

Police Organizational & Workload Analysis



Prepared for The

City of Whitewater

JEFFERSON AND WALWORTH COUNTIES, WISCONSIN

January 23, 2024

Prepared By

Robert Whitaker, Senior Public Safety Specialist

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McMAHON
ENGINEERS ARCHITECTS



January 23, 2024

Dan Meyer (via email)
Police Chief
City of Whitewater
312 W. Whitewater St.
Whitewater, WI 53190

Dear Chief Meyer,

We are pleased to submit a proposal for a Police Organizational and Workload Analysis for the City of Whitewater. Municipal Consulting projects have become a major focus for McMahon Associates, Inc. (McMahon). Our teams’ passion for Public Safety and working with police departments provides the basis for our interest in submitting this proposal. Similar work in the past has included departments such as the Villages of Mukwonago, Germantown, and Cities of De Pere and Green Bay.

McMahon’s Public Safety & Municipal Management Group’s focus is on national and international public management consulting services. Most of our clients are public sector entities: municipalities, counties, tribes, or special districts. Our team of consultants are all senior level staff and are either current or former municipal management practitioners. An important component of our approach is frequent communication with the Municipal and Tribal Administration.

Our extensive operational and strategic experience in the public safety area uniquely qualifies us for a project of this nature. The team has management, operational, technical, and consulting experience with all types of municipal and public safety operations experience.

Thank you for the opportunity to submit this proposal. If you have any questions or desire to schedule a meeting where we can present our proposal in more detail and answer any questions, please feel free to contact me at 414-232-1148 or by email at rwhitaker@mcmgrp.com. We look forward to working with you on this important project!

Respectfully,
McMahon Associates, Inc.

Robert Whitaker
Senior Public Safety Specialist
JRR:knh

Jeffrey R. Roemer
Public Safety Manager



McMahon provides public management consulting that provides professional, high quality public management consulting, project management and other related services to organizations throughout the United States and abroad. Our consultants have served the needs of numerous municipalities throughout the United States and remain very active with several public safety and government related organizations including:

- Wisconsin City/County Management Association
- International City/County Management Association
- Wisconsin State Fire Chiefs Association
- International Association of Fire Chiefs
- International Association of Police Chiefs
- Association of Public Safety Communications Officials
- Professional Ambulance Association of Wisconsin
- National Emergency Number Association
- National Police Protection Association
- Wisconsin Society of Certified Public Managers
- Wisconsin State Police Chiefs Association
- Wisconsin Association of Public Safety Communications Officials

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

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

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

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

Client Input

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

Practical Recommendations

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

Project Management

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

Project Kick-off

- Develop a project team of appropriate users and stakeholders to oversee and participate in the project. The project team will coordinate project schedules, evaluate findings and recommendations, and review and present the final documents.
- Prepare for and conduct Project Planning Meeting with McMahon Project Manager, the Project Team and key project personnel. The purpose of the meeting will be to define scope and mission, discuss the work plans, establish liaison responsibilities, coordinate project schedules, and confirm other general arrangements.

Initial Assessment and Observations

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

Continued Assessment and Documentation

- Assess the current police operations and begin to assess future needs by conducting interviews and on-site observations with representatives of the agency. The interviews and observations will be held in both group and individual settings with personnel from the following areas:
 - ❖ Police Department
 - Administration
 - Police Officers
 - Communications Center (Dispatch)
 - ❖ City of Whitewater Administration
 - ❖ City of Whitewater Elected Officials
 - ❖ Surrounding Law Enforcement Agencies

Interviews and observations will primarily focus on the following issues:

- ❖ Current police and dispatch operations, staffing and levels of service.
 - ❖ Police and dispatch service workload call volume and activity.
 - ❖ Police and dispatch operations and service expectations.
 - ❖ Current and anticipated budget issues.
 - ❖ Major equipment needs.
 - ❖ Economic development plans.
 - ❖ Facilities.
- Prepare for and facilitate a project status meeting to discuss the results of the interviews and on-site observations and to review the next steps of the project.

Analysis, Performance Review and Recommendations

- Review present police and dispatch workflows and processes to analyze and develop potential organizational and operational requirements. This review will be based on the industry standards, best practices, comparable and neighboring communities, and trends in policing services. Data on comparable and neighboring communities will be gathered by the McMahan Team.
- Review job descriptions
- Review workload/call volume for all areas of the Whitewater Police Department including the Communications Center to assess staffing needs.
- Review community economic and demographic changes that may impact police service levels.
- Review service delivery feedback related to police services.
- Analyze impacts of continuing to operate a stand-alone communications center versus consolidating dispatch services with Walworth County.
- Review and assess IT needs and capabilities of the Department.
- Identify areas that support diversity and assess how they can be expanded within the Department.
- Determine any changes, or future trends, for public safety industry standards related to operational requirements. During the development of all recommendations, McMahan will consider many factors and standards as a basis for recommendations.
- Prepare for and facilitate a Recommendations Meeting to present preliminary findings and obtain feedback from the Project Team.
- Develop a comprehensive detailed Police Department Organizational and Workload Analysis (Analysis), utilizing the information provided by the documentation received, the interviews and on-site observations. The projected growth and level of service needs will be considered during the development of these recommendations.

Document Preparation and Review

- List and describe the findings and recommendations with regards to administration and police operations. Equipment, staffing, and training will be included in the recommendations.
- Prepare budget impact estimates by implementation recommendations, identifying initial and recurring costs in a separate category for each resource.
- Assemble the Analysis document by performing a detailed quality assurance review of the document to ensure that the document meets the expectations of the Project Team and conforms to McMahon's standards.
- Prepare, produce, and deliver the draft Analysis to the Project Team for review. Facilitate a Report Delivery Meeting to review content as well as schedules and expectations for the remaining project steps.
- Facilitate an Analysis Review Meeting with the Project Team approximately one (1) week after initial delivery to answer questions regarding the content of the Analysis. Make any changes to the Analysis based on the discussions at the Analysis Review Meeting. Produce and deliver final document copies to the Project Team.
- Facilitate an Analysis review presentation for the Council/Board.
- Final report to be delivered in both English and Spanish.

Project Fee

McMahon Associates, Inc. proposes to provide the Scope of Services described in this Proposal for the Police Department Organizational Analysis as follows:

Time & Expense estimated at: \$35,000 to \$40,000

Upon acceptance of this Proposal, McMahon will prepare an Agreement incorporating the Scope of Services and terms outlined here. All services will be provided in accordance with our General Terms & Conditions, dated October 25, 2023, which will be incorporated into the Agreement for reference.

Invoices will be sent every month based on the previous months' time and expenses.

Project Schedule

McMahon has the staff available to begin this project immediately upon award. Based on our prior experience on similar projects, it is estimated that this analysis will take approximately five (5) months to complete. This timeline is contingent upon data being readily available and in a format that facilitates analysis.

Personnel assigned to this project are selected from McMahon Associates, Inc. (McMahon). The Project Manager supervises the project team and clerical personnel support the team. The combined resources assure that the client receives the best possible combination of professional attention.

Robert C. Whitaker – Senior Public Safety Specialist

Robert has over 30 years of experience in the fire, emergency medical and emergency management field. He currently works as a Fire & EMS Chief/Administrator of a consolidated fire and emergency services department in Wisconsin. Before his position as Chief, he worked as a Deputy Chief of Administration, Battalion Chief and Training Chief. Robert has worked as a consultant on a variety of public sector management projects, including multiple projects on fire service consolidation and shared service initiatives.

Ed M. Henschel – Public Management Specialist

Ed will serve as the project manager with the Project Team. Ed has 40 years of municipal management experience. Prior to joining McMahon, he served as a City manager for 30+ years, serving municipalities in Wisconsin and Michigan. Ed was the Executive Director of the Wisconsin City/County Management Association for 10 years. He also has 18 years of municipal consulting experience conducting municipal recruitments, consolidation studies, department operation reviews, and labor negotiations. As a consultant, he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments.

Brian Zalewski – Public Safety Specialist

Brian is an accomplished and innovative leader with a robust industry network, offering expertise in public safety operations, emergency management, operational planning, and complex project management. Brian currently serves as police captain in a community in southeastern Wisconsin. He will be appointed police chief of his agency in February 2024. He has worked as patrol officer, sergeant, and lieutenant prior to his position as police captain. As part of his duties throughout his career in law enforcement, Brian has served as a SWAT commander, public information officer, director of personnel and training and commander of both operations and administration bureaus. Additionally, Brian is a adjunct criminal justice instructor in the Wisconsin Technical College System. He is an impactful team leader and proven professional communicator.

Mark Wiegert – Public Safety Specialist

Mark most recently served as sheriff of northeastern county in Wisconsin. Prior to his position as sheriff, Mark worked as a patrol officer in two municipal police departments and as deputy sheriff, sergeant of investigations, lieutenant, and undersheriff in a county sheriff's office. As sheriff, Mark oversaw an agency of 70 employees. Among many accomplishments in his career, Mark has championed officer wellness, oversaw construction of a new jail and sheriff's office added drone units in his agency.

Paul Boening – Public Management Specialist

Paul will assist the Project Team and is a local government official with over two decades of municipal experience. He is skilled at utilizing a team approach to work with elected officials, residents, business representatives and colleagues. Paul possesses comprehensive knowledge of public administration theory. He is adept at interdepartmental coordination and communication and has experience managing various projects. Paul is currently the Village Manager in Whitefish Bay, Wisconsin.

Jeffrey R. Roemer – Public Safety Manager

Jeff has over 35 years of experience in public safety and is currently Public Safety Manager of the Public Safety & Municipal Management Group for McMAHON. He is a certified public manager and has been providing full time public safety management consulting for the last 24 years. He worked as a Fire Chief, Police Chief, EMS Director, and Emergency Management Director before moving into public management consulting. He has worked with over 300 public safety clients nationwide and internationally.

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