



Public Administration Associates, LLC

February 2, 2024

Chief Dan Meyer
Whitewater Police Department

Via Email

Re: Police Organizational and Workload Study

Dear Chief Meyer;

Thanks for the opportunity to submit our proposal for the above-stated study. Public Administration Associates, LLC (“PAA”) has been serving local governments since 1998. We believe we can bring value to the City of Whitewater (“City”) as you chart the future of the Whitewater Police Department (“Department.”) We realize that our proposal exceeds the current approved budget for the project. We would be happy to meet with you to discuss how we arrived at our bottom line. With additional information regarding the City’s expectations, it may be possible for us to reduce our cost. Alternatively, the City may wish to narrow the scope of the study.

Our proposal follows.

A. Transmittal information

1. Contractor information

Public Administration Associates, LLC
1155 W. South Street
Whitewater, WI 53190
David Bretl, Vice President
(414) 350-3328
bretld.paa@gmail.com

2. Understanding of program and commitment

PAA has read the Request for Proposal dated 12/08/2023 (“RFP”) and commits to provide the appropriate resources to fully perform the work set forth in the RFP as clarified and explained in this Proposal.

B. Approach

PAA’s approach to this study is set forth below addressing each element of the Project Scope as set forth in the RFP.

David Bretl
414-350-3328
bretld.paa@gmail.com

1155 W. South Street
Whitewater, WI 53190

1. Perform Organization and Industry Research on the Police Department

Task	Consultant Activities
A. Review job descriptions of current positions	With current job descriptions supplied by the City, PAA will obtain job descriptions from comparable agencies. The Department's job descriptions will be compared to those of similar agencies and reviewed for best practices. PAA will recommend any changes to the job descriptions and provide the rationale for any changes.
B. Meet with staff and officials to better understand roles and services	PAA will meet with select Department and City staff necessary to provide a thorough understanding of police department operations and services provided to the public.
C. Research other comparable and neighboring municipalities to learn about services, staffing levels, shift schedules, work environment, policies, community engagement programs, etc.	PAA will identify three to five agencies, with input from the City and the police department, to use as comparable agencies. As a prerequisite to being selected, these agencies will need to commit to a certain level of participation. PAA will work with the selected agencies to compare services, staffing levels, shift schedules, policies, community engagement programs and other areas identified as pertinent to the study. PAA would need clarification regarding City's definition of work environment. PAA will recommend any changes in the above areas and the rationale for any changes.
D. Assess call volume both currently and historically to determine trends and associated impacts for patrol, investigations, dispatch, clerical staff, and command staff.	With data provided by the Department, PAA will analyze call volume currently and historically to analyze for trends and impacts across the Department. PAA may conduct interviews of key Department staff, as needed, to assist in assessing impact.
E.) Assess the impact that demographic change and associated challenges, as well as an increasing severity of crimes, has had on the police department's ability to proactively serve the public.	PAA will first meet with City and Departmental leadership to determine which demographic factors should be studied. PAA will then assess what, if any, impact changes in city demographics have had on Department operations and, specifically its ability to be proactive in the services that it provides. Demographic data will need to be provided by the City or be available from public sources.
F.) Analyze Communications Center specifically regarding impacts of continuing to	PAA will analyze the Communications Center by reviewing the budget dedicated to dispatch, review hiring challenges, impacts of call volume, the services provided, including any



operate status quo versus consolidating dispatch services with Walworth County.	that are non-dispatch related. This will be compared to similar services as could be offered through the Walworth County Communications Center.
G.) Identify staffing impacts based on workload analysis.	Through analysis of several of the points above, PAA will also analyze current staffing levels and their ability to provide the services desired. PAA will recommend any changes to current staffing levels.
H.) Review and assess the IT needs and capabilities of the department.	PAA will compare the Department's current IT related resources (records management system, in-squad and body worn camera systems, digital evidence storage, etc.) with those of the comparable agencies. An overview of the availability and functionality of these resources compared to peer departments will be included in our final report.
I.) Review current activities that support diversity and assess what ways the department can expand on these activities, including initiatives proposed by City officials.	PAA will meet with Department and City leadership to determine strengths, opportunities, weaknesses and threats of the Department's current diversity-related activities, including initiatives proposed by City officials. This information will be compared to policies and activities of comparable agencies. They will be further evaluated based on current initiatives as supported by professional police organizations such as the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), and others as appropriate.
J.) Review equipment and vehicle fleet to perform current services.	PAA will evaluate the fleet and associated equipment compared to the identified comparable agencies in terms of size, turnover cycle, equipment, and effectiveness towards required activities. PAA will make recommendations for any needed changes to the fleet.
K.) Assess financial impact for any recommendations or considerations for altering services.	Based on the above evaluations and efficiencies or needs identified, and with data provided by the city, PAA will provide general financial impacts for any recommendations made.
L.) Research industry standards, best practices, and trends in policing services.	In each area discussed above, PAA will provide recommendations based on industry standards, best practices and trends in police services.
M.) Obtain and review any service delivery feedback related to police services (i.e.	PAA will obtain service delivery feedback to help guide the various areas of review through meetings with city officials, department staff, review of social media related to the city/department and through two listening sessions to be



emails, phone calls, social media, surveys, etc.).	scheduled through coordination with the city. Translators, if desired, are the responsibility of the City. PAA will develop a survey which can be made available to residents through the Polco platform. If the survey is desired, the City would need to place it online and share the results with PAA.
N.) Interview elected officials as a body at a public meeting to ensure public input on the process.	Included above in M. At least one listening session would be noticed as a Committee of the Whole or Council meeting.
O.) Based on research and analysis, provide recommendations for the City to consider (both short-term and long-term recommendations).	PAA will provide a comprehensive report detailing the results of the above analysis. Both short-term and long-term recommendations, where appropriate, will be included in the report.
P.) Provide City staff with post-project support.	No additional support is included in this Proposal. PAA would be happy to provide additional services but to provide an accurate price, we would need to define this scope with the City.
Q.) Additional	None

2. Complete Comprehensive

Task	Consultant Activity
A.) Provide all information gathered in all tasks in a comprehensive report with recommendations on options to address any shortcomings. Comprehensive report must be provided in both English and Spanish.	PAA will provide a comprehensive report in both English and Spanish.
B.) Share a draft of the study and findings to the City prior to public presentation.	PAA will provide a draft to appropriate City staff/officials for review and follow-up with a virtual meeting. PAA will incorporate any changes to the document pertaining to accuracy of data used by PAA or clarifications or additional explanations regarding consultant recommendations.
C.) Present findings to the City Council during a public meeting. Report will be made accessible to the public.	PAA will present the report to the Council at a public meeting and answer any questions. PAA will furnish a digital copy of the report to the City. It will be the City's responsibility to make the report available to the public as it sees fit.



C. Contractor Experience

PAA's experience in performing organization/operations studies is contained in Attachment 1.

D. Cost/Terms

1. Cost.

The cost of this study is the lesser of:

- a. \$70,990; or
- b. PAA's actual consulting time and expenses calculated as follows. Consulting time is billed at \$135 per hour (\$60 per hour for travel time) plus mileage at the IRS rate from the consultants' homes/offices to the City. All documents are provided digitally. Hard copies if requested are billed at 20 cents per page.

2. Terms.

- a. Itemized bills to be sent monthly. Payment is due 30 days from invoicing.
- b. If selected, PAA would utilize two subcontractors on this project; Cultural Reconstruction, LLC (Scott Mittelstadt) and Chief Kyle Teynor of the Prairie du Chien Police Department. PAA will be responsible for the performance of these subcontractors. The City will receive only one monthly invoice (from PAA). Information regarding the primary consultants that would work on this project are contained in Attachment 2.

E. Contract

A sample services agreement is attached as Attachment 3.

F. References

References are provided in Attachment 4.

Thanks for the opportunity to submit this proposal. We will hold our pricing for 30 days. Please reach out with any questions you may have.

Sincerely,



David Bretl
Vice President





PAA

REPRESENTATIVE ORGANIZATION & MANAGEMENT STUDIES PERFORMED BY PAA FOR WISCONSIN MUNICIPALITIES

- Police and Fire Staffing Study, Fontana and Williams Bay (In progress)
- Police and Fire Staffing Study, Lake Geneva (in progress)
- Town of Linn Fire/EMS Comprehensive Study, 2023
- Village Jackson, Wisconsin Fire Study, 2022
- Cottage Grove, Wisconsin Fire and EMS Study, 2022
- Village of Butternut Fire Study, 2022
- Fire/EMS Organizational Study, Village of Little Chute, 2019-2020
- DPW Organizational Analysis; Village of Waunakee, 2020
- DPW Organizational Analysis/Staffing Study; Village of Germantown, 2020
- Classification/Compensation Study; City of Park Falls, 2020
- Organizational Audit/Staffing Study and Employee Personnel Policies. City of Park Falls, 2020
- City of Marinette Legal Services Study/Reorganization, 2019
- Organizational Audit/Staffing Study, Village of Port Edwards, 2019
- Organizational Audit/Staffing Study and Employee Personnel Policies. Village of Merton, 2019
- Organizational Audit/.Staffing Study, Town of Osceola, 2019
- Organizational Audit/Feasibility Study for Creation of City Administrator Position, City of Mineral Point, 2019
- Streetlighting Fee Feasibility Study, City of Oak Creek, 2019
- Classification/Compensation Study, City of Sturgeon Bay, 2019
- Organizational Audit/Feasibility Study for Creation of City Administrator Position, City of Park Falls, 2019
- Organizational Audit and Classification Study, Town and Village of Somers, 2019
- Lodi Fire/EMS District Organization and New Station Location Study, 2019
- Employee Personnel Manual Development, Village of Williams Bay, 2019
- Community Collaboration Planning Project-Cities of Marinette and Menominee, MI and Marinette and Menominee, MI School Districts, 2018
- Sturgeon Bay-South Door County Fire Service Study, 2017
- Town of Sevastapol Fire Study, 2016
- Oconto Towns EMS and Fire Study, 2016
- Town of Buchanan Organizational Study, 2014
- Town of Buchanan Fire Study, 2013
- Organization and Administrative Study, City of Lodi, 2013
- Organizational Analysis and Compensation Study, Town of Ledgeview, 2011
- Organizational Assessment, Village of Pulaski, 2009
- Organizational Assessment, Village of Ashwaubenon, 2009
- Organization and Administrative Study, Verona WI Fire District, 2008
- Organizational Review, Town of Grand Chute WI Police Department, 2007
- Organization and Administrative Study, Village of Bonduel, 2006
- Organization and Administrative Study, Weyauwega, 2005
- Personnel Study of Fire/Rescue Department, Somerset, 2005
- Organization and Administrative Study, Turtle Lake, 2004
- Organization and Administrative Study of Clerks and Treasurers Offices, City of Racine, 2004
- Organization and Administrative Study, Chippewa Falls, 2004
- Management Study of the Village of Hammond, 2002
- Management Study of the Village of Howard, 2002
- Analysis of Public Works Department for the City of Antigo, 2002
- Management Study of the City of Omro, 2001
- Management Study of the City of Chilton, 2000
- Management Study of the City of Oconto, 2000
- Management Study of the Town of Empire, 2000
- Management Study of the Village of Egg Harbor, 1999
- Administrative Study of the Village of Ephraim, 1999
- Management Study of the Village of Oregon, 1998
- Organization and Management Study of the Police Department, City of Horicon, 1998

YOUR PROJECT TEAM

If selected, two consultants would work on the study. Biographical information follows.

DAVID BRETL

Vice President/Shareholder

David Bretl has as served local governments in Wisconsin for twenty-nine years. He retired in early 2020 from his position as County Administrator and Corporation Counsel for Walworth County, Wisconsin, a combined



position that he held since 2003. He began working as a consultant for PAA in 2018 and joined as a shareholder in 2020. During his eighteen years at Walworth County, Dave was involved in the two board downsizings, the replacement of most of the County's facilities and the consolidation of six departments. Dave helped organize and moderated the county's Intergovernmental Cooperation Council (a collaborative effort among municipal, county and town governments). In 2005 he helped organize a county-wide private-public economic development initiative, WCEDA (Walworth County Economic Development Alliance, Inc.). In 2015 that organization honored him by establishing the Dave Bretl Community Betterment Award. In addition to conducting studies and recruitments at PAA, Dave served as the Interim Administrative Coordinator for Sauk County, Wisconsin and the Interim Village Administrator in the Wisconsin communities of Williams Bay (2020 and 2023) and Salem Lakes.

Dave earned a Master's Degree in Public Administration and a Law Degree from the University of Wisconsin-Madison.

SCOTT MITTELSTADT

Associate

Scott Mittelstadt is the owner and founder of Cultural Reconstruction, LLC, a consulting firm which specializes in law enforcement studies



and training. Scott retired from law enforcement after more than 28 years of service in both a municipality and county. Scott has 21 years in formal leadership positions and finished his career with five years as Chief Deputy of the Dodge County Sheriff's Office.

Scott spent over 22 years working for the Sheboygan Police Department from 1994-2017. During that time, he held various positions acquiring broad experience in most areas of policing. He supervised patrol, field training officers, K-9 officers, street crimes unit, school resource officers and detectives.

Scott has training and experience in community-oriented policing and problem-oriented policing. He has been involved in the development and implementation of a variety of successful problem-oriented policing projects. He also assisted in transitioning the agency to a neighborhood focused, community-oriented policing strategy.

Scott earned a master's degree from UW-Oshkosh in Public Administration in 2013. He attended the Administrative Officers Course in 2012 at the Southern Police Institute, University of Louisville, Kentucky. He also graduated from the Executive Development Institute, Fox Valley Technical College in 2008.

For over 10 years Scott has been a certified instructor for Leadership in Police Organizations, a three-week behavioral science approach to leadership developed by the International Association of Chiefs of Police. Scott has helped train hundreds of Wisconsin law enforcement professionals in leadership, including topics such as human bias, fair and impartial policing, police legitimacy, and procedural justice.

Scott continues to be involved in this training and others through his business, Cultural Reconstruction LLC. He recently became an instructor for the Southern Police Institute for Organizational Leadership and Problem Solving as well as Performance Management-Budget to Operations.

SERVICE AGREEMENT

This Agreement is entered into as of this ____ day of ____, 2024 by and between PUBLIC ADMINISTRATION ASSOCIATES, LLC, (“PAA”), and CITY OF WHITEWATER, WISCONSIN (“City”)

Whereas, the City requires a Police Organizational & Workload Study (“Study”) as described in detail in its Request for Proposal dated 12/8/2023 which document is attached hereto as Attachment A and fully incorporated in this agreement (“RFP”); and

Whereas, PAA has expertise in preparing studies of these kind; and

Whereas, on February 2, 2024, PAA submitted a proposal to the City to perform the Study, which document is attached hereto as Attachment B and fully incorporated in this agreement (“PAA Proposal”); and

Whereas the City accepted the PAA Proposal;

Therefore, the parties agree as follows:

1. **Services.** PAA will complete the Study and provide the services set forth in the RFP as explained and modified in the PAA Proposal.
2. **Term.** PAA anticipates that the study will take 16 weeks to complete.
3. **Payment.**
 - A. The City will pay PAA the lesser of the following amounts:
 - (1) \$70,990; or
 - (2) The actual cost of performing the Study as set forth below:
 - (a) Consultant time billed at \$135 per hour (travel time billed at \$60 per hour);
 - (b) Necessary consultant travel mileage (from consultants’ office/home to and from the City at the current IRS reimbursement rate);
 - (c) Digital copies of all documents will be provided to the City. Paper copies, if requested by the City will be furnished at 20 cents per page.
 - B. PAA will bill the City monthly for services rendered. Payment will be due 30 days from receipt of invoice.
4. **Cancellation.** The City may cancel this Agreement at any time, however, in that case, the City shall pay for all work performed by PAA prior to said cancellation.
5. **Cooperation & Conduct.** The parties agree to fully cooperate with each other to produce the study in a timely manner and will comply with all Federal, State, and local laws, regulations,

rules and ordinances, including anti-discrimination laws, regulations, rules and ordinances.

6. Hold Harmless & Indemnity. City will hold harmless, indemnify and defend PAA from all demands, claims, causes of action and judgments brought by parties other than the City, on account of the negligence or intentional conduct of the City and its officers and employees.

PAA will hold harmless, indemnify, and defend City from any and all demands, claims, causes of action, and judgments brought by parties other than the City on account of the negligence or intentional conduct of PAA or its subcontractors.

7. Independent Contractor. PAA and its subcontractors are at all times independent contractors and not employees of the City and are not entitled to any compensation, except as provided in this Agreement, or benefits from the City.

8. Liability Insurance. PAA carries professional liability insurance with limits of \$1,000,000 per occurrence/\$1,000,000 aggregate.

9. Authorized Signatory. The persons signing this contract on behalf of City and PAA warrant and represents that she/he/they have the authority to do so.

10. No Assignment. Neither party may assign this contract without the written consent of the other party.

11. Entire Agreement. This contract contains the entire agreement between the parties, and supersedes all prior discussions and negotiations between them. This contract may only be amended by a written contract signed by both parties.

12. Disclosure of Attorney. PAA discloses to City that PAA Principal David Bretl is an attorney; however, PAA will not provide City with legal services. City must seek legal advice from its own counsel.

13. Governing Law. This agreement is governed by the laws of the State of Wisconsin.

Dated this ____ day of _____, 2024.

PUBLIC ADMINISTRATION ASSOCIATES

CITY OF WHITEWATER

By:

By:

DAVID A BRETL
Vice President



PAA

References from Municipal Consulting Projects

John Peters, Fire Chief, City of Lake Geneva
Phone: (262) 248-7228

James Brooks, Lodi Fire/EMS District Director
Phone: 608-445-1974 (C)

James Fenlon, Village Administrator, Village of Little Chute
Phone: 920-423-3850 (C)

Steve Kreklow, Village Administrator, Village of Germantown
Phone: 414-405-8556 (C)

Steve Genisot, Mayor, City of Marinette
Phone: 906-399-8854 (C)

Jim Hurley, Administrator, Town of Linn
Phone: 262-275-6300

Jason Peters, Assistant Administrator, Village/Town of Somers
Phone: 262-859-2822 (O)

Ron Reinowski, President, Village of Merton
Phone: 262-719-7165 (C)

Josh Van Lieshout, City Administrator, City of Sturgeon Bay, WI
Phone: 920-746-2900 (O)

Andrew Vickers, City Administrator, City of Oak Creek
Phone: 414-766-7060 (O)

James Weiss, Village Administrator, Village of Williams Bay
Phone: 262-245-2700 (C)

Joe Zurfluh, Village President, Village of Port Edwards
Phone: 715-697-3216 (C)