

TO: CITY OF WISCONSIN DELLS

FROM: GENE HARDER
1122 OAK STREET
WISCONSIN DELLS, WI 53965

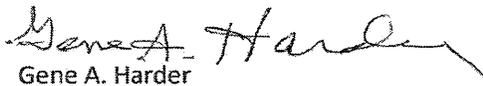
DATE: JUNE 3, 2016

SUBJECT: STOP SIGN-OAK AND WISCONSIN

With the detour that has been created with River Road being closed it has created more traffic on Oak Street. One of the signs that you have installed is a stop sign at the corner of Oak Street and Wisconsin Avenue.

I would like for the City of Wisconsin Dells to consider making this a permanent stop sign. There is a lot of traffic on Wisconsin Avenue and when you go South on Oak Street to turn left or right there are cars parked and it does make it difficult to see traffic coming.

Thanks for your consideration.


Gene A. Harder

ORDINANCE NO. _____
(New Stop Sign)

The City of Wisconsin Dells, Columbia, Sauk, Adams and Juneau Counties, Wisconsin, does hereby ordain as follows:

SECTION I: PURPOSE

The purpose of this ordinance is to install a stop sign on Wisconsin Avenue at Oak Street.

SECTION II: PROVISION AMENDED

Wisconsin Dells Code sec. 10.21(1)

SECTION III: PROVISION AS AMENDED

Wisconsin Dells Code sec. 10.21(1) is amended as follows:

Stops Signs

<u>On Street</u>	<u>At Street</u>	<u>Direction</u>
Wisconsin Avenue	Oak Street	West

SECTION IV: VALIDITY

Should any section, clause or provision of the ordinance be declared by the courts to be invalid, the same shall not affect the validity of the ordinance as a whole or any part thereof, other than the part so declared to be invalid.

SECTION V: CONFLICTING PROVISIONS REPEALED

All ordinances in conflict with any provisions of this ordinance are hereby repealed.

SECTION VI: EFFECTIVE DATE

This ordinance shall be in force from and after its introduction and publication as provided by statute.

SECTION VII:

This ordinance becomes a part of Wisconsin Dells Code, Chapter 10.

Brian Landers, Mayor

Nancy R. Holzem, City Clerk

**Village of Lake Delton, Lake
Delton, Wisconsin**

**City of Wisconsin Dells
Wisconsin Dells, Wisconsin**

**Consolidated Law Enforcement Services- Public Safety
Proposed Scope of Services**

Company Profile

R2 and Associates LLC is a Wisconsin-based law enforcement consulting group who provides consulting services for executive recruitment and selection, pre-employment background investigations, organizational and management studies, grant and project development and hiring and promotional assessment centers.

President – Robert W. Roberts

Robert W. Roberts is the founder and President of R2 and Associates, LLC . Mr. Roberts has 34 years' experience serving in the capacities of Police Officer, Special Agent, Police Chief, College Dean, Federal Relations Director, Research Program Specialist, University Professor and Research Administration Director. Mr. Roberts is the Director of Research and Faculty Development at the University of Wisconsin Oshkosh having over 17 years of experience working with grants and funding projects totaling over 220 million dollars. Mr. Roberts has conducted formal consolidation studies for seven jurisdictions in Wisconsin and has served as a Police Chief in five Wisconsin agencies.

Mr. Roberts' teaching and research includes expertise in the following areas: state and federal grants, comparative criminal justice systems, police administration, curriculum development, research methods and analytical design, crime prevention, sex offender management, state and federal funding sources, organizational management audits, executive coaching, crime on the internet and police community relations. Mr. Roberts has a Bachelor of Science in Criminal Justice, a Master's Degree in Public Administration and a Master's of Science in Education.

During the last 18 years Mr. Roberts has served as a consultant in approximately 60 law enforcement jurisdictions and 20 academic institutions focusing on:

- Organizational gap analysis impact studies

- Grant and project development ;
- Consolidation feasibility and community impact evaluations;
- Chief executive recruitment and development;
- Program analysis and system development; and
- Hiring, coaching and managing public employees.

Consultant Group Snapshot

Aric W. Dutelle – Mr. Dutelle is the Manager of Grants and Contracts, Oregon Health and Science University, Portland, Oregon. Mr. Dutelle also served as an Associate Professor in Criminal Justice, University of Wisconsin – Platteville, Wisconsin. Mr. Dutelle has a Master of Forensic Sciences degree from National University, La Jolla, CA. Mr. Dutelle has law enforcement experience and extensive work in the area of evidence collection, processing and management. Mr. Dutelle is listed on the reference list for the National Commission of Forensic Science, associated with ethics in forensic science.

Edward Moffett: Mr. Moffett has consulting experience in the following law enforcement areas: police chief search and selection processes; command and supervisory search and selection processes; organizational studies and operational audits; national law enforcement accreditation assessments; executive, managerial and supervisory hiring assessment centers; and executive pre-employment background investigations.

Michael A. Roberts – Mr. Roberts has over 35 years of criminal justice experience, having held positions as a police officer, police supervisor, and administrative/executive level positions in the Wisconsin Department of Justice. Mr. Roberts has a Bachelor of Science in Criminal Justice from University of Wisconsin – Platteville, Platteville, WI.

Jerald J. Jansen – Mr. Jansen has over 30 years of criminal justice experience, having held positions as a social worker, police officer, police supervisor, assistant police chief and police chief. Mr. Jansen has a Bachelor of Science and a Master degree in Social Work from University of Wisconsin – Madison, Madison, WI.

David O. Steingraber – Mr. Steingraber has over 40 years of criminal justice experience, with law enforcement responsibility in patrol, supervision, managerial (police chief) and two executive level positions within State of Wisconsin criminal justice agencies. Mr. Steingraber is a graduate of the University of California - Berkeley, School of Criminology and attended the University of Wisconsin – Milwaukee with graduate studies in public administration.

Full project resumes are available for any consultant upon request.

Consultant's Operational Study References

The Consultants have provided organizational studies and audits for following Wisconsin communities:

- ❖ Village of Cottage Grove: Researched, developed and presented a comprehensive operational evaluation of police services, including an implementation plan to dissolve the joint police department structure with the Town of Cottage Grove. Contact: Matt Giese, Village Administrator, (608) 839-4704 or Village Attorney Lee Boushea, (608) 221-0079
- ❖ Village of Lake Delton: Researched, developed and presented a comprehensive operational evaluation, including an implementation plan, of police services for the Lake Delton Police Department. Contact: Tom Diehl, Personnel Committee Chairperson, (608) 254-2525 or Village Clerk Kay Mackesey, (608) 254-2558
- ❖ Pierce County: Researched, developed and presented a comprehensive evaluation of county-wide Criminal Justice Services for the Pierce County Criminal Justice Coordinating Council. Contact: Circuit Court Judge Joseph Boles, (715) 273-6460
- ❖ Village of Allouez: Researched, developed and presented a comprehensive evaluation, including an implementation plan, of a police services contract with the Brown County Sheriff's Office. Contact: Tracy Flucke, Village Administrator, (920) 448-2802
- ❖ Village of Allouez: Researched, developed and presented a comprehensive evaluation, including an implementation plan, for a Village Hall clerical staffing and organizational study. Contact: Bradley Lange, Village Administrator, (920) 448-2802
- ❖ City of Stoughton: Researched, developed and presented a comprehensive evaluation of police services. Contact: Christine Smith, Baker Tilly Virchow Krause, LLP, (608) 240- 2391, or Kelly Michaels, City Clerk, (608) 873-6692
- ❖ Village of East Troy: Researched, developed and presented an organizational evaluation of the agency while serving in role as acting Police Chief. Subsequently consulted to conduct comprehensive staffing study including consolidation of activities with Town of East Troy Township. Contacts: Police Chief Alan Boyes, (262) 642-6250

- ❖ Village of Cambria: The Village disbanded their police department. The Consultant wrote a comprehensive evaluation study of the department, and evaluated contract for services with Columbia County. Researched, developed and presented recommendations for reestablishing the police department with recruitment plan. Contact: Village President Glen Williams, (920) 348-5322
- ❖ City of Milton: Researched, developed and presented a comprehensive evaluation of police services including ancillary services and their feasibility relationship to County police services and other city services. Contact: former City Administrator Jerry Schuetz, (608) 868-9200, or Police Chief Dan Layber (608) 868-6910

Overall Consulting Experience

The Senior Consultant's combined Wisconsin police chief experience totals 44 years, serving the City of Verona, City of Milton, Village of Iron River, Village of Waunakee, Village of East Troy and Village of Cottage Grove.

The listing below illustrates the law enforcement consulting experience:

Police Chief Recruitment & Selection Processes

- Village of Cottage Grove (2015 Chief of Police)
- Village of Lake Delton (2014 Commander)
- Village of Lake Delton (2014 Supervisor)
- Village of Lake Delton (2013 Commander)
- Village of Lake Delton (2013 Supervisor)
- City of Whitewater
- City of Milton (2011)
- Village of Darien
- City of Milton (2008)
- City of Manawa
- Town of Iron River
- Village of Waunakee

Pre-Employment Police Chief Background Investigations

- ❖ Village of Cottage Grove (2015 Chief of Police)
- ❖ Village of Lake Delton (2014 Commander)
- ❖ Village of Lake Delton (2014 Supervisor)
- ❖ Village of McFarland (Fire Chief)
- ❖ Village of Lake Delton (2013 Commander)
- ❖ Village of Lake Delton (2013 Supervisor)
- ❖ City of Whitewater

- ❖ City of Milton
- ❖ Village of McFarland (Police Chief & EMS Director)
- ❖ Village of Darien
- ❖ City of Beaver Dam
- ❖ City of Lodi
- ❖ City of Columbus
- ❖ City of Adams
- ❖ City of Neenah
- ❖ City of Omro
- ❖ City of Two Rivers
- ❖ City of Waupaca
- ❖ City of Shawano
- ❖ City of Tomahawk

Executive, Managerial & Supervisory Assessment Centers

- Village of McFarland Police Chief
- City of Monroe Police Captain
- City of Waupaca Police Lieutenant
- City of Shawano Police Chief & Captain
- County of Outagamie Sheriff's Office Captain
- City of Middleton Police Sergeant
- County of Shawano Sheriff's Office Captain
- Village of Grafton Police Chief
- Village of Butler Police Chief
- Village of Hartland Police Chief
- City of Berlin Police Chief
- Village of Germantown Police Chief
- City of Burlington Police Chief
- Village of Kohler Police Chief
- City of Port Washington Police Chief

Management and Operational Study/Audits/Needs Assessment

- ❑ Village of Cottage Grove Operational and Dissolution Project
- ❑ Village of Lake Delton (2012 thru 2014)
- ❑ Pierce County Criminal Justice Coordinating Council
- ❑ Village of Allouez Police Services Evaluation Project
- ❑ Village of Allouez Clerical Organization Study
- ❑ City of Burlington Police Department
- ❑ City of Whitewater Police Department
- ❑ City of Milton Police Department
- ❑ City of Manitowoc Police Department
- ❑ City of Stoughton Police Department
- ❑ Village of East Troy Police Department
- ❑ Village of Wrightstown Police Department
- ❑ Village of Cambria Police Department

Additional Consultant Client Contact Information

- Client: City of Whitewater, WI
Contact: Jan Belgin, Police Commission President, (262) 473-0500
- Client: City of Milton, WI
Contact: Dave Ostrowski, Police Commission President, (608) 921-7750
- Client: Village of Darien, WI
Contact: Evie Etten, Village President, (262) 882-5055
- Client: Village of McFarland, WI
Contact: Don Peterson, Village Administrator, (608) 838-3153
- Client: Village of McFarland, WI
Contact: John Stransky, Police Commission President, 608-246-6534
- Client: City of Lodi, WI
Contact: John Connell, Police Commission President, 608-592-5401
- Client: City of Beaver Dam, WI
Contact: Nancy Connelly, Police Commission President, 920-356-1464
- Client: City of Columbus, WI
Contact: Dennis Chadwick, Police Commission Member, 920-993-0252
- Client: Village of Waunakee, WI
Contact: Attorney Tim Nixon, Former Village President, 920-436-7693
- Client: Town of Iron River, WI
Contact: Joseph Pemberton, Town Chairman, 715-372-5457

Organizational Evaluation and Consolidation Study

Executive Summary: The Village of Lake Delton, Wisconsin underwent an operational evaluation that resulted in an implementation plan with targeted improvement outcomes designed for completion under a five year schedule. They are concluding the third year of that schedule. The City of Wisconsin Dells, Wisconsin and the Village of Lake Delton, Wisconsin want to examine the feasibility of consolidating various public safety services. In order to make a linear comparison of services ideally there would be a three step evaluation process. Step one would include an operational analysis of Wisconsin Dells Police Department. Step two would compare the practices of Lake Delton Police Department and Wisconsin Dells Police Department. Step three would compare service needs of the agencies and detail the opportunities for consolidation of services. Each step requires specific scopes and ultimately would occur

concurrently once the project is launched. Step 1 is the evaluation of the Wisconsin Dells Police Department ; Step 2 is the comparison of services; and Step 3 is the evaluation of consolidation opportunities and the completion of the final draft report.

Step One

Phase 1 – Project Pre-Planning

Scope 1.1 – Pre-Project Planning: The Consultant proposes to facilitate a conference call meeting with the City and the Village to determine the city's project goals, areas for evaluation and expectations for the project outcomes. This is where modifications are made to the action strategies for the proposal.

Scope 1.2 – Pre-Project Action: Once the Consultant has received the pre-project feedback, the Consultant will prepare and submit an Agreement of Services; including proposed scope of services, methodology, outcome deliverables and project consulting fees.

Scope 1.3 – Consultant-Client Agreement for Services: The Consultant proposes to execute an Agreement of Services with the Client (Village and City) either through a face-to-face meeting or via a conference call. Once the Agreement is executed and the retainer fee is paid, the project will begin as proposed in the following proposed phases.

Scope 1.4 – Project Scope and Findings Assurances: The Consultant proposes to prepare an analysis of the data, information, and summary conditions of the evaluation target; against the proposed scope of service. The Consultant will seek the input from the project contact team as appropriate.

Scope 1.5– Project Clarification Protocols: The Consultant proposes to facilitate a peer review of the information learned from the interviews, surveys and hands-on assessments - with the intent to clarify critical issues and inconsistencies, if any, with the project contact team.

Phase 2 – Police Department Evaluation

Scope 2.1 – Project Kick-Off: The Consultant proposes to begin the project with a face-to-face meeting with the project contact team. The project contact team is typically a group of 2-3 individuals who have been designated as the Consultant's point-of-contact during the project and are empowered to make decisions on behalf of their elected entities.

Scope 2.2 – Evaluate Existing Police Department Conditions - Documentation Review: The Consultant’s proposed methodology will include a review of documents provided by the police department, city administration, and other stakeholder agencies. The Consultant’s time frame will be designed to guarantee that a statistically significant sample is captured sufficient enough to identify and categorize against key performance indicators. The requests for electronically documents (MS Word or PDF) will be specific and include, at a minimum, the following:

- Written directives and policies
- Duty assignments and work schedules
- Performance evaluation system and sample documents
- Employee training records
- Police employee payroll records
- Collective bargaining agreements
- Fleet vehicle management records
- Traffic enforcement (citations issued) records
- Traffic enforcement (warnings issued) records
- Non-enforcement service levels, i.e., door checks, vacation watches, etc.
- In-custody criminal arrests records (booked into county jail)
- Activity reports generated by software designed to manage police records
- Prosecution referrals to District Attorney
- State & Federal grant applications for criminal justice programs and reports
- City reports related to police department programming
- Department Uniform Crime Reports
- Summary activity reports generated by software designed to manage personnel and/or personnel records
- Any document that is used to track work productivity, accountability and/or activity
- Memorandums and/or email communication which describe day-to-day operational activity or policy directives
- Other documents relevant to the project scope and/or other documents identified through scope meetings with the City, and/or as necessary throughout the project

**It should be noted that consultants from this firm conducted a full operational evaluation of Lake Delton Police Department in 2012-2014. There may be a need to refresh portions of data.

Scope 2.3 - Evaluate Existing Police Department Conditions - Interviews & Surveys: The Consultant’s proposed methodology will include interviews and/or survey tools with department stakeholders, elected & appointed stakeholders, and other community-based stakeholders relating to current department conditions. The targeted stakeholders include, but are not limited to the following:

- ✓ Mayor
- ✓ Common Council
- ✓ Clerk/Administrative Coordinator

- ✓ Police Chief
- ✓ Police Supervisors
- ✓ Police Officers
- ✓ Police Clerical Staff
- ✓ County Sheriff's or designee
- ✓ County District Attorney's or designee
- ✓ Community at-large stakeholders
- ✓ Other stakeholders relevant to the project scope and/or identified through scope meetings and/or as necessary throughout the project.

Scope 2.4 - Evaluate Existing Police Department Conditions – Organizational Evaluation: The Consultant proposes to conduct an organizational evaluation of the Wisconsin Dells Police Department focusing on efficiency, effectiveness, and accountability. The Consultant proposes, through site visits and observation of operations, will gather first-hand information regarding the provision of city and department wide police services. This form of analysis is essential to developing a thorough and realistic understanding of the current Wisconsin Dells policing environment. The Consultant proposes to prepare an industry standard (WILEAG1) and (CALEA2) best practices gap analysis of the department's administrative and operational practices.

The evaluation will focus on law enforcement operational components, and include a focus relating to current department conditions. The components are:

- Organization Structure and Authority
- Management and Supervision
- Patrol and Department Staffing
- Criminal Investigation and Staffing
- Evidence and Property Control
- Information Technology
- Personnel Management
- Written Directives and Policy
- Education and Training

Scope 2.5 – Benchmark Comparison Analysis: The Consultant proposes to conduct a statistical comparison of 6-8 similar size Wisconsin law enforcement agencies based on population and staffing. To the extent possible, the comparison will include agencies whose service delivery model is in a tourist and/or transit recreational visitor setting.

- Population
- Sworn Staffing
- Non-sworn Staffing
- Officers Per 1000 residents
- Violent Crime Index Per 100K residents
- Property Crime Index Per 100K residents
- Violent Crime Clearance Rate
- Property Crime Clearance Rate

Phase 3 – Project Preliminary Review

Scope 3.1 – Project Preliminary Draft Report: The Consultant proposes to prepare and submit the study findings in a “preliminary draft report” to the project contact team.

- The preliminary draft report will evaluate the scope of services components outlined in this document and will summarize the strengths and weaknesses of police services based on an objective statistical analysis, best practices and industry benchmarks.
- The “preliminary draft report” will include a “gap analysis” designed to point out existing operational service gaps regarding best practices and industry benchmarks.
- The “preliminary draft report” will address summary-based recommendations and a conceptual action plan for improvements relating to police service operations.
- The “preliminary draft report” will provide a department staffing analysis based the International Association of Chiefs of Police (IACP) staffing model.

Scope 3.2 – Project Contact Team Feedback - Preliminary Draft Report Review: The Consultant proposes a conference call meeting with the project contact team to seek the team’s preliminary draft review feedback. If, at that point, there is a drastic “error-of-fact” or an “omission-of-fact” that distorts the findings of Step 1; the Consultant will review and consider those factor’s content and relevancy.

This concludes the work on Step 1 of the project.

Step 2
Comparison of Efficiency and Effectiveness of High Impact Practices

Scope 1: The Consultants will evaluate the current condition of the Lake Delton Police Department and compare it to best and/or high impact practices aligning those metrics with the performance criteria of the previous study.

Scope 2: The Consultants will compare the findings of Step 2 Scope 1.1 to the outcomes from the report generated through the scopes outlined in Step 1. Findings of these comparisons will be outlined in the final draft report.

This concludes the work of Step 2 of the project.

Step 3
Consolidation Evaluation of Public Safety Services with
Emphasis on Policing Practices
Final DRAFT Report Preparation

Considering the findings of Step 1 and Step 2 the Consultants will evaluate conditions through which the two entities could consolidate services and examine consolidation models. This part of the study will be an evaluation which is intended to present the best high impact practices for continuing to provide quality service while balancing financial efficiency.

The scopes of service under this step include:

Scope 1: Evaluate the short-term and long-term costs, both operating and capital (including facilities, equipment and vehicles), of consolidating law enforcement services.

Scope 2: Evaluate and confirm the total cost (short-term and long-term) of maintaining the current public safety and emergency services organizations and departments in the Village of Lake Delton and City of Wisconsin Dells.

Scope 3: Evaluate the advantages and disadvantages of providing police, fire and emergency medical services as a consolidated municipal function between the Village of Lake Delton and City of Wisconsin Dells. This would be an examination of market models and a discussion of their application to these jurisdictions.

Scope 4: Evaluate options related to the overall organizational structure, management and administration, funding and related funding formulas, and governance of consolidated services between the Village of Lake Delton and City of Wisconsin Dells.

Scope 5: Evaluate legislative, legal, organizational and cultural hindrances that may limit the ability of the Village of Lake Delton and City of Wisconsin Dells to consolidate public safety and emergency services.

Scope 6: Evaluate the inventory current assets (including but not limited to vehicles, equipment, and facilities) owned by the Village of Lake Delton and the City of Wisconsin Dells and used for public safety and emergency services, as well as current public safety personnel (including training).

Scope 7: Relative to police services, study the advantages and disadvantages to forming one regional police department to serve the Village of Lake Delton and City of Wisconsin Dells that provides comparable services (including but not limited to general police services, routine patrols, traffic enforcement and criminal investigations), to the Village of Lake Delton and City of Wisconsin Dells based on population, land area, need and other applicable factor. Recommendations will consider opportunities for maximum accountability and transparency through reporting and tracking of assets and services allocated to each jurisdiction.

Scope 8: Relative to police services, evaluate the operating costs, personnel needs and capital costs associated with creating a regional police department.

Scope 9: Relative to dispatch services, study the advantages and disadvantages of providing dispatch services, using a common centralized dispatch center, to the Village of Lake Delton and City of Wisconsin Dells to better provide regional emergency communication and enhance emergency services, as well as provide a central point of communications.

Scope 10: Relative to fire services, study opportunities to consolidate or provide for greater collaboration in an effort to create efficiencies, increase services and provide for greater advancement, specialization and training opportunities for the current and future members of the two fire districts of the Village of Lake Delton and the fire department of the City of Wisconsin Dells. To the extent possible include other regional jurisdictions that have an interest in consolidating services for similar reasons.

Scope 11: Relative to emergency management, study greater collaboration, including a central emergency operations center (EOC), central information collection and dissemination system, a common planning process, and greater opportunities to employ the unified command structure as described in the National Incident Management System (NIMS);

Scope 12: Final Draft Report Submission: Upon completion of feedback from the preliminary draft report review, the Consultant proposes to submit a "final draft report" to the City.

Scope 13 – Final Draft Report Meeting: The Consultant proposes to attend one (1) face-to-face “closed session” meeting with the City, pursuant to Wis. Stats., 19.85 (1) (d) to present and answer questions regarding the “final draft report.”

Scope 14 Final Report Submission: Upon completion of the “final draft report” presentation meeting, the Consultant proposes to submit a “Final Report” to the City to close out the project.

Consultant Project Deliverables

The following highlight the Consultant’s proposed deliverables and timeline:

1. Pre-Project Action: The Consultant’s completed Agreement for Services submitted to the Village and the City for approval.

Targeted Timeline: 10 days after the contract is signed and the retainer is paid.

2. Project Kick-Off: The Consultant’s project contact team meeting.

Targeted Timeline: Upon mutual agreement with the City.

3. Records/Document Collection: The Consultant’s completion of the initial collection of public records from the Police Department. Additional records are collected from City Administration, Municipal/Circuit Court, District Attorney Office, Sheriff’s Office, and State Uniform Crime Records, etc.

Targeted Timeline: 25 days of project kick-off and launch.

4. Stakeholder Interviews & Surveys: The Consultant’s completion of the stakeholder field interviews and/or surveys.

Targeted Timeline: 45 days of project launch.

5. Organizational Evaluation: The Consultant’s completion of the evaluation of the nine (9) organizational components to include validation of gaps from records review, interview findings and organizational assessments.

Targeted Timeline: 75 days of project launch.

6. Benchmark Comparison Analysis: The Consultant’s completion of the benchmark comparison analysis.

Targeted Timeline: 85 days of project launch.

7. Project Preliminary Draft Report Submission: The Consultant's completion of the study findings in a "preliminary draft report" submitted to the project contact team for review. This is the draft report that focuses on analysis of policing operations in Wisconsin Dells.

Targeted Timeline: 100 days of project launch.

End of Step 1

8. Comparison of Efficiency and Effectiveness of High Impact Practices: The Consultant's completion of a cross analysis of the each municipality's policing services to generate written analysis of shared best practices and to identify measurable gaps in performance and efficiency.

Targeted Timeline: 120 days of project launch

End of Step 2

9. Consolidation Evaluation of Public Safety Services with Emphasis on Policing Practices: An evaluation of potential services that could be consolidated or regionalized. This evaluation will focus on police services but will compare solutions to industry best practices. The outcome report will emphasize cost and service efficiencies.

Targeted Timeline : 150 days of project launch

10. Preliminary Draft Report Feedback: The Consultant's conference call meeting for the project contact team's initial feedback regarding the "preliminary draft report" review.

Targeted Timeline: 160 days of project launch.

11. Final Draft Report: The Consultant's submission of the "final draft report" for the City's subsequent presentation meeting.

Targeted Timeline: 175 days of project launch.

12. Final Draft Report Meeting: The Consultant's attendance at one closed session meeting with the City, pursuant to Wis. Stats. 19.85(1) (d), to present the "final draft report" for the Cities consideration as the project final report.

Targeted Timeline: 185 days of project launch.

13. Final Report Submission: The Consultant's submission of the Final Report to close out the project.

Targeted Timeline: 193 days of project launch.

End of Step 3: Project Complete

Estimate of Project Cost

This is an estimate of project cost forecasted against all three steps. The terms, conditions and cost will be adjusted once the complete project design is identified and the deliverables and the timeline are negotiated. This cost estimate should be considered a guide for purposes of discussion and will be subject to adjustment based on the outcome of discussions around project scope and delivery timeline.

Total Project Estimate as a flat fee : \$ 24,728.00 exclusive of expenses.