

**COLUMBUS COMMON COUNCIL – COMMITTEE OF THE WHOLE SPECIAL MEETING  
TUESDAY JUNE 22, 2021 – 6:30 PM  
COLUMBUS CITY HALL  
AGENDA**

Topic: Common Council/COW Regular Meeting

Log In Time: Jun 22, 2021 06:00 PM

<https://us02web.zoom.us/j/84274770299?pwd=VFlaOTcrQjRHQWE3dUN2TDJ5ZWg5Zz09>

Meeting ID: 842 7477 0299; Passcode: 036603 OR Call: 312 626 6799

1. Roll Call
2. Notice of Open Meeting
3. Approve Agenda
4. Citizen Comments
  - ***Due to the COVID-19 health crisis, City staff continue to minimize attendance at the Council meetings in City Hall until further notice. Citizens wishing to make public comment at the meeting via Zoom, please email Jane Fude at [jfude@columbuswi.us](mailto:jfude@columbuswi.us) by Noon June 22. In your email, please include: your name, address, and the Zoom profile name or phone number you will be calling from. Citizens not signed up to comment via Zoom by Noon June 22, may still comment by appearing in person at the meeting and signing up for public comment.***
5. Review & discuss Organizational Study proposal with PAA
6. Adjourn

# 2021 AGENDA ITEM

Committee of the Whole Meeting date: 6/22/2021

Council Meeting date: \_\_\_\_\_

ITEM: Organizational Study

## DETAILED DESCRIPTION OF SUBJECT MATTER:

The Columbus Public Works Department has had a challenge maintaining consistent and complete staffing over the course of several years. In discussion with Interim Public Works Director Duane Gau, he suggested the City consider the benefits of conducting an Organizational study to obtain an outside perspective of factors that may make consistent staffing more challenging over time. Public Administration Associates (PAA), the contractor supplying Interim Public Works Director services to the City, has experience conducting similar studies. With several new public works employees on the verge of joining the City of Columbus team in the next few weeks, this may be the opportune time to capitalize on that investment of time and resources by understanding how the City can stabilize the department over time.

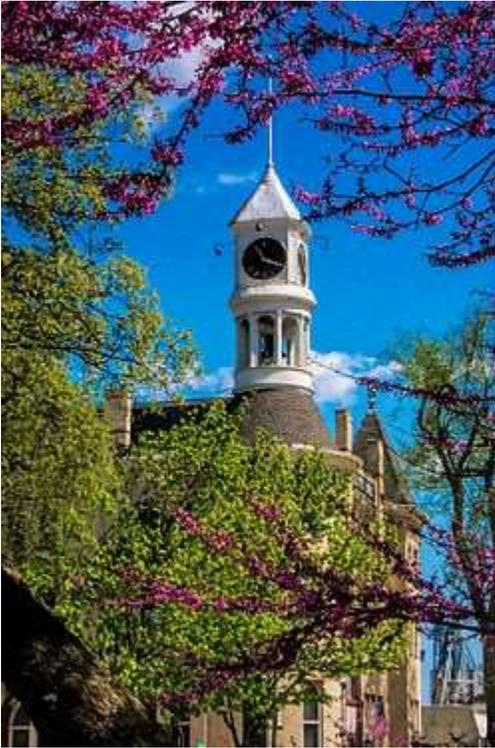
In the attached proposal, PAA has offered to perform several study elements related to the Public Works organization and operations, including the prioritization of work, optimum staffing levels, identification of current deficiencies, comparative salary/wage/benefit analysis, and recommendations for the annual review of staffing. The overall cost of all options would be \$8,300, although it is likely a detailed report will eliminate the need for a follow up presentation by PAA, bringing the cost down to \$7,800.

## LIST ALL SUPPORTING DOCUMENTATION ATTACHED:

PAA Proposal for an Organizational/Staffing Review and Analysis

## ACTION REQUESTED OF COUNCIL:

Consider authorizing the PAA Proposal to conduct an Organizational/Staffing Review and Analysis.



## **DPW Organization/Staffing Review and Analysis Proposal to the City of Columbus**



Public Administration Associates



Public Administration Associates  
June 16, 2021

**Public Administration Associates**  
1155 W. South Street  
Whitewater, WI 53190  
**262.903.9509**  
[www.public-administration.com](http://www.public-administration.com)  
[kevin.brunner1013@gmail.com](mailto:kevin.brunner1013@gmail.com)

Mr. Kyle Ellefson, Administrator  
City of Columbus  
105 N. Dickason Boulevard  
Columbus, WI 53925

Dear Administrator Ellefson:

I am herewith submitting our Proposal to assist the City of Columbus to provide consulting services for a DPW Staffing and Compensation Review and Analysis in response to your request.

Public Administration Associates (PAA) has worked with over 165 Wisconsin municipalities on a wide variety of consulting projects, including over 60 staffing studies similar in scope and nature to that requested by the City of Columbus.

In the last few years, we have assisted a number of communities throughout Wisconsin in studying and analyzing their municipal staffing levels. We have listed all of the municipal organizational studies we have completed in the last five years and have included those in Section 9 of our Proposal.

Since 1998, Public Administration Associates (PAA) has developed a strong track record of success in providing high quality yet affordable municipal consulting services. What follows is information about our company and the assistance that we would bring to the City of Columbus. Please feel free to visit our website at [www.public-administration.com](http://www.public-administration.com).

Please feel free to call me if I can answer any questions or concerns you may have regarding our Proposal. We would be also more than willing to present our qualifications to perform this work as well as any specifics of the Proposal to Mayor Arnold and the Columbus City Council if requested.

Sincerely,

*Kevin M. Brunner*

Kevin M. Brunner  
PAA President



Public Administration Associates

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# 1. About Public Administration Associates

# SINCE 1998

Taking Local Government  
to New Heights...

**Public Administration Associates, LLC (PAA)** is recognized among the most trusted, skilled and effective local government consultants in Wisconsin and the Midwest. Our consultants are highly skilled practitioners who get the job done through unparalleled commitment to public service, the highest standards of service to its clients and the efficient use of client time and resources. PAA has built a sterling reputation earned from 20 plus years of municipal consulting and a combined 300+ years of public management experience.

## A New Generation of PAA Leadership

PAA was organized in April 1998 by partners William Frueh, Denise Frueh, and Dr. Stephen Hintz. Kevin Brunner is now President of PAA and the Fruehs and Hintz are PAA Associates along with approximately twelve other local government professionals who are affiliated with PAA and work on a project-to-project basis. In 2020, Kevin Brunner was joined by David Bretl and Christopher Swartz as partners of the firm. Brunner currently serves as the firm's president while Bretl serves as vice-president and Swartz as its secretary/treasurer.





## Kevin Brunner

President/Partner

Kevin Brunner has over thirty-five years of experience in serving Wisconsin local governments. He served as the manager/administrator in Saukville, Monona, De Pere, and Whitewater and worked as an assistant administrator for the City of Appleton and Kenosha County. He retired from public service as the Director of Central Services/Public Works for Walworth County. Brunner was the recipient of the 2007 Wisconsin City/County Manager of the Year and 2012 Service Innovation awards, both from the Wisconsin City/County Management Association (WCMA). Brunner is a past president of the WCMA and served on the League of Wisconsin Municipalities and Alliance of Cities Boards of Directors. He received his BA in Political Science and Criminal Justice from Carthage College (Magna Cum Laude and Rhodes Scholar Nominee); MPA from Michigan State University and is a graduate of the University of Virginia Senior Executive Institute. He achieved credentialed manager (ICMA-CM) status from the International City/County Management Association during his city management career. He has served on numerous public and non-profit boards and is currently chair of the Geneva Lake Conservancy. Brunner has been actively consulting since 2014.



## David Bretl

Vice President/Partner

David Bretl has as served local governments in Wisconsin for the past twenty-nine years. He retired in early 2020 from his position as County Administrator and Corporation Counsel for Walworth County, a combined position that he held since 2003. He has joined PAA as a partner in January 2020 but has been working as a consultant with the firm since 2018. 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 has moderated the county's Intergovernmental Cooperation Council (a collaborative effort among municipal,

county and town governments) since 2008 and serves as an advisor to Leadership Walworth, a program designed to develop public, non-profit, and private sector leaders. 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.



## Chris Swartz

Secretary-Treasurer/Partner

Chris Swartz has served as a municipal manager in Wisconsin for over 30 years, most recently as Village Manager for the Village of Shorewood (2004-2017), Administrator for the Village of Sussex (1990-2004) and Clerk-Treasurer Administrative Coordinator Village of East Troy (1986-1990). He started his career as a researcher for the Citizens Governmental Research Bureau/Public Policy Forum (1983-1985). He retired from Shorewood in 2017 as a credentialed manager as designated by the International City Management Association ICMA). Swartz has a Master of Science degree in Urban Affairs from the University of Wisconsin-Milwaukee (1983) and an undergraduate degree from University of Wisconsin-Stevens Point. Swartz has been recognized for his innovative approach to economic development, strategic and financial planning, organizational development and intergovernmental cooperation. He is known as a mentor to emerging public administration leaders through his tenure as an adjunct professor within the Masters of Public Administration (MPA) graduate program at the University of Wisconsin-Milwaukee. Swartz has been formally recognized for his lifetime achievements, including Wisconsin City/County Management Association "Meritorious Service Award" (2015), James R. Ryan Lifetime Achievement Award from the Public Policy Forum (2017) and Wisconsin Economic Development Association Fredrick C. Pearce Lifetime Achievement award (2017).

# Comprehensive Government Consulting Services



## Executive Recruitment

Assisting municipalities in the recruitment and selection of management personnel including managers, administrators and department/division heads.



## Interim Management Services

Providing skilled and experienced administrators on a full-time or part-time basis for a limited period of time.



## Organization & Management Studies

Analyzing municipal organizations, operations, and management structure and procedures using best practice standards. Specializing in organizational assessments, public works, and public safety.



## Classification & Compensation Studies

Analyzing and developing of classification and compensation plans using internal and external equity standards.



## Economic Development Services

Assisting communities establish and implement economic development projects and programs, including downtown revitalization initiatives, redevelopment and tax incremental financing, business improvement district plans, brownfields initiatives, and business and industrial park planning and development.



## Strategic Planning & Implementation

Performing community needs assessments, preparation of plans, strategies for implementation of community plans, site planning/development review assistance, and assisting communities in development of boundary agreements and cooperative plans.

# PAA Municipal Clients



The number beside the municipality name is the number of times PAA has assisted the municipality. State of Wisconsin unless otherwise noted. View the [interactive map](#) on our website for the work that we have performed for these communities.

## Cities

Abbotsford (2)  
 Adams (2)  
 Algoma  
 Antigo (3)  
 Ashland (2)  
 Baraboo (2)  
 Berlin (2)  
 Brillion  
 Chilton (2)  
 Chippewa Falls (2)  
 Clintonville (2)  
 Columbus(4)  
 Crystal River, Florida  
 Delavan (2)  
 DePere (3)  
 Durand (3)  
 Eagle River  
 El Paso, Illinois  
 Elroy (3)  
 Evansville (3)  
 Fond du Lac  
 Fort Atkinson (2)  
 Fox Lake (3)

Geneseo, Illinois  
 Hartford  
 Hillsboro (3)  
 Horicon (2)  
 Hudson  
 Independence, Iowa  
 Jefferson (4)  
 Kewaunee  
 Lake Geneva (2)  
 Lancaster (4)  
 Marinette (2)  
 Marquette, Iowa  
 Marshfield (2)  
 Mauston (3)  
 Menominee, Michigan  
 Mequon  
 Menasha  
 Merrill  
 Milton  
 Mineral Point  
 Minonk, Illinois (3)  
 Monona (3)  
 Monroe (2)  
 New Lisbon

New London (3)  
 Niagara  
 Oak Park Heights, MN  
 Oconto (2)  
 Omro  
 Park Falls  
 Pine Island, MN  
 Platteville (5)  
 Prairie du Chien (2)  
 Princeton (2)  
 Port Washington  
 Racine  
 Reedsburg (2)  
 Rhinelander  
 Rice Lake  
 Richland Center  
 Ripon  
 Shawano (4)  
 South Haven, MI  
 St. Croix Falls  
 St. Francis  
 Sturgeon Bay (5)  
 Thorp  
 Tomah (2)

Verona (3)  
 Washburn (2)  
 Waukesha  
 Waupaca  
 Waupun  
 Wautoma  
 Wauwatosa (2)  
 Weyauwega (3)  
 Whitewater (3)

## Villages

Ashwaubenon  
 Bayside (3)  
 Bellevue (2)  
 Belleville (2)  
 Bonduel  
 Clinton (2)  
 Colfax  
 Cross Plains (2)  
 Darien  
 Denmark (2)  
 East Troy  
 Edgar  
 Egg Harbor (2)

Elkhart Lake  
Elm Grove  
Ephraim  
Fox Point (2)  
Germantown  
Grafton (2)  
Greendale (2)  
Greenville  
Hales Corners  
Hammond  
Hartland (3)  
Howard (3)  
Johnson Creek (3)  
Kewaskum  
Little Chute (4)  
Lodi (3)  
Marshall (2)  
Maple Bluff  
McFarland (2)  
Merton  
New Glarus (3)  
North Fond du Lac (3)  
Oregon (2)

Osceola(3)  
Paddock Lake (2)  
Palmyra  
Pardeeville  
Port Edwards  
Prairie du Sac  
Pulaski  
Rothschild  
Sherwood  
Shorewood Hills  
Slinger (2)  
Somerset  
Spring Green  
Suamico (3)  
Stanley  
Sussex  
Thiensville (2)  
Turtle Lake  
Twin Lakes (2)  
Union Grove (2)  
Waterford  
Waunakee  
W. Milwaukee (3)

Williams Bay (2)  
Wind Point (2)  
Winneconne (4)  
Whitefish Bay (2)  
Wrightstown (3)

**Towns**

Algoma (3)  
Beloit  
Buchanan (5)  
Cedarburg (2)  
Clayton  
Empire  
Fox Crossing (Menasha)  
(4)  
Gibraltar (2)  
Grand Chute (3)  
Greenville (2)  
La Pointe (2)  
Lawrence (2)  
Ledgeview  
Linn  
Lisbon

Oconto  
Osceola  
Rib Mountain  
Richfield (2)  
Sevastopol  
Weston

**Counties**

Ashland  
Chippewa (3)  
Door  
Green Lake  
Iowa  
Monroe  
Polk (3)  
Price  
Sauk  
Shawano  
Wabasha, MN (2)  
Washburn  
Waushara

2.

## PAA Consultants (DPW Organizational and Staffing Studies)



### Dr. Stephen Hintz - Associate

Associate Stephen Hintz served on the faculty of the University of Wisconsin Oshkosh from 1972 to 2001 where he taught personnel, budgeting, and municipal management in the Master of Public Administration program. For twenty years, he served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has been consulting with municipalities on recruitment and management issues since 1980. In 1998, Hintz was elected to the Oshkosh Common Council and was the Mayor of Oshkosh from 2002 to 2004. In 2001, he received the prestigious Sweeney Academic Award from the International City/County Management Association for his lifelong work in promoting public administration.

Dr. Hintz works on executive recruitment and general management studies for PAA.



### Bruce Stelzner – Associate

Bruce Stelzner has over 30 years of experience in Wisconsin local government. Stelzner has served as a County Highway Commissioner, Public Works Superintendent and Business Park Administrator. His responsibilities have included administration, management, design, and construction of public works/ utilities; highways and bridges; public infrastructure, personnel management, asset management, fleet management, building and grounds management. Stelzner has served as the State Director for the National Association of County Engineers and President of the Wisconsin County Highway Association. Stelzner has served as the Chairman, Co-Chair or member of many national, State, and Local committees including the NACo Transportation Steering Committee, FHWA State Transportation Innovation Council, Wisconsin Regional Planning/MPO, Wisconsin Local Roads and Streets Council and many other boards and commissions.

Stelzner works on interim management assignments and public works-related management studies for PAA.

### 3. PAA's Approach to DPW Organizational /Staffing Studies

#### **Understanding of the City of Columbus Needs**

The City of Columbus has requested that a comprehensive, non-partisan analysis be conducted of the existing City DPW organization and operations so that a detailed workflow/business optimization plan is developed which addresses the following: 1) Prioritization of Work; 2) Optimum Staffing Levels; 3) Identification of Current Deficiencies; 4) Comparative Salary/Wage /Benefit Analysis so Columbus can maintain a stable and productive DPW workforce and 5) Recommendations for the Annual Review of Staffing (to be reviewed as part of the City's Annual Budget Process). These five components of the overall City DPW Organization and Staffing Study will be incorporated into a Final Report of PAA Findings that will include at a minimum an Executive Summary, Findings and Conclusions and Implementation Plan.

#### **Timetable or Schedule for Anticipated Work Effort**

We understand that the City of Columbus would like to have the consultant's analysis and recommendations completed by early Fall (September or October) of this year so it might be considered as part of the City's 2022 Budget deliberations as well as assist the newly hired DPW Director in his new position. PAA anticipates no problem with completing its work in the next 10–12-week period provided: 1) the final scope of the work to be performed can be determined fairly quickly between the City and PAA, and 2) the City and comparable communities to be surveyed can readily provide all of the data and information that the PAA Consultants will need to complete their analysis. A more detailed Project Schedule is contained in Section 7 of this Proposal.

### 4. PAA Consultants on City of Columbus Project

For the requested City of Columbus DPW Organization and Staffing Level Review and Analysis, PAA Consultants Chris Swartz, Bruce Stelzner and Dr. Stephen Hintz will be assigned to work with the City. Swartz will provide project coordination and oversight and will be the lead consultant on the Columbus Study with Stelzner assisting him and Dr. Hintz will provide project quality assurance (review of all study data and reports).

## 5. City of Columbus DPW Organization and Staffing Study Components (Work to be Performed by PAA)

The proposed PAA study for the City of Columbus will be data driven and will be predicated upon our interviews with City and DPW Staff members as well as other community stakeholders that may be identified by the City. Applicable industry or key municipal service delivery metrics will be determined for the City DPW services currently provided. A survey of comparable communities will be also be completed in order to assist in establishing possible comparative benchmarks.

A review of the City Comprehensive and Strategic Plans will also be conducted to understand and determine probable community growth patterns.

In summary, PAA consultants will compile and analyze the following:

- City population projections and future demands for services.
- City infrastructure projections (buildings and grounds, streets/roads, electric, sanitary sewer, stormwater and water facilities).
- Industry standards and best practices by which to evaluate current and future DPW service provision as well as staffing of those services. Please note that these communities will be selected in consultation with the City Administrator, however, PAA believes that cities and villages that are on the “urban fringe” in the Madison, Milwaukee and Fox Cities metro areas that are similar in size and scope of DPW services and programs to Columbus should be included.
- Summaries of interviews with the City and DPW Staff, Identified Contractors and other Stakeholders.
- Possible demand and performance Indicators for future City planning and management purposes.
- Comparative DPW Salary/Wage and Fringe Benefit Data from the communities to be surveyed as identified above.

In order to assist in this study, the City of Columbus will provide documents pertaining to the following:

- Existing departmental organizational charts and job descriptions for DPW and other selected departments.
- Capital projects completed in the last five years and potential projects planned in the next 10-year period.
- Any standard operating procedures (SOP's) related to public works; parks, recreation and forestry and municipal utility functions.

The City Administrator will be updated regularly on consultant progress as the different components of the Study are completed.

## Deliverable Work Products to the City of Columbus

A comprehensive report will be provided to the City that will combine all of the information and data collected as enumerated in the items noted above. The report will include the following:

1. Executive Summary (Including City Council-Level Findings, Conclusions and Recommendations)
2. Financial Impact Analysis of Recommendations
3. Findings and Conclusions for DPW City Service Function (Including Exhibits, Tables and Other Analyses)
4. Implementation Plan (Including Action Priorities)
5. Future Staffing Matrix

A public presentation on the Study will also be made to the Columbus City Council if requested.

## 6. Project Costs

We strive to make our costs affordable to the municipal clients that we serve. We know that in Wisconsin, with local government levy limits and expenditure restraints, that municipalities must be ever cost-conscious.

The following is a breakdown of the proposed cost for the Columbus DPW Organizational and Staffing Review and Analysis Study:

**Functional Area (Department) Review-Analysis of Current Operations/Service Delivery-\$2,500**  
**Staffing, Staffing Methodology Review/Analysis (Setting Standards/Matrix to Guide Future Staffing Decisions/Comparable Community Analysis)-\$4,100**  
**Fiscal Analysis and Implications-\$1,200**  
**Public Presentation-\$500 (If requested)**

**Total-\$8,300**

This is a lump sum amount for our services that includes our professional fees and all direct consultant costs incurred such as mileage, meals and lodging that may be necessary to provide the services requested. It includes one electronic copy of the Study. Necessary bound copies of the Study can be provided at an additional cost or the City can make the paper copies that it may need.

PAA will bill the City of Columbus for one-third of the cost at the execution of the services contract; one-third will be billed upon PAA 's presentation of the draft of its findings and one-third will be billed upon presentation/acceptance of the final PAA report by either the Columbus City Administrator and/or the Columbus City Council.

Please note that this pricing proposal is predicated on the scope of the services presented above and the discussions that PAA had had with the City Administrator. In the event that the project scope is changed or modified, PAA reserves the right to determine in consultation with the City if additional costs might be appropriate and warranted.

## 7. Project Schedule

Typically, a Staffing Study of the scope that the City of Columbus has requested will take approximately 10-12 weeks to complete. PAA will work closely with the City to maintain a schedule as may be determined between the parties with a goal of completion prior to the start of the City's 2022 Budget process so that it might consider its recommendations during those budgetary discussions. The final project schedule will be determined in consultation with the City.

WEEKS	1-2	3-4	5-8	9-12
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<b>Finalize Project Scope with City- Final Contract for Services Executed</b>				
<b>Kick Off Meeting-Initial Information Gathering/Sharing with PAA</b>				
<b>Initial Consultant Fieldwork (Interviews/Tours of City DPW Facilities/Equipment</b>				
<b>Survey of Comparable Communities/Development of Staffing Standards &amp; Benchmarks</b>				
<b>Follow-up Consultant Fieldwork</b>				
<b>First Draft of Report</b>				
<b>Discussion with City Administrator on PAA Initial Draft Report</b>				
<b>Final Report Drafted and Distributed to City</b>				

<b>Administrator and/or Mayor and City Council</b>				
<b>Final Report and Public Presentation (If required)</b>				

## 8. Our Commitment

Public Administration Associates, LLC will commit whatever time and effort is necessary to fully and successfully complete all tasks to be completed as part of the Columbus DPW Study Components as outlined in Section 5 and as may be determined in consultation with the City Administrator and City Staff.

## 9. PAA Recent Comparable Municipal Staffing Studies

The following are four recent Municipal Staffing Studies that PAA conducted along with relevant information on each. In addition, a listing of all the municipal organizational studies that PAA has completed is included for the City’s reference.

### 1) Village of Waunakee Public Works/Community Development Staffing Study (2021)

A study of the Village’s public works and community development services was conducted with future staffing recommendations. A comparative analysis was completed with similar communities (population, character, tax base) along with an internal capacity assessment. A review of the municipal facilities management function was also completed.

Kevin Brunner and Chris Swartz were the chief PAA consultants on this project with assistance from Bruce Stelzner.

**Contact- Todd Schmidt, Village Administrator Phone (608) 850-5227**  
**tschmidt@waunakee.com**

## **2) Village of Hortonville Organizational Study (2020)**

The Village of Hortonville had contracted with PAA on the search for a new village administrator as well as for interim village management services. During the process, the Village requested that PAA perform an analysis of its organizational structure, operational processes and staffing.

Chris Swartz and David Tebo were the chief PAA consultants on this project.

**Contact- Jeanne Bellile, Village President-Phone (920) 740-2204**

**jbellile2727@gmail.com**

## **3) Village of Germantown Public Works Organizational Study (2020)**

A complete review/analysis of the Village's Public Works Department staffing and organizational structure was conducted. A series of recommendations for implementation were presented and have been implemented by the Village.

Chris Swartz and Kevin Brunner were the PAA consultants on this project.

**Contact-Steve Kreklow, Village Administrator- Phone 414-405-8556**

**[skreklow@village.germantown.wi.us](mailto:skreklow@village.germantown.wi.us)**

## **4) Village of Kronenwetter DPW Analysis/Development of Ten-Year Capital Improvement Plan/Development and Financial Planning for I-39/Kowalski Road Interchange Improvements (2020-Present)**

An organizational study was originally requested by the Village to analyze alternative DPW administrative structures and that evolved into the development of a 10 Year Capital Improvements Plan (CIP) and assistance on the coordination and planning for a new i-43/Kowalski Road Interchange in the Village. All of this work was done in the absence of a Village DPW Director-PAA consultants functioned essentially in that capacity in completing these projects.

Bruce Stelzner and Steve Kubacki are the PAA consultants on the Kronenwetter DPW projects.

**Contact-Richard Downey, Village Administrator-Phone 715-693-4200**

**rdowney@kronenwetter.org**

## **Relevant Experience**

Public Administration Associates, LLC, specializes in organizational and administrative studies for smaller municipalities in Wisconsin as well as municipal executive recruitment and strategic planning.

## **Organization and Management Studies (Since 2016)**

- Strategic Plan-Operational Analysis, City of Middleton, WI, 2021
- Staffing Study, City of Madison Water Utility, 2021
- DPW/ Community Development Staffing Study; Village of Waunakee, WI, 2021
- Fire Department Organization Study, City of Park Falls, WI; 2021
- Fire Department Organization Study, City of Platteville, WI, 2021
- DPW Organization/Staffing Study, Village of Germantown, WI. 2020
- Organizational Audit/Staffing Analysis, Village of Hortonville, WI; 2020
- Wage and Compensation Study (Class and Compensation Plan), City of Sturgeon Bay, WI. 2019
- Administrator Study/ Wage and Compensation Study (Class and Compensation Plan)/Human Resources Planning, City of Park Falls, WI, 2019-2020
- Wage and Compensation Study, Village/Town of Somers, WI 2019
- Fire/EMS Organizational Study, City and Town of Lodi, WI, 2019
- Organizational Audit/Human Resources Study; Village of Merton, WI, 2019
- Organizational Audit/Human Resources Study; Town of Osceola, WI; 2019
- Organizational Audit/Human Resources Study; Village of Port Edwards, WI; 2019
- Streetlighting Fee Study; City of Oak Creek, WI; 2019
- Organizational Audit; City of Mineral Point, WI; 2019
- Organizational Audit, City of Park Falls, WI, 2018
- Community Collaboration Planning Project-Cities of Marinette and Menominee, MI and Marinette and Menominee, MI School Districts, 2018
- Human Resources Study, Village of Williams Bay, WI, 2018
- Organizational Analysis and Classification/Compensation Study, City of Clintonville, 2018
- Sturgeon Bay-South Door County Fire Service Study, 2017
- Oconto Towns EMS and Fire Study, 2016
- Village of Little Chute, Classification/Compensation Study, 2016