

**CITY OF PRINCETON**  
**FINANCE COMMITTEE MEETING**  
CITY HALL CONFERENCE ROOM – 531 S. FULTON STREET  
FRIDAY, January 18, 2013  
8:00 AM

- 1. CALL TO ORDER AND ROLL CALL.**
- 2. NEW BUSINESS**
  - A. Discussion and/or recommendation: tools for departmental analysis – webinars, UW Oshkosh, training, etc.
- 3. OLD BUSINESS**
  - A. Discussion and/or recommendation: Contingency Fund
- 4. COMMUNICATIONS**
- 5. ADJOURN**

Mayor  
Bob Mosolf



City Alderpersons  
Patti Garro  
Greg Hardt  
Dan Kallas  
Jasper Kallenbach  
Victor Magnus  
Lara Roehl

City Administrator  
John S. Weidl

531 S. Fulton Street, PO Box 53, 54968, (920) 295-6612  
*Where recreation and relaxation come together...*

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To: Ald. Hardt, Finance Committee  
From: John S. Weidl, City Administrator  
Date: 1/10/2013  
RE: Police Department Evaluation Tools

Ald. Hardt asked me to compile a list of available resources and in-progress resources for a recommendation from the Finance Committee to the City Council. These are resources that the City Council can leverage with the Chief of Police to better understand current operations and opportunities to increase safety, reduce costs, and empower the staff to make positive change.

UW Oshkosh – I first presented the idea of working with UW Oshkosh Master’s degree students to the Chief of Police in an email dated December 5, 2012. I followed up with Chief using a detailed proposal of how I believe we can leverage this opportunity to great educational and operational benefit for the City in an email dated December 26, 2012 (included herein). Still hearing nothing, I took it upon myself to contact Mr. Nollenberger on the phone to gather additional information and we can still move forward if I give him the go ahead immediately. Six of seven spots are taken and he is holding the seventh for the Princeton Police Department.

All that means is that he will make sure that students are available to use at Chief’s and the Council’s direction as long as the study involves substantive policy analysis/recommendation (its in the email). Having been a part of a study like this as a Master’s student, I would certainly be willing to lend my expertise and vouch for this as a cost effective way to receive professional guidance. As you can see from the email info, this is really an opportunity for us to increase the quality of our decisionmaking through diagnostic analysis (cause → effect) and proactive behaviors.

ICMA University Webconference: “Asking Police and Fire Chiefs the Right Questions: How to make data-driven decisions.” – I ordered this webinar in November because, as I indicated in my goals statement to the entire council, evaluating the Police Department is a necessary step toward understanding where a full 25% of the General Fund goes. The Council cannot work with the Chief to chart a budgetary and operational path forward if we do not understand where we are. Therefore, I ordered the appropriately titled webinar above. It will help the Council clarify questions and areas where further study may be necessary. And it leads to...

Conclusion: I have basically set it up so you can watch the webinar as a group in a Committee of the Whole and figure out what your questions are about the department and prioritize what you would like answered. Then UW Oshkosh will come in, FREE OF CHARGE, and deliver a study that would ordinarily cost at least \$5,000, that answers the questions and offers recommendations or areas for additional thought. Then what happens – its all up to you and the Chief!

For example, in the webinar, you will learn that the 5 on 4 off schedule has pros and cons. As the

Mayor aptly pointed out the first time we saw the video, the data is from much larger departments and some of it will apply and some will not. We also learned that other schedules, such as the 6 on 3 off, bring different pros and cons that can be weighed against one another to develop a schedule system tailored to a community that provides the safest coverage possible in an efficient and economical way.

Knowing that, I would suggest that one relevant area (expiring contract, Ald. Hardt's idea that the council learn more about it, ambiguous language that needs cleaning, etc.) we could look at is scheduling. Working with UW Oshkosh Chief can help illustrate which pros and cons the department has based on our current scheduling and data points such as call volume, staffing, etc. and if/how those cons can be mitigated with tweaks and or/changes. Then, the Chief and the council can weigh the costs benefit ratios to determine if we are happy with the current state or if we would to work with the department to improve.

That is an example of one big project that I think would pay huge future dividends in terms of understanding the departments mission and operations while at the same time providing FREE training for the Chief, Council, and myself so that we can continue these types of positive activities in the future.

In my email is a list of smaller projects that will hopefully spark some more of your own ideas based on questions I had after watching the webinar.

**John Weidl**

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**From:** John Weidl  
**Sent:** Wednesday, December 26, 2012 7:57 AM  
**To:** Matt Bargaquast; 'Mosolf, Bob'; Cheryle Nickel; 'jasperksr@charter.net'  
**Subject:** FW: UWO Policy Analysis Project  
Matt, Bob, and Cheryle

I hope you enjoyed your holiday celebrations.

Please see my follow up on an email I sent to you on December 5 (I copied the text at the very bottom) and a follow up email that will describe the project in total from the UW Oshkosh perspective (written by Nollenberger).

I thought this the following might provide a very cost effective (almost free, I think, see below and next email) opportunity for us to answer any of the questions we have had about improvements or new ideas that came from the webinar we all watched about asking the right questions. BTW: I received our copy if you want to watch it again in advance of the Council watching it when Matt presents. Anyway, we can take some of those questions and ask for data, thoughts, suggestions, ideas etc, but do not time have time/research tools to do completely on our own.

I was thinking we could ask them to look at ways to do at least three things, hopefully with ideas to also do them at little to extra cost to the department:

1. Look for any existing inefficiencies in our data collection procedures that is hurting our ability to make decisions based on multiple data points, that reflect needs, and that solicit and incorporate employee participation (essentially an extension of what Chief has currently started in terms of how things are logged).
2. Provide an increased traffic control presence, pertaining to the school crossing times in a way that provides meaningful impact on the safety of the pedestrians and a visible, positive police presence,
3. Provide increased parking enforcement, availability for pedestrian and vehicle traffic control, and general presence during flea-market Saturdays (hopefully generating enough parking violation revenue to help defray some of the cost)

Anyway, when we all meet again I would like to kick this around and come up with a realistic way to work with UW Oshkosh. I would like to point out that collaborating with a regional educational facility like UW Oshkosh would be positive for the police department's community profile, decision-making skills and above all, benefit the Police Chief, Administrator, and City Council in terms of information gathering and diagnostic analysis (which is cause → effect). Most importantly, we would be taking advantage of a cost-effective way to continue assessing our current situation as we also look ahead to union contracts and possible new budgeting and levy laws from the state this year. This is all good stuff, we just have to reach out and meet a couple of deadlines.

I would like to ask that when you make your presentation to the Council that we also go to them with a realistic proposal for ways that your department will look to operational improvements over the course of the next few years, which includes using this resource as a starting point. We can perhaps discuss this before or after a staff meeting that I will be

calling on January 4, 2012 (if you want to talk in advance of the next time you, Cheryle, Bob, and I sit down).

I would be happy to include this correspondence in an agenda packet to the council if you would like them to see it. Just let me know.

Enjoy your New Years, Chief.

John S. Weidl, City Administrator/Clerk/Treasurer  
City of Princeton  
531 S. Fulton St., Princeton, WI 54968  
w: 920.295.6612  
f: 920.295.3441

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**From:** Karl Nollenberger [mailto:nollengk@uwosh.edu]  
**Sent:** Monday, December 24, 2012 11:16 AM  
**To:** John Weidl  
**Subject:** UWO Policy Analysis Project

Thank you for your offer to have a policy analysis project done in your community by the UWO masters program. After reviewing the proposed projects for the Public Policy Analysis course here at UW-Oshkosh, we are very interested in pursuing this project with you further - Police Department Analysis. We are pleased that the local governments in Wisconsin are willing to partner with the academic community in this way.

Since the class participants come from a wide geographical area for Saturday classes, would it be feasible for you to come to Oshkosh on February 23<sup>rd</sup> to meet with the class on the topic and provide them information to help them in their analysis and also on April 27<sup>th</sup> to hear them present their findings and recommendations to you? This would be a very valuable part of the project's success. An alternate arrangement would be to communicate by Skype or a conference call. We can be flexible on the times during those Saturdays during the class hours of 9:00 to 4:00 but the preferred time for February 23<sup>rd</sup> is 1:00 pm.

Let me know if it is feasible for you to attend the class during those dates so we can finalize the project assignment for this course. Thanks you again!

Karl Nollenberger  
Associate Professor – Masters of Public Administration Program  
847-533-0145 Cellular

Yes please!! I'm at a conference in Madison currently and will be in the office tomorrow if you would like to chat. I am very interested.

We are currently in the initial stages of developing criteria for a police department analysis. Essentially, what we are trying to discover is who we are today, using qualitative and quantitative data, and what

1/10/2013

opportunities may exist help increase safety, reduce cost, and increase empowerment in the department.

I believe that there is an opportunity here for substantive data mining, face time with staff and elected officials, and policy analysis/consultation for a bright individual or individuals who wish to make an impact that will help improve local government on the ground level.

I would sincerely appreciate the opportunity to discuss this with you further.

John S. Weidl, City Administrator  
Princeton, WI (920) 295 - 6612

Karl Nollenberger <nollengk@uwosh.edu> wrote:

To: WCMA Members

From: Karl Nollenberger, Assistant Professor, University of Wisconsin – Oshkosh

Re: Public Policy Analysis for Your Organization and Preparing the Next Generation!

I am writing to ask if you have any policy projects that would be of value to your organization and would help aspiring masters level students further develop their skills in policy analysis. I am a professor at UW – Oshkosh and I will be teaching the Public Policy Analysis course for our graduate students in the Masters of Public Administration Program this spring. This course has volunteered to perform public policy analysis projects for communities around Wisconsin in the past and has been successful in providing good policy analysis reports for their clients!

Examples of projects from last few years are as follows:

Bayside – Alternatives to Yard Waste Collection

Cedarburg – Public Works Organizational Analysis

Iowa County – Policy Document for Roles of Elected and Appointed Officials

Poynette – Contracting out of Utility Billing Analysis

Dunn County – Analysis of Policies on Social Networking

Belleville – Staffing/Succession Study

Sturgeon Bay – Staffing/Organization Study of Police & Fire

Sturgeon Bay – Outsourcing and Single Stream Analysis of Garbage/Recycling

Bayside – Garbage and Recycling Study

Lake Mills – Special Assessment and/or Alternatives Analysis

Buchanan – Collection and Disposal of Yard Waste Options

De Pere – Staffing Allocation Analysis for Police Department

Waterford – Fire Protection Services Analysis

Wauwatosa – Garbage and Recycling Study

Whitefish Bay – Tree Trimming Alternatives

Winneconne – Mowing Study

The semester for this course starts on February 2<sup>nd</sup> and is completed on April 27<sup>th</sup>. The projects will be selected by mid-January after suggestions by you and further refinement between your organization and me. I spent a thirty-three year career in local government management before moving into academia. I was a city manager/administrator in Muscatine, IA, Richfield, MN, Beaumont, TX and Duluth, MN as well as a county administrator in St. Louis County, MN and Lake County, IL. Prior to those positions, I was a finance director in Colorado and Iowa. In addition, I served as President of ICMA in 1994-95. I will be advising and giving direction to each of the student work groups which will consist of four to five students.

Almost all of the UWO Masters students are working professionals aspiring to move up in the

profession or make entry in to the profession of public service. Their motivation for doing quality work is a high priority.

I hope that you are willing to engage with the University of Wisconsin – Oshkosh Masters Program in Public Administration in a policy analysis project! Please let me know if you have any projects that our students can perform for you!

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Karl Nollenberger  
Associate Professor - Clow 413  
847-533-0145 Cell

## **Asking Police and Fire Chiefs the Right Questions: How to Make Data-Driven Decisions**

Back by popular demand, ICMA's Leonard Matarese will present this eye-opening web conference that will help you make informed policy decisions by knowing what to ask of your police and fire departments – typically the toughest departments from which to get accurate, measurable information.

How many police and firefighters do you really need? How well are your public safety departments performing? Are "officers per 1,000" and "number of calls" really meaningful measures? Matarese will tackle these questions and also cut through the jargon of the emergency services management field – an area in which few managers have training.

**You and your staff will learn how to:**

- Establish goals and priorities and know what you need to analyze
- Quantify what the workloads are in the police and fire departments – and identify whether personnel is allocated correctly
- Get the metrics you need from police departments (such as the percentage of police officers' time actually tied up on calls)
- Identify the number of firefighters and amount of equipment that is really necessary
- Deal with low firefighter utilization
- Set measurable goals, identify performance problems, and apply strategies to follow the path of continuous improvement

During the Q/A session you'll get an opportunity to ask Leonard your toughest questions about managing public safety departments. Don't miss this great opportunity to get advice directly from a nationally known public safety expert with a unique combination of experience as a city manager and public safety professional.

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Leonard Matarese, ICMA-CM, IPMA-CP, SPHR, is director of research and public safety programs for ICMA's Center for Public Safety Management. He is responsible for managing all services relating to police, fire, and emergency management systems. He has 41 years of public service experience, having served as police officer, deputy sheriff, police chief, director of public safety, city manager, and commissioner of human resources in five states.

As police chief and municipal manager in Florida, Leonard was elected president of the Miami-Dade County Association of Chiefs of Police. He has also served as chairman of the U.S. Customs Service, Blue Lightning Strike Force, a 71-agency drug interdiction / anti-terrorism task force in Southeast Florida.

Leonard has recently addressed the annual conferences of PERF, The COPs Office and the Bureau of Justice Assistance on similar issues. He was the plenary speaker at the TAMSEC Homeland Security Conference in Linkoping, Sweden in October 2011. He is currently editing an ICMA book on selecting a police chiefs and heads ICMA's new police and fire chief selection team