% |
| Social Media/Electronic Records/physical location | Warrants/Subpoenas/Document review | **20 hours** (Includes reviewing and report writing) | 100% |
| | Surveillance (Locating suspect) | **3 hours** (Includes report writing) | 50% |
| Victim Statement | Victim Interview | **1 hour** (Includes report writing) | 10% |
| Witnesses | Witness Interviews | **1 hour** (Includes report writing) | 10% |

| Common Evidence /Interviews | Common Processes | Approximate Time | % of Time Completed |
|---|---|---|---|
| Suspect | Suspect Interview | **2 hours** (Longer if lodged -Includes report writing) | 20% |
| Total | | 38 hours- *If all tasks completed* | |

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **31.6 hours.**

This list is not all inclusive and does not contain all elements and not every crime will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available.

### (12) Other Case Types

There are several types of cases that are similar or require the same amount of investigation time as the case / task time analysis as noted in the case hours by case type. In these instances, we use a similar case types or interviews to determine caseload work hours.

### (13) Caseload Workload Hours Analysis

As noted above, exact caseloads assigned could not be determined. To determine an approximated caseload the project team reviewed all reported part 1 crimes and the reported detective caseloads. With this information, the team identified which cases would always be assigned and used a percentage basis for cases where it is very unlikely that all would be assigned to a detective for follow up. For example, every sex assault would likely be assigned, but a burglary or theft with no suspect information or evidence would not receive a full investigation beyond incident report review. The detective case log indicated 805 cases; however, it was noted through interviews that many cases assigned may have just been crime scene pictures or helping an officer with a case. The following table from the detective case log show cases that would likely be assigned:

**Potential Cases from 2019 Case log**

| Case Type | Number | % Assigned | # Assigned | Hours Per Case | Total Hours |
|---|---|---|---|---|---|
| Assault | 27 | 40% | 11 | 20.9 | 229.9 |
| Auto Theft | 34 | 10% | 3 | 11.8 | 35.4 |
| Background | 1 | 100% | 1 | 24.0 | 24 |
| Burglary | 24 | 25% | 6 | 11.8 | 70.8 |
| Death | 1 | 100% | 1 | 220.0 | 220 |
| Fire | 1 | 100% | 1 | 20.9 | 20.9 |
| Fraud | 59 | 30% | 18 | 24.0 | 432 |
| Homicide | 2 | 100% | 2 | 220.0 | 440 |
| ICAC | 3 | 100% | 3 | 31.6 | 94.8 |
| Missing | 5 | 100% | 5 | 8.0 | 40 |
| Neglect | 1 | 100% | 1 | 20.9 | 20.9 |
| Robbery | 17 | 100% | 17 | 20.9 | 355.3 |
| Sex Assault | 6 | 100% | 6 | 25.2 | 151.2 |
| Sex Offense | 2 | 100% | 2 | 25.2 | 50.4 |
| Sexual Assault | 2 | 100% | 2 | 25.2 | 50.4 |
| Theft | 107 | 5% | 5 | 11.8 | 59 |
| **Total** | **292** | | **84** | | **2,295** |

As the table above indicates the caseload hours assigned is approximately 2,295.

In addition, on homicide case each detective assists. There were 2 homicides reported. Assuming one lead detective the three other detectives would spend at least 40 hours per case assisting. The following table shows homicide caseload hours:

| Case Type | Number | Assisting Detectives | Hours Per Case | Total Hours |
|---|---|---|---|---|
| Homicide | 2 | 3 | 40 | 240 |
| **Total** | **2** | | | **240** |

Total caseload hours assigned for assisting with homicide cases is 240 hours. The total for both the caseload and homicide assist is 2,535 hours.

## (13) Officer Assist Workload Hours

As noted in a previous section detective the case log indicates detectives assisted on or investigated 805 cases. To determine the assist hours the total case log data was used with approximated full investigation cases removed. The following tables shows the number of cases detectives assisted:

**2019 Case log**

| Activity | Number |
|---|---|
| Case log | 805 |
| Minus Investigations | -84 |
| **Total** | **721** |

As the table indicates detectives assisted on 721 cases. This could include processing crimes scenes, taking photos, recovering evidence, or providing guidance. Using the above data, the number of work hours associated with assisting officers or conducting collateral duties can be developed. The following tables shows the approximate work hours for assisting officers or conducting collateral duties:

| Case Type | Number | Hours Per Case | Total Hours |
|---|---|---|---|
| Officer Assist | 721 | 2 | 1,442 |
| **Total** | **721** | | **1,442** |

As the table above indicates the assist caseload hours assigned is approximately 1,442.

## (13) Summary of Workload Hours

As mentioned above there are a total of 4 detectives assigned to work cases. Using the previous calculation of net available caseload hours and total 2019 caseload the number of detectives needed to investigate the caseload can be determined:

| | | |
|---|---|---|
| Total Caseload Hours | | 2,535 |
| Assist Caseload Hours | | 1,442 |
| **Total** | | **3,977** |
| *Divided by total net available hours for 1 detective (1,253)* | ÷ | 1,259 |
| **Number of Detectives Needed** | **=** | **3.15** |

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 3.15 and there are a total of 4 detectives assigned. The caseload work hours are within the net hours available to work cases with four assigned detectives. However, in addition to caseloads, all of the detectives have collateral duties which limits their available work hours. Collateral duties include managing digital evidence, processing crime scene, conducting fingerprint processing, cell phone data extraction and publishing a weekly summary. The work hours for these tasks are not tracked. Even with these duties, however, there is some capacity among detectives.

### (14) Supervision

As noted in proceeding sections, detectives are all direct reports to the captain. The captain has a total of 7 direct reports in addition to several collateral duties. Previously there had been a supervisor (sergeant) over three detectives, but the supervisor position was moved to patrol and replaced with another detective. This move has had consequences for detectives, including:

- The detectives do not have direct supervision, only a Captain who has other direct and indirect responsibilities representing a large span of control for him.
- Interviews with detectives and review of their cases indicate that they utilize a team approach to investigations without a clear lead on specific cases. This even occurs on a lower level cases.
- There is no one managing caseloads about the people handling the cases with impacts on utilization, the usefulness of time on cases, etc.
- An assessment of caseloads together with collateral responsibilities such as evidence collection indicates that there is capacity among the four assigned staff.

Effective daily supervision of investigations is essential to efficient and effective case management. Effective supervision would provide better case management and accountability. A dedicated supervisor could more closely monitor cases, case investigative timelines and coordination on larger, more complex cases. Converting an existing detective to a sergeant position would increase supervision while still providing a part-time detective handling a small caseload. This recommendation would require collective bargaining changes to allow for a detective sergeant to earn overtime while working or supervising cases.

**Recommendation: Convert one existing detective position to a detective sergeant. This would require a collective bargaining change.**

# 3. Support Services Bureau

Public Safety and Support Services includes, front desk personnel, School Resource Officer, Court Liaison / Property Officer, and a Community Outreach Officer (currently vacant). The bureau is overseen by a Captain.

## 1. Front Desk Records /Jailer Personnel

Glendale Police Department is open to the public 24 hours a day 7 days a week. The front receiving area is staffed with 5.5 FTE. The 24-hour coverage is achieved by assigning two FTEs to day shift and two to afternoon shift with rolling four days on two days off. The night shift FTE works Monday through Friday, and the halftime employee works night shift Saturday and Sunday. The half time nighttime employee backfills for absences due to vacation or sick time for other employees. Additional backfill is offered to other FTE on an overtime basis

The following are the job duties completed by front desk clerks:

- Answer general questions by phone or in person at the front desk.
- Take payments for citations and bail.
- Process public records requests to include redaction of reports.
- Enter supplemental reports for officers.
- Enter and remove property into the data base.
- Process fingerprint cards.
- Enter Restraining Order information.
- Enter, validate, or remove warrants from the data base.
- Enter and/or remove stolen vehicle information.
- Update fingerprint cards for detectives.
- Run criminal history reports for sworn personnel investigations.
- Process PR Bonds.
- Process restraining order paperwork.
- Monitor prisoners in-custody, hourly or every 15 minutes if intoxicated or exhibiting signs of mental health issues.
- Enter subpoenas for supervisor scheduling purposes.

- Other projects as assigned by command or in support of sworn personnel.

The number and variation of assigned tasks for desk clerks is significant, however, all FTE were interviewed, and none identified any back logs in any of the assigned tasks.

Each of the clerks are assigned an administrative task as their primary responsibility, however, all FTE are responsible to complete all job functions. There is no data for the listed task responsibilities regarding number of completed tasks or time required for completion. Desk clerks are current with assigned tasks and they are adequately staffed to cover front reception and assigned tasks.

The Glendale job description for the front desk clerical personnel currently includes additional duties assigned to a 'jailer' function. Two FTEs do have Basic Jailer Officer certification. However, none of the FTEs currently perform the additional jailer duties as outlined in the job description. All front desk personnel are considered strictly administrative, and all prisoner handling is the responsibility of the sworn officers.

The desk clerks do not have a supervisor nor a lead worker but report to the on-duty patrol sergeant. While issues arising are usually not significant, they detract from field supervision and community service duties. Designating the Executive assistant as the supervisor over records/ desk clerks with responsibilities for scheduling, purchasing and problem solving would provide more supervision.

**Recommendations:**

**Address the job description issue relating to 'jailer' duties by eliminating these responsibilities from the document.**

**Make the Executive Assistant the supervisor over records / desk clerks.**

### 2. Property Room

The Glendale Police Department Property Room is responsible for the intake, storage, release and disposal/destruction of property and evidence. The Glendale Police Department has been accredited by the Wisconsin Law Enforcement Accreditation Group (WILEAG) since 2006. A sworn officer has sole responsibility for all functions in the property room as 0.5 FTE with the staff person also responsible for court liaison duties (as described in the next section).

The Glendale Property Room uses Phoenix property RMS with a barcode system for property room records management. In 2019 the Glendale Property Room received 2,484 items into inventory and disposed of 2,928 items. In 2020, 2,765 items were received and 1,870 were disposed. Glendale's Property and Evidence was relocated to a new facility summer of 2020 and a complete inventory of every item was completed in December of 2020. As of December 31, 2020, the property room had 21,093 items stored.

The following tables show the workload and staffing calculation for the Property Room for 2019 and 2020.

**Property Room Workload and Staffing Calculation 2019**

| Task | Number | Avg Processing Time (Mins.) | Total Time (Hrs.) |
|---|---|---|---|
| Intake Items | 2,484 | 10 | 414 |
| Disposed Items | 2,928 | 15 | 732 |
| **Total Hours** | | | **1,146** |

**Property Room Workload and Staffing Calculation 2020**

| Task | Number | Avg Processing Time (Mins.) | Total Time (Hrs.) |
|---|---|---|---|
| Intake Items | 2,765 | 10 | 460 |
| Disposed Items | 1,870 | 15 | 467 |
| **Total** | | | **927** |

As the table indicates processing of property and evidence required approximately 927 hours in 2020.

There are other factors to consider that affect workload beside the daily intake and processing of property and evidence. The officer assigned to the Property Room also transports evidence to and from the crime lab for testing, completes affidavits for evidence destruction, conducts investigations to identify owners of lost property, reviews processes and protocols and trains department sworn personnel on proper property and evidence packaging for storage. The officer successfully disposed of more property in 2019 than processed for intake. With the extraordinary circumstances of 2020, the officer fell only slightly behind in property disposal. The property room function is adequately staffed for the current workload.

### 3. Court Liaison

The Glendale Police Department has assigned a liaison to coordinate case prosecution with the District Attorney's Office on a 0.5 FTE basis. The officer assigned the court liaison responsibilities is also responsible for the property room.

The Court Liaison officer prepares the daily arrest case packets for presentation to the District Attorney's Office. The officer is also the D.A. Investigator responsible for case follow-up if needed for a charging decision.

Since Covid protocols have been implemented, all cases are filed electronically to include all discovery documentation. On busy court caseload days, the court officer stated that 90% of the day involved supporting the process of criminal filings and complaints. The post Covid protocols have created some efficiencies in workload management as cases are submitted electronically. The Court Officer estimates it requires 10 to 15 minutes, on average, to review and prepare a case for submission. In 2020, 350 cases were submitted which included felonies, misdemeanors, traffic and domestic violence.

**Court Liaison Workload 2020**

| Task | Number | Avg Processing Time (Mins.) | Total Time (Hrs.) |
|---|---|---|---|
| Case Submission | 350 | 15 | 87.5 |
| **Total** | | | **87.5** |

The court officer is also the Court Municipal Bailiff 4 Fridays a year for daytime court and every Thursday evening of the month for adult and every 3rd Monday evening for Juvenile Court on an overtime basis.

Using the previous calculation of net available hours and total 2020 tracked workload, the number of positions needed can be determined:

| | | |
|---|---|---|
| Total Prop Evidence Hours | | 927 |
| Case Submission Hours | | 87.5 |
| **Total** | | **1,014.5** |
| *Divided by total net available hours (75%)* | ÷ | *1,560* |
| **Number of Positions Needed** | = | **0.65** |

As the chart indicates the number of positions needed just for the court liaison tasks is 0.65. As noted earlier the court officer also has a significant workload coordinating cases with the prosecutors.

Though the Property/Court Officer can manage both job functions with current workloads there is no capacity to assign additional tasks. There is currently no back up person to take care of property intake or to process court cases. The responsibilities often fall to the Support Services Captain in her absence.

Glendale should train a backup in both functions. A candidate could be the detective sergeant position recommended.

**Recommendations:**

**Maintain current staffing of 1 court officer.**

**Train a backup person to cover absences of the court officer. This could be the detective sergeant position recommended.**

### 4. School Resource Officer

The Glendale Police Department has one School Resource Officer assigned to the high school with 1,100 students. The SRO works with the school social worker and staff to support student care and resolve student issues. The SRO is also responsible for all criminal investigations occurring on school premises and attends all home football games to coordinate game security. The SRO has an office at the school and works from that location.

The SRO is not responsible for incidents at the middle school but will help the district patrol car as needed. During the summer, the SRO returns to dayshift patrol duties to cover vacation leaves.

Not all work assigned is captured in a police report as most issues are mediated to achieve a non-criminal solution. SROs become part of school staff and help staff with day-to-day school administration. SROs build relationships with students and help to create a safe, non-threatening school environment.

Having a School Resource Officer on-site significantly reduces the need to call 911 as they can respond immediately and coordinate with additional resources if necessary.

The National Association of School Resource Officers recommends every school have a least one specially trained School Resource Officer or one officer per 1,000 students. The allocation of one SRO for the Glendale High School is, As a result, adequate.

**Recommendation: Maintain current staffing of 1 School Resources Officer.**

## 7. Community Outreach Officer

This sworn position is currently vacant. However, listed below are some of the responsibilities assigned to the Community Outreach Officer.

- Crime Prevention Community Liaison,
- DARE, Internet Safety, Anti-bullying for middle schools' students,
- Officer Friendly Coordinator,
- Community Events Coordinator,
- Public Information Officer,
- Recruiting duties for the department,
- Social Media Coordinator.

The previous Community Outreach Officer organized all of Glendale Police Department's outreach efforts to the public as well as events in addition to performing CPTED surveys for the city and Crime Prevention programs which included:

- Neighborhood Watch,
- Crime Stoppers Line,
- Civilian Active Shooter Training,
- Workplace safety,
- Neighborhood Problem Solving for neighborhoods and businesses,
- Fraud Prevention,
- Drug Prevention,
- Gun Safety, Drug Take Back program,
- Elderly Stepping on Program,
- Bicycle and Pedestrian Safety Programs

Many of these programs can be time consuming complicated projects.

In addition, an integral component of any police agency's ability to support a culture of diversity, equity and inclusivity is the ability to engage with the community in a meaningful and sustained fashion. Not all community programs lead to meaningful relationships with minority, vulnerable or distrustful communities. It is recommended that the Glendale Police Department fill this position and prioritize the work responsibilities that best support agency goals in creating a culture of diversity, equity and inclusivity. Additionally, the department should broaden its ability to interface effectively with a diverse public. Training of patrol personnel particularly in diversity, cultural awareness and competencies, and equity issues. To be effective, these are everyone’s responsibility, not just a community outreach staff position. This is further dealt with in a later section of the report.

**Recommendations:**

**Fill the community outreach officer position from patrol, as described in the Field Services section of the report.**

**Distribute some of duties from the community outreach officer to patrol officers to broaden the Department’s contacts in the community and to help all officers become aware and sensitive to diversity.**

# 5. Operations Review

This operations review focuses on key operational areas of the department. The key focus areas of this review includes: policies, the complaint process, training, technology and fleet. Each of these sections are detailed in the following sections.

## 1. Review of Current Policies, Practices, and Activities that Support Equity, Diversity and inclusion.

Law Enforcement Agencies across the United States are being asked to reexamine policing protocols, use of force policy and generally how police service is provided to the public. In response to the death of Michael Brown in Ferguson, Missouri, President Obama signed an executive order establishing a Task Force for 21st Century Policing. The task force presented 156 recommendations and action items categorized under 6 main themes or pillars for agencies and communities to use as guidance in reexamining how police serve their communities.

With rising tensions between police and the public in the last year it is increasingly important for police agencies to address cultural competency within their agencies and work toward implementing strategies that support diversity, equity and inclusivity.

Matrix Consulting was asked to review Glendale Police Department's policies, procedures, and activities that support equity, diversity and inclusion. A complete review of all Glendale Police Department's polices was conducted. In reviewing policies and protocols for the police department the Matrix team did not identify policies and practices that undermine equity, diversity and inclusion but also did not identify proactive practices by the department in those areas. This is explained below.

Glendale Police Department does not have a policy, strategic plan, or training in place to address diversity in the department or equity and inclusivity within the department or with the community of Glendale. The department has engaged in some of these concepts through the assignment a Community Outreach Officer, however, that position is currently vacant.

The currently unfilled Community Outreach Officer position has been responsible for the following duties:

- Crime Prevention Community Liaison,
- DARE, Internet Safety, Anti-bullying for middle schools' students,

- Officer Friendly Coordinator,
- Community Events Coordinator,
- Public Information Officer,
- Recruiting duties for the department,
- Social Media Coordinator.

The Community Outreach Officer organized all of Glendale Police Department's outreach efforts and events in addition to performing CPTED (Crime Prevention Through Environmental Design) surveys for the City, Crime Prevention programs which included Neighborhood Watch, Crime Stoppers Line, Civilian Active Shooter Training, Workplace safety, Neighborhood Problem Solving for neighborhoods and businesses, Fraud Prevention, Drug Prevention, Gun Safety, Drug Tack Back program, Elderly Stepping On Program, Bicycle and Pedestrian Safety Programs.

The Glendale organizes several community events during the year, 2020 being the exception due to Covid. National Night Out, Stomp Out Crime 5k run, Children's Bike Rodeo, Coffee with a Cop, Shop with a Cop, Citizen's Police Academy, Youth Academy are a few of these organized events. These events are good access points for many citizens to interact with police. However, these programs may not reach populations more distrustful of the police or those citizens not willing to engage in an organized event for one reason or another. Matrix did not identify any outreach efforts to specific communities of color or vulnerable communities. Police departments should be engaged with the underrepresented segments of the community in a meaningful and sustained effort. The engagement should foster trust between the department and community.

Diversity in a police department is another important element in creating a culture of equity and inclusivity within the department. 21st Century Policing identified increasing diversity in the police force as an important element of equity, diversity and inclusion within an agency. The police force should reflect the ethnicities within the community.

The Glendale Police Department does not keep race and gender data and could not provide a definitive breakdown of police department personnel. The department is small enough that through interviews the Matrix team learned Glendale P.D. had two African American officers, four Latinx officers and five female officers out of 40 sworn staff. Following is the breakdown for the City of Glendale compared to Glendale Police Department.

| Glendale Population 12,644 | Glendale Police Department 40 sworn |
|---|---|
| 79.4% White | 85.0% White |
| 14.1% African American | 5.0% African American |
| 0.2% Native American | 0.0% Native American |
| 3.2% Asian | 0.0% Asian |
| 3.6% Latinx | 10.0% Hispanic |
| 0.1% Pacific Islander | 0.0% Pacific Islander |
| 3.0% other or two or more races | |
| | 12.5% Female |

Glendale Police Department is under represented for African American and Asian officers but is well represented for Latinx officers. Nationally women make up 12.6% of all sworn officers. Glendale has 5 female officers or approximately 12.5% percent of their sworn work force.

Glendale is a small department and many employees already have more than one collateral role. There are several police agencies that have developed polices around Equity, Diversity, Inclusion and Transparency that could be modified for and adopted by the Glendale Police Department.

The Glendale Police Department did provide sensitivity training regarding transgender individuals. However, a training plan should be created to provide training regarding procedural justice, cultural competency and training with vulnerable communities specific to Glendale. Successful implementation will create police culture that assigns the responsibility for procedural justice, equity and inclusivity to all personnel as they service the community. There are several resources available through the Department of Justice Community Office of Policing, International Association of Chiefs of Police, Obama Foundation, and many criminal justice universities involved in research and instruction of diversity, equity and inclusion.

Transparency with and feedback from the community is essential in building trust and legitimacy. The Matrix team learned of several police metrics that were not shared or published for public consumption. It is recommended the Glendale Police Department share data and statistics with the community regarding training, policy, data, and policing outcomes.

**Recommendations:**

**Assign the development of policy and strategic plan for developing diversity, equity and inclusivity to the Support Services Bureau Captain.**

**The Glendale Police Department should share data and statistics with the community regarding training, policy, data, and policing outcomes.**

## 2. Assessment of the Department's Pursuit Policy

In 2020 the Glendale Police Department reported 78 vehicle pursuits. There were 28 pursuits for criminal offenses, 41 pursuits for traffic offenses, and 9 pursuits for wanted/other status. 43 pursuits were terminated, 25 pursuits ended in apprehension, and 10 pursuits ended in the suspects eluding police. There were 6 Pursuit Intervention Technique applications in 2020. Stop Sticks were struck in 11 pursuits in 2020. The Department reported 59 pursuits in 2019 and 96 pursuits in 2018. Though GPD appears to manage pursuits well with 43 pursuits terminated in 2020, it is worth noting that over half (41) of pursuits were for traffic offenses.

The Glendale Vehicle pursuit policy (Glendale Policy 317) – Vehicles Pursuits – allows for the pursuit for minor traffic violations, though it does mention an officer's responsibility to "drive with due regard under the circumstances for the safety of all persons nor are they protected from the consequences of their reckless disregard for the safety of others." This policy, however, is less restrictive than both the International Chiefs' of Police model policy and neighboring Milwaukie Police Department (Milwaukie PD SOP 660) that do not permit pursuits for minor traffic violations. These policies state a "pursuit is authorized only if the officer has a reasonable belief that the suspect, if allowed to flee, would present a danger to human life or cause serious injury. In general, pursuits for minor violations are discouraged." More restrictive pursuit policies are the trend across the country because pursuits for any violation still put the community at risk regardless of how well the officer drives.

Having a more restrictive pursuit policy would greatly reduce the number of pursuit and thereby limit additional economic exposure for pursuits that end in a collision.

**Recommendations:**

**Assign the development of policy and strategic plan for developing diversity, equity and inclusivity to the Support Services Captain.**

**The Glendale Police Department should share data and statistics with the community regarding training, policy, data, and policing outcomes.**

**Amend the pursuit policy to be more restrictive so that pursuits are not initiated on minor traffic offenses / violations, for example.**

### 3. Analysis of the Complaint Process

Community trust and support for law enforcement is the foundation for successful policing. Agencies must engage in a continuous effort to connect with all the communities they serve.

*Building trust and legitimacy on both sides of the police-citizen divide is not only the first pillar of this task force's (21st Century Policing) report but also the foundational principle underlying this inquiry into the nature of the relations between law enforcement and the communities they serve.* President's Task Force on 21st Century Policing

*Most important, law enforcement leaders must view Internal Affairs as part of a continuum of trust-building and not as an isolated component of their agency. Once this is accomplished, the potential for community trust-building increases exponentially.* IACP Internal Affairs Promising Practices Guide for Local Law Enforcement.

The Matrix Consulting team was asked to review the Glendale Police Department's Complaint process. The department recently instituted an online complaint process in addition to accepting complaints by mail, phone or in person. Initial complaint inquiries are sent to the on-duty supervisor. When the complaint appears to be a misunderstanding, and the informal complaint can be mediated by the supervisor, no formal Citizen Complaint Form is completed, and the process ends. These initial inquires, if mitigated, are considered closed with no further action. Initial inquires, if closed, are not tracked.

If the complainant is not satisfied with the supervisor's attempt to mediate the issue, a Citizen Complaint form will be completed, and an investigation assigned to the appropriate shift supervisor. These investigations are tracked, and the Glendale P.D. Internal Investigations Authority is notified. A Captain currently serves as the Glendale Internal Investigations Authority. Misconduct or criminal violations are referred to the Internal Investigations Authority directly.

All initial inquiries that are categorized as complaints against the Glendale Police Department are investigated by the Department. The complaint statistics are reported internally but not provided to the public.

The Department of Justice in partnership with the office of Community Oriented Policing Services created an Internal Affairs Promising Practices Guide for Local Law Enforcement. Below is an excerpt specifically addressing the complaint process for local law enforcement. The guidance is supported by CALEA Accreditation standards.

**Complaint Tracking**

*A highly effective way to establish both individual and departmental accountability is by collecting, maintaining, and analyzing all complaint data (Internal Affairs Guidelines, 2008). CALEA Accreditation Standard No. 52.1.5 requires that agencies make annual statistical summaries of all records of law enforcement investigations available to the public and all departmental employees.*

*By tracking complaints, management can evaluate the types of offenses that are the most frequent subject of complaints and also identify patterns of behavior related to specific officers.*[12] *This form of tracking will help inform agency-wide training priorities as well as opportunities for individual intervention. Employee evaluations should use the EIS (Early Intervention System) to identify an officer who may have repeated complaints lodged against him or her, and after analyzing the data, management can assist the employee in rectifying the problem behavior. This kind of tracking contributes to the internal structure that can increase citizen trust in the agency, and decreases the department's (and the city's) legal liability as a risk-management tool.*

*Additionally, by tracking the complaint process and analyzing the data from it, agencies can produce comprehensive, clear, and informative summary reports to disseminate to the public.*

*In accordance with CALEA Accreditation Standard No. 52.1.5, these summary reports should be widely disseminated, "sending a message of transparency and accountability to the public" (Protecting Civil Rights, 2006, 104). Many agencies make this information available in their annual reports, in brochures, on their agency's web sites, and through public service announcements. The information from these reports should be used in conjunction with other indicators of citizen satisfaction to ensure the continued integrity of the police department. Routine assessments of the agency are a way to proactively ensure that the high standards of the organization are being implemented and that those standards reflect the needs and desires of the community.*

The Glendale Police Department has made their complaint process more accessible to the public by increasing the methods a complaint can be made and advertising that information to the public. However, there are some additional steps that should be taken to align with the emerging best practice standards and to increase public trust.

The Glendale Police Department should accept and document **all** initial inquiries regarding police service. If the inquiry can be mitigated and not rise to a formal complaint the process should still be documented and kept with the other Internal Affairs data. As outlined in the guidance above, the data may provide management early indication of an employee behavior problem. Accurately kept data also protects employees and the department from false claims.

**Recommendations:**

**The Glendale Police Department should accept and document all initial inquiries regarding police service. If the inquiry can be mitigated and not rise to a formal complaint the process should still be documented and kept with the other Internal Affairs data.**

**The Glendale Police Department should provide to the public an annual report capturing complaint and investigation data as a means transparency with the citizens.**

## 4. Training

Education and training are critical to the day-to-day competence of every member of a police agency and thereby serves to enhance public trust and legitimacy. It is critical that every member of a police agency possess the highest standard of initial training and ongoing opportunities for career long development. The Glendale Police Department budgets approximately $30,000 per year on training.

### (1) Training Plan

The Glendale Police Department prepares an annual training plan. The process starts in November with the 15 instructors conducting an assessment of what training was conducted in the previous year, any new issues or technology that would require specific training and any areas where personnel could benefit from additional training. The cost of proposed training is an important consideration of the training plan. Once department wide training is determined a training schedule is developed. The department wide training for this year is anti-bias and de-escalation.

### (2) In Service Training

Each sworn member must receive a minimum of 24 hours of training per year as directed by the state. Handgun qualification and vehicle pursuit training are the only required subjects. Each department then adds to list of topics they wish to cover.

### (3) Roll Call Training

The department conducts roll call training on short subjects including policy. About 20 policies discussed per year as well as harassment refresher every year.

### (4) Optional Additional Training

Officers can also apply for training that choose. Officers must submit approval through the chain of command to attend. Approval includes determining whether the training will assist an officer with career goals or whether it is relevant for the officer or the department. If approved and the training is within training budget officers are then sent to the training.

### (5) Training Topics

The training records for department personnel 2019 and 2020 were reviewed to see if contemporary policing topics were part of the curriculum for the proceeding years. The project was specifically looking at training received department wide. The majority of department wide training was specifically for recertifications. There was some department wide training on de-escalation provided through scenario based training. There was no specific procedural justice, cultural competency, implicit bias or other similar training noted. The department is implementing training on anti-bias and de-escalation this year.

Overall Glendale officers on average 56.6 hours of training in 2020. This indicates that GPD Officers receive well above the state minimum standards of 24 hours per year. The State also requires handgun 1 qualification per year while GPD strives to qualify each officer 3 times per year. Though the overall average number of hours of training is commendable, the department should include more emphasis on contemporary policing topics.

**Recommendation: Continue emphasis in the training annual training plan of de-escalation, and increase training on procedural justice, cultural competency, implicit bias, or other similar training.**

## 5. Technology and Equipment

The project team conducted an assessment of current police technology and equipment and its use within the Department. The assessment is made by comparing current equipment and technology trends in law enforcement as evidenced by trade shows, research articles and comparisons to other departments. The Matrix Consulting Group views the effective use of technology as essential to modern policing but does not view every piece of equipment or technology available to law enforcement as necessary or essential. The project also reviewed equipment used by the department, including firearms. The following list of technology and equipment is broken out by department area and does not encompass all technology or equipment used in the department.

**Police Technology Assessment**

| Unit / Area | Equipment /System | Status | Comments |
|---|---|---|---|
| **Patrol** | Naloxone | Officers are equipped with Naloxone. | Best practice is to have Naloxone issued / available to every officer deployed in the field. Officers are often first on scene to drug overdoses. |
| | Less Lethal Systems | Officers are equipped with O OC spray and Tasers and have access to 40 mm launchers (2), Pepper Ball guns (2). | Best practice is to have one less lethal options issued / available to every officer deployed in the field. Less lethal options enhance officers ability to use less than lethal force on many incidents when appropriate. |
| | Body Worn Cameras | In Process | Best practice is to have officer equipped with body worn cameras. Body worn cameras increase transparency while providing additional evidence for court processes. Body worn cameras make investigating complaints and traffic collisions much easier and can reduce liability for a department when used properly. The Department is in the process of issuing body worn cameras to officers. |

| Unit / Area | Equipment /System | Status | Comments |
|---|---|---|---|
| | Patrol Rifles | Officers are equipped with Patrol Rifles in each patrol vehicle. | Best practice is to have officers equipped with patrol rifles. Patrol rifles allow officers to increase their distance from a threat. |
| | Portable fingerprint identification | Available to officers | Officers have access to a mobile fingerprint scanner which allows field based identification of suspects. |
| | Night vision equipment | Available to officers | Officers have access to night vision equipment. In limited circumstances night vision equipment can assist officers with surveillance or searching areas without lighting. |
| | Drones | Available to officers | Officers have access to the use of drones. In limited circumstances drones can assist officers with surveillance or searching large areas. |
| **Records / RMS** | Pro-Phoenix Records Management System & CAD. | Adequate | The system is used by all agencies in the County. It meets currents needs, but GPD does not have the available case management module which could help better track detective cases. |
| **Detectives** | Cell Phone Download Software / System | Detectives have Cellebrite | Detectives have Cellebrite gives them the ability to conduct forensic analysis of electronic devices. |
| | Case Tracking Software | Not -Adequate | The department currently uses a MS Access database to track cases. The current case tracking software lacks the ability to see which cases have been assigned and cleared by investigator and or time period. This is helpful for supervisors in case management. |

| Unit / Area | Equipment /System | Status | Comments |
|---|---|---|---|
| **Vehicles (Electronics Only)** | Automatic License Plate Readers | Installed on two vehicles | Dispatch can locate patrol vehicles via CAD / dispatch software with the exception of animal control. Automatic vehicle locator systems help with proximity Dispatching (Dispatching closet available unit) and officer safety. Animal control should also have this feature. |
| | In Car Camera System | Installed | The department uses L3 Communications in car cameras systems but is switching to WatchGuard in car camera systems with its roll out of body worn cameras. In car cameras make investigating complaints and traffic collisions mush easier and can reduce liability for a department when used properly. |
| | Vehicle Immobilization Devices | Available in patrol vehicles | Best practice is to have one Vehicle Immobilization Devices to help reduce suspect vehicle speeds or to help terminate pursuits. The department uses Stop Sticks" that slowly deflate vehicle tires to help terminate pursuits. |

The Glendale Police Department has all essential equipment and technology that modern police department deploy, and some instances are better equipped than similar sized agencies with the notable exceptions of a detective case management software and body worn cameras. The department is the process of deploying body worn cameras for patrol officers.

**Recommendation: Add detective case management software to the existing RMS software if possible or improve current case tracking with another software solution.**

## 6. Fleet

There are a total of 18 vehicles assigned to the Police Department that includes command, detectives, and patrol vehicles. The following table presents relevant vehicle information assigned to patrol:

**Patrol Vehicles Assigned**

| SQ # | Make | Model | Year | Age | Assignment | Mileage |
|---|---|---|---|---|---|---|
| 1 | Ford | CVPI Utility | 2021 | 0 | Patrol | 3,314 |
| 2 | Ford | CVPI Utility | 2018 | 3 | Patrol | 75,667 |
| 3 | Ford | CVPI Utility | 2020 | 1 | Patrol | 10,307 |
| 4 | Ford | CVPI Utility | 2020 | 1 | Patrol | 11,759 |
| 5 | Ford | CVPI Utility | 2019 | 2 | Patrol | 49,082 |
| 6 | Ford | CVPI Utility | 2017 | 4 | Patrol | 81,523 |
| 7 | Ford | CVPI Utility | 2019 | 2 | Patrol | 59,370 |
| 8 | Chevy | Tahoe | 2018 | 3 | Patrol | 23,649 |
| 9 | Ford | CVPI Utility | 2019 | 2 | K-9 | 28,647 |
| 15 | Chevy | Tahoe | 2015 | 6 | SRO | 79,686 |
| **Average** | | | **2018** | **2.4** | | **42,300** |

As the table indicates there are 10 vehicles assigned to patrol. Squad #9 is a dedicated K9 vehicle that is a “take home” vehicle. The patrol fleet is an average of 2.4 years old and has an average of 42,300 miles.

There are 8 vehicles assigned to administration, detectives or special purpose, though one is inoperable. The two vehicles that are used as undercover or for drone operations (Squads 16 and 18) are not part of this analysis because their specific functions. The following table presents relevant vehicle information assigned to non-patrol functions:

| SQ # | Make | Model | Year | Age | Assignment | Mileage |
|---|---|---|---|---|---|---|
| 10 | Ford | CVPI Utility | 2018 | 3 | Detective | 16,286 |
| 11 | Ford | CVPI Utility | 2018 | 3 | Detective | 15,761 |
| 12 | Ford | CVPI Utility | 2011 | 10 | Court | |
| 13 | Ford | CVPI Utility | 2013 | 8 | Outreach | 35,190 |
| 14 | Ford | CVPI Utility | 2021 | 0 | Admin | 1,314 |
| 17 | Ford | CVPI Utility | 2019 | 2 | Admin | 4,575 |
| **Average** | | | **2016** | **4.3** | | **14,625** |

As the table indicates there are 6 vehicles assigned to non-patrol functions, excluding the two U/C vehicles that were not part of the analysis. Two of the 6 vehicles analyzed were replaced this year which skews the average mileage. The non-patrol fleet is an average of 4.3 years old and has an average of 14,625 miles.

The overall, average age of the patrol fleet is 2.4 years old and the average mileage is 42,300 while the non-patrol fleet averages 4.3 years and 14,625 miles.

As part of any effective fleet management plan is the proper replacement of vehicles as they age. For law enforcement agencies, vehicles may transition from front line patrol vehicles to less intensive usages such as assigned to detectives or specialty units as they increase in age or have maintenance issues. There are several best practices related to the replacement cycle for law enforcement vehicles:

- Patrol vehicles (pool) should be replaced every 3 to 5 years or 100,000 miles.

- Non-patrol vehicles (administrative, detectives, parking, etc.) should be replaced every 5 to 7 years or over 125,000 miles to maximize resale value.

The most important vehicles in a Police Department are the vehicles assigned to the Patrol unit. Patrol vehicles accumulate mileage at higher rates than vehicles assigned to other functional areas in a Police Department. Subsequently, patrol vehicles generally incur higher maintenance cost due to their increased usage, increased idling, and are driven harder and more frequently than other vehicles. Therefore, it is important to have an effective replacement program for patrol vehicles.

### (1) Replacement Planning for Patrol Vehicles

A total of ten vehicles are assigned to Patrol, including one vehicle assigned to K9 and one to the SRO. The average vehicle assigned to Patrol is 2.4 years old, with 42,300 miles.

It is noted that the newest Patrol vehicle is outlier because it is a 2021 model and has 3,314 miles. There is only one patrol vehicle that is six years of age or greater. The Glendale patrol fleet is within the recommended range for mileage and age.

The Glendale Police Department has detailed vehicle replacement plan and uses a 3 year replacement cycle for patrol vehicles. The department has included vehicle replacement planning in its five year capital requests. A three year replacement plan for patrol vehicles is on the low end of the recommended range, however age is only one factor in developing a replacement plan. The average Glendale patrol vehicle attains 21,115 miles per year, which does not include idling time. At 21,115 miles per year patrol vehicles would be over 100,000 miles in less than five years. A replacement plan of four years for patrol would keep patrol vehicles under 100,000 miles while still within their typical useful lifespan when considering idling time and other factors.

### (2) Replacement Planning for Non-Patrol Vehicles

The replacement plan for non-patrol vehicles is longer with detective vehicles attaining 6 years of age before planned replacement. Both detective vehicles are 2018's and are scheduled to be replaced in 2024. The detective vehicles average 5,315 miles per year. The replacement plan for non-patrol vehicles is appropriate given their low mileage.

### (3) Fleet Size

Determining the appropriate fleet size for a police department is important because it impacts budget and operational readiness. A fleet that is larger than needed wastes resources while a fleet that is too small can impact a departments ability to respond to calls for service or other events. To determine the appropriate fleet size the number of daily employees and vehicle need should be considered.

GPD has patrol minimum staffing of 1 sergeant and 4 officers on two shifts and 1 sergeant 3 officers on another with a 30 minute shift overlap. The shifts utilize at least 5 vehicles without including lieutenants which are assigned to each shift. To reduce the need for additional vehicles GPD officers trade out vehicles at the end of shift so some vehicles are used on back to back shifts. Though this works most of them time, there are reported times when vehicles are out for maintenance or when officers are stuck on late calls when there can be a lack of cars required for the next shift.

There are two vehicles assigned to administrative staff and two vehicles assigned to detectives with two additional under cover / surveillance vehicles. There is one vehicle assigned to outreach and another non-working vehicle that is assigned to court.

The current assigned fleet for patrol does not allow for vehicle break downs or maintenance. Effectively, one shift cannot start in full until the prior shift comes in. This can cause delays in service, especially if more than officer is still on a late call or a vehicle is in the shop. Adding one patrol vehicle to the fleet would allow for more flexibility, especially if staffing a special event or if it is needed for court.

**Recommendations:**

**Increase the patrol vehicle replacement plan from a 3 year rotation to a 4 year rotation. This would bring cost savings of about $38,000 per year.**

**Add 1 patrol vehicle to the fleet for a total of 11 vehicles assigned to patrol. The cost of a full-outfitted vehicle is about $46,500.**

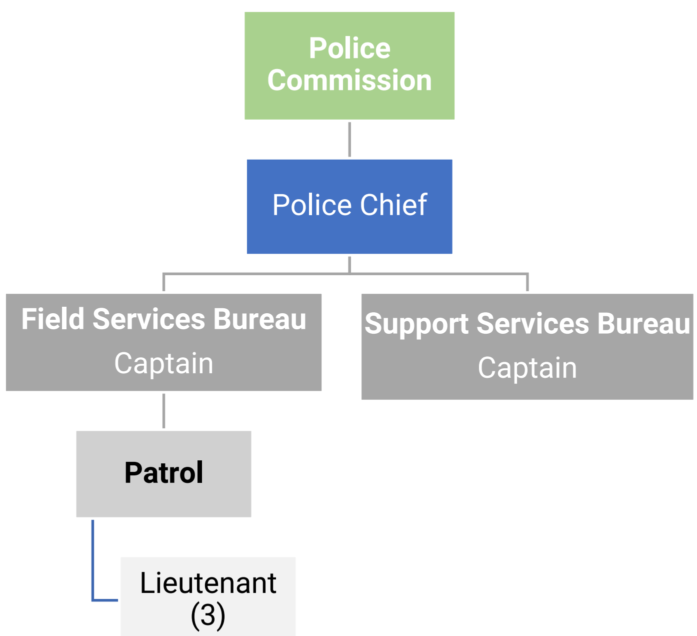
# 5. Organizational Assessment

In this chapter of the report is provided an assessment of the organizational structure of the Glendale Police Department. In many respects, managing a smaller department is no different than a larger one – the needs of operations management, personnel and financial management are identical. The difference is that a smaller organization has fewer people to contribute to these management areas. As a result, in a small organization managers and supervisors have many roles and responsibilities besides managing the operations of their area of principal assignment. This chapter focuses on how the functionality of management can be strengthened in the Glendale Police Department.

In Wisconsin, governance is also an important area for analysis because each jurisdiction has a Police (and Fire) Commission to assist in the oversight of public safety operations in a way that a city council cannot fully achieve. This chapter examines these oversight roles.

## (1) The Organization of Management in the Glendale Police Department

The management and supervisory structure of the Glendale Police Department is shown in the following chart which also depicts functional and operational areas of responsibilities:




In Wisconsin, including Glendale, the Police Commission provides oversight of the Chief;

hiring, promotionals and terminations as well as complaints and disciplinary actions. The command staff of the Chief and two (2) Captains is supplemented by three (3) Lieutenants who primarily function as shift lieutenants. All of these staff have collateral responsibilities outside of their functional areas of responsibility. The table, below, describes these roles:

| Manager / Functional Area | # | Position Key Roles and Responsibilities |
|---|---|---|
| Police Commissioners | 5 | • Commissioners have the responsibility of hiring and terminating the Chief, hiring and promotions of staff, and complaints and determining discipline. |
| Police Chief | 1 | • Provides the overall leadership, management, and administration.<br>• Works with the City Administrator to meet goals and objectives set by the Common Council.<br>• Reviews policies and procedures, goals and objectives.<br>• Directly supervises the two Bureau Captains.<br>• Interfaces with the community and community groups. |
| Support Services Captain | 1 | • Provides the overall leadership, management, and administration of the Support Services Bureau.<br>• Supervises the desk officers, the Court Liaison Officer / Property Room, and the School Resources Officer.<br>• The Captain is in charge of professional standards including accreditation (Wisconsin), recruiting and coordinating training as well as policy review and development.<br>• Reviews use of force and associated complaints.<br>• Responsible for open records requests and media relations.<br>• Maintains the traffic citation system; coordinates with WIDOT.<br>• Provides liaison with the municipal court as well as with the City Attorney.<br>• Provides liaison with the North Shore Communications JPA.<br>• Liaises with the City on facility issues.<br>• Time agency coordinator.<br>• Grant writer. |
| Field Services Bureau Captain | 1 | • Provides the overall leadership, management, and administration of the Field Services Bureau.<br>• Supervises three (3) shift Lieutenants and four (4) Detectives, assigns tasks and works with them to provide patrol services to the community.<br>• Follows up on community complaints.<br>• Major administrative duties include FTO program, data management, sex offenders, incident reviews, promotional processes and internal investigations<br>• Participates in the pursuit committee. |
| Patrol Lieutenants | 3 | • Lieutenants oversee the patrol shifts<br>• Lieutenants have collateral duties besides their shifts, including:<br>– Training (Early shift Lieutenant)<br>– Task forces (Early shift Lieutenant)<br>– Incident reviews (Early shift Lieutenant)<br>– Fleet (Day shift Lieutenant)<br>– Drones (Day shift Lieutenant)<br>– Field training (Late shift Lieutenant) |

| Manager / Functional Area | # | Position Key Roles and Responsibilities |
|---|---|---|
| | | – K9 program (Late shift Lieutenant)<br>• Perform routine administrative functions<br>• Investigate community complaints.<br>• Assist with shift officers on designing proactive activities such as hotel interdiction. |
| Patrol Sergeants | 6 | • Sergeants function as first-line supervisors for patrol operations.<br>• Sergeants also have collateral duties, for example:<br>– Grants<br>– Bikes<br>– Body armor<br>– Alarms<br>– Jail |

As can be seen from the table above, the functional roles of all managers and supervisors in the Glendale Police Department are varied and transcend their operational roles. There are many clear advantages in such an organizational structure – it is more cost effective than the alternative of retaining more support staff; it also provides opportunities for managers and supervisors to enhance their professional experience. There are also issues with such an organizational structure.

### (2) The Organizational Structure of the Glendale Police Department in Perspective

An organizational structure is designed as an approach to facilitating organizational management. As such, there are structures for a certain size organization that achieve that goal better than others. Achieving an organizational structure that is 'right' for an organization needs to take into account a number of factors – including the complexity of an organization, the need for accountability and accessibility of key managers, the experience and history of an organization, and cost.

There are advantages and disadvantages associated with Glendale's organizational structure:

- The advantages of the Department's structure include:
  - It pushes down authority and responsibility for key management roles deep into organization, at least to the level of sergeant.
  - A structure in which collateral duty responsibilities are allocated to other managers and supervisors helps to prepare them for promotion.
  - It also provides for a built-in redundancy which is lost in many smaller organizations.

- However, there are also disadvantages to this structure, including:
  - For an organization of its size and complexity there are a large number of managers and supervisors – 12 out of 51 total staff (about 24% of all positions).
  - Spans of control vary widely – for example the Captains have 7 or 8 direct reports plus administrative responsibilities (especially in Support Services); Lieutenants have 2 direct reports.
  - It is unusual for a small agency with fewer than five (5) on patrol at one time to have both shift watch commanders (Lieutenants) and shift supervisors (Sergeants).
  - In spite of this, several functions have no direct supervisor or lead worker including detectives, records, school resources, court liaison, and crime prevention (currently vacant).
  - Collateral duties are assigned without regard for equalizing these workloads among managers and supervisors.
  - The Support Services Captain is largely an administrator assigned with tasks, some of which could be handled by a lower classification, if one existed.

These issues are significant and largely counter the advantages of the current structure. The disparate spans of control, especially those centered on top management are significant.

### (3) Other Smaller Agencies' Approach to Management Staffing

Looking to other agencies for guidance on organizational structure is of limited utility. Other agencies have different organizational complexities, history, experience and ability to afford a command staff of any size. In the North Shore area, for example, the police other departments are mostly smaller and less complex:

- Bayside has only 13 sworn positions and is managed by a chief and a lieutenant who functions in an administrative capacity.

- Brown Deer, on the other hand, has 31 sworn positions and is managed by a chief, captain who functions as a second in command, in addition to three (3) lieutenants over patrol, investigations and administration.

- Fox Point, with 15 sworn positions, only has a chief assisted by sergeants.

- Shorewood has 24 sworn positions and is currently managed by a chief, two (2) lieutenants who provide oversight to day and evening shifts, and a non-sworn administrative manager. It should be noted, however, that the department is proposing to eliminate the lieutenant positions.

- Whitefish Bay with 25 sworn positions has a chief and two (2) lieutenants.

Regardless of the organizational structure, each of these police departments function by pushing administrative responsibilities within the organization, including to sergeants and officers. In spite of this, all of these police departments, including Brown Deer which is closest in size and complexity, function with fewer managers than Glendale does.

### (4) Goals to Improve the Organization of Management in the Glendale P.D.

In a reorganization, the City and the Police Department need to strive for several organizational improvement objectives, including:

- Reducing the number of managers in the Department.
- Go further in assigning administrative responsibilities lower in the Department while also developing administrative expertise where needed.
- Increasing low spans of control while reducing that for top managers.
- Provide intermediate supervision for selected functions(e.g., detectives).

The next section proposes organizational structures which better achieves these objectives in the short term to longer range.

### (5) Recommended Organizational Structures

The project team has developed two short term alternative organizational structures for consideration as well as one longer range one. Each of these:

- Address the issues identified above.
- Utilizes existing management and supervisory staff in the short term
- However, in the longer term, there are opportunities for streamlining the organization (e.g., when Lieutenant positions become vacant) and converting selected positions to sergeants.
- Fills supervisory gaps in the organization.

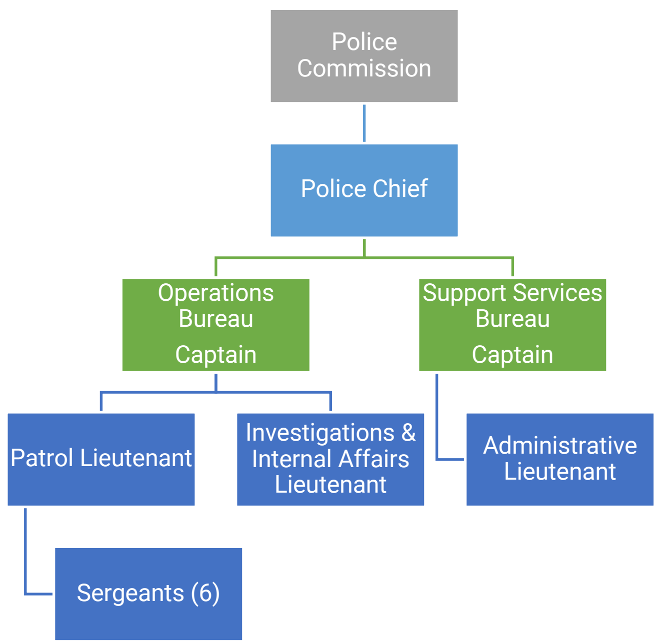
These options are presented below:

## (5.1) Short Term Alternative 1 – Assign Lieutenants as Functional Commanders

In this short term alternative the watch command system is replaced with one in which sergeants manage shifts and three lieutenants are allocated to major functional areas of the Department including:

- Patrol
- Investigations and internal affairs
- Administration, dividing responsibilities with the Captain. For example, the Lieutenant could be responsible for records, information requests, information and technology, and training.

This alternative is displayed below.



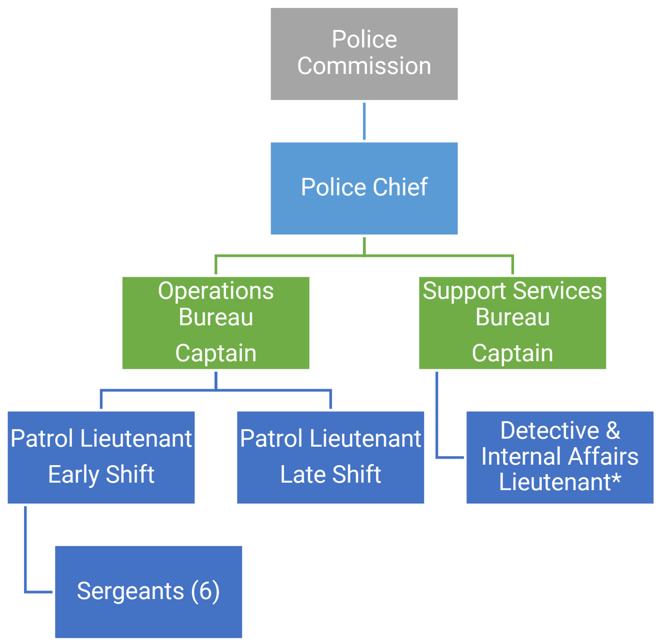

The advantage of this alternative is providing operational responsibility for lieutenants outside of patrol, eliminating the associated duplication of field oversight responsibilities, while addressing supervisory gaps in detectives and records.

The disadvantage of this alternative is that allocation of these responsibilities does not necessarily require a lieutenant to perform them. Also, spans of control are still quite narrow.

### (5.2) Short Term Alternative 2 – Retain Watch Command Outside of Day Shift

In this short term alternative the watch command system is not replaced outside of day shift when the Operations Bureau Captain and others can cover major events with the third lieutenant allocated to providing oversight to detectives, internal affairs and other functions. The Executive Assistant could have oversight for records in this alternative too.

This alternative is displayed below:

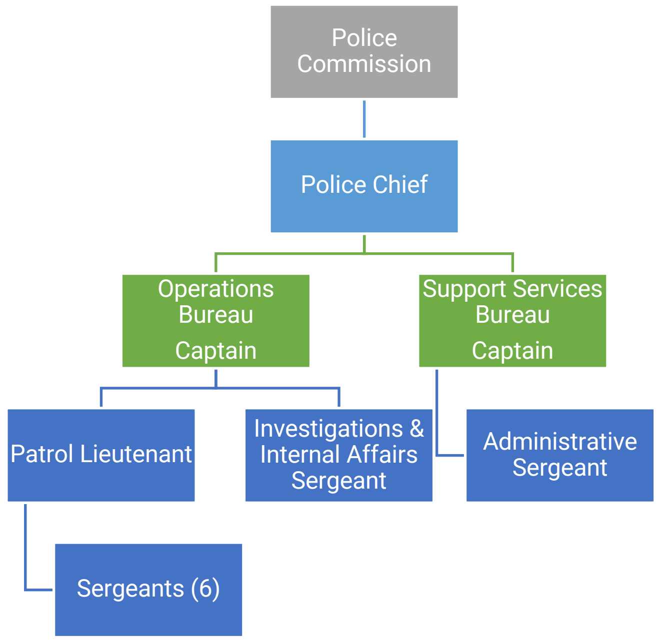



The advantage of this alternative is that it is more consistent with the current organizational structure while also addressing the supervisory gap in detectives.

The disadvantage of this alternative is the continued duplication in field oversight and the allocation of responsibilities to  lieutenant to perform. This alternative, unlike the previous one, challenges the Department's approach to shift supervision. Currently, shift lieutenants can cover for sergeants if there is a vacancy. Without this duplication, the Department would have to create 'officers in charge' more senior police who act as 'lead officers'. This is common in many police departments but would require collective bargaining.

### (5.3) Long Term Alternative – Convert Two Lieutenant Positions to Sergeants

In the long term, and on future position turnover, the Department and City should consider converting selected lieutenant positions to sergeants.  This alternative is displayed below.




This longer term alternative has the following characteristics:

- Patrol – the remaining lieutenant position would have overall and multi shift responsibility for patrol operations. This position would function to provide dedicated focus to the critical field services function.

- Investigations and internal affairs would be handled by a sergeant which is commonly done in many smaller departments.

- Administration, a sergeant, dividing responsibilities with the Captain. For example, the sergeant could be responsible for records, information requests, information and technology, and training. Again, these roles are commonly assigned to a sergeant in many smaller departments.

The advantage of this alternative is consistent with that in short term alternative #1 while also placing supervisory responsibility for detectives and records as well as selected administrative roles at a more appropriate rank level.

The disadvantage of this alternative would be the changes in operational management required. This alternative, too, challenges the Department's approach to shift supervision and would require collective bargaining.

**Recommendation: The City and Police Department should consider short term and long range organizational changes to reduce the number of mid managers yet increasing supervision to non-patrol functions and broadening administrative support.**

### (6) The Glendale Police Commission

As noted earlier, Police Commissioners have the responsibility of hiring and terminating the Chief, hiring and promotions of staff, and complaints and determining discipline. The role of the Commission is not to review operations, the design and review of training, nor the proactive review of policies.

Today, the need for independent review of police operations is greater than ever. In Wisconsin, the requirement for oversight is written into State Statutes providing a critical foundation and set of expectations lacking for many agencies. City councils have general municipal oversight roles and, as a result, cannot provide the focus and accountability on law enforcement needed.

In spite of this, the independent and proactive oversight of policies and changes which may be needed is lacking in the Police Commission. Doing this on a regular basis would be a valuable addition to the oversight provided. Critical policies (such as pursuits), policies relating to equity and inclusion, and others need to be reviewed on an ongoing basis. The results of these reviews should be communicated to the Common Council annually.

**Recommendations:**

**Increase the role of the Police Commission to include the regular and proactive review of policies in an advisory capacity.**

**The Police Commission needs additional support for their important roles for the Department. This should take the form of additional initial orientation and training, as well as refresher training. Members should participate in a citizens' police academy.**

# Appendix A – Profile of the Glendale Police Department

The following descriptive profile outlines the organization, structure, and staffing of the Glendale Police Department (GPD). The information contained in the profile has been developed through interviews conducted within GPD and review of various documents provided by the Department.

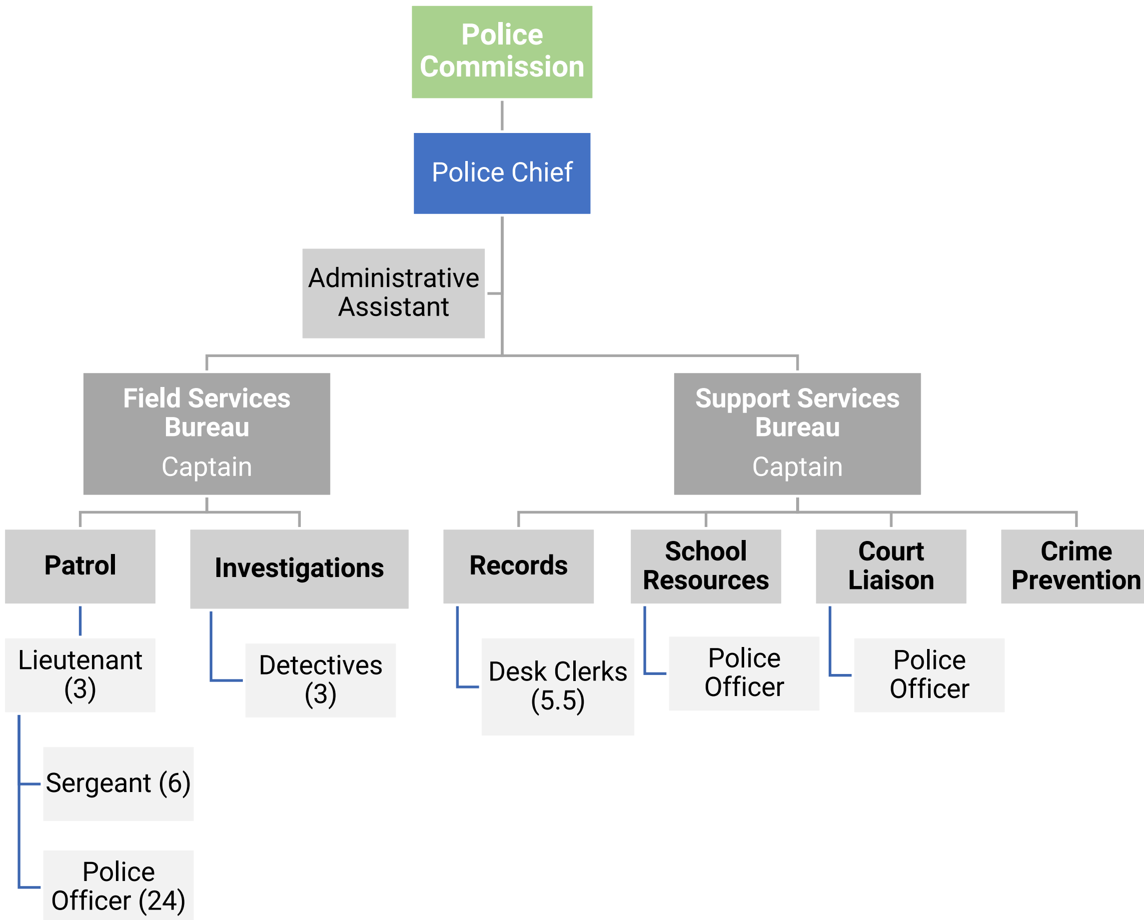
It is important to note that the primary objective of this profile is to review and confirm our current understanding of the Police Department. Consequently, no analysis or findings are contained in this document. Instead, the document focuses on outlining the following items:

- The organizational structure of each area of the Police Department.
- High level descriptions of the main functions and work areas of each GPD work unit.
- The authorized (budgeted) and actual (currently filled) number of positions by rank or classification assigned to each unit.
- The roles, objectives, and responsibilities of each unit.

The profile is the first deliverable of this project, and should be considered a **draft** document that will develop further as the project progresses. Once it is finalized, the profile will help serve as a foundation for our assumptions regarding staffing and current organizational characteristics of the functional areas included in scope of the study.

The following chart is a general functional depiction of the structure of the Glendale Police Department.

**GPD Organizational Chart**

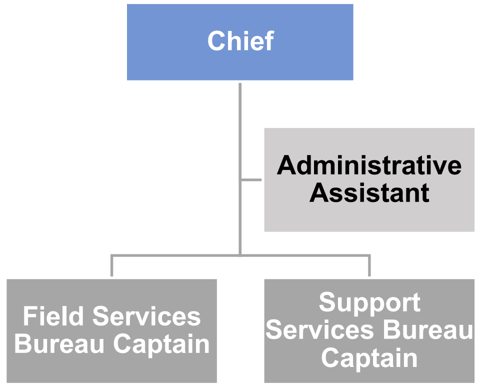



## 1. Office of the Chief

The office of the Chief consists of the Chief and an Administrative Assistant. The Chief provides overall direction, guidance, and leadership for the Police Department. He has responsibility for every area of the organization and ensures that the Department meets its mission in accordance to the established values and has overall responsibility for budget management. The Administrative Assistant assists the Chief with day to day tasks. The executive management team includes the two Captains.

### (1) Organization

The following chart outlines the organization of the Chief's office and executive management team.




### (2) Staffing and Unit Descriptions

The following table provides the personnel and major tasks of staff for the Chief's Office. The "Curr." column displays the number of currently filled positions, while the "Auth." column provides the number of authorized (budgeted) positions.

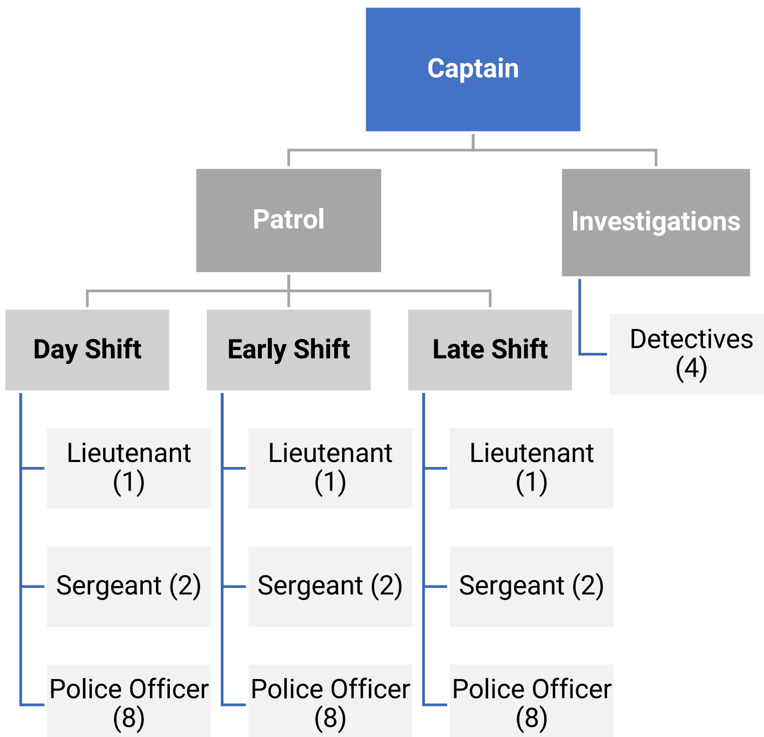
| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| **Police Commission** | 5 | 5 | Police Commissioners | • Established by State statute.<br>• Commissioners have the responsibility of hiring and terminating the Chief, hiring and promotions of staff, and complaints and determining discipline. |
| **Chief / Administration** | 1 | 1 | Police Chief | • Provides the overall leadership, management, and administration of the Police Department.<br>• Works with the City Administrator to meet goals and objectives set by the Common Council.<br>• Reviews policies and procedures, goals and objectives.<br>• Directly supervises the two Bureau Captains.<br>• Interfaces with the community and community groups. |
| | 1 | 1 | Administrative Assistant | • Performs administrative functions in day to day operations.<br>• The Administrative Assistant (AA) works closely with the Chief in administration of the GPD. |
| **Sworn** | 1 | 1 | | |
| **Civilian** | 1 | 1 | | |
| **Total Staff** | 2 | 2 | | |

## 2. Field Services Bureau

The Field Services Bureau is comprised of Patrol and Investigations.

### (1) Organization

The following chart outlines the organization of the Field Services Bureau:




### (2) Staffing and Unit Descriptions

The following table summarizes the personnel and major tasks of staff for the Field Services Bureau.

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| **Field Services Bureau – Management** | 1 | 1 | Captain | • Provides the overall leadership, management, and administration of the Bureau.<br>• Supervises three (3) shift Lieutenants and four (4) Detectives, assigns tasks and works with them to provide patrol services to the community.<br>• Follows up on community complaints. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| | | | | • Major administrative duties include FTO program, data management, sex offenders, incident reviews, promotional processes and internal investigations<br>• Participates in the pursuit committee.<br>• Performs routine administrative functions in the day to day management of the Bureau. |
| **Patrol Operations** | 3 | 3 | Lieutenant | • Lieutenants oversee the patrol shifts<br>• Lieutenants have collateral duties besides their shifts, including:<br>– Training (early)<br>– Task forces (early)<br>– Incident reviews (early)<br>– Fleet (days)<br>– Drones (days)<br>– Field training (late)<br>– K9 program (late)<br>• Perform routine administrative functions<br>• Investigate community complaints.<br>• Assist with shift officers on designing proactive activities such as hotel interdiction. |
| | 6<br><br>23 | 6<br><br>24 | Sergeant<br><br>Police Officer | • Patrol consists of 3 shifts of 1 sergeant and 6 – 8 Police Officers with minimum staffing of 3 Police Officers and a sergeant on late shift and 4 officers and a sergeant on early shift.<br>• All Platoons work 8-1/2 hour shifts on a 4/2 rotating schedule.<br>• Patrol is divided into 4 beats (3 on late shift).<br>• Sergeants function as first-line supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field.<br>• Police Officers and sergeants respond to emergency incidents and other calls for service, traffic enforcement, completing reports as needed (sergeants approve reports).<br>• Sergeants and Police Officers have collateral duties, for example:<br>– Grants<br>– Bikes<br>– Body armor<br>– Alarms<br>– Jail |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| **Investigations** | 4 | 4 | Detectives | • Detectives work an 8-hour shift Monday through Friday, with staggered shifts, 2 each day work 0730-1600 with 2 each day working 1300-2130.<br>• Detectives are generalists, though each has an informal specialty, including:<br>– Child internet crimes; e-forensics<br>– Sex offender registry<br>– Major frauds<br>– Evidence<br>• Detectives have a team approach to most cases, each taking responsibility for different aspects of the same case.<br>• Each process evidence and crime scenes.<br>• Each write and process warrants.<br>• Detectives are on call for after hours and on weekends.<br>• While the Captain assigns and reviews cases, detectives essentially manage their own caseloads. |
| **Sworn** | 37 | 38 | | |
| **Civilian** | 0 | 0 | | |
| **Total Staff** | 37 | 38 | | |

## (3) Patrol Scheduling and Deployment

Staff work 8-1/2 hour shifts in a 4/2 schedule. The 3 shifts include:

- Days – 0730-1600
- Early (swing shift) – 1530-0000
- Late (night shift) – 2330-0800

Sergeants and Lieutenants shifts are staggered to interface with outgoing shifts.

Minimum staffing levels are set at 1 sergeant and 4 police officers days and early shifts; 1 sergeant and 3 police officers on late shifts.

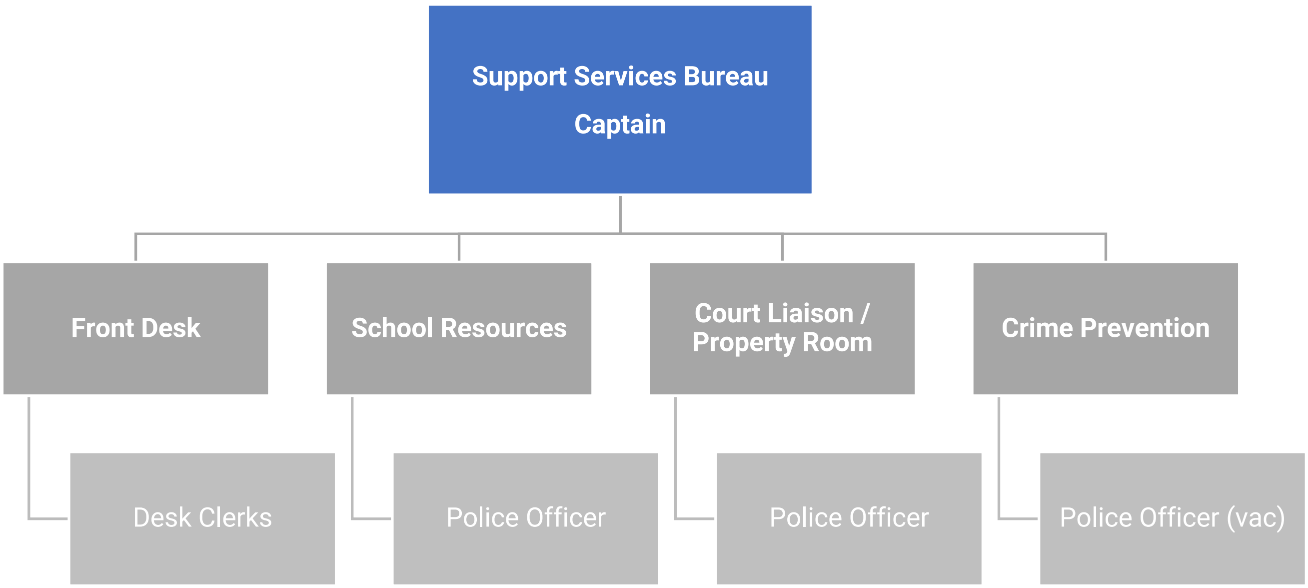
## (3) Patrol Zones

Patrol officers deploy in a geographic system that comprises four beats (3 on late shift)

# 3. Support Services Bureau

## (1) Organization

The following chart outlines the organization of Support Services:




## (2) Staffing and Unit Descriptions

The following table provides the personnel positions and major tasks of the Support Services Bureau.

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| **Administration** | 1 | 1 | Captain | • Provides the overall leadership, management, and administration of Support Services Bureau.<br>• Supervises the desk officers, the Court Liaison Officer / Property Room, and the School Resources Officer.<br>• Performs routine administrative functions in the day to day management of the Bureau.<br>• The Captain is in charge of professional standards including accreditation (Wisconsin), recruiting and coordinating training as well as policy review and development.<br>• Reviews use of force and associated complaints.<br>• Responsible for open records requests and media relations.<br>• The Captain maintains the traffic citation management system; coordinates with WIDOT. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| | | | | • Provides liaison with the municipal court as well as with the City Attorney.<br>• Provides liaison with the North Shore Communications JPA (shared emergency communications).<br>• Liaises with the City on facility issues.<br>• Time agency coordinator.<br>• Grant writer. |
| **Records** | 3.5<br><br>2 | 3.5<br><br>2 | Desk Officers<br><br>Jailers | • Records consists of 5.5 personnel (desk officers and jailers) who all perform identical tasks:<br>  • 24/7 assistance to public – take payments for citations and bail.<br>  • Answer general questions and call dispatch for walk-in police reports<br>  • Process public records requests<br>  • Validate warrants<br>  • Enter supplemental reports for officers<br>  • Enter and remove property into data base<br>  • Process fingerprint cards<br>  • Enter Restraining Orders<br>• Monitor all prisoners held in the facility<br>• One day shift and afternoon shift clerk have additional training and responsibilities and are designated jailers.<br>• Two day shift clerks work 8.5 hour shifts 7:30 a.m. to 4 p.m. with rolling 4 days on 2 days off coordination for 7 day coverage.<br>• Afternoon shift clerks work 8.5 hour shifts 3:30 p.m. to 12 a.m. with the same rolling 4 days on 2 days off coordination.<br>• Night shift clerk works Monday through Friday 11:30 p.m. to 8 a.m. Part-time night shift clerk works 11:30 p.m. to 8 a.m. weekends. |
| **Court Liaison / Property Room** | 1 | 1 | Police Officer | • Officer works 8.5 hour shift Monday through Friday 7:00 a.m. to 3:30 p.m.<br>• Pre-Covid19 – prepare and present cases in person to D.A. for circuit court charging decisions.<br>• Post-Covid19 – Digital preparation case prep.<br>• Municipal Court Bailiff duties<br>• Prepare and present cases for municipal city attorney.<br>• Solely responsible for the intake, storage management and discharge of property and evidence.<br>• Transport property to and from Crime Lab.<br>• Completes inventory and audit functions. |
| **School Resources** | 1 | 1 | Police Officer | • SRO works 8.5 hour day 6:30 a.m. to 3 p.m. Monday through Friday during school year and regular day shift hours on patrol in the summer. |

| Unit/Division | Curr. | Auth. | Position | Unit Description |
|---|---|---|---|---|
| | | | | • SRO is responsible for one high school with 1100 students. Office physically located at school.<br>• Works with school social workers and staff to support student care and resolve student issues.<br>• Responsible for criminal conduct investigations.<br>• Will respond to middle school and assist patrol officer responsible for the call as needed.<br>• Attends all home football games for security. |
| **Crime Prevention** | 0 | 1 | Police Officer | • Position is vacant |
| **Sworn** | 3 | 4 | | |
| **Civilian** | 5.5 | 5.5 | | |
| **Total Staff** | 8.5 | 9.5 | | |

# Appendix B – Comparative Analysis

The project team conducted a comparative survey of the Glendale Police Department with the six North Shore communities of: Bayside; Brown Deer; Fox Point; River Hills; Shorewood; and Whitefish Bay.

The comparative assessment was focused on several key staffing, policy, and operational approaches. A total of 11 comparative questions were asked along with requesting a police department organizational chart and copy of body worn camera and pursuit policies. The project team received responses from the following four agencies: Bayside; Brown Deer; Fox Point; Shorewood; and Whitefish Bay.

The following table summarizes the responses received from the comparative questions.

| Question | Bayside | Brown Deer | Fox Point | Shorewood | Whitefish Bay | Glendale |
|---|---|---|---|---|---|---|
| 1. Number of Sworn Positions | 13 | 31 | 15 | 24 | 25 | 43 |
| 2. Total Number of Positions | 13.5 | 34 | 17 | 29 | 27.5 | 47.5 |
| 3. Current Vacancies | None | Chief of Police | None | 2 Officers | Chief of Police | Patrol Officer |
| 4. Primary Collateral Duties of Sergeants and Above | Lieutenant – conduct various administrative tasks | Captain - DA liaison, grants writing / administration, budgeting, etc. Lieutenant – accreditation, training, records, community outreach, inventory control, review panels, etc. Sergeant – K9 handler, Mobile Field Force Coordinator, Vehicle Maintenance Coordinator, Training Instructors, social media. | Sergeant – scheduling, training trainers, FTO program, firearms program manager, accreditation manager | A wide variety of duties are completed by a total of 6 individuals. This includes administration of varies operational programs, software / technology systems, local, state, and federal compliance reporting, and training program duties. | Training officer, fleet maintenance, open records processing, scheduling, supply ordering. | Lieutenant - – Training, Task forces, Incident reviews, Fleet, Drones, Field training, K9 program. Officers and Sergeants – Grants, Bikes, Body armor, Alarms, Jail |
| 5. Who is primarily responsible for updating policies & procedures | Dayshift Lieutenant | Lieutenant | Chief | Deputy Chief / Captain | Chief and Lieutenant | |
| 6. Policy Updates in last year: | | | | | | |
| 6A. Use of Force | Yes | Yes | Yes | Yes | Yes | Yes |
| 6B. Duty to Intervene | Yes | Yes | N/a | Yes | Yes | Yes |

| Question | Bayside | Brown Deer | Fox Point | Shorewood | Whitefish Bay | Glendale |
|---|---|---|---|---|---|---|
| 6C. Use of Force Reporting | Yes | Yes | Yes | Yes | Yes | Yes |
| 7. Internal Affairs Investigations Responsible Party | Lieutenant | Chief Designee | Designated Sergeant | Deputy Chief / Captain | Lieutenant | Captain |
| 8. Type of complaints handed by first line supervisor. | Behavior and conduct, rationale for citations issued | Minor misconduct and/or procedural complaints | Sergeant | Informal | None | Minor misconduct and/or procedural complaints |
| 9. Role of Police and Fire Commission: | | | | | | |
| 9A. Hiring the Chief | No Commission | Yes | Yes | Yes | Yes | Hiring the Chief |
| 9B. Hiring Officers | No Commission | Yes | Yes | Yes | Yes | Hiring Officers |
| 9C. Disciplinary Appeals | No Commission | Yes | Yes | Yes | Yes | Disciplinary Appeals |
| 9D. Policy Changes | No Commission | No | No | No | No | No |
| 9E. Other | | Promotional process | | | | |
| 10. Deploy Body Worn Cameras | Yes | Yes | Conducting 90-day trial. Plan to purchase in 2022. | Yes | Yes | Expected deployment June 2021 |
| 11. Do you have Administrative Lieutenant or Sergeant. | No | Yes, Lieutenant | No | No | No | No |

There are many similarities and a few differences between the five comparative communities and Glendale. The key findings include:

- Collateral duties are similar and are primarily at the Sergeant or Lieutenant level, depending on the organizational structure.
- Few vacancies exist, except for the Chief in two departments and 2 officers in Shorewood. Glendale does have patrol officer vacancies which is different than the comparative agencies.
- The Chief and/or Lieutenant(s) are primarily responsible for updating policies and procedures.
- Each agency has updated their use of force, duty to intervene, and use of force reporting policies in the last year.
- Internal affairs investigations are generally handled by the second in command in the agency..
- Minor complaints or procedural issues are generally investigated by the front line supervisor.
- The Police and Fire Commission is responsible for hiring the chief, officers, and disciplinary appeals all comparative agencies, except Bayside which does not have a Commission. No commission is responsible for policy changes or updates.
- All comparative agencies have or plan to implement body worn cameras.
- Only Brown Deer has an Administrative Lieutenant (or Sergeant).

# Appendix C – Summary of the Community Survey

As part of the Matrix Consulting Group's study of the Glendale Police Department, a survey of community members was conducted to gauge the opinions of residents on a number of topics relevant to the study. The survey was made available online for more than two weeks in May and June 2021. During this time 192 responses were received, of which 165 were complete.

This document presents a summary and analysis of the responses received.

## 1. Key Findings

While the following sections discuss survey responses in more depth, the key takeaways from the survey are summarized in the following bullet points.

- **High Levels of Community Confidence:** 82% of respondents are satisfied with the Police Department's overall performance, and 89% stated that they feel safe in Glendale. Additionally, 72% of respondents stated that they trust the Department's leadership to make decisions for the good of the City.

- **Respondents Feel Heard by the Department:** Strong majorities of respondents who provided an opinion stated that GPD makes it easy to provide feedback (81%) and values the feedback they get from the community (85%). Additionally, 90% of respondents said that the Department is responsive in addressing issues raised by the community.

- **Support of Long-Time Residents:** Respondents who have lived in the community for longer periods of time tend to have higher opinions of the Department's performance and responsiveness to the community than do newer residents.

- **Perception of Worsening Crime:** 45% of respondents believe crime in Glendale is getting at least somewhat worse compared to 5 years ago, while just 11% believe crime rates are improving.

- **Improving Opinions of the Department:** 32% of respondents have a better opinion of the Department than 15 years ago, while just 10% have a lower opinion.

- **Alignment of Priorities:** The three most important issues to residents for proactive enforcement by the Department (burglaries and theft, traffic issues, and drugs) are also the three issues that they believe the Department prioritizes most.

- **Fast and Effective Response:** Respondents who have called the Department for service within the last three years have high opinions of their responsiveness and effectiveness in addressing the issue for which they were called.

In general, the survey results reflect a great deal of confidence, appreciation, and support for the Police Department. These findings are expanded upon in the following sections.

## 2. Respondent Demographics

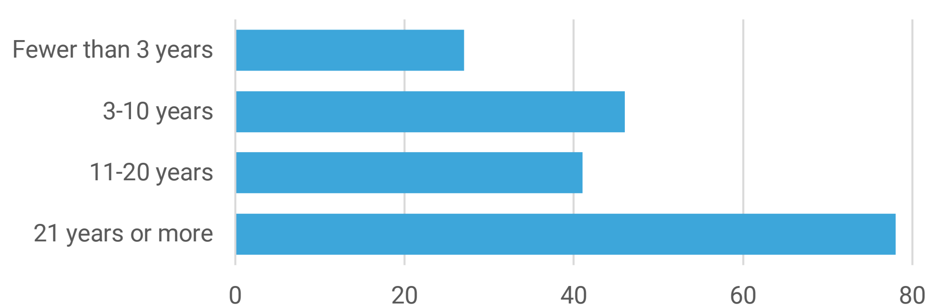
While the survey was anonymous, it did ask respondents to identify how long they have lived in the community, their race/ethnicity, and whether they have called for service from the Police Department within the last three (3) years. The following charts show the responses received to these identifying questions.

### (1) Most Respondents Have Lived in the Community for Over 10 Years.

The following table and chart show responses to the question, "How many years have you lived in your current community?"

**How many years have you lived in your current community?**

| Response | Count |
|---|---|
| Fewer than 3 years | 27 |
| 3-10 years | 46 |
| 11-20 years | 41 |
| 21 years or more | 78 |
| **Total** | **192** |



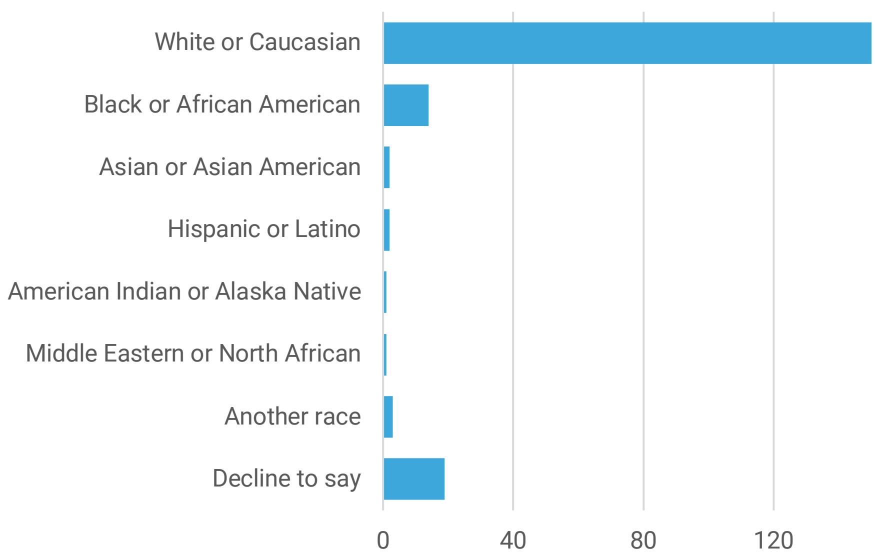
A majority (62%) of survey respondents have lived in their community for 11 or more years, and 41% for 21 years or more.

### (2) The Vast Majority of Respondents Are White/Caucasian.

The following table and chart show responses to the question, "What is your race/ethnicity?"

**What is your race or ethnicity?**

| Response | Count |
|---|---|
| White or Caucasian | 150 |
| Black or African American | 14 |
| Asian or Asian American | 2 |
| Hispanic or Latino | 2 |
| American Indian or Alaska Native | 1 |
| Middle Eastern or North African | 1 |
| Another race | 3 |
| Decline to say | 19 |
| **Total** | **192** |



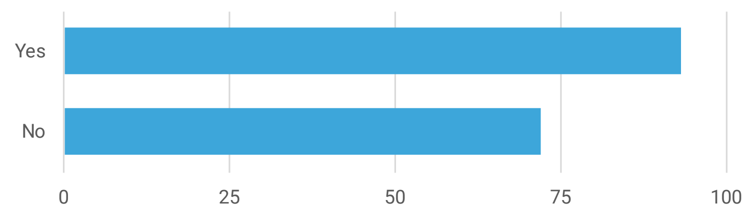

A strong majority of respondents (78%) identified themselves as white, while 12% selected another race/ethnicity and 10% declined to say.

### (3) More Than Half of Respondents Have Called for GPD Service Within the Last 3 Years.

The following table and chart show responses to the question, "In the past 3 years, have you requested service from GPD, whether for an emergency or non-emergency situation?"

**In the past 3 years, have you requested service from GPD, whether for an emergency or non-emergency situation?**

| Response | Count |
|---|---|
| Yes | 93 |
| No | 72 |
| **Total** | **165** |




A slim majority (56%) of respondents have called for service within the last 3 years, while 44% stated that they have not.

## 3. Multiple-Choice Responses

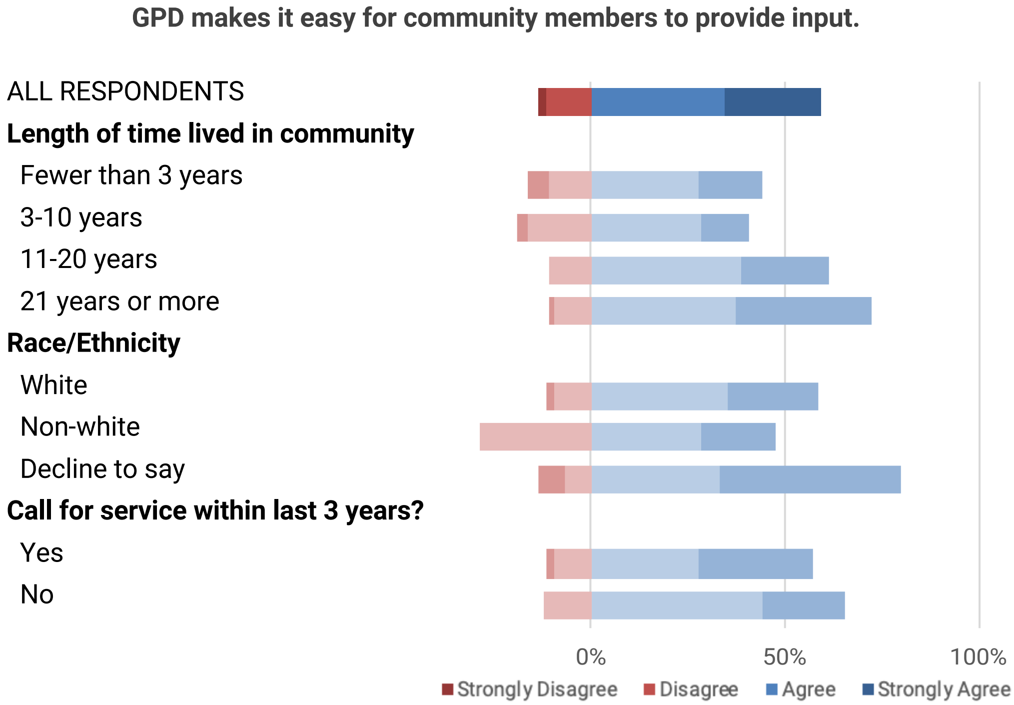
The first section of the survey asked participants to indicate their level of agreement or disagreement with a series of seven (7) statements about the department's service to the community. The available responses were "Strongly Agree" (SA), "Agree" (A), "Disagree" (D), "Strongly Disagree" (SD), and "No Opinion" (N/A). The following chart shows the levels of agreement and disagreement to each of the statements in this section of the survey.

| | Strongly Disagree | Disagree | Agree | Strongly Agree | No Opinion |
|---|---|---|---|---|---|
| 1. GPD makes it easy for community members to provide input. | 1.8% | 11.8% | 34.3% | 24.9% | 27.2% |
| 2. GPD understands the unique aspects of Glendale. | 2.4% | 6.5% | 40.2% | 33.1% | 17.8% |
| 3. GPD values input from the community. | 3.0% | 8.3% | 34.9% | 26.6% | 27.2% |
| 4. I am satisfied with the overall performance of the GPD. | 3.0% | 12.4% | 38.5% | 43.8% | 2.4% |
| 5. I feel safe in Glendale. | 1.8% | 8.3% | 58.9% | 30.4% | 0.6% |
| 6. I frequently see police patrols in my neighborhood. | 6.5% | 23.2% | 42.3% | 25.6% | 2.4% |
| 7. I trust the leaders of GPD to make decisions that are good for everyone in the City. | 4.1% | 12.4% | 33.7% | 38.5% | 11.2% |

Responses to these statements were widely positive. Every statement received at least 59% agreement, and no statement was met with more than 30% disagreement. There was more than twice as much agreement as disagreement to every statement. The following subsections explore these responses further.

### 1. Respondents Who Have Lived in Glendale for Longer Than Ten Years, and Those Who Are White, Tend to Agree Slightly More that GPD Makes it Easy for the Community to Provide Input.

The first statement was, *"GPD makes it easy for community members to provide input"*. The following chart breaks down the percentage of responses by group.



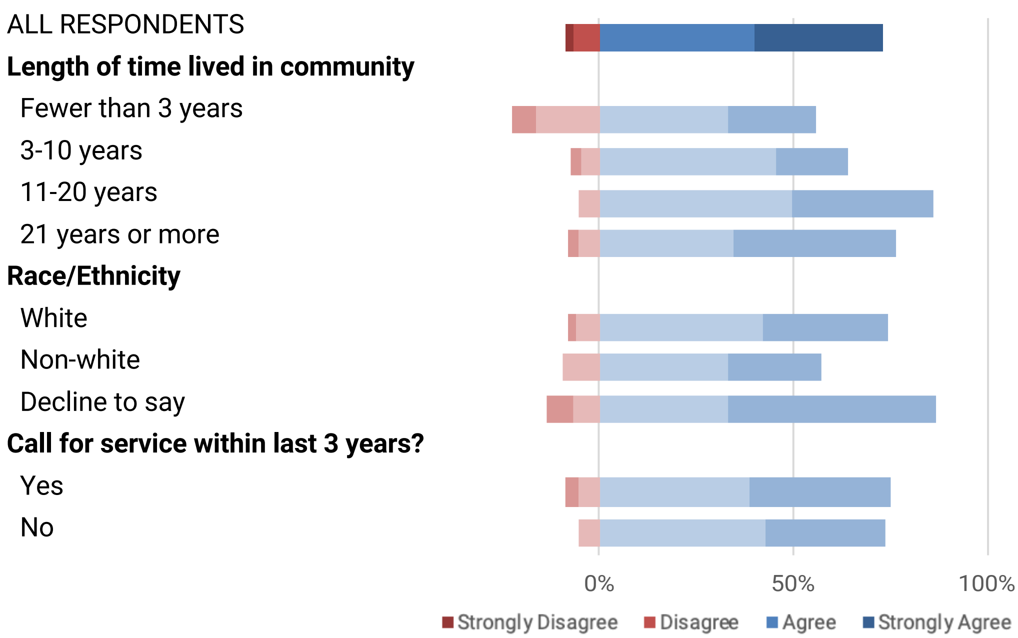

Respondents with a longer period of time lived in the community tended to agree more with the statement, whereas those more recent to Glendale were less likely to have an opinion.

White residents tended to agree more than non-white residents that the Department makes it easy to provide input.

## 2. Respondents With More Than Three Years Lived in Glendale Believe Strongly That the Department Understands the Community's Unique Aspects.

The second statement was, *"GPD understands the unique aspects of Glendale."* The following chart illustrates the percentages of responses from different participant groups.

**GPD understands the unique aspects of Glendale.**



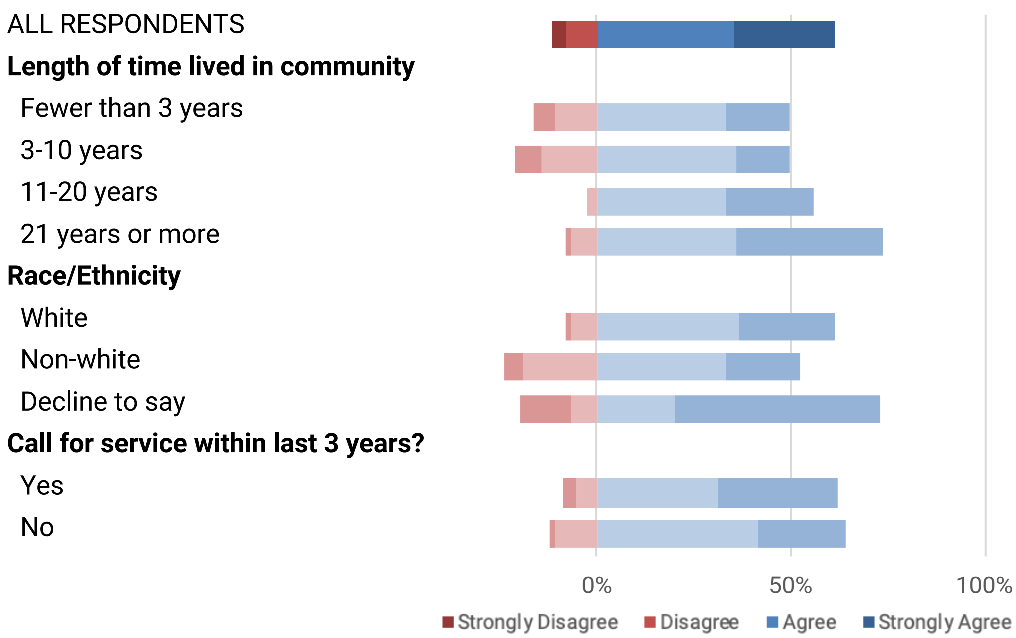

Respondents who have lived in Glendale for several years tended to agree more with the statement than those with fewer years in the community.

White residents tended to agree slightly more than non-white residents that the Department understands Glendale's unique aspects.

### 3. Respondents Who Have Lived in Glendale for Longer Than Ten Years, and Those Who Are White, Tend to Agree Slightly More that GPD Values Community Input.

The third statement was, *"GPD values input from the community."* The following chart shows the percentage of responses received from different groups of responses.

**GPD values input from the community.**



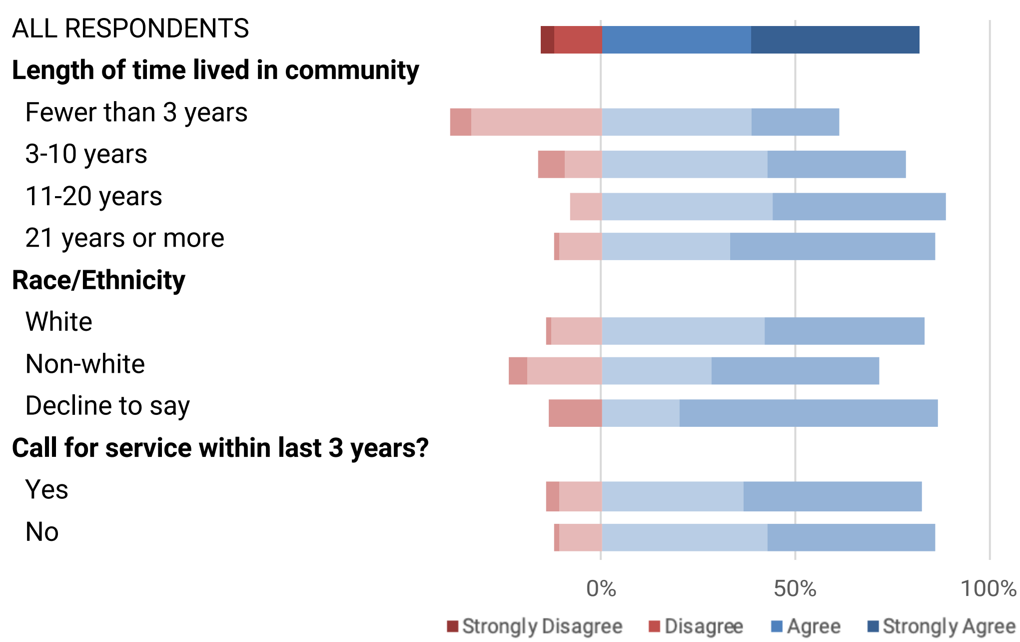

Respondents with more years lived in Glendale tended to agree with the statement more than those with fewer years in the community.

White residents tended to agree slightly more than non-white residents that GPD values community input.

### 4. Respondents Who Have Lived in Glendale More Than Three Years Are Somewhat More Satisfied with GPD Performance Than Those With Less Than Three Years in the Community.

The fourth statement was, *"I am satisfied with the overall performance of the GPD."* The following chart portrays the percentages of responses by participant group.

**I am satisfied with the overall performance of the GPD.**

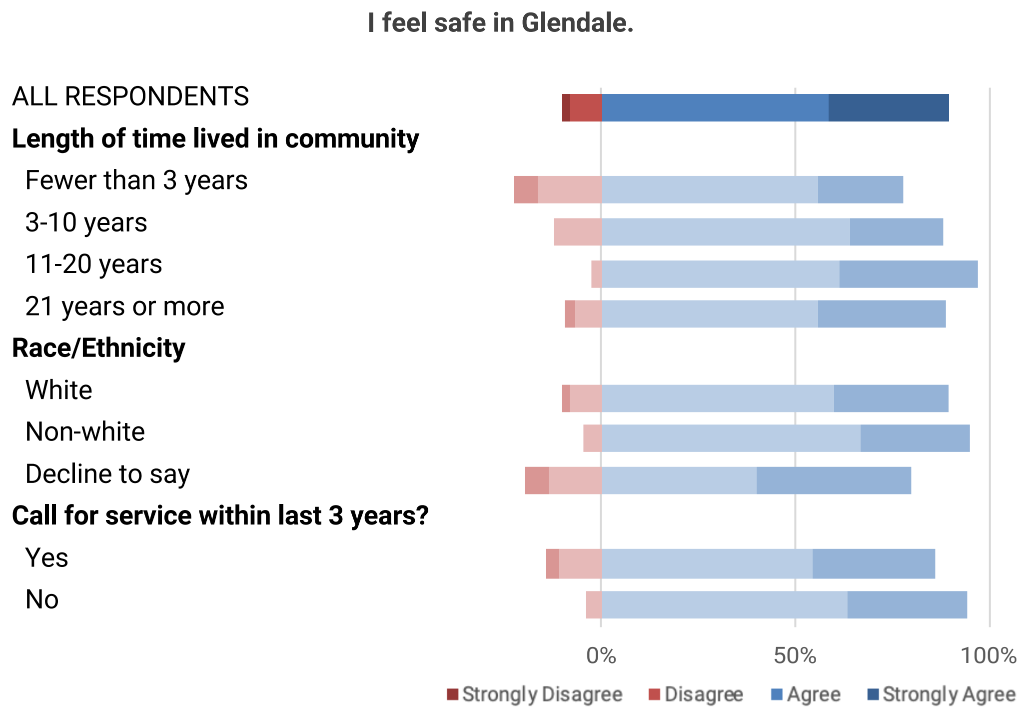



Respondents who are relatively new to Glendale provided a narrow majority of agreement, while those with more than 3 years lived in Glendale expressed more consistent and strong levels of satisfaction with the Department.

White respondents indicated a slightly higher rate of satisfaction with the Department than non-white respondents.

### 5. Respondents Who Have Lived in Glendale for More than Three Years Tend to Feel Slightly Safer Than Those who Have Lived There for Fewer Than Three.

The fifth statement was, *"I feel safe in Glendale."* The following chart illustrates the percentage of responses received from varying participant groups.

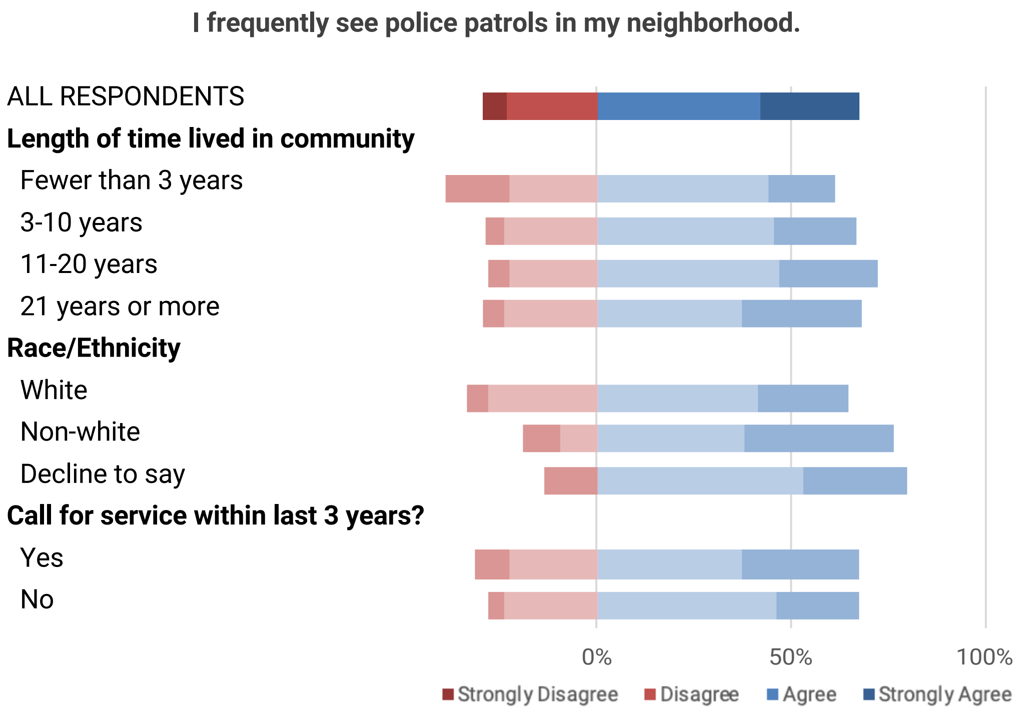



Respondents who have lived in Glendale for several years tended to agree slightly more than those who arrived within the last 3 years.

There were minimal differences between white and non-white respondents and those who have or have not called GPD for service within the last 3 years.

### 6. Non-White Residents Indicated Slightly More Frequent Patrols In Their Neighborhoods than White Residents.

The sixth statement was, *"I frequently see police patrols in my neighborhood."* The following chart breaks down the percentages of responses by participant group

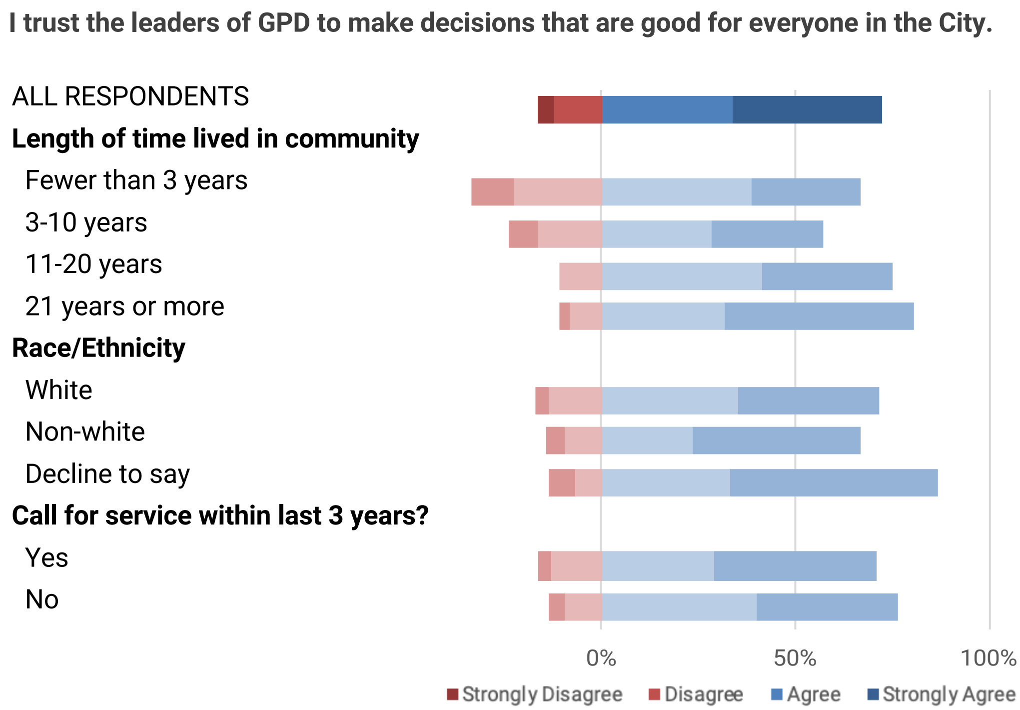



Non-white respondents tended to indicate that they see frequent patrols in their neighborhood slightly more than white respondents.

Differences in response between participants who have lived in the community for various lengths of time, or between those who have and have not called for service in the last 3 years, were minimal.

**7. Residents With More Years Spent in Glendale Tend to Trust the Department's Leaders Slightly More than More Recently Arrived Residents.**

The seventh statement was, *"I trust the leaders of GPD to make decisions that are good for everyone in the City."* The following chart shows the percentage of responses received from each group of respondents.




Respondents who have been in Glendale for less than 10 years tended to disagree more than those who have been in the community for more than a decade.

Responses from white and non-white residents, and from those who have or have not called for service within the last 3 years, were not significantly different.

## 4. Multiple-Choice Questions on Crime and Policing in Glendale

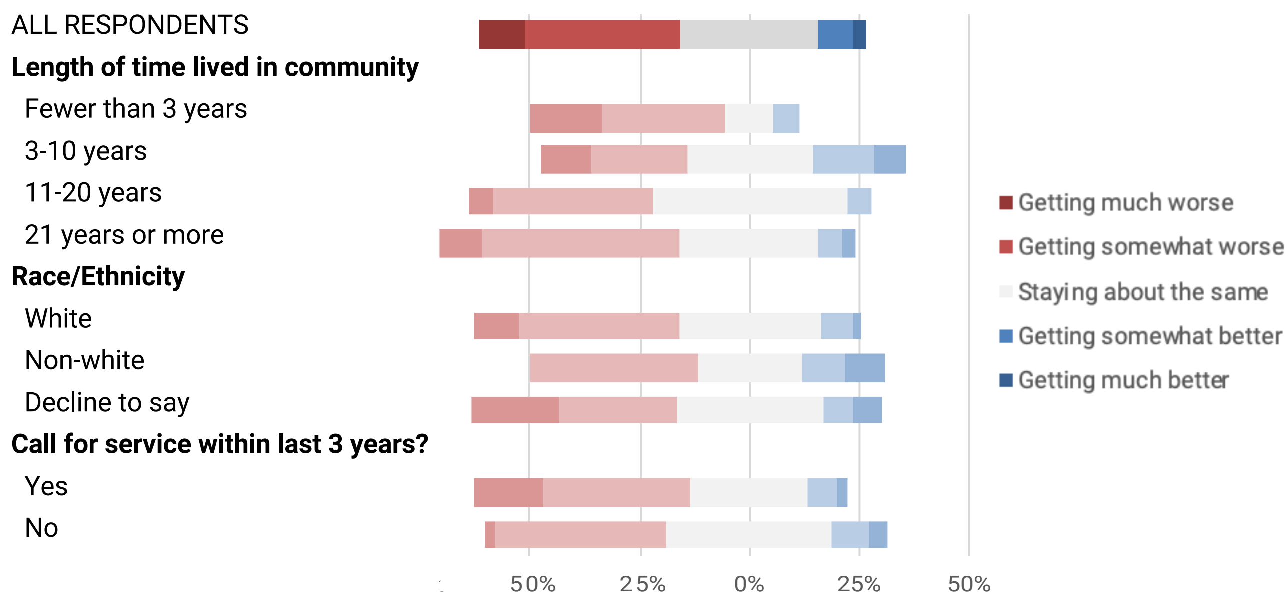
Respondents were asked a set of three questions about their opinions on the state of crime and policing in Glendale. The following sections outline and analyze their responses.

### (1) Most Respondents Believe Crime Is Getting Worse or Remaining the Same.

The first question asked respondents: *"Overall, do you think that crime in Glendale is getting better or worse compared to 5 years ago?"*. A total of 169 responses were received. The following table shows the percentage of responses.

| Response | Percentage |
|---|---|
| Getting much better | 3.0% |
| Getting somewhat better | 7.7% |
| Staying about the same | 31.4% |
| Getting somewhat worse | 35.5% |
| Getting much worse | 10.1% |
| No Opinion | 12.4% |

The most common response was "getting somewhat worse" (35.5%), followed closely by "staying about the same" (31.4%). Only 11% of respondents believe crime is getting better. The following chart illustrates the percentages of responses from varying survey participant groups.




Residents who have lived in Glendale for longer tended to view the trends of crime levels as slightly worse than those who have not lived there as long.

White respondents were also slightly more likely to view crime as worsening than non-white residents.

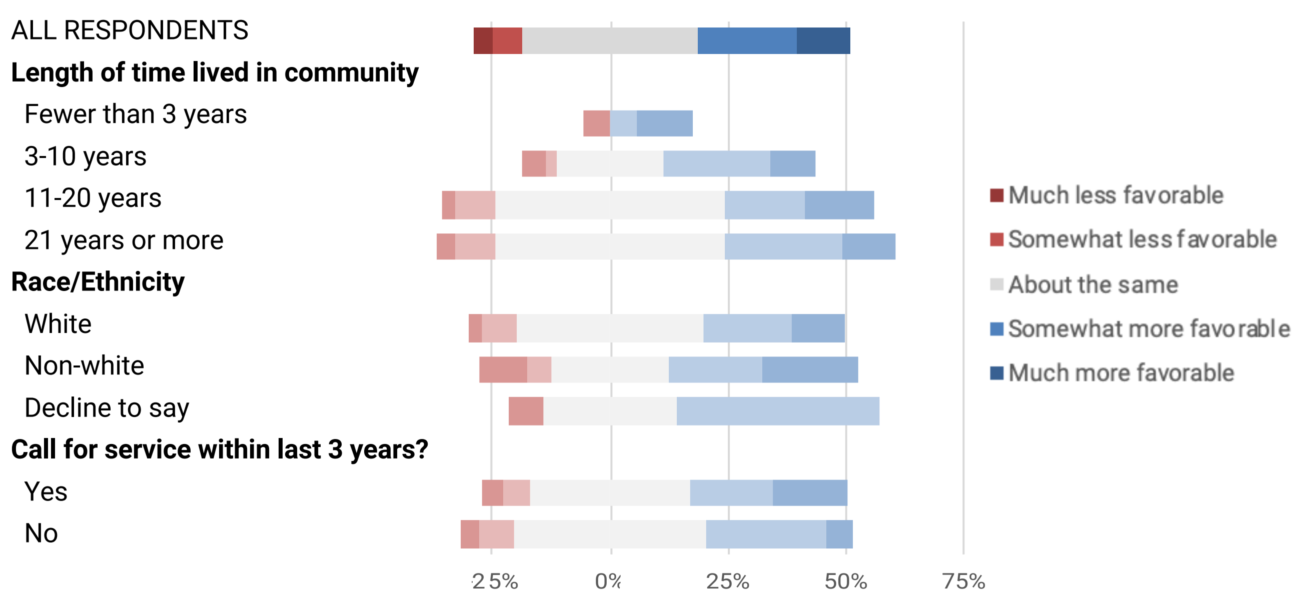
Respondents who have called for police service within the last 3 years viewed crime trends as getting worse slightly more than those who have not made such a call for service.

### (2) Opinions of the Department Have Mostly Improved Or Remained Steady Over the Past 15 Years.

The second question asked respondents, *"Compared to 15 years ago, is your opinion of GPD today more favorable, about the same, or less favorable than before? If it has changed, why?"*. A total of 164 responses were received. The following table shows the percentages of responses.

| Response | Percentage |
|---|---|
| Much more favorable | 11.6% |
| Somewhat more favorable | 20.7% |
| About the same | 37.2% |
| Somewhat less favorable | 6.1% |
| Much less favorable | 4.3% |
| No Opinion | 20.1% |

The most common response was "about the same" (37.2%), followed by "somewhat more favorable" (20.7%). Just 10% of respondents have a less favorable opinion of the Department. The following chart illustrates the percentages of responses from varying survey participant groups.




There was little difference in responses based on the length of time respondents have lived in Glendale, except that few of those who arrived more recently have an opinion to compare to 15 years ago.

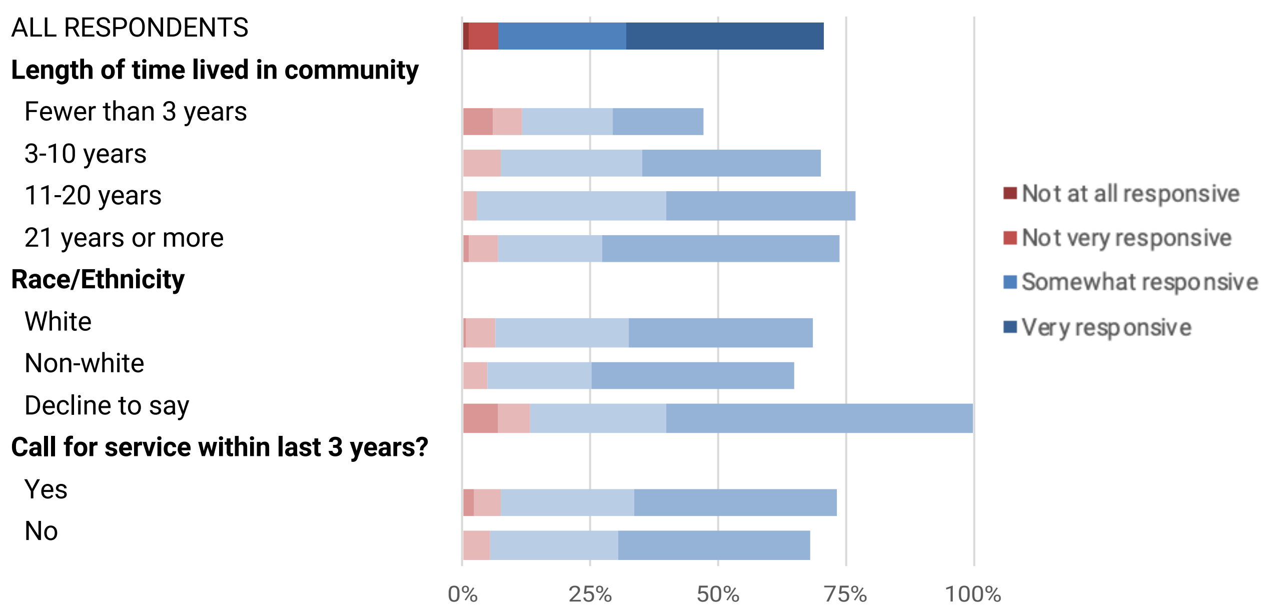
There was very little difference in responses between white and non-white respondents, or between those who have and have not called for service within the last 3 years.

### (3) Most Respondents Believe the Department is Responsive to Safety Issues Brought Up by the Community.

The third question asked respondents, "*When public safety issues are brought up by the community, how responsive is GPD in addressing them?*". A total of 165 responses were received. The following table shows the percentages of responses.

| Response | Percentage |
|---|---|
| Very responsive | 38.8% |
| Somewhat responsive | 25.5% |
| Not very responsive | 5.5% |
| Not at all responsive | 1.2% |
| No Opinion | 29.1% |

The most common response was "very responsive" (38.8%), with just 7% saying that the Department is "not very responsive" or "not at all responsive". The following chart illustrates the percentages of responses from varying survey participant groups.




There were minimal differences based on the length of time lived in the community (although those who arrived in Glendale more recently were less likely to have an opinion), race/ethnicity, or whether they have called GPD for service in the last 3 years. Opinions were generally uniform between different groups.

## 5. Proactive Enforcement Priorities of the Department

Respondents were asked a set of two questions about the police department's prioritization of issues, with the same set of possible responses. The questions were:

1. Which three public safety issues do you think are most important for GPD to proactively address in Glendale? (choose up to 3)

2. Which three public safety issues does GPD appear to prioritize most when working proactively in Glendale? (choose up to 3)

The following table shows the responses in terms of the number of times that each of the potential selections was indicated as an important issue for proactive work, and as an issue which seems to be currently prioritized by the department:

| | Issues Most Important | Issues Currently Prioritized |
|---|---|---|
| Burglaries and theft | 140 | 70 |
| Disorderly conduct, noise | 26 | 12 |
| Domestic violence | 12 | 6 |
| Drugs/narcotics | 55 | 41 |
| Gang activity | 13 | 7 |
| Homelessness-related issues | 3 | 1 |
| Prostitution/sex work | 31 | 21 |
| School safety | 30 | 18 |
| Traffic issues | 87 | 55 |
| Vandalism and graffiti | 4 | 3 |
| Violent crime | 30 | 11 |
| I don't know / I have no opinion | 3 | 68 |
| Other | 19 | 9 |

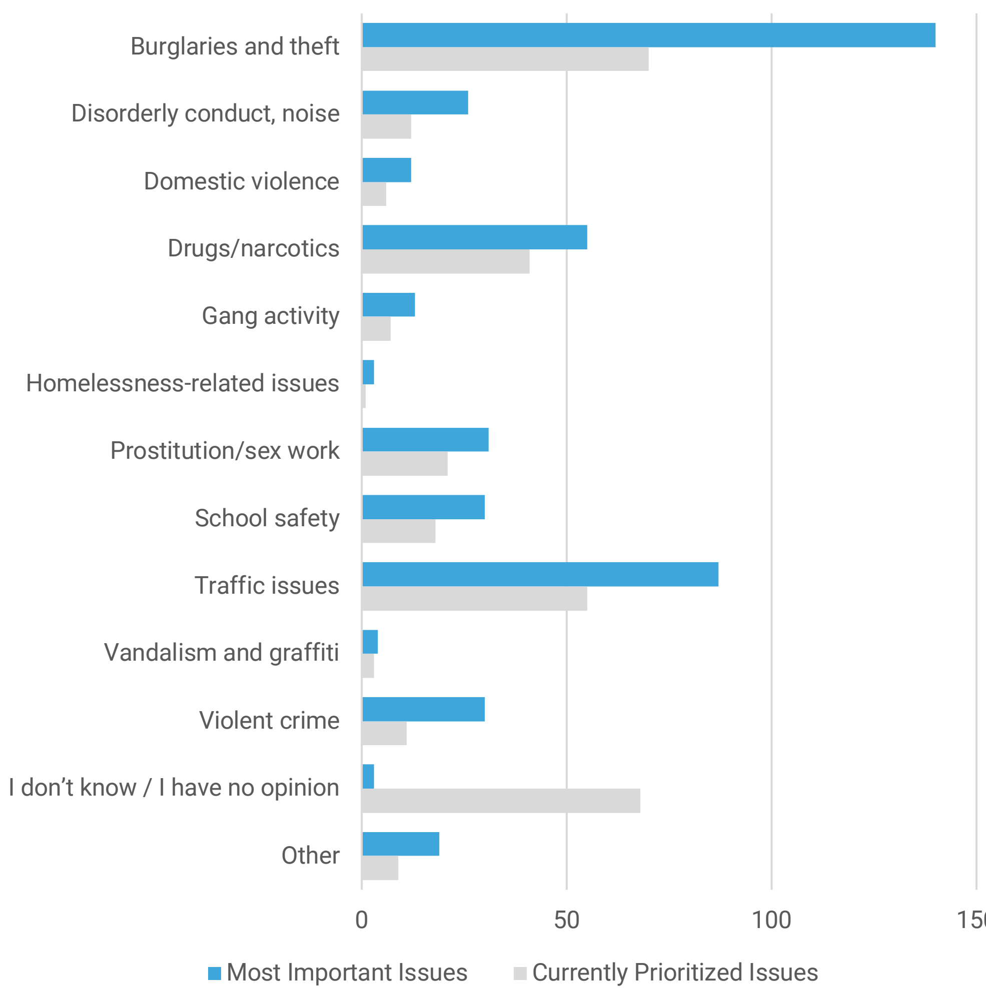
When participants selected "other", they provided the following responses:

***Other (most important issues):*** *Bayshore mall (2), car break-ins and theft (4), Crisis Assistance Response Team (CART) for mental health crises, Dangerous driving, cutting off, running traffic lights, road rage, Drugs, prostitution, and violence (2), Drunk drivers also police chases, early and nonviolent interventions, fireworks, guns going off, juveniles carjacking and vandalizing cars in driveways, Reckless Driving, speeding and stop signs (2), and hotels on Port Washington.*

***Other (currently prioritized issues):*** *Bayshore and businesses, not residents, Bay Shore and Port Washington Road, domestic calls, Mall specific calls/issues, not sure or don't know (2), speeding cars, and property crime, no matter how minor, at Bayshore.*

The following table illustrates the balance of each issue as one which respondents felt should be among the top three priorities, and as one which they feel the department currently prioritizes.

**Top Issues for Respondents and Perceived Priorities of the Department**




The most commonly selected issue was burglaries and theft (140), followed by traffic issues (87) and drugs (55). These were also the issues which respondents felt receive the most proactive attention by the department, showing an alignment between GPD and community priorities.

Compared to those who listed burglaries and theft as a priority, half as many respondents said the department is currently prioritizing those issues. This ratio was 75% for traffic enforcement and 63% for drugs, suggesting that the issue of burglaries and theft is perceived by residents as under-prioritized compared to other issues. A large number of respondents said that they did not know or did not have an opinion on the department's priorities.

## 6. Timeliness and Effectiveness of GPD Response

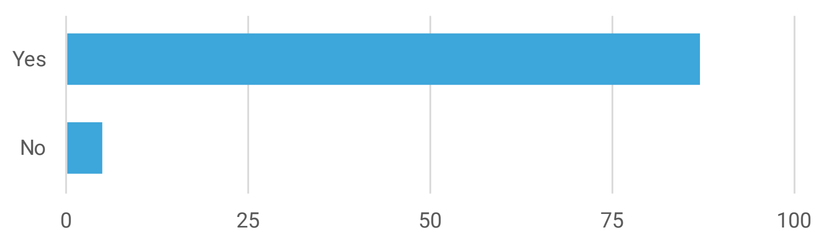
Respondents who said that they have requested service from GPD within the past 3 years were asked two additional questions about the service they received. Responses were overwhelmingly positive. The following points discuss these responses.

### (1) 95% of Respondents Said That Officers Arrived in a Timely Manner.

The first of these questions asked whether the GPD arrived in a timely manner. The following table and chart show the response received.

**Did GPD arrive in a timely manner?**

| Response | Count |
|---|---|
| Yes | 87 |
| No | 5 |
| **Total** | **92** |



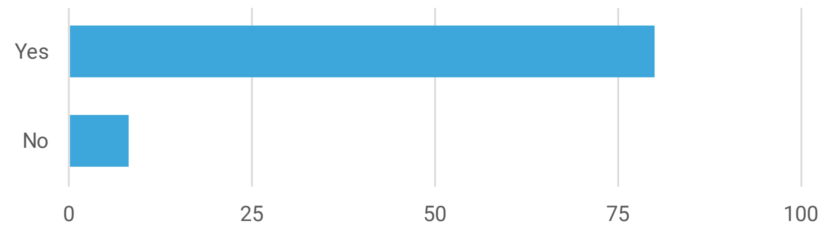

95% of responses said that GPD arrived quickly in response to a call, suggesting that the department is well-regarded in terms of responsiveness.

### (2) 91% of Respondents Said That Responding Officers Addressed the Problem They Were Called For.

The second question asked whether the GPD officers addressed the problem they were called for. The following table and chart show the response received.

**Once the officer(s) arrived, did they address the problem?**

| Response | Count |
|---|---|
| Yes | 80 |
| No | 8 |
| **Total** | **88** |




By a 10:1 ratio, respondents said that the responding officers did address the issue they were called for, reflecting a positive view among residents of the department's effectiveness.

## 7. Open-Ended Responses

The final question in the survey asked participants to provide any additional information on any of the topics covered in the survey. A total of 82 responses were received to this question.

**Appreciation (34):** the largest group of responses were from participants expressing appreciation for the police department. There were 34 such responses.

**Police Funding (8):** there were eight respondents who explicitly stated their support for keeping the police department fully funded.

**Traffic Enforcement (12):** a total of twelve responses cited a need for increased traffic enforcement.

**Concern for Policing Conditions (5):** an additional five respondents empathized with the difficulty of the job faced by City police officers.

**Racial Equity (5):** a total of five respondents discussed issues related to biases and racial equity with the hope that these issues were being addressed.