

CITY OF BERLIN
COMMITTEE OF THE WHOLE MEETING AGENDA
TUESDAY, JANUARY 7, 2025
BERLIN COMMON COUNCIL CHAMBERS
Zoom Meeting ID: 893 1920 8907 Password: 12345

1. Roll Call
2. Virtual Attendees Seated (if necessary)
3. Introduction of new City of Berlin Administrator, Jessi Balcom
4. General Public Comments (located at podium in Council Chambers)
5. Approve meeting minutes – November 5, 2024 Committee of the Whole
6. Proclamation recognizing Clem’s Bar’s 120th Anniversary
7. Proposals for development of strategic plan (information only, no recommendation at this time).
8. Proposals for development of comprehensive capital improvement plan (information only, no recommendation at this time).
9. Proposal for compensation study and plan (information only, no recommendation at this time).
10. Request for proposals for general legal counsel.
11. Motion to convene into closed session pursuant to *Wis. Stats. 19.85 (1) (c) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.* Police Union Contract Negotiations.
AND
Wis. Stats. 19.85 (1) (e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session. Tax Incremental District No.16 Development Agreement Nicolet Lumber, Inc.

CITY OF BERLIN COMMITTEE OF THE WHOLE MINUTES
TUESDAY NOVEMBER 5, 2024
COUNCIL CHAMBERS, CITY HALL

1. Roll Call: Alderperson Pryzbyl, Durtschi, Boeck, Stobbe, Nighbor, Burgess
2. Virtual Attendees Seated (if necessary) *None.*
3. General Public Comments. Registration card required (located at podium in Council Chambers).
None.
4. Approval of Minutes.
M/S by Nighbor/Durtschi to approve the minutes of the October 1, 2024 Committee of the Whole meeting. Motion passed unanimously.
5. Berlin Aquatic Center discussion.
Mayor Bruessel stated that this will be on the November 12 council meeting with a private party to present a proposal. Public Works Superintendent Zabel reported that staff is looking for guidance and directions from the council as to the future of the Berlin Aquatic Center. Zabel identified the following alternatives: 1) Remain status quo and continue to operate the pool under the normal yearly budget knowing that there are no guarantees that it will remain operational for the duration of the season, 2) fix the pool when funds are available and borrow in the future if feasible; or conduct a referendum to determine public support and financial commitment to the facility, or move forward with the planning and design phase outlined in the evaluation that was completed and identify the source of the \$80K cost; and 3) decommission the pool once it is determined that the city can no longer fund the maintenance or repairs and replace with another amenity. General consensus was that this is postponed until the presentation on November 12.
6. 2025 Budget Discussion.
Interim Administrator identified the following items for consideration:
 - a) City Attorney Salaries: change from salary (infering employee) to professional services, separate general counsel vs. municipal court counsel, reducing expenditures, eliminating separation of conferences, training, and operating supplies.
 - b) Transferring portions of salaries from general fund to tax increment district. This would result in all benefitting taxing bodies sharing in the cost of services to TID.
 - c) Administrator professional services: adding employee compensation study and plan, strategic plan, and comprehensive capital improvement plan. These items were identified as priorities by city council for the new administrator.
 - d) Administrator salaries: adjust administrator salary based on the advertised salary range in the administrator recruitment.
 - e) Sealer of weights and measures: increase from \$6,000 to \$6,900 based on the signed contract.
 - f) Land use planning professional services: increase from \$10K to \$30K for an updated of the city's comprehensive plan.
 - g) Shared revenue from the state: reduce by \$43,857 due to double counting utility aid.
 - h) Possible future revenue sources to reduce deficit:
 - a. Municipal vehicle registration fee
 - b. Transfer recycling and/or garbage from levy to direct bill.

- c. WIDOR Innovation grant
- d. Park impact fee
- e. Stormwater Utility

General consensus was to implement item d, e, f, and g and reflect in draft 2025 budget. Other items to be discussed at future meeting.

7. Ordinance amending code to remove referendum and sunset as to designation of ATV and UTV routes on all city streets and to remove curfew for ATV and UTV operation. M/S Catrina/Terry to recommend to common council recommended changes. Motion carried.
8. Vacation of S. Fox Alley between W Franklin Street and W Ceresco St. Community Development Director Ludolph presented on the vacation of Fox Alley. The proposal is to vacate the alley and become a private drive. The building is currently partially within the right of way of the alley. The general consensus is favorable to proceed with the vacation process. M/S Catrina/Terry to recommend to common council that the city attorney work with the developer for the vacation of South Fox Alley with costs to be reimbursed by the developer.
9. Motion to convene into closed session pursuant to Sec 19.85(1)(c), to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility (*Employee compensation*). M/S by Durtschi/Pryzbyl convene into closed session. Motion carried unanimously. Pryzbyl, Durtschi, Boeck, Nighbor, Burgess, Stobbe.

M/S by Boeck/Durtschi to reconvene into open session. Pryzbyl, Durtschi, Boeck, Nighbor, Burgess, Stobbe. Motion carried unanimously.
10. Adjourn. M/S Boeck/Pryzbyl to adjourn. Motion carried unanimously. Meeting adjourned at 8:29 PM.

Note: In adherence to the City of Berlin Public Meeting Participation Policy, public participation will be allowed under each agenda item at the discretion of the presiding officer, with the exception of the Consent Agenda. Attendees must register their intention to participate on either a general comments section or a specific agenda item prior to the meeting by filling out a Registration Card, which can be obtained from the Internet, City Clerk's office or in the City Hall Council Chambers at the podium. Registration Cards should be turned in prior to the meeting to either the presiding officer or City Clerk.

Interim City Administrator, Diane Wessell



PROCLAMATION HONORING CLEM'S BAR 120 YEARS ANNIVERSARY

WHEREAS, on behalf of the citizens of the City of Berlin, it is the pleasure of the City of Berlin's Common Council and Mayor to offer this Proclamation to help celebrate and recognize 120 years of Clem's Bar; and

WHEREAS, the family-owned business celebrates 120 years and four generations of owners in Berlin starting with Theodore Bombinski, Clemence, Ted and now Ben; and

WHEREAS, offering cocktails, Friday fish fry's and pizza (with a hand-full of tootsie rolls.) Once known as the last stop when headed West out of town, and still a great place to stop when traveling the Fox River by snowmobile; and

WHEREAS, a fun place that offered live music from Big Boomba's Boppers band and local karaoke creating many memories with family and friends; and

WHEREAS, it is recognized as a local, friendly tavern that is important to this community and sincerely appreciated; and

WHEREAS, with continued success and many more years in service in the Berlin community the Mayor, Common Council, and the citizens of Berlin want to thank Clem's Bar for their business sense and customer service; and

NOW THEREFORE, BE IT RESOLVED, that the Common Council and Mayor of the City of Berlin, hereby offer this proclamation of Clem's Bar as a permanent record in the archives of the City of Berlin, honoring this business that is an inspiration throughout the Berlin Community.

Dated this 14th day of January, 2025

Joel Bruessel, Mayor

City of Berlin
Strategic Planning
Services Proposal

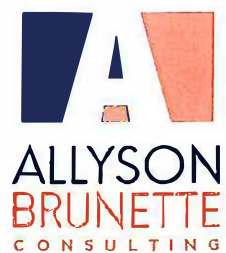


Photo from City of Berlin Facebook



Proposal Released:
December 31, 2024

Prepared for:
Ms. Diane Wessel, Interim City Administrator



December 31, 2024

Ms. Diane Wessel
Interim City Administrator
City of Berlin
108 N. Capron St.
Berlin, WI 54923



Delivered Electronically

Dear Ms. Wessel:

I am genuinely excited about the prospect of working with the City of Berlin and their new administrator to develop a municipal strategic plan. My company was established in 2021 and is rooted in my passion for empowering leaders. I am a former public servant and a champion for high-functioning public and independent sector organizations; my company works exclusively with the public and non-profit sectors.

PRINCIPAL CONTACT:

Allyson Brunette
Owner, Allyson Brunette Consulting, LLC
1644 Glen Road, Green Bay, WI 54313
920-371-9797
allyson@allysonbrunette.com

I have **extensive experience in municipal / county government** and community engagement, as well as in **individual and team leadership development**. I am not only committed to listening to your community and leaders to deliver a plan that is truly customized to your needs, but further, I am committed to empowering your leaders (as individuals and as a team) to implement this plan and help you to reach your goals effectively. A high-quality strategic plan can serve as a valuable mechanism for stakeholders to uplift one another, feel heard, reconnect with the purpose and meaning behind their work, and **gain a renewed appreciation for public service**.

What sets Allyson Brunette Consulting apart from other firms in this consulting landscape are the building blocks of my business:

- I serve **mission-driven clients only**, including non-profits and local governments.
- I am a **respected thought leader** and regular writer on topics of innovation in workplace culture and local governments.
- I provide my clients with **living deliverables and ongoing support** well after the ink is dry on their strategic plans. My implementation approach includes individual coaching for organizational leaders, robust strategies, toolkits, reporting mechanisms and a process to support your organization in revisiting your strategic plan on a monthly (or more frequent) basis, as well as post-plan check-in visits in the years following plan development.

The building blocks of my business help to bring strong synergy and a personal touch to my clients. Thank you for your consideration of my proposal - I hope to earn your business in the coming year.

Sincerely,

Allyson Brunette, Founder/Owner
Allyson Brunette Consulting



COMPANY PROFILE

A. Background

After a decade spent working in the public and non-profit sectors, Allyson started her own company in 2021 with a focus on public and non-profit sector clients. In 2023, Allyson Brunette Consulting was certified by the State of Wisconsin as a Woman-Owned Business Enterprise.

B. Size

As a small business, Allyson is the only employee of the company, but we lean heavily on our network of subcontractors nationally and locally to bring local government expertise to our projects. Our subcontractors are either current local government employees or former public servants. Our small size allows us to be competitive on our pricing for municipal contracts. We believe in delivering a high-quality product and personal service at a fair price. We offer a level of radical pricing transparency into what the true cost of our products is that our competitors do not. *For the scope of work for a community the size of the City of Berlin, we do not anticipate use of subcontractors.*


C. Scope

Our core business areas are organizational development consulting; thought leadership writing; and individual and team leadership coaching. Allyson was formally trained in the Bryson Method of Strategic Planning in 2015 and has facilitated and developed more than 20 strategic plans for non-profit organizations, local government organizations (Towns, Villages, Cities, Counties, or departments within these organizations) over the past decade. Allyson developed her proprietary Civic Health Check™ product in 2022, which is a “skinny” strategic planning product for organizations that lack the capacity (financially or staff-wise) to implement full strategic planning efforts.

D. Differentiators

What sets our firm apart from competitors is our unique blend of strategic insight (as former public servants AND as experienced strategic planning practitioners) and personal relationship development. Allyson is a certified YouMap® coach and is invested in getting to understand the unique personalities, goals, and strengths of your leaders to customize a strategic plan that fits your community AND your leadership team which will be tasked with implementation.

We are mindful of the volume of work we take on annually, as well. We take on approximately 4-5 strategic plan clients annually and have no more than 3 in execution concurrently. This allows us to deliver a streamlined focus on our clients and to ensure that they never feel that they are just a number to us.



ASSIGNED CONSULTANTS

Our team consists of one facilitator and one graphic design professional who will support this project effort. Allyson Brunette is the primary facilitator who will be working day-to-day with the client and will be onsite for facilitation exercises. Sue will work fully remotely on project deliverables.

INTRODUCTION TO OUR TEAM

Allyson Watson Brunette
Founder/Owner, Allyson Brunette Consulting
www.allysonbrunette.com
Role: Project Lead



Education: MPA, Marist College School of Management; BA Economics and Political Science, Rider University.

Responsibility: Lead client contact (will meet at minimum bi-weekly with client by phone or video conference to manage project.) Will facilitate all workshops onsite and conduct stakeholder interviews. Will author strategic plan.

Areas of Focus: Communication + Strategic Insights + Project Management + Individual and Team Leadership Coaching

My Strengths:

My top strengths are **Strategic, Discipline, Communication, Belief** and **Responsibility**.

Fun Stuff:

I believe in getting to know the person you're hiring, so here are some fun things you should know about me:

1. I am locally* famous for my bacon, egg and cheese sandwiches.
2. I have a 6-year old retired racing greyhound named Paisley.

*Locally: within my household, but still very famous!

Sue Schinkten
Owner, Schinkten Design
Role: Graphic Designer



Education: BA in Advertising Design, University of Wisconsin-Eau Claire

Role: Will support project remotely. Responsible for final project deliverable design and layout.

Area of Focus: Graphic Design

Fun Stuff:

- In addition to running her own boutique graphic design firm, Sue teaches graphic design to students at the local technical college in Green Bay.

A cool, once-in-a-lifetime experience for Sue was designing the logo for the Mulva Cultural Center, a new museum which opened in De Pere (her hometown) last year.



RECOMMENDED APPROACH

Phase 1: Pre-Planning and Information Gathering:

Our information gathering process is time-intensive, but it is critical to our effectiveness as facilitators. One of our organization's core values is to Listen Loudly. We pride ourselves on truly listening to what your elected officials, department heads, staff members, and community members have to say.


- **Review of existing research and documentation.** Our team will review your existing adopted documents at the department level or recent surveys / sentiment analysis completed.
- **Elected Official Engagement.** We recommend utilization of an online survey tool for City Council members be deployed very early in the process, the results of which will inform our one-on-one confidential interviews.
- **Employee Engagement.** We begin our information gathering process with confidential surveys deployed to organizational staff members at all levels within the organization. We use the information from these surveys to guide one-on-one confidential interviews with these individuals.
- **One-on-One Interviews with Department Heads & Elected Officials.** Your project scope includes confidential, one-on-one interviews (30-45 minutes per person), with up to 15 individuals of your choosing. We aim to speak directly with every elected official (Mayor / City Council) and department heads. This is time-intensive, but it is invaluable to ensure that we guide you in a meaningful direction in your strategic planning process.

Phase 2: Strategic Planning Facilitation:

Data gathered from survey feedback, focus groups, interviews, and community research, and previous City studies will feed into four components of our strategic planning process. Our in-person engagement will take place through three in-person on-site visits to Berlin.

- **Mission, Vision, and Values Workshop:** One (1) 1.5-hour workshop will be held with staff members, department heads, and elected officials. There is an option to split this into two workshops on the same day - one for team members and one for elected officials and department heads at no additional charge.
- **SWOT Analysis:** This report will be developed following the completion of information gathering through surveys, focus groups, and interviews. This report will be divided into external (community) issues and internal (operational) issues.
- **Strategic Planning Workshop #1 for department heads and City Council members:** A 2-hour workshop focused on external strategic issues.
- **Strategic Planning Workshop #2 for a cross-section of staff and department heads:** A 2-hour workshop focused on internal operational issues. These workshops would be held on a second onsite day in Berlin

Phase 3: Strategic Plan Development

- **Strategic Framework:** The meat of the strategic plan, the framework spells out in table form the following: Problem or challenge statement to be mitigated; Desired outcome(s) for said challenge by 2030.; Specific action step(s) to reach said outcome; Resources (costs, if monetary) needed to reach said outcome; Responsible parties for each action step; Timeline for completion of each action step and priority for each action step within the context of the plan as a whole; Additional consultant recommendations, where applicable. This framework is designed to be as easy and functional to implement as possible.
 - **Strategic Plan Narrative:** To supplement the framework, the strategic plan will include an accompanying narrative that outlines the process of reaching the framework. This will include a summary of the methodology used, data themes pulled from the data-gathering process, and a detailed summary of workshop and focus group themes. The strategic plan narrative will also include: an executive summary of the strategic outcomes the organization is aiming to accomplish within the plan time frame and a statement of mission, vision, and values.
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RECOMMENDED APPROACH

Phase 4: Implementation and Leadership Training

What sets our firm apart is that we don't stop our engagement upon plan delivery. We build personal relationships with your leaders and help to set them up for success in implementation with both individual and group coaching, rooted in Clifton Strengths.

- **Individual Leadership Coaching for Department Heads:** Our team will work with your department heads to conduct one-on-one leadership coaching. As a certified YouMap® facilitator, Allyson will work one-on-one with 8 department heads to complete a series of four assessments that help the individual to better understand their strengths, skills, values, and personality as it applies to their leadership role. This is approximately a 45-minute time commitment to complete the assessments for the individual and will be followed up with a one-hour virtual coaching session to review results with Allyson Brunette. This individual exercise helps participants to better understand their own leadership approach from a strengths-based perspective.
 - **Team Leadership Coaching and Plan Implementation Workshop:** Our final onsite workshop will bring together department heads to engage in a team building workshop that highlights and builds the strengths across the TEAM. By helping leaders to better understand how they work individually and as a team, this will set your organization up for more effective day-to-day operations and strategic plan implementation. Our workshop also includes a deep dive into best practices for implementing your strategic plan.
 - **Implementation Toolkit:** Even across a five-year time frame, organizational realities can change drastically. This is why our process empowers organizations to revisit - and when necessary, reframe - their strategic goals on a 90-day schedule that is not overly time-consuming. Our implementation process includes a toolkit which segments strategic goal implementation into the first year, and then further on a quarterly basis. Our implementation approach is based largely on the principles of EOS (Entrepreneurial Operating System), a strategic management approach used in the private sector. We believe in this system so much that we even provide our clients with copies of the training books for this approach at no cost so you can hit the ground running. We have adapted these tools for public and non-profit sector use. We provide to our clients the following tools and resources:
 - Two copies of Entrepreneurial Operating System books (for both managers and employees) to help kickstart your strategic plan implementation process.
 - Outlines for breaking down the Strategic Plan framework into quarterly and one-year strategic goal setting.
 - Outlines for breaking down the Strategic Plan framework into quarterly and one-year strategic goal setting.
 - Agendas for self-facilitated quarterly and annual strategic planning meetings and necessary worksheets for your teams to use. We also recommend that organizations add 1-2 one-hour meetings for strategic planning to their monthly schedule. Revisiting a strategic plan frequently is an often-missed step that ensures that staff and leadership stay on the same page for strategic goals, and that if unexpected changes occur, the organization and plan can pivot accordingly.
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RECOMMENDED APPROACH

Details on Proposed Workshops

MISSION, VISION, AND VALUES WORKSHOP: Up to two (2) 1.5-hour workshops for staff, department heads, and elected officials are an important kickoff milestone within the strategic planning project. These workshops bring all parties together to identify shared organizational values; frame a big-picture vision of where the organization aims to be in the future; and check in with your existing mission within the context of a five year plan.

STRATEGIC PLANNING WORKSHOPS: We will facilitate two 2-hour workshops with department heads and elected officials to Ideate, Discuss, and Solve around the External and Internal Operational issues. We frame these workshops around addressing Weaknesses and Threats specifically identified in the organizational SWOT analysis. Generally, two hours are sufficient for engagement with these audiences. If two hours are not sufficient, we are able to (as needed) provide follow-up sessions for administrative leadership.


IMPLEMENTATION AND STAFF TEAM BUILDING WORKSHOP: Our final 2.5-hour workshop with department heads will offer best practice insights on how to be highly effective in implementing your strategic plan as well as offering department heads the chance to better understand their strengths and individual leadership styles and how they mesh with those of their colleagues. This is an excellent way to build the capacity of your leadership team and to boost morale as you exit the strategic planning process.

TIMELINE

A proposed timeline is included which demonstrates the average time for the completion of a municipal strategic plan with our firm. This is, of course, adaptable to your preferred timelines should you want to wait for 2025 municipal elections to proceed with planning efforts. We anticipate an approximately 15-week timeline from start to finish, with the ability to adopt a final plan in mid-May with a February 2025 start date.

COMPENSATION AND RATES

A detailed line-item estimate is attached in this proposal. **Our project estimate for this project is \$14,994.00.** This is a not-to-exceed estimate, but actual costs will be billed should estimates come in below the projected rate. Our compensation rate is a maximum of \$180.00/hour.



REFERENCES

References below include a variety of some of our recent clients. Interested in seeing samples of our work? We got you! We have a link to sample work which we'll include with this proposal submission.

City of Fitchburg (WI) 2025-2029 Strategic Plan

(Currently in Common Council final review phase as of January 2025.)

Reference: Assistant City Administrator Adam Sayre,
adam.sayre@fitchburgwi.gov, 608-270-4209



Kalamazoo County (MI) 2025-2029 Strategic Plan

Adopted 10/2024

Reference: Kevin Catlin, County Administrator / Controller,
kacatl@kalcounty.com, 269-383-8843



City of Ludington (MI) 2025-2029 Strategic Plan

Adopted 9/2024

Reference: Kaitlyn Aldrich, City Manager, kaldrich@ci.ludington.mi.us,
231-845-6237



Oneida County (WI) Management Analysis

Presented 10/2023

Reference: Tina M. Smigielski, CPA, Oneida County Finance Director,
tsmigielsk@co.oneida.wi.us, 715-369-6145



Town of Ledgeview Strategic Plan(s)

Adopted 2022, 2018, 2015, and ongoing support of restructure of
Community Development Department (2023-2024)

Reference: Sarah Burdette, Town Administrator,
sburdette@ledgeview.wi.gov, 920-336-3360 *108



Ledgeview
Set your sights high





Proposed City of Berlin Project Schedule (as of 12/2024)

*Federal and local holidays are highlighted, which may impact government days of operation.





**ALLYSON
BRUNETTE**
CONSULTING

From **Allyson Brunette Consulting**
1644 Glen Road
Green Bay, WI 54313
allyson@allysonbrunette.com
EIN: 87-4759824

Estimate ID | **1050**
Issue Date | 12/31/2024
Subject | City of Berlin Strategic Plan Estimate

Estimate For | **City of Berlin**
108 N. Capron St.
Berlin, WI 54923

Item Type	Description	Quantity	Unit Price	Amount
Service	One-time charge to add to Added the City as an added insured on Allyson Brunette Consulting LLC Commercial Liability Policy	1.00	\$100.00	\$100.00
Service	Phase 0 - Project Kickoff: Confirmation of dates, tool development, project planning.	2.00	\$180.00	\$360.00
Service	Phase 1 - Pre-Planning and Information Gathering: Launch of internal survey tools, one-on-one interviews with stakeholders, community focus group facilitation, survey analysis. Regular client check-in meetings bi-weekly through this phase.	20.00	\$180.00	\$3,600.00
Service	Phase 2 - Strategic Plan Facilitation: Mission Vision Values workshop(s) (1 or 2), SWOT analysis development, Strategic plan workshops (2), and post-workshop analysis. Regular client check-in meetings bi-weekly through this phase.	18.00	\$180.00	\$3,240.00
Service	Phase 3 - Strategic Plan Development: Hours of plan development and drafting, additional hours of client meetings for plan review and edits.	12.00	\$180.00	\$2,160.00
Service	Phase 4 - Implementation and Leadership Development: Individual YouMap profile development and debrief coaching for up to 15 department heads in the Village. Facilitation of one strategic plan implementation / team building workshop for department heads. This is a not-to-exceed cost based on 8 participating department heads, and cost will decrease if the Village opts to have fewer employees participate in this training.	1.00	\$2,000.00	\$2,000.00
Product	Travel costs: Mileage and travel time (billed at 40% of regular hourly rate) for three onsite visits to Berlin. This is based on the IRS 2025 rate of \$0.70/mile. Actual amount will be billed, this is a not to exceed number. (Mileage = \$294.00, Travel time = \$540.00)	1.00	\$834.00	\$834.00
Product	Facilitation supplies: Printing costs or workshop materials, supplies for Mission, Vision, Values; Strategic Planning and Implementation workshops. Actual amount will be billed, this is a not to exceed number.	1.00	\$200.00	\$200.00

Product	Graphic design and printing: Printing and professional graphic design of final strategic plan. Actual amount will be billed, this is a not to exceed number.	1.00	\$2,500.00	\$2,500.00
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Estimate Total \$14,994.00

Notes

Project deposit of 20% of maximum project cost is due as a client retainer upon acceptance of this estimate. This estimate is valid for up to 90 days following issuance.

City of Berlin

**Proposal for Comprehensive
Strategic Plan Services**



December 2024

Prepared by: CP2 Consulting

Strategic Plan Proposal for Berlin, WI

December 26, 2024

Diane Wessel
City of Berlin, WI

RE: Comprehensive Strategic Plan Proposal

Dear Diane Wessel,

CP2 Consulting is pleased to submit our proposal to assist the City with Strategic Planning services. The following approach/framework specifically addresses the organization's desired outcomes as we understand them. The following proposal outlines how CP2 Consulting can address the following needs:

- Conduct internal and external stakeholder engagement activities via varied methods such as focus groups, online surveys, and interviews;
- Facilitate the development of the organization's mission, vision, and values to set organizational priorities and the City's overall strategic direction;
- Facilitate a strategic Plan workshop, including SWOT analysis, with the City's elected officials and senior leadership to develop short-term and long-term organizational goals that can be monitored;
- Facilitate a governance session;
- Provide a final summary report of the strategic plan process and outcomes.

As the attached proposal reflects, we have considerable experience facilitating strategic planning and implementation processes like the one envisioned for City of Berlin. CP2 Consulting specializes in serving public sector clients. I will be the one of two consultants for this project, and my career has been focused on roles either in local government or nonprofits, including as the former Executive Director of the Wisconsin City County Management Association. My Master of Public Administration (MPA) degree includes a specialization in public leadership and strategic management, and I hold a certification in Strategic Planning endorsed by George Washington University and the Baldrige Foundation. Winnie Frankel, who will also be working on this project, has a Master of Social Work (MSW) degree, a Clinical License (LCSW,) as well as a bachelor's degree in organizational communication and political science. Her career has focused on facilitating understanding and organizational consensus in public, professional, and academic settings. The CP2 Consulting team has a long-standing commitment to strategic thinking, cultivating leadership, transparent practices, and measurable results.

Thank you for the opportunity to provide these services to the City of Berlin.

Sincerely,



Cory Poris Plasch, President/CEO
CP2 Consulting, Inc.

Project Approach

Strategic planning, at its core, is establishing a clear direction forward for the organization in alignment with its mission and core values.

The CP2 Consulting strategic planning methodology is based upon leading practices in strategic planning, refined and continually updated based upon industry trends and knowledge gained through client engagements. Organizational culture is a key component in meeting strategic goals, and we employ and promote strategies to create a Learning Culture, where growth, curiosity and authenticity prevail. Our methodology is comprehensive and thorough, while remaining flexible enough to meet the specific needs of our clients.

In the following proposal, CP2 Consulting recommends a multi-phased, participative format to engage City leadership and staff to shape the desired future direction of the City.

Phase 1: Strategic Plan Development

Phase 1A: Project Launch

This phase involves project start-up activities, including:

1. Project review meetings with key City project staff to confirm the scope of work and expected outcomes;
2. Provide an overview of the strategic plan process;
3. Review history and current fit of mission, vision and values of the organization and determine the extent of needed adjustments;
4. Identify and confirm stakeholder involvement and the overall environmental scanning process elements; and,
5. Discuss current organizational culture.

The purpose of this phase is to confirm the overall project scope and intended outcomes and make any necessary refinement to the project Plan and budget.

Phase 1B: Stakeholder Engagement

Stakeholder engagement is a key component of the strategic planning effort as it allows you to understand your organization from a variety of perspectives.

- Internal stakeholders – refers to individuals or groups who are within the organization by virtue of being elected to or employed/appointed by the organization, including employees at all levels. Internal stakeholders are essential to successful implementation of the strategic plan and their input should be considered and incorporated into the strategic planning process.
- External stakeholders – refers to individuals or groups who are outside the organization but are impacted by the actions of the organization and the quality of life in the community. These include, but are not limited to, businesses, neighborhoods, residents of all ages, historically underrepresented populations, special interest groups, and other taxing jurisdictions.

There are two avenues proposed for collecting original stakeholder feedback specific to this project, including:

- Online survey of stakeholders. These surveys can be targeted to internal or external stakeholder groups, a subsection of internal or external stakeholder groups, and/or the entire community. A

semi-custom survey is developed collaboratively between the Administrator and/or other key staff and the consultant. The survey is administered by the consultant and the raw data is owned by the consultant but upon request will be anonymized and shared with the client. *For this project, a community survey is recommended.*

- **Invitational Focus groups.** These groups are facilitated by the consulting team with groups identified and invited by the client. The sessions run approximately 90 minutes and consist of ten to 12 individuals from each of the selected stakeholder groups. Groups can be either internal or external stakeholders. While some information may be gathered during the Comprehensive Plan data collection process, it is often helpful to have a more thorough understanding of internal operations and strategic opportunities for the organization through dedicated employee focus groups. Additionally, direct stakeholder engagement helps to build buy-in for the strategic Plan process, an important consideration for successful implementation. *For this project, three focus groups are recommended, one consisting of city staff, one of residents, and a third to be determined at a later time.*

Both proposed stakeholder engagement activities include:

1. Discussion and finalization of methods to be used (e.g., focus groups – number and types, etc.).
2. Facilitation of the process with selected approaches.
3. Summarization and presentation of results derived from the raw data.

It is the responsibility of the City to secure any facilities or meeting rooms as well as coordinate invites needed for stakeholder engagement. The City will coordinate with CP2 Consulting for room arrangements/set-up, participant list, and refreshments for all workshops and project sessions. The City should check with its legal counsel to make sure all meeting postings are consistent with any open meetings act procedures. The City is responsible for reviewing and securing facilities including technology or equipment, supplies and/or other ancillary logistical items, as well as refreshments and any associated costs.

Phase 1C: Understanding the Operating Environment

The introductory step in the strategic planning process is to understand the operating environment. In addition to the stakeholder data in Phase 1B above, this is accomplished in the following four ways: (1) an Environmental Scan; (2) an Organizational Profile; (3) interviews with members of the elected board; and (4) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

- **Conduct Environmental Scan**
An environmental scan is a thoughtful analysis and evaluation of the strategic environment facing the organization. Environmental factors affecting the organization's operative environment should be reviewed, including financial and economic conditions, demographics, political and intergovernmental relations, citizen and stakeholder issues, technology changes, environmental sustainability, and the regulatory environment. This will be generated by the staff with guidance from the consultant.
- **Develop Organizational Profile**
An organizational profile is a snapshot of your organization, the key influences on how it operates and the key challenges it faces. Information regarding organizational structure, work processes, staff capacity and capabilities, and the strategic environment are included. Employee focus group data can help inform the organizational profile along with employee surveys and other internal documents. This will be generated by the staff with guidance from the consultant.

➤ Interviews

Interviews with members of the elected board will be conducted to introduce the consultant(s) and acquire the perspective of the elected leadership regarding the current environment, challenges, and issues.

➤ SWOT Analysis

A SWOT questionnaire is administered in advance of the strategic planning retreat to all strategic planning participants. This provides a leadership perspective on the current internal and external environments. The SWOT is administered by the consultant to ensure anonymity; candor by participants is encouraged to uncover and understand strategic issues. The data generated is used at the strategic planning sessions.

Phase 1D: Strategic Plan Workshops

Governance Session

This session includes the governing Board and staff leadership team and is focused on establishing a collective, working understanding of rules, roles and norms for individuals and the group. The consultants will review opportunities to enhance responsible and effective team interaction by increasing awareness of successful group communication dynamics. The session will enhance responsible and effective team interaction by increasing awareness of successful group communication dynamics.

Strategic Planning Session #1 – Review Stakeholder Feedback, Environmental Scan, and Organizational Profile

This session includes the governing Board and leadership team and is dedicated to reviewing the results of the internal and external stakeholder feedback, the environmental scan, and the organizational profile. The consultants will present focus group and survey results (if applicable); the staff will present the organizational profile and environmental scan. The session concludes with a facilitated discussion amongst the governing Board regarding issues raised. (This session is typically one hour or less in length and can be combined with a regularly scheduled Board meeting or work session)

Strategic Planning Session #2 – Facilitate Strategic Discussion, Mission, and Vision Review, and Strategic Goal Development

This session includes the governing Board and leadership team and focuses on reviewing or confirming organizational purpose, examining the operating environment, and establishing strategic goals. The impact of organizational culture will be discussed via a facilitated conversation. The current mission, vision, and values will be reviewed and updated as appropriate. A facilitated process is held to generate a list of organizational challenges and a resulting set of strategic goals. The group's effort will be informed by the results of the information generated by the scan, profile, and results of the SWOT questionnaire. (This session is typically 3-4 hours and is the morning session of a one-day retreat, combined with Session #3)

Strategic Planning Session #3 – Establish Outcomes, Key Indicators, Targets

This session includes the government Board and leadership team and is dedicated to defining a set of outcomes, key performance indicators, and targets to measure progress towards the strategic goals established in Session #2. Measures are established with the priority of establishing clear alignment between all measures, resulting in buy-in through all levels of the organization. (This session is typically 3-4 hours and is the afternoon session of a one-day retreat, combined with Session #2)

Phase 2: Implementation Strategy and Plan

Achieving strategic goals can be a daunting challenge unless deadlines and accountability measures are put into place. CP2 Consulting will work to develop an implementation strategy that clearly demonstrates how employees throughout the organization play a role in breathing life into the strategic goals and overall strategic plan that is intended to guide the community forward over the next 3-5 years.

CP2 Consulting will work with the City to assemble an Implementation Team, representing staff from multiple levels and job functions throughout the organization. The Implementation Plan development process aligns efforts to ensure that every department works together in a complementary fashion as they achieve measurable progress towards common goals. We will discuss resources for tracking progress using systems ranging from spreadsheets to software, depending on your organizational preference.

Strategic Plan Implementation Session—Develop Strategic Initiatives

This session is conducted with the Implementation Team and focuses on cascading the strategic plan throughout the organization through the development of initiatives. Project plans will be introduced as a method to define milestones that measure progress on initiatives, providing accountability. Options to manage the Strategic Plan progress, including internal tracking or using external software, will be determined with the leadership team. A Strategic Plan Final Report that includes an Executive Summary will be submitted once initiatives are established. (This session is generally 3 hours)

Company Information

Firm Overview

CP2 Consulting is a woman-owned strategic planning and organizational development company that works with local governments to create and implement strategic plans that achieve measurable outcomes. Our company provides data-based solutions that enable organizations to actively engage stakeholders, define future outcomes with significant impact and implement result-oriented strategies to meet those goals. We incorporate leading performance management practices to help our clients measure and analyze performance data and implement strategies to achieve results with considerable impact.

CP2 Consulting was founded in 2021 by Cory Poris Plasch, an experienced local government and 501(c)3 nonprofit leader passionate about helping the public sector and nonprofits achieve significant impact and results. Since 2015 she has worked with municipalities in numerous states, assisting them in stakeholder engagement, developing measurable and impactful strategic plans, and designing implementation plans that inspire the entire organization. CP2 Consulting works primarily with clients in Wisconsin, Illinois, Tennessee, and Iowa. Current Wisconsin clients include Burlington, Mukwonago, Shorewood Hills, Appleton, and Franklin.

Project Members

Cory Poris Plasch, MPA, President/CEO of CP2 Consulting. Cory has served in variety of leadership positions in the public and private sector including Executive Director of the Wisconsin City/County Management Association, Membership Director for the Alliance for Innovation, and most recently as Vice President of Strategic Development at POLCO. Her local government experience ranges from 911 Dispatcher to the City Manager's Office in several communities. She speaks across the country on topics including the use of data, implementation of strategic plans, engaging hard-to-reach populations, and innovation in local government. She has a master's degree in public administration from Northern Illinois University and a certification in strategic planning from George Washington University. She has been assisting local governments with stakeholder engagement, developing performance measures, and establishing a learning culture since 2015.

Cory can be reached at:

Office: 262-362-8841

Cell: 630-476-0763

Email: cory@cp2-consulting.com

Wilyna (Winnie) Frankel, LCSW, Senior Manager, Training and Stakeholder Engagement. With over 20 years of professional experience in leadership and communication, Winnie is an adept facilitator. She has extensive experience working as a liaison between residents, elected officials, and city staff. She specializes in the collaborative process necessary to engage stakeholders in meaningful and productive discussions. She has a bachelor's degree in organizational communication and political science, and a master's degree in social work. Over the last ten years, Winnie has worked in a variety of settings including as a school social worker and coordinating public relations for a State Representative and has served on the Strategic Planning Advisory Committee for the City of Geneva, IL since 2018, most recently as Committee Chair.

References

CP2 Consulting has worked with numerous clients on strategic plans, and strategic plan implementation. References include:

Matt Harline, Village Manager, Villa Park, IL
E-mail: mharline@invillapark.com Phone: 630-592-6052 (O)

Villa Park, IL had struggled with lack of specific performance indicators and clear outcomes in past strategic plans, impacting their ability to implement their plans successfully. The plan is already producing tangible results, informing decisions about the upcoming budget and helping the Village understand what data they need to better understand in order to meet strategic plan goals. (case study and adopted strategic plan attached)

Anna Christopherson, Assistant City Manager, Whitefish Bay, WI
E-mail: A.Christopherson@wfbvillage.gov Phone: 414-962-6690 (O)

Whitefish Bay, WI was new to the strategic planning process, but with a highly educated community that desired better understanding of their local government, they enlisted CP2 Consulting to draft their first plan. Despite their Village Manager leaving during the stakeholder engagement portion of the process, the strategic plan continued, providing a road map of priorities for the community into the future. (adopted strategic plan attached)

Phil Kiraly, Village Manager, Glencoe, IL
E-mail: pkiraly@villageofglencoe.org Phone: 847-461-1101 (O)

Glencoe, IL is a high-performing local government that adopted an ambitious strategic plan in FY 2019. With their team over-extended, they desired a right-sized strategic plan with a clear implementation strategy to ensure successful accomplishment of the Village's long-term goals. (case study and draft strategic plan attached. Strategic plan has been reviewed by the Board and is anticipated to be adopted at the November 21st meeting)

Brian Mooney, Village Administrator, Shorewood Hills, WI
Email: BMooney@shorewood-hills.org; Phone: 608-267-2680 (O)

Shorewood Hills, WI was new to the strategic planning process and with a brand-new administrator, the timing was right to develop a unified vision for the Village, to provide guidance now and into the future. Cory worked with the board and staff to establish strategic direction, leading to common goals and measurable targets that this small organization felt were achievable but would also make a significant impact. (Strategic plan report is anticipated to be adopted at the January 2025 Board meeting).

Schedule

The strategic planning meeting activities and workshops will be held on dates that are mutually convenient for both the City’s participants and CP2 Consulting. The completion date will be dependent on the timing and sequence of the various planning components and leadership workshops. The following is a sample timeline for the recommended multi-phased approach:

Sample Project Plan

STEP	POTENTIAL DATES*	ACTIVITIES
Project Initiation	January 1st	Project planning, meeting(s) with key project staff
Development of Environmental Scan, Organizational Profile	January 1 st – February 3 rd	Review and analysis of data; draft Environmental Scan, Organizational Profile
Stakeholder Engagement	January 15 th	Focus Group and community survey preparation, execution and follow up
Data review, preparation	February 3 rd – 10 th	Synthesis of data; focus group and community survey reports; presentation preparation
Governance Session	February 5 th	Governance Session with elected officials and senior staff
Strategic Planning Session #1	February 14 th	Review Focus Group Feedback, Environmental Scan, Organizational Profile, Meeting preparation and follow up
SWOT Survey and Interviews	February 15 th - 24 th	SWOT survey, interviews with City Leadership Team
Strategic Plan Session #2- Executive Team Retreat	February 25 th	Meeting preparation, Strategic Plan session including review and updating of mission, vision, and values as appropriate, determine Goals
Strategic Plan Session #3	March 5 th	Meeting preparation, Strategic Plan session including Establish Outcomes, Key Indicators, Targets
Summary Report including Executive Summary	April 31 st	Professionally designed report submitted for client review

^Hours include all planning, preparation, execution, and follow-up from activities.

**Dates to be confirmed after initial project meeting between the City project staff and CP2 Consulting*

Budget

Breakdown of Costs

The fee for this project (including stakeholder engagement) is: \$12,500

Payments shall occur according to the following schedule:

1. Twenty-five percent (25%), upon execution of the agreement.
2. Twenty-five percent (25%) 60 days after the execution of the agreement
3. Twenty-five percent (25%) 90 days after the execution of the agreement
4. Twenty-five percent (25%) upon submittal of final report
5. Payments shall be made upon receipt of invoice

If this proposal is acceptable, please sign below and return one copy to Cory Poris Plasch at cory@cp2-consulting.com

Cory Poris Plasch

December 26, 2024

Cory Poris Plasch

Date

Approval:

for Berlin, WI

Date

STATEMENT OF QUALIFICATIONS TO PROVIDE Capital Improvement Planning



Photo Courtesy of Catrina Burgess

Prepared for:
City of Berlin
January 3, 2025





Photo Courtesy of Catrina Burgess

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MSA PROFESSIONAL SERVICES, INC.

1500 N. Casaloma Drive, Suite 100, Appleton, WI 54913

Contact: Dan Rammer, PE
Phone: (920) 931-0095
Email: drammer@msa-ps.com
Website: www.msa-ps.com



January 3, 2025

Jessi Balcom, City Administrator
City of Berlin
108 N. Capron Street, P.O. Box 272
Berlin, WI 54923

Re: Statement of Qualifications to Provide Capital Improvement Planning

Dear Jessi,

The City of Berlin (the City) has an exciting, transformative few years ahead. You've earmarked investments in infrastructure that will change the way residents and visitors travel in the City, improving safety, connectivity and creating more opportunities for economic development. MSA Professional Services, Inc. (MSA) is eager to use this opportunity to introduce ourselves and our capabilities.

MSA is committed to technical excellence and is dedicated to top-tier client service. With 450+ employees across 17 offices in the Upper Midwest, we have the bench strength to serve the City's multifaceted needs while still providing the prompt, personalized service you expect from a firm that serves as an extension of your staff. With in-house transportation and traffic engineers, water resources engineers, urban planners, lighting designers, GIS analysts, environmental professionals and funding experts, we are positioned to build project teams that precisely meet the needs of each project. This range of specialties also allows us to create cohesive support teams so your design solutions are not developed in silos. We look at projects holistically and then zero in on the specific tasks at hand to deliver the greatest value per dollar.

As your main point of contact, I will be responsible for connecting the City with the right internal experts to make your projects successful.

As you will see in our statement of qualifications, we have a robust resume and technical expertise. Our wide range of project experience, combined with our 60+ years of serving municipal clients, makes us well-positioned to serve you. Projects come and go, but relationships last. At MSA, we believe in building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. If you have further questions, please do not hesitate to contact me.

Sincerely,
MSA Professional Services, Inc.

A handwritten signature in black ink that reads "Daniel Rammer". The signature is written in a cursive, slightly slanted style.

Dan Rammer, PE
Project Manager
(920) 931-0095
drammer@msa-ps.com

FIRM PROFILE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

MSA's roots reach back to 1919. Our firm consists of 450+ engineers, architects, planners, landscape architects, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED



450+
TEAM MEMBERS

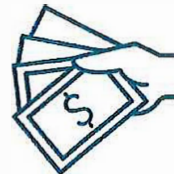


17
OFFICE LOCATIONS

POSITIVELY IMPACTING
THE LIVES OF OTHERS SINCE 1919

33

INDUSTRY AWARDS
EARNED SINCE
2017



\$625+ MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients
secure to help offset the cost
of infrastructure projects

CLIENT EXPERIENCE

As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

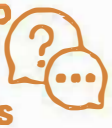
These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.

To the right, you'll find the percentage of clients who say MSA met or exceeded their expectations based on the following categories.

98%
ACCURACY



96%
HELPFULNESS



98%
RESPONSIVENESS



98%
SCHEDULE



99%
QUALITY



97%
SCOPE & FEES



AREAS OF EXPERTISE



ENGINEERING

We know the key to strong communities is the happiness of their residents and the health of their economies. MSA focuses on working alongside public and private clients to achieve both these ends by designing and constructing projects that solve age-old problems and encourage new development.

- Street and Utility Design and Reconstruction
- Potable Water Supply, Treatment and Distribution
- Wastewater Collection and Treatment Systems
- Stormwater Management
- Park and Recreational Space Design
- Site and Land Development Civil Design
- Airport Planning and Design
- Agricultural Engineering
- Bridge Design and Construction
- Traffic Planning and Engineering
- Real Estate Acquisition

ARCHITECTURE

From intricate historical restorative projects to high-rise programming and design, our team aspires to design buildings that enrich the lives of our clients and enhance their futures.

- Architectural Design
- Mechanical, Electrical, Plumbing and Fire Protection Design
- Building Planning and Feasibility Studies
- Programming and Space Planning
- Site/Building Evaluation
- LEED® and Sustainable Design

SURVEYING & ASSET MANAGEMENT

MSA's surveyors have the resources and expertise to efficiently and accurately complete fieldwork and to provide high-quality survey documents.

- Land Surveys (Boundary Location or Establishment)
- Subdivision Surveys
- Topographical Surveys for Development Projects
- Redevelopment/Streetscape Surveys
- Infrastructure/Facility Design Surveys
- Utility Surveys
- Flood Elevation Surveys
- Construction Staking
- Control Surveys for Environmental Assessments
- ALTA/NSPS Land Title Surveys
- Mobile and Web-Based GIS Development

FUNDING

Our funding experts excel at coordinating grant and loan applications and fulfilling the requirements of various agencies to help our clients turn project ideas to reality.

- Tax Increment Financing (TIF)
- Grant Writing
- Grant Administration
- Project Financing
- Stormwater Utility Studies and Creation

PLANNING & LANDSCAPE ARCHITECTURE

MSA has specialists in all areas of community planning, urban design and economic development. Our award-winning planners and landscape architects work to understand the challenges our clients face and help them develop sustainable, implementable plans to provide guidance in overcoming those hurdles.

- Comprehensive Planning
- Neighborhood and Corridor Planning
- Park and Recreation Planning
- Downtown Revitalization
- Housing
- Economic Development
- Capital Improvement and Strategic Planning
- Public Administration
- Urban Design
- Transportation Planning

ENVIRONMENTAL SERVICES

MSA's environmental scientists and technicians help communities identify and clean up contamination. We understand regulatory requirements and have built critical relationships with regulatory agencies.

- Phase I and II Environmental Site Assessments
- Wetland Design, Delineation, Restoration and Permitting
- Brownfield Site Development
- Asbestos, Lead and Mold Inspection/Remediation
- Spill Investigation and Remediation
- Solid and Hazardous Waste Management
- Permitting and Planning
- NPDES Compliance, Adaptive Management Plans and Nutrient Trading

FIRM'S SPECIFIC ABILITIES AND EXPERTISE



MUNICIPAL EXPERIENCE

MSA is home to a wide variety of skilled technical team members. In addition to our municipal, environmental, GIS and transportation engineers, our local offices house registered land surveyors and a deep bench of field technicians. These services are further complemented by the support of our 17 offices, including a full division of dedicated funding staff, architects, landscape architects and planners. We understand that your projects may sometimes require the attention, knowledge and manpower of disciplinary experts located elsewhere in MSA's organization. In such instances, your dedicated MSA client liaison will act as the conduit between your community and MSA's network of experts.

How We Help

- Planning and design for:
 - Urban and rural roadways
 - Water distribution systems
 - Sanitary and storm sewer conveyance systems
 - Recreational trails, parks and boat launches
- Trenchless methods for utility projects
- Site and land development civil design services
- Construction services
- Municipal engineer, zoning administration and building inspection
- Street lighting



STORMWATER EXPERIENCE

In 2002, MSA recognized a need for a dedicated team of water resources specialists to deal with the increasing number of stormwater, flooding, drainage and water quality issues that our clients are facing. Our water resources team has completed more than two dozen municipal stormwater master plans in the past 15+ years. In addition, our water resources team has prepared hundreds of designs for stormwater management facilities, delineated floodplain boundaries for hundreds of miles of streams and routinely works with communities on the development and implementation of stormwater management ordinances.

Our water resources team has developed a reputation for their passion and commitment to excellence and forms the core of MSA's Stormwater Community of Practice (CoP), which includes another 13 professionals outside of our water resources team.

How We Help

- Sustainable site design
- Master planning
- Hydraulic design
- Floodplain studies
- Stormwater utilities
- Educational outreach
- Water resource restoration
- Dam inspections, design and repair

WISCONSIN MUNICIPAL CLIENT LIST

MSA has become a trusted consultant for many Wisconsin communities. At times, this has resulted in MSA being named City, Town or Village Engineer. In other cases MSA serves as a 'de facto' community engineer with a less formal arrangement. Wisconsin communities that we currently serve, as a primary consultant and/or as City/Village Engineer, include:

- City of Barron
- City of Beaver Dam
- City of Baraboo
- City of Brodhead
- City of Adams
- City of Elroy
- City of Hillsboro
- City of Ripon
- City of Lodi
- City of Montello
- City of New Lisbon
- City of Richland Center
- City of Nekoosa
- City of Fox Lake
- City of Oakfield
- City of Footville
- City of Cambellsport
- City of Princeton
- City of Wisconsin Dells
- City of Oconto Falls
- City of Horicon
- City of Omro
- City of Waupun
- Town of Dale
- Village of Somerset
- Village of Deer Park
- Village of Boyceville
- Village of Siren
- Village of Luck
- Village of Minong
- Village of Birchwood
- Village of Webster
- Village of Cleveland
- Village of Harrison
- Village of West Baraboo
- Village of Barneveld
- Village of Belleville
- Village of Dane
- Village of Ridgeway
- Village of Sauk City
- Village of Cambridge
- Village of Arena
- Village of Lake Delton
- Village of Lomira
- Village of Pardeeville
- Village of Rock Springs
- Village of Friendship
- Village of Rio
- Village of Westfield
- Village of Kendall
- County of Green Lake
- Bangor Municipal Utilities
- Wisconsin Dells - Lake Delton Sewerage Commission



Photo Courtesy of Catrina Burgess

FUNDING SERVICES

We turn every stone in order to find both public and private sources to help you fund your project. We know the ins and outs of a wide variety of programs to help you maximize funding sources, manage timelines and take care of the details to satisfy the fund requirements. With MSA's support, you can complete the projects you must and deliver more of the projects you want, all while getting closer to the balanced, sustainable community you've always envisioned.

MSA's team of in-house funding experts actively maintains a database of hundreds of funding sources and programs ranging from services related to public works (infrastructure, utilities, community facilities), roadways, trails, land development, remediation and blight elimination, parks and recreation and housing, to Tax Increment Districts, public safety, private sources and many more.

EXPERIENCE WITH GRANT-FUNDED PROGRAMS

Making the necessary upgrades to your region's infrastructure is often costly and can put stress on your long-term planning efforts. At MSA, we are here to help take that burden off of your shoulders. **MSA's team of in-house funding specialists have worked to put our client's needs and interests first.** We've been on the community's side of funding projects and understand the complexities of project funding. Our long-standing relationships with agencies allows us to position your projects to be more successful. **Our team has helped secure \$625+ million and counting in grant funding and low-interest loans for our clients.** And with the historic investments that will come with the Bipartisan Infrastructure Law distributions and Inflation Reduction Act, our team is well positioned to help advise the City on how to optimize projects for funding.

MAXIMIZING FUNDS

MSA helps your community explore funding options that go beyond traditional public sources. Our dedicated funding specialists bring to the table a broad knowledge base of public funding sources and are resourceful when it comes to identifying private, non-profit and other sources of funding. Financing methods and programs such as tax incremental financing (TIF), business districts and local, state and federal grants and loans can be packaged with community resources to complete the must-do projects as well as create or enhance parks, recreational facilities, libraries and other projects that improve the fabric of your community. We help you strategize by combining our knowledge of a variety of funding sources with our expertise in bundling them together to help keep your costs low.

COMMUNITY DEVELOPMENT BLOCK GRANT

MSA has extensive experience with the CDBG program. Since 1977, MSA has secured more than \$120 million in CDBG funding for our client communities. These have included projects that incorporate improvements to public facilities for economic development (PFED), housing and emergency assistance. In the last five years alone, we've helped 44 Wisconsin communities secure \$41.2 million in CDBG funding.

PUBLIC ENGAGEMENT

From consulting on special assessments to creating the case for support and leading crucial conversations, our public engagement skills and capabilities go well beyond what you'd find from most engineering and planning partners.



UNIVERSITY OF WISCONSIN-STEVENS POINT STEAM DAYS

MSA participated in two STEAM outreach events at UW-Stevens Point involving 712 middle-school students who were exposed to a variety of STEAM activities and career paths.

Events run by American Engineering Testing and MSA employees included making edible asphalt cookies and designing stormwater filters. The problem of runoff was explained along with how filters assist in cleaning both stormwater and drinking water.

APPROACH TO PLANNING, ORGANIZING AND MANAGEMENT OF PROJECTS

As a full-service consulting firm, MSA's client service approach is simple; we strive to be our client's trusted partner. We understand that the City of Berlin's need for our services may ebb and flow. At times, you may require a dedicated project team spending hundreds of hours to bring a complicated project from concept to completion. At other times, we may just need to stay in touch to make sure your planning, engineering and survey needs are being met. Although your needs may vary, MSA's commitment to the City will not waver.

Our communication levels with your staff and elected officials will be commensurate with current project needs. Large projects will feature kick-off meetings, plan review meetings, status update emails and written monthly updates to the City. Small projects may be accomplished with just a few emails and phone calls. Our goal is for you to always know how we are working on behalf of the City and what the cost of that work will be.

In addition to being available upon your request, MSA also proactively communicates opportunities and identifies potential issues, so small concerns do not grow into big problems. When new funding programs are announced, MSA shares that information with you and reviews the programs with your potential projects in mind. We do the same with new regulations that have potential to impact your region. And while we are happy to share information, professional advice and recommendations, we recognize that you are the decision makers.

Communication is crucial to becoming a trusted partner and that starts with a project manager who can effectively facilitate communication amongst all vested stakeholders. Dan Rammer has both the tools and experience to be your project manager.



Dan Rammer, PE
PROJECT MANAGER

TECHNOLOGY RESOURCES: High-quality information systems are critical to our firm's operations. MSA equips employees with the latest technology, enabling core business relationships with other employees, clients and additional external partners through digital networks. MSA's use of Microsoft Teams and VPN enables our staff to remain connected to their clients and projects, even when they're on the go. When needed, we bring that technology to you, to allow for virtual meetings, dynamic presentations and real-time collaboration.

Advanced video conference technology empowers our team members to interact with other MSA employees, clients, agency officials and contractors remotely, allowing us to consistently apply the knowledge of our strongest internal experts, regardless of their location.

MSA's commitment to technology enables our professionals to provide the highest level of service possible. Technology at MSA serves a multi-tiered purpose: cutting-edge technology enhances the quality of each project we deliver, while also allowing us to work more efficiently and effectively, saving our clients money.

AGENCY COORDINATION: MSA has more than 60 years of experience coordinating with local, state and federal agencies. We maintain excellent relationships with WDNR, DOA and WisDOT staff to help assure we're setting our clients' projects up for success.

QUALITY ASSURANCE AND QUALITY CONTROL: We implement a robust quality control and quality assurance program on every project we work on. Each project is reviewed by an assigned Quality Control Manager and milestone reviews are part of each project's Quality Management Plan and file. Our goals are to provide quality design documents, avoid schedule delays and minimize design issues during construction.

INNOVATION: Our local strength, knowledge and relationships, coupled with our outstanding technical expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. The City depends on its consultants to bring smart solutions to each challenge faced. We suggest that an effective strategy for consulting services is to achieve "the best of two worlds" by integrating local project management with award-winning technical experts. In line with evidence-informed practices in engineering and management, our proposed project approach is designed with the aim of enhancing the quality of professional services with a streamlined experience and depth of technical expertise.

CONSISTENCY IS KEY: Having a clear, concise and consistent approach to engineering, planning and funding will be key to the success of each project for the City. By partnering with MSA, you'll receive just that. We know that consistency improves efficiency during the planning, design and review of construction processes. This also builds a sense of trust and comfortability with an individual or company — which cannot necessarily be explained on paper or quantified — but is crucial when it comes to community development.

ORGANIZATIONAL

Our team is staffed to handle the needs of your projects. We are a group of experienced planners and engineers backed by more than 450 other technical specialists who are accustomed to working together on similar projects. Our familiarity with each other will enable us to meet your workload and timeline requirements. **We have chosen a team that reflects the needs for this project, including familiarity with similar-sized projects and the expertise to explore all viable alternatives.**



Dan Rammer, PE
Project Manager



**Diane Wessel, AICP,
ICMA-CM**
Community Development
Specialist



Dave Lintz, AIA, NCARB
Architect



Sheri Scott, PE, ENV SP
Project Engineer



Scott Kiley, GISP
GIS Solutions
Administrator

Subconsultant



Plan-It
Capital Improvement Planning Software and Services

TEAM DESCRIPTION



Dan Rammer, PE
PROJECT MANAGER

Dan specializes in design and construction of roadway and municipal projects. His expertise includes working closely with government agencies and private developers to deliver a product that is cost effective and meets client expectations. Dan has 11 years of experience in designing sanitary sewer, storm sewer, water main, roadway and civil site plans that he lends to each project. Along with design, he has been a resident project representative, working closely with clients and contractors on site to help ensure the project is built in accordance to the project plans and specifications. Permitting is a critical part of project completion and Dan has worked with several WDNR permits such as NOI, wetland, water main extension and sanitary sewer permits.

Education

B.S., Civil Engineering, University of Wisconsin-Platteville

Registration

Professional Engineer, WI

Selected Project Experience

- Engineer of Record, Dale, WI
- Engineer of Record, Cleveland, WI
- Engineer of Record, Ripon, WI
- Engineer of Record, Oconto Falls, WI
- Engineer of Record, Omro, WI
- Alonzo Park Master Plan, Hortonville, WI
- Lower Miller Park Reconstruction, Omro, WI
- Splash Pad and Park Improvements, Nekoosa, WI
- Riggs Park Splash Pad Improvements, Fond du Lac County, WI
- Riverfront and Greenspace Construction, Wisconsin Rapids, WI
- Kuckuk and Memorial Park Improvements, Shawano, WI
- Wildwood Park and Zoo Grizzly Bear Exhibit, Marshfield, WI
- Downtown Plaza, Shawano, WI
- Gateway Park Site Work Improvements, Biron, WI
- Lakeview Park Reconstruction, Cecil, WI
- Riverwall Pier Project, New London, WI
- Greenville Trail and Urbanization, Grand Chute, WI
- Erb Park and Swimming Pool, Appleton, WI
- Riverwalk/Multi-use Trail Phases 1 and 2, Wisconsin Rapids, WI
- Park Master Planning, North Fond du Lac, WI



**Diane Wessel, AICP,
ICMA-CM**
COMMUNITY
DEVELOPMENT SPECIALIST

Diane is dedicated to creating equitable, healthy, sustainable and resilient communities. As both a planner and public administration professional, she understands the needs of both the built environmental and organizational operations of local communities and their governing bodies. This understanding helps Diane forecast needs and connect needs with funding sources. Diane's strong work ethic, dedication, local government experience, communication skills, planning and prioritization skills and commitment to teamwork make her an asset to multi-disciplinary project teams.

Education

MPA, Masters of Public Administration, University of Wisconsin-Oshkosh

B.S., Forest Management, University of Wisconsin-Stevens Point

Certifications

American Institute of Certified Planners

International City/County Manager Association – Credentialed Manager

Memberships

American Planning Association

International City County Management Association/Wisconsin City County Management Association

Selected Project Experience

- Grant Identification and Management, De Pere, Rib Mountain, Oak Creek, WI
- Interim Local Government Administrator: Sister Bay, Freedom, Omro, Sherwood, Berlin, WI
- Awarded Grants: CDBG-Covid - Park Falls, Safe Streets for All - Marinette County, DNR Urban Forestry Grants - Sister Bay, Freedom and Sherwood, WI
- Interim Community Development Director, Rib Mountain, WI
- Planning and Zoning, Morrison, Sherwood and Ormo, WI



Dave Lintz, AIA, NCARB
ARCHITECT

Dave has successfully planned, managed and completed diverse projects that include luxury apartments, condominiums, education facilities, commercial/offices developments, healthcare, retail, industrial, retirement living, historic preservation, building conversions, hospitality and low-income apartments. He has a deep knowledge of building codes that include IBC, NFPA, ADA, local zoning and health and building regulations.

Education

B.S., Architectural Engineering, Milwaukee School of Engineering
A.A., Civil Engineering, Northeast Wisconsin Technical College

Registration/Certifications/Memberships

Professional Architect, WI
National Council of Architectural Registration Boards
Certified Wisconsin Commercial Building Inspector
Wisconsin Uniform Building Code Construction Inspector
American Institute of Architects

Selected Project Experience

- Interim Administration, Omro, WI
- CDBG CL PF Grant Administration, Mauston, WI
- CDBG Administration, Rib Lake, WI

Selected Project Experience

- Shawano Recreation Center, Shawano, WI
- Oshkosh 20th Street YMCA, Oshkosh, WI*
- Facilities Master Plan, Adams County, WI
- CBRF Feasibility Study, Oneida County, WI
- Mill Creek Community Sports Complex, Marshfield, WI
- Recreation-Storm Shelter Addition, Landfall, MN
- Library Study, Grant Application and Master Plan, Black Creek, WI
- Marshfield Expo Center, Marshfield, WI
- Community Park, Winnebago, WI
- Forest Park, West Baraboo, WI
- WWTF Construction Services, Tigerton, WI
- WWTF Upgrade, Oakfield, WI
- Well #2, Kendall, WI
- ADA Audit and Municipal Building Remodel, Greenville, WI
- WWTF Upgrade, Boyceville, WI
- Town Hall and Town Garage Addition, Milltown, WI
- Fire and Rescue Building, Silver Cliff, WI
- Washington Park Reconstruction, Tomahawk, WI



Sheri Scott, PE, ENV SP
PROJECT ENGINEER

Sheri has more than 20 years of engineering experience. She has provided project management and design on wastewater/water/water resources projects including new well houses, booster stations and water treatment facilities. Sheri provides process mechanical design and leads multi-disciplinary project teams to provide successful solutions on our clients' most complex facility projects. She understands the critical needs of maintaining operations during construction and during future operation and maintenance work.

Education

B.S., Environmental Engineering, University of Wisconsin-Platteville

Registration/Certifications

Professional Engineer, WI, CO
Envision Sustainability Professional

Memberships

Wisconsin AWWA
Northeast Water Professional Association

Selected Project Experience

- Montreal Water Treatment Facility, Montreal, WI
- Wastewater Treatment Facility Headworks Upgrade, Grafton, WI
- Wastewater Treatment Facility Electrical Upgrade, Platteville, WI
- Pump Station 17 Rehabilitation and Force Main Relief, Madison Metropolitan Sewerage District, Verona, WI
- Wastewater Treatment Facility Upgrade, Lomira, WI
- Wastewater Treatment Facility UV Upgrade, Allenton, WI
- Wastewater Treatment Facilities Upgrade, Brownsville, WI
- Sewer Capacity Evaluation, Oakfield, WI
- Wastewater Treatment Facility Upgrades, Randolph, WI
- Wastewater Treatment Facility Design and Construction, Ridgeway, WI
- 4-Year Phosphorus Compliance, Black Creek, WI
- Facilities Plan, Black Creek, WI
- WWTF Chemical Feed Upgrade, La Farge, WI
- Bridge Street Lift Station Inflow and Infiltration Study, Grafton, WI

TEAM DESCRIPTION



Scott Kiley, GISP
GIS SOLUTIONS ADMINISTRATOR

Scott is a certified GIS professional who is interested in all types of data and ways to create, disseminate and analyze it. Scott loves to see data used to help make informed decisions, especially when it involves spatial aspects. Location-aware data commonly shows another side that can inform decisions in different ways. He has created, converted and managed data in most formats including GIS, CAD, SQL Server, Access and Excel. Scott enjoys developing ways to utilize data more effectively, from web and mobile mapping applications to scripts and automation.

Education

B.S., Natural Resources, University of Wisconsin-Madison

Registration

Certified GIS Professional

Selected Project Experience

- **GIS-based Asset Management Solution, City of Berlin, WI**
- ArcGIS Pro and Enterprise Support and Staff Training, Various Wisconsin Counties and Communities: Adams, Columbia, Green, Juneau, Richland and Rock Island (IL) Counties, The Cities of Middleton, Monroe, River Falls, Shorewood, Stoughton and South Milwaukee
- ArcGIS Online Implementations, Various Wisconsin Communities: Clintonville, Cottage Grove, Eagle River, Elroy, Hillsboro, Kendall, Monroe, New Lisbon, Palyra, Pardeeville, Savanna, Sauk City, Shorewood, Sparta, Spooner, Stoughton, Wautoma and Wisconsin Dells
- ArcGIS Pro and Enterprise Implementation and GIS Support Services, South Milwaukee, WI

Plan-It!

Plan-It
CAPITAL IMPROVEMENT
PLANNING SOFTWARE
AND SERVICES

Plan-It, a capital improvement planning software was developed in 1998 after its founder recognized a persistent pain point in creating capital improvement plans (CIPs). Noting the need for a simpler and more efficient way to create CIPs, he designed Plan-It software, which saw its first municipal installations in 1999. Since then, the company has experienced remarkable growth with its focus on providing municipalities and other organizations with easy-to-use project planning and budgeting software. The team at Plan-It software is committed to offering various services, including, data migration, customized training and incremental improvement of our Plan-It Software.

- **Simple Implementation:** offers a streamlined process to import your data, clean it up and get you operational within 1-2 days. This service eliminates spreadsheet headaches, allowing you to create reports and leverage summary dashboards immediately. It's designed to provide effective, scalable solutions for government teams without the need for extensive IT resources.
- **Public-Facing Web-Based CIP:** transform PDFs into interactive websites with dashboards and maps for greater transparency and trust with constituents.
- **Operating Budget:** detailed project tracking and cost estimation.
- **Asset Replacement Automator:**
 - Simple interface for adding projects.
 - Customized CIP Summary Dashboard.
 - Interactive, filterable maps for project visualization.
 - Automated report generation and export.
 - Funding Source Management Dashboard.
 - No IT Resources Needed: automated user management and upgrades, accessible from anywhere with Wi-Fi.
- **Data Import/Export:** import actuals from other software, perform mass updates.
- **GIS Capabilities:** add locations, trace lines and visualize projects on maps.
- **Enhanced Reporting:** create reports with custom fields, charts and filters; save and request custom reports.
- **Enhanced Multi-User Functionality:** manage access, track changes and automate approval workflows.
- **Time-Saving Processes:** add attachments/links, automated reminders, enhanced fund balance management and quick filters.

WORKING KNOWLEDGE OF THE CAPITAL IMPROVEMENT PLAN (CIP) PROCESS

While the process may vary from community to community, a typical CIP procedure will include the following steps:

- A. Analyze Community Facility Needs
- B. Prepare Project Descriptions
- C. Estimate Project Costs
- D. Analyze Fiscal Capacity
- E. Set Project Priorities
- F. Develop and Adopt the CIP
- G. Implement and Update the CIP Annually

- A. **Analyze Community Facility Needs.** A community begins by analyzing its facilities and the services it provides with an emphasis on its adequacy to serve the people and identify future capital improvement needs. The analysis will typically include local government facilities such as public water and sewer systems, streets and sidewalks, community protection facilities, recreational facilities and certain economic development-related community interests.
- B. **Prepare Project Descriptions.** After determining the need for capital improvements, it is necessary to collect details on the project so that its implementation priority can be accurately and equitably assigned. Cost estimates, project schedule, locations and potential funding sources are listed for each project.
- C. **Estimate Project Costs.** Prepare planning level conceptual estimates that specifically account for public utilities, roadway characteristics and includes inflationary values for the anticipated year of construction/implementation/ purchase. MSA will provide the resolution to the city council/ county board to finalize and adopt the CIP.
- D. **Analyze Fiscal Capacity.** The next step is to analyze the community's financial capacity to fund capital improvements. The financial analyses examines projected operating revenues and expenses for each year of the programming period. The amount of financing available for capital projects equals the surplus of projected operating revenues over expenditures. The analysis must also consider debt servicing as an alternate form of financing.
- E. **Set Project Priorities.** Since a community will often identify more projects than can be funded, priorities must be established. By doing so, priorities can be established so that limited financial resources are allocated efficiently. To accomplish this task, criteria are set to provide some objective standards in establishing priorities.
- F. **Develop and Adopt the CIP.** The final CIP combines the individual project descriptions, priorities and financial analyses into a recommended schedule of capital projects. Upon general consensus of local officials, the CIP should be adopted by resolution supporting the recommended program.

Village of Park Ridge, WI
Capital Improvement Plan
2024 to 2033

PROJECTS & FUNDING SOURCES BY CATEGORY

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Street Improvements											
Street & Curbside Reconstruction	800	11,300	131,000								143,100
Long Term Plan		80,000	80,000								160,000
Equipment & Structure	800			120,000			710,000				830,000
Long Term Plan				80,000		100,000	400,000				580,000
Annual Street & Curbside	800			40,000		20,000	20,000				80,000
Street Rep											
Street Improvements Total	1,600	12,100	211,000	120,000	100,000	220,000	730,000				1,382,000
Sanitation											
Plant & On-site Sanitary	700	30,000	312,000								342,000
Long Term Plan		80,000	190,000								270,000
Special Projects Sanitary	700			20,000		170,000					290,000
Long Term Plan				10,000		80,000					90,000
Sanitary											
Sanitation Total	1,400	30,000	444,000	30,000	170,000	170,000					814,000
Water Distribution											
Water Distribution	800	41,000	210,000								251,000
Long Term Plan											
Equipment & Structure	800			15,000		420,000					435,000
Long Term Plan											
Water Distribution Total	1,600	41,000	210,000	15,000	420,000						686,000
GRAND TOTAL	3,200	131,100	665,000	255,000	670,000	390,000	730,000				2,068,000

**Park Ridge Summary Report Projects and Funding by Category
(an MSA project using Plan-It CIP Software)**

- G. **Implement and Update the CIP Annually.** It should be emphasized that the CIP is a flexible and dynamic document that is updated annually to reflect changing needs and new priorities. Each year the community will identify new projects, monitor fiscal capacity and set new priorities for the upcoming year. Through annual review and updating, the CIP will reflect current community goals and priorities.

A summary of recent CIP projects undertaken by MSA is included in the "Relevant Experience" section of this statement of qualifications.

SCOPE OF WORK

MSA will work closely with the City to prepare a five-year Capital Improvement Plan. MSA will:

1. Create project profiles based on information gathered by City Staff. MSA will provide a CIP worksheet to help gather needed project information.
2. Develop project profiles including planning, design and construction costs.
3. Develop potential timelines for each project.
4. List potential funding sources for projects.
5. Use Plan-It CIP Software to create a project database.
6. Provide a draft CIP document to the City and coordinate review.
7. Incorporate feedback into final draft documents.
8. Incorporate existing city policies related to capital planning and purchasing. If none exist, MSA will provide sample policies for City consideration.

MSA proposes to use Plan-It CIP Software to assist in the development of the CIP. The software is a web-based, user-friendly tool that will allow the City to update their CIP more easily in the future.

DELIVERABLES

MSA will provide the City of Berlin with PDFs of the final draft CIP plan and Word documents where applicable. MSA will also coordinate with Plan-It to create an account for the City.

PREVIOUS WORK IN THE CITY OF BERLIN


- GIS-based Asset Management Solution
- Interim Local Government Administrator
- WEDC Vibrant Spaces Grant Application
- WEDC Brownfield Assessment Grant Application (in progress)



Photos Courtesy of Catrina Burgess

Capital Improvement Plan FY 21 thru FY 25

Village of Bellevue, Wisconsin

Project # PRF30		
Project Name East River Trail Asphalt Improvements		
Type Improvement	Department Parks, Rec & Forestry	
Useful Life 20-25 Years	Contract Reks, Rec & Forestry Division	
Category Trail	Priority 2/High Priority	
Created 08/16/2017	Map Available Yes	
Updated 06/16/20	Asset Recovery No	

Description Total Project Cost: \$356,000
 The East River Trail was originally installed in 1998. The border 3/4 sections of filter treatment are replaced in the fall of 2017. The original asphalt of the trail is also in need of repair.
 To repair the middle 3/4 sections of the asphalt will involve repaving in the border 3/4 sections steps of heavy equipment and therefore the equipment will need to be heavy machinery to access the asphalt. As work starts it is necessary to replace the road shoulders and at the same time, seal all remaining portions in between the border 3/4 while the appropriate equipment is on site and permits have been obtained.
 Due to the nature of the project it is difficult to use standard estimating methods for a trail reconstruction.

Justification
 Due to the proximity to the East River, there are portions of the trail that are vulnerable to wash out and erosion (rainfall throughout the year). As such, these portions have to be replaced and the bridge has been compromised.
 Asphalt areas have ruts, cracks, and potholes that are compromising the safety of the trail for users and exposing the Village to liability for lack of repair.
 The East River Trail attracts 5 organizations, and is one of the most highly utilized recreational amenities in Bellevue.
 This project is indicated as a delayed project for 2018 in the 2015-2020 Comprehensive Capital Budget Review Plan (CCBRP).


Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Construction/Maintenance		253,000				253,000
Other		30,000				30,000
Engineering		11,000				11,000
Total		394,000				394,000

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Federal/State Grant		158,000				158,000
G.O. Debt, Village		136,000				136,000
Total		394,000				394,000

Budget Impact/Other
 Recreational Trails Act Grants may be available for this project. Large dollar projects (up to \$250,000) qualify as awarded every 3 years. The next grant cycle is applicable for 2021 for 2022 projects.
 Engineering at 20% of the estimated project cost is \$51,000. Contingency of 10% is also added.
 Total project cost if grant is awarded: \$168,000.

Capital Improvement Plan FY 21 thru FY 25

Village of Bellevue, Wisconsin

Project # PW10		
Project Name Salt Shed/Brine Storage		
Type Improvement	Department Buildings & Grounds	
Useful Life 50 Years	Contract Public Works Director	
Category Building	Priority 2/High Priority	
Created Apr 2014	Map Available Yes	
Updated 09/09/2019	Asset Recovery No	

Description Total Project Cost: \$100,000
 Construction of a new salt shed and brine dispensing system designed for a future 4,000 east of the Village. The proposed structure would be capable of storing 1,000 tons of salt to meet the projected needs of the Village. The structure would contain a brine storage tank system to take a truck to fill with brine and salt. The structure would be located on site to allow for efficient filling of salt and brine to reduce the time to fill trucks. The current shed would be razed.
 The salt shed is scheduled for 2024 because the 2019 Multi-department existing building analysis and space needs study recommends its replacement in the next 8 years and to allow time for the planning and possible land acquisition of DPW facilities relocation.
 The current salt shed was purchased and installed in 1981. It was designed to hold 250 tons of salt. Annual salt usage has been 500,700 per year. The Village receives salt under a State contract based on an estimated amount. Since the salt cannot hold the entire order, we are required to take receiving deliveries in order to keep up with demand through the winter season. In the past ten years, the Village has not received the full amount of salt ordered and been required to supplement with bag salt. There is a saving measure (could have an environmental impact) by increasing the total plant capacity to store and use salt produced by salt to our streams, and total suspended solids (TSS) increase of 15%. The amount of phosphorus and TSS is regulated by a Federal EPA total maximum daily loads (TMDL) to the East River.
 In order to assure that the Village has the best chance to receive the full allocation of salt and reduce environmental impacts, a salt shed is proposed as well as a brine storage system installed at 1911 storage yard. Having experienced shortages of salt in the past, the Village attempted to "overload" the current structure with salt, which caused structural damage to the walls. The current shed was being 1.2 feet out of plumb and has since been repaired since, to date. The current structure is composed of a structural steel frame concrete perimeter. The foundation cracks by within a six-month period that causes the walls to easily move if loaded.
 Excess salt from the shed is stored outside in a pile under tarp (which leak). The product dissolves and drains into the streamway. Due to the flood plain salt issues noted in the area, it is proposed to test and design the foundation for the structure first, with building an excavation to be completed.
 The safety of employees that need access and utilize salt storage areas is also a major consideration for the need of this project.

Justification
 The safety of employees that need access and utilize salt storage areas is also a major consideration for the need of this project.

Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Construction/Maintenance		100,000				100,000
Total		100,000				100,000

Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total
G.O. Debt, Village		100,000				100,000
Total		100,000				100,000

Budget Impact/Other
 After construction, there will be limited on-going operational budget costs for electrical, insurance, etc.
 Cost estimate is based on Preliminary cost estimate of 2019 Multi-department space needs study, page 35.

Bellevue CIP (Diane Wessel's experience prior to joining MSA):

Pictured Top - Bellevue Parks Project Sheet
 Pictured Bottom - Bellevue Buildings Project Sheet

CAPITAL IMPROVEMENT PLANNING PROJECTS IN WISCONSIN

Through the years MSA has assisted communities of various size in Wisconsin, along with clients in neighboring states, with capital improvement planning projects. The capital improvement plan (CIP) process involves analyzing community facilities, infrastructure and other critical needs, preparing project descriptions, analyzing fiscal capacity, setting project priorities, developing and adopting the CIP and reviewing and updating the CIP on an annual or scheduled basis. Additionally, MSA assists this process by listening to community needs and wishes, developing capital project estimates and offering possible outside funding sources for consideration to help offset the capital improvement projects identified in the plan.

CAPITAL IMPROVEMENT PLAN PARK RIDGE, WI

Village of Park Ridge, WI
Capital Improvement Plan
2024 to 2033

PROJECTS BY CATEGORY

Category	#	Priority	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Street Improvements													
Street Construction	10	H	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Street Lighting	5	F	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Street Improvements Total			35,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	1,100,000
Streetscaping													
Streetscaping	10	F	20,000	175,000	30,000	175,000							500,000
Streetscaping Total			20,000	175,000	30,000	175,000							500,000
Water Distribution													
Water Distribution	10	F	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Water Distribution Total			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
GRAND TOTAL			65,000	295,000	150,000	295,000	220,000	220,000	220,000	220,000	220,000	220,000	1,700,000

Plan-It Summary Report Projects by Category

MSA was selected by the Village of Park Ridge to prepare its first Capital Improvement Plan (CIP). The primary needs are watermain and fire hydrants, street construction and drainage and street lighting. Due to the high cost of needed improvements and the Village's limited ability to fund them, a 20-year plan was developed. The plan was developed using Plan-It software, a tool created specifically for small communities to manage their capital plans. Plan-It software simplifies project input and provides multiple report output options for efficient decision making.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN OMRO, WI

MSA prepared the City of Omro's Five-Year Capital Improvement Plan (CIP) 2023-2027 for multiple public infrastructure components. The CIP for Omro is managed and created with Plan-It software. Using Plan-It software couples unmatched reporting functions and funding features. The Capital Improvement Plan for Omro includes projects like:

- Public streets, sidewalks and drainage improvements
- Stearns park basketball and pickleball court development
- Omro Public Library lighting improvements
- Public utility improvements (water system and sanitary sewer system)

City of Omro, Wisconsin
Capital Improvement Plan
2023 to 2027

PROJECTS BY FUNDING SOURCE

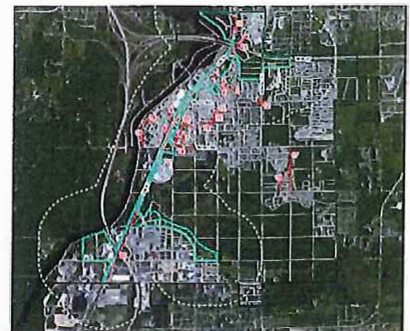
Category	Project #	Priority	2023	2024	2025	2026	2027	Total
2023 Funds								
2023 Funds	1	F	100,000					100,000
2023 Funds Total			100,000					100,000
General Fund								
General Fund	1	F	100,000					100,000
General Fund Total			100,000					100,000
Capital Improvement Fund								
Capital Improvement Fund	1	F		100,000				100,000
Capital Improvement Fund Total				100,000				100,000
GRAND TOTAL			100,000	100,000				200,000

Plan-It Report Projects by Funding

SEVEN-YEAR CAPITAL IMPROVEMENT PLAN ROTHSCHILD, WI

MSA prepared the Village of Rothschild's Seven-Year Capital Improvement Plan (CIP) 2014-2020 for three primary public infrastructure components:

- Public Streets, Sidewalks and Drainage Improvements
- Public Utility Improvements (Water System and Sanitary Sewer System)
- Pavilion Marketplace Redevelopment and Pavilion Park Master Plan Improvements



MUNICIPAL SERVICES



GENERAL ENGINEERING SERVICES

Princeton, WI

MSA provides general engineering services (engineer of record) to the City of Princeton. Some of the services we've provided include, but are not limited to, the following:

- Street reconstruction projects
- CDBG administration
- Compliance alternatives plan
- Income survey and application
- GIS services



GENERAL SERVICES

Somerset, WI

MSA's Planning + Design Studio provides planning services to Somerset, Wisconsin, on an as-needed basis. This ranges from all types of zoning application review and reporting to land use planning, as well as attendance at City Council and Planning Commission meetings as requested by the City.



GENERAL ENGINEERING SERVICES

Horicon, WI

MSA provides general engineering services (engineer of record) to the City of Horicon. Some of the services we've provided include, but are not limited to, the following:

- Mill and overlay projects
- Street reconstruction projects
- CDBG grant administration
- Wastewater facilities planning
- Real estate services
- CWF WWTF application
- Income survey and application
- Demolition projects
- GIS services
- SDWCWF application and administration
- WWTF design and bidding
- Feasibility Analysis and preliminary engineering



GENERAL ENGINEERING SERVICES

Ripon, WI

MSA provides general engineering services (engineer of record) to the City of Ripon. Our services have included:

- GIS services
- Brownfield/contaminated site cleanup
- WWTP operator
- Funding assistance (CDBG, LRIP, Stewardship, FFP)
- Vermont Street and Parkway Terrace reconstruction
- Wenceslaus Street reconstruction
- State Street reconstruction
- Tygert Street bridge removal and streambank revetment
- Small structure inspection
- Sanitary sewer rate study
- Park master planning
- WWTP SCADA upgrades

RECENT CIP PROJECT EXPERIENCE LIST

PROJECT LOCATION	PROJECT DATE	PROJECT LOCATION	PROJECT DATE
Port Byron, IL - 2019-2024 Capital Improvement and Budget Implementation Plan	2017	Lake Delton, WI - 2021 General Services	2021
Carlock, IL - Strategic Plan and CIP	2022	Auburndale, WI - CIP Update	2021
Eureka, IL - CIP, CMOM and Street Analysis	2023	Riverdale, IA - Belmont Road Urban Renewal Plan	2021
Lake Delton, WI - 2017 General Services	2017	Mosinee, WI - Abbreviated CIP	2021
Barron, WI - Capital Improvement Plan	2017	Brodhead, WI - CIP Planning and User Rate Analysis	2021
Rothschild, WI - 2018-2024 CIP Updates	2017	Wautoma, WI - 2022-2028 CIP	2021
Arcadis U.S., Inc. - Hilliard, CIP T-84 Cosgray Road Improvements	2017	Reedsburg Utility Commission, WI- CIP Estimates 2022-2025	2021
Sumner, IA - Capital Improvement Planning	2017	Lake Delton, WI - 2022 General Services	2022
Lake Delton, WI - 2018 General Services	2018	Tigerton, WI - Wastewater Facility Plan	2022
Stoughton, WI - GIS Services 2022	2018	Duluth North Shore Sanitary District, MN - 5-year CIP	2022
Barron, WI - CIP Update Assistance	2018	Luck, WI - CIP Assistance 2021	2022
Forest County Potawatomi Community Stone Lake and Carter - Public Water Supply and Distribution System	2018	Monona, WI - Ph V Sanitary Sewer I/I GIS	2022
Lake Delton, WI - 2019 General Services	2019	Rothschild, WI - 2022-2029 CIP Update	2022
Janesville, IA - Capital Improvement Plan	2019	Waupun Municipal Well and Pump, WI - Yard Expansion Project	2022
Lexington, MN - CIP Water System	2019	Story City, IA - CIPP Construction Permit	2022
Merrillan, WI - Capital Improvement Plan	2019	Corydon, IA - Transportation CIP Update	2022
Dorchester, WI - Capital Improvement Plan	2019	Ripon, WI - GIS Services 2023	2022
Cleveland, WI - 2020 CIP	2019	Lake Delton, WI - 2023 General Services	2023
Elroy, WI - 2019 CIP Update	2019	Bluffview Sanitary District CIP Development	2023
Grafton, WI - WWTF CIP Planning	2019	Osceola, WI - CIP	2023
Lake Delton, WI - 2020 General Services	2020	Rock Falls, IA - Blackhawk Hills RPC NW IL CIP Development	2023
Urbandale, IA - Stormwater Drainage Study	2020	Annawan, IL - Public Works CIP	2023
Suring, WI - Capital Improvement Plan	2020	Reedsburg, WI - CIP Water Main Estimates	2024
Arena, WI - CIP Update	2020		
Springville, IA - Strategic/CIP	2020		
Eleva, WI - 2021 CDBG-PF Application	2021		

SERVICES PROVIDED IN COMMUNITIES AROUND BERLIN

FOX LAKE, WI

- Engineer of Record 10+ years
- Funding - over \$2 million
 - Parks and recreation
 - Stormwater management

GREEN LAKE, WI

- On-call engineering 10+ years
- Parks and recreation

BEAVER DAM, WI

- On-call engineering 30+ years
- Funding - over \$7 million
 - Parks and recreation
 - Stormwater management
 - Sanitary and water studies
 - GIS

WAUPUN, WI

- On-call engineering 20+ years
- Funding - over \$6 million
 - Planning
 - Surveying
 - Parks and recreation
 - GIS
 - Stormwater management

REFERENCES

Ripon, WI

Adam Sonntag, City Administrator/Treasurer
 100 Jackson Street
 Ripon, WI 54971
 (920) 748-4914
 asonntag@cityofripon.com

Beaver Dam, WI

Todd Janssen, PE, Director of Engineering
 205 South Lincoln Avenue
 Beaver Dam, WI 53916
 (920) 887-4600, ext. 326
 tjanssen@ci.beaverdam.wi.gov

Princeton, WI

Mary Lou Neubauer, Administrator, Clerk, Treasurer, Director of Public Works, Administration
 P.O. Box 53
 Princeton, WI 54968
 (920) 295-6612
 MNeubauer@cityofprincetonwi.com

Horicon, WI

Cody Vanderhei, DPW and Utilities Director
 404 E Lake Street
 Horicon, WI 53032
 (920) 344-5158
 ccvanderhei@horiconwi.gov

COST

ITEM	COST
Capital Improvement Plan (CIP)	\$8,000
Total	\$8,000

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.

CAPITAL IMPROVEMENT PLANNING PROJECT
CITY OF BERLIN | JANUARY 3, 2025



GENERAL CONSULTING SERVICES AGREEMENT

THIS GENERAL CONSULTING SERVICES AGREEMENT (this "Agreement") is entered as of January __, 2025, by and between the City of Berlin, Wisconsin ("Client") and Robert W. Baird & Co. Incorporated ("Baird").

RECITALS:

WHEREAS, Client seeks to retain Baird to provide general consulting services and Baird desires to provide such services, on the terms set forth in this Agreement;

WHEREAS, Client understands and acknowledges that the services to be provided under this Agreement are regarding the development of a Capital Improvement Plan ("CIP") and does not contemplate or relate to a future issuance of municipal securities; and

WHEREAS, Client's decision to retain Baird to provide general consulting services and Client's execution and delivery of this Agreement have been approved by all necessary action on the part of Client.

NOW THEREFORE, the parties hereto agree as follows:

I. Scope of Services

Baird shall provide the following general consulting services to Client, if and when requested by Client:

- Facilitate and Coordinate the CIP development and creation
- Develop and Review CIP Threshold Policy
- Develop CIP Introduction Narrative and Benefits
- Develop CIP Creation and Planning Process Timeline
- Assist in the development of the CIP, Fixed Asset Listing, Priority Rankings
- Attend and meet with department staff and elected officials during CIP development
- Provide CIP Component Templates (including but not limited to Summary of Funds, Funding Sources and Uses Graphical Charts, Sources and Uses by Department, Program and/or Project Description & Justification, Beyond 5-Year Period)
- Attend public meetings (in person or electronically) to present the CIP
- Attend governing body CIP adoption meeting
- Annual CIP Support

II. Financial Advisory or Underwriting Services

This Agreement pertains only to general consulting services and expressly does not cover any financial advisory, underwriting, or other services that are directly related to any specific financings or offerings. Client understands that the term "financial advisory services" means any financial advisory or consultant services with respect to an issuance of securities, including advice with respect to the structure, timing, terms, and other similar matters concerning such issuance.

If Client proposes, determines, or undertakes to affect an issuance of municipal securities at any time during the term of this Agreement, Client may engage Baird as financial advisor or underwriter with respect to such issuance. If Client determines to so engage Baird and Baird determines to accept such engagement, Client and Baird would enter a separate written financial advisory or underwriting engagement letter. Client understands that if Baird serves as financial advisor in connection with an offering to be sold at competitive bid Baird will not be able to bid or otherwise underwrite or serve as agent for the placement of the securities. Client also understands that if Baird acts as underwriter on an offering sold on a negotiated basis Baird may not also serve as financial advisor on that offering but, in the course of acting as underwriter, may render advice to Client, including advice with respect to the structure, timing, terms and other similar matters concerning the offering. Client further understands that Baird's primary role as underwriter would be to purchase, or arrange the placement of, securities in an arm's-length commercial transaction between Client and Baird and that Baird, as underwriter, would have financial and other interests that differ from those of Client.

III. Compensation and Terms of Payment

For the general consulting services provided hereunder, Baird shall receive the following compensation:

A fixed fee equal to \$7,500 payable within 10 business days upon completion of the Scope of Work as outlined above. The Client shall have the option to have Baird annually update the CIP at an annual rate of \$750 per year, payable by December 31st in the year of the update.

Baird will be responsible for paying all out-of-pocket costs and expenses it incurs that relate to the general consulting services it provides hereunder.

IV. Information to Be Furnished to Baird

All information, data, reports, and records necessary for performing under this Agreement shall be furnished to Baird without charge by Client, and Client shall provide such cooperation as Baird may reasonably request to assist Baird in providing the services hereunder.

V. Limitation of Liability

Client agrees that neither Baird nor its employees, officers, agents, or affiliates shall have any liability to Client for the Services provided hereunder except to the extent it is judicially determined that Baird engaged in gross negligence or willful misconduct.

VI. Term of the Agreement

This Agreement shall become effective on the date hereof and shall continue unless and until terminated by either party upon at least 30 days written notice to the other party.

Upon termination of this Agreement, Baird shall be entitled to just and equitable compensation for any services provided prior to such termination for which Baird has not previously received compensation.

VII. Non-Discrimination

Baird, as the supplier of general consulting services covered by this Agreement, will not discriminate in any way in connection with the Agreement in the employment of persons, or refuse to continue the employment of any person, on account of the race, creed, color, sex, national origin, or other protected class of such person or persons.

VIII. Miscellaneous


This Agreement shall be governed by and construed in accordance with the laws of the State of Wisconsin. This Agreement may not be amended or modified except by means of a written instrument executed by both parties hereto. This Agreement may not be assigned by either party without the prior written consent of the other party. This Agreement represents the entire agreement and understanding of the parties with respect to the subject matter hereof and supersedes any prior or contemporaneous agreements, arrangements, understandings, negotiations, and discussions between the parties involving such subject matter. Baird is registered as a municipal advisor with the Securities Exchange Commission and Municipal Securities Rulemaking Board.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

City of Berlin

Robert W. Baird & Co. Incorporated

By: _____
City Administrator

By:  _____
Mr. Adam Ruechel, Vice President
Cc: Mr. Bradley Viegut, Managing Director

**Proposal for Wage
and Compensation Study/Plan for the
City of Berlin**



Prepared by
Public Administration Associates, LLC

January 2, 2025



Public Administration Associates, LLC



Public Administration Associates, LLC

Re: Proposal for Wage and Compensation Study (City of Berlin Positions)

Interim City Administrator Diane Wessel
City of Berlin
108 N. Capron Street
Berlin, WI 54923

Dear Interim City Administrator Wessel:

On behalf of Public Administration Associates, LLC (PAA), I am pleased to submit the following proposal for the City of Berlin's consideration that addresses your desire for a wage and compensation study/plan to include 28 separate municipal positions (total of approximately 55 employees).

As you may be aware, PAA has specialized in working with smaller municipalities in Wisconsin on organizational audits/management reviews, executive recruitment, and human resource-related studies since its founding in 1998. We have a track record of success and we encourage you to contact any of the 200 plus Wisconsin cities, counties, villages and towns that we have served.

PAA would be extremely privileged and honored to work with the City of Berlin. We know that our PAA partners and associates who will work with the City on this project can provide significant value to your organization based on their extensive municipal experience and expertise.

Sincerely,

Kevin M. Brunner

Kevin M. Brunner
President

cc-David Tebo, PAA Associate

About Public Administration Associates

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.

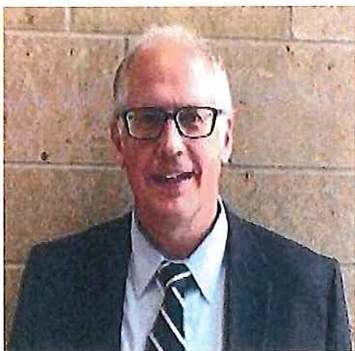




Kevin Brunner

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.



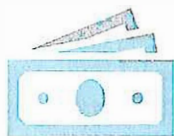
Organization & Management Studies

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.

I. Proposed Methodology and Scope of Work

PAA is aware that the City of Berlin has requested a proposal for the preparation of a Wage and Compensation Study that will evaluate current salaries and fringe benefits for 28 City positions. These positions are the following:

Administrator; Police Chief; Administrative Assistant-Police; Assistant Police Chief; Sergeant; Investigator; Police Officer; Sewer & Water Superintendent; Administrative Assistant-Sewer & Water; Sewer and Water Operator; Street and Parks Superintendent; Street and Parks Laborer; Senior Center Programmer/Coordinator; Senior Center Programming Assistant; Senior Center Head Cook; Senior Center Transportation Driver; Deputy Clerk/Treasurer; Planning and Development Director; Economic Development Assistant; EMS Director; Assistant EMS Director; EMS Personnel Supervisor; Adult Librarian; Children's Librarian and Librarian Aid.

It is PAA's understanding that the Berlin Volunteer Fire Department and its employees will not be part of the scope of this study.

The purpose of the study is to ensure the City maintains a competitive standing in relation to other similar municipalities with a compensation system that is attractive, equitable and effective.

The general scope of work for the proposed study would consist generally of the steps listed below and can be fine-tuned and refined after meeting with City representatives at the initiation of the project:

A. Review and analyze relevant organizational values and concerns. Determine current organizational needs in relation to the possible updating of a wage and compensation system.

PAA takes very seriously the importance of understanding current organizational values, needs and concerns. PAA has found in its studies that each organization has a different set of values and concerns affecting the design of the classification and compensation system.

Organizational information will be obtained through discussions with the Administrator, staff and Mayor and/or City Council members if needed. Other important historical background materials will be reviewed that may have a bearing on an updated wage comp study such as upcoming referendums, budgets, personnel policies, past plans, etc. After discussion with key staff to determine what issues might have arisen in the past, PAA will provide recommendations and options for ways the City could move forward.

B. Engage employees in the process through a written explanation of steps for the Wage/Comp Study and an Employee Job Questionnaire. Allow for individual input and communication with project consultants.

We are sensitive to the fact that classification and compensation plans require buy-in from employees. Important information for PAA's evaluation of internal equity between positions is gained through the Employee Job Questionnaire and conversations with employees.

C. Review and recommend revisions to position descriptions.

PAA will review each position description and verify with each employee that the position description accurately and completely describes the current work being done and the requirements for the position. We utilize a survey form conforming to established human

resource information standards to be completed by each employee. All discrepancies listed by employees are noted and any proposed changes will be documented for the City. It is expected that many of the position descriptions may need substantial updating and that cost is reflected in our proposal.

D. Rank all positions using a point factor approach to determine internal position evaluation.

The internal position evaluation consists of eight factors that are weighted: knowledge/education (20%), experience (20%), job complexity (20%), supervision exercised (10%), supervision received (10%), consequences of decisions (10%), interaction with other sets of people (5%), and work environment (5%). The internal evaluation is based upon a thorough review of position descriptions and responses to the Employee Job Questionnaire.

E. Establish an external peer group of 12-16 communities from which to obtain salary and benefit information for all designated positions.

PAA develops the market peer group of communities and comparability factors in consultation with the City. Factors typically compared include regional proximity, municipality size, organizational complexity, number of FTE's, equalized value and per capita spending. Where appropriate private market data are available, they will also be used. PAA will create a survey instrument for City approval that will capture the wage and benefit data they feel is most important to compare positions equitably across peer municipalities.

F. Develop a wage range midpoint for each benchmark position surveyed and optional wage ranges for consideration by the City at .8-1.20, .85-1.15 and .9-1.10 of midpoint.

One of the challenges confronting consultants in external compensation surveys is dealing with peer municipalities that have salary ranges and those having single point salaries without ranges. PAA uses a special methodology to capture both kinds of data enabling the calculation of what is termed the **external midpoint**. We then establish a **working range**, consisting, for example, of 80% to 120% of the external midpoint. This is a commonly used range for municipalities. The actual range that is used depends on decisions by the community. PAA will calculate several working ranges using different minimum to maximum spread.

G. Identify various pay plan options. Discuss with community leadership the issue of pay progression with appropriate consideration for both length of service and performance. Make recommendations based on the identified pay philosophy, feasibility and affordability.

We believe that the performance evaluation of every employee should be conducted by a municipality. However, we recognize that there are different perspectives on the relationship of performance evaluation and salary/wage adjustments. Systems range from what we describe as loosely linked evaluation to salary approaches to tight pay for performance approaches. If desired by the City we will offer options for how they might structure a compensation plan moving forward.

H. Design final pay ranges for the requested 28 positions that are consistent with the municipality's pay policy, internal equity scores and reflect appropriate pay and benefit compensation practices for employees at these levels.

- I. Prepare a written report for the City outlining the findings of the pay and benefit survey any recommendations for action;*
- J. Conduct compensation appeals following adoption of a new plan by the City. Appeals must be submitted within 30 days of plan adoption.*

II. Schedule for Comprehensive Wage/Compensation Analysis

Public Administration Associates, LLC can begin this project in January or February, 2025. Based on the time-sensitive nature of compiling the wage and compensation data and to coordinate with current PAA project workload we recommend a two- phase approach.

Phase 1: (Estimated Completion Date-April 1)

Late January-April 1: Meet with City Administrator (and other appropriate City officials) to prepare information about potential peer communities, establish criteria for comparisons, prepare wage and benefit surveys for approval, send out to peer communities and follow up to ensure adequate participation and accurate comparable. Collect and input data. Compute wage medians and prepare potential wage ranges for City review. Prepare comparative employee benefits summaries based on peer community benefits information received.

Phase 2: (Estimated Completion Date-June 15)

April 1-June 15: Meet with employees to discuss the purpose of a wage/comp study and review job questionnaires. Receive job questionnaires from employees. Employee interviews where necessary. Create job descriptions if requested and included in the scope of our work. Review data with City Administrator and get agreement on approach for final study presentation. Finalize data, write report and prepare for study presentation to Mayor, City Council, City Administrator and affected City Staff. Make presentation to Mayor and City Council at a Council Committee or full City Council meeting.

III. Employee Involvement

PAA may request information from Berlin as we research background materials and historical documents related to the Classification/Comp Study. We will need employees to prepare a job description questionnaire and to participate in requested information sessions. Department heads may be involved in reviewing position description information. All external data and all analysis of internal and external data will be the responsibility of the PAA consultants.

IV. Meetings and Presentations (In-Person or Zoom if Needed)

PAA will agree to work closely with the City Administrator and other City officials (including the applicable City Council committee) and keep them updated on study progress. There will be a minimum of three official visits (in-person or zoom) by our consultants to Berlin: (1) An initial visit which would include-Meeting with the City Administrator, and any other requested participants to formally initiate the Classification/Comp study project; (2) A second visit to include a meeting with all

employees to discuss the purpose of the study and review job questionnaires; 3) A third visit for a formal presentation to the Mayor, City Council, City Administrator and City Staff members once the plan is completed to answer any questions about final study recommendations.

V. Proposed Fee Structure for Services

Phase 1: (Estimated Completion Date-April 1)

Meet with the City Administrator (and appropriate City Council committee if desired) to prepare information about potential peer communities, establish criteria for comparisons, prepare wage and benefit surveys for approval, send out to peer communities and follow up to ensure adequate participation and accurate comparable municipalities. Collect and input data. Compute wage medians and prepare potential wage ranges for City review.

Estimated Cost for Phase 1 = 90 hours x Consultant Fees of Avg. \$105.00/hr. = \$9,450

Phase 2: (Estimated Completion Date-June 15)

Meet with employees to discuss the purpose of a wage/comp study and review job questionnaires. Receive job questionnaires from employees. Employee interviews where necessary. Review data with City Administrator and get agreement on approach for final study presentation. Finalize data, write report and prepare for study presentation to Mayor, City Council, City Administrator and City Staff.

Estimated Cost for Phase 2 = 60 hours x Consultant Fees of Avg. \$105.00/hr. = \$6,300

Total Not-to Exceed Cost for Complete Study and Compensation Step Plan (including travel/mileage) = \$15,750

Quote good until February 1, 2025

Please note that the above price quote does not include writing new position descriptions for those City positions which do not exist currently. **If the City would like PAA to develop those totally job descriptions, it would charge \$350 per position description.** As mentioned in Section I above, PAA will have each current City of Berlin position holder complete an Employee Job Questionnaire and PAA will provide those documents to the City. City staff could certainly develop needed new position descriptions from those Employee Job Questionnaires as well as update those other position descriptions that are currently lacking. **If the City would desire to have PAA update all of its current job descriptions based upon the job questionnaires received as well as our own expertise and analysis, the cost would be \$200 per position description.**

If Berlin would like assistance in developing a performance review/professional development system that would be tied to the newly developed employee classification/compensation plan, PAA would provide a separate proposal for the City's consideration after further discussion with city officials. The cost of the development of an employee performance review/professional development system would be highly dependent on what the City's objectives would be for such a system and what software component of such a system would entail.

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 Performed by PAA for Wisconsin Municipalities (Last Five-Year Period)

- Classification/Compensation Study, Village of Union Grove, 2024
- Fire/EMS Consolidation Study, Town of Troy/Village of East Troy, 2024
- Municipal Governance Workshop, City of Burlington, 2024
- Fire/EMS Consolidation Study, Town of Linn/City of Lake Geneva, 2024
- Fire/EMS Staffing Study, City of Menomonie, 2024
- Fire/EMS Organizational Study, City of Ripon, 2024
- Classification/Compensation Study, Town of Freedom, 2024
- Fire/Organizational Study, Village of Fontana, 2024
- Fire/EMS Organizational Study, City of Waupun, 2024
- Organization/Governance Study, Village of Maple Bluff, 2024
- Organizational Audit/Staffing Study, Town of Rome, 2024
- Railroad ROW Study, Village of Germantown, 2024
- Classification/Compensation Study, Village of Campbellsport, 2023
- Classification/Compensation Study, Village of Weston, 2023
- Classification/Compensation Study, Village of Dane, 2023
- Fire/Organizational Study, Village of Williams Bay, 2023
- Wage/Compensation Study, Village of Belleville, 2023
- Fire/EMS Organizational Study, City of Lake Geneva, 2023
- Fire/EMS Organizational Study, Town of Linn, 2023
- Classification/Compensation Study, Village of Shorewood Hills, 2022
- Classification/Compensation Study, Walworth County Metropolitan Sewerage District 2022/

Update 2024

- Fire/EMS Organizational Study, City of Park Falls, 2021
- Fire Department Organizational Study, Village and Town of Cottage Grove, 2021
- EMS Operational Study, Deer Grove EMS District, 2021
- DPW Organizational/Staffing Study, City of Columbus, 2021
- DPW Organizational and Planning Study, Village of Kronenwetter, 2021
- DPW Organizational Analysis; Village of Waunakee, 2020-21
- Organizational Study, Town of Little Suamico, 2021
- Organizational Audit/Staffing Study, Village of Hortonville, 2020
- Classification/Compensation Study Update, City of Mauston, 2020
- Fire Department Organizational Study/Space Needs Analysis, City of Platteville, 2020
- County Administration Study, Sauk County, 2020
- Fire/EMS Organizational Study, Village of Little Chute, 2019-2020
- 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, 2020
- Organizational Audit/Staffing Study, Village of Port Edwards, 2020
- 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, 2019

References from Recent Comparable Municipal Consulting Projects

Justin Carlson, Administrator, Town of Freedom, 920-788-4548, Wage and Compensation Study, Completed May 2024

Jami Gebert, Administrator, Village of Weston, 715-359-6114 (Ext. 2610), Wage and Compensation Study, Completed October, 2023

Teresa Hughey Groves, Clerk-Treasurer, Village of Dane, 608-849-5422, Wage and Compensation Study, Completed September, 2023

John Imes, President, Village of Shorewood Hills, 608-800-9920, Wage and Compensation Study, Completed June 2022

Neal Kolb, Administrator, Walworth County Metropolitan Sewerage District, 262-728-4140, Wage and Compensation Study, Completed, July 2022/Update April, 2024

Charlie Kudy, Administrator, Village of Campbellsport, 920-533-8321, Wage and Compensation Study, Completed September, 2023

Connor LaPointe, Administrator, Village of Union Grove, 262-878-1818, Classification/Compensation Study/Plan; Completed November, 2024

Josh Van Lieshout, Administrator, City of Sturgeon Bay, 920-746-2900 (O) Wage and Compensation Study, Completed December 2019/2021 Update

Qualifications of PAA Consulting Team for City of Berlin Classification/Compensation Plan

PAA will assign an interdisciplinary team to work with the Village on this consulting assignment. Kevin Brunner will serve as Project Manager and Dave Tebo will be the principal consultant (Project Lead).

Project Manager



Kevin Brunner

President/Partner

Kevin Brunner has over forty 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. Brunner has worked on over 25 local government classification/compensation projects for PAA.

Principal Consultant



Dave Tebo – Associate

Dave Tebo served as a Municipal Administrator in Wisconsin for over 30 years, most recently in the Village of Poynette (1994-2000) and Town of Greenville (2000-2017). Tebo has a master's degree in Public Affairs & Administration from UW-Madison and a bachelor's in Urban & Regional Studies from UW-Oshkosh. Dave is a Credentialed Manager (CM) by the International City Management Association (ICMA) and Certified Public Manager (CPM) by the State of Wisconsin. He is experienced in all local government management duties including: budgeting, financial analysis, human resources, community development, planning and economic development. Project areas Dave had in-depth experience and success with in Greenville include: Land Use Planning, Sustainability, Land Stewardship (Creation of Two DATCP recognized Agricultural Enterprise Areas), Grant writing for Trail Construction and Administration (\$3 million in trail projects over the last 15 years), and Economic Development (TID Development and work with Fox Cities Regional Partnership). Tebo's work in Greenville was featured in the book *The New Public Service-Serving, Not Steering* by Janet and Robert Denhardt in 2007.

Mr. Tebo works on interim management assignments, executive recruitment and classification/compensation studies for PAA. He has completed approximately 20 classification/compensation projects with PAA.

Understanding

Public Administration Associates, LLC will commit whatever time and effort is necessary to fully and successfully complete all tasks described in this proposal for the specified costs. PAA will invoice 50% of total at contract acceptance and again at 100% of project completion (presentation and acceptance of the Berlin Classification/Compensation Plan by the Berlin City Council).

**If PAA believes a specific task requested by the City is beyond the agreed upon scope of work it will negotiate any potential extra charges with the municipality.

Approval:

Offered by: Kevin M. Brunner 1/2/2025
Public Administration Associates, LLC Date

Accepted by: _____
City of Berlin Date

CITY OF BERLIN REQUEST FOR PROPOSALS FOR GENERAL LEGAL SERVICES

1. STATEMENT OF PURPOSE

The City of Berlin invites attorneys qualified to practice law in the state of Wisconsin to submit a proposal to provide general legal services for the City of Berlin.

2. GENERAL INFORMATION

The City of Berlin is located in Green Lake and Waushara counties, Wisconsin. The City has an estimated population of 5,600 and is served by a Mayor and 6 City Alders. The City employs 53 full-time equivalent positions including an Administrator.

The annual general fund budget is approximately \$6.4M. The City has 3 active Tax Increment Districts (TIDs) and is in the process of creating a 4th TID.

Generally, the Committee of the Whole meets on the 1st Tuesday of the month at 7 PM; Common Council meets on the 2nd Tuesday of the month at 7 PM, and the Plan Commission meets on the last Tuesday of the month at 6 PM.

3. SERVICES TO BE PROVIDED

- A. Provide general legal counsel for the City, the City Council and officials of the City. When requested by authorized personnel, the attorney shall give written legal opinions, which are to be filed with the City.
- B. Function as legal advisor to all departments of the City government and represent the City in legal matters as requested.
- C. Draft ordinances, resolutions, contracts, and other documents as may be required by the City Council and/or City officials.
- D. Represent the City and advise the Board of Review during meetings.
- E. Apprise City officials as needed about changing laws and other legal matters that may be of interest and/or concern to the City.
- F. Render oral advice to the City Council members and City staff.
- G. Assist as necessary in the processing of insurance claims and coordinate with the various insurance carriers.
- H. Represent the City as needed concerning court actions, handling matters on the City's behalf before state administrative commissions, preparation of pleadings and briefs, trials of court cases, preparation of legal opinions, and handling of real estate transactions brought before the City when there is no insurance coverage by private carriers or when appointed to do so by the City's insurer.
- I. Attend meetings of City Council as requested.
- J. Provide storage of existing files currently maintained.
- K. Provide the Mayor, Council, and Plan Commission with guidance as to Robert's Rules of Order, Open Meetings Law, and related procedural matters at meetings.

4. PROPOSAL REQUIREMENTS

Submittals should include responses to each of the following items. Include other information as appropriate to address the services the City can expect from the attorney.

- A. Profile and history of the firm including attorneys in the firm and a list of the principals. Indicate the attorney(s) who will be responsible for work performed for the City.
- B. A listing of current and past local government clients including the name and telephone numbers of the client contact.
- C. Current fee schedule. Indicate whether the fee schedule varies for different types of legal work or by attorney. Be sure to include travel fees, if any as well.
- D. Identify any potential conflicts of interest in representing the City of Berlin.

5. EVALUATION CRITERIA

Submittals will be evaluated based on the following criteria:

- A. Qualifications and experience of the attorney and/or firm working with local government.
- B. Experience and availability of staff assigned to serve the City.
- C. Scope and cost of services.
- D. References.

6. SCHEDULE OF DATES

The following schedule has been established by the City for the selection of a firm to provide general legal services. Dates are tentative and subject to change.

January 15 th , 2024	Publish RFP.
January 29 th , 2025	Proposals due at 12:00pm.
February 4 th , 2025	Committee of the Whole interviews of selected firms.
February 11 th , 2025	City Council makes decision.
May 1 st , 2025	Effective date for selected firm to become City Attorney.

7. TERMS AND CONDITIONS

- A. The City reserves the right to accept or reject any or all proposals and to award a contract to the next most qualified attorney/firm if the successful attorney/firm does not execute a contract within thirty days after award.
- B. The City reserves the right to request clarification of the information submitted and to request additional information.
- C. All questions should be emailed to cityadministrator@cityofberlin.wi.gov
- D. There is no expressed or implied obligation for the City to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.
- E. The proposals must be received at the email or mailing address below no later than Friday, January 29th at 12:00pm:

City of Berlin
Attn: Legal Services Proposal
108 N Capron St
PO Box 272
Berlin, WI 54923
cityadministrator@cityofberlin.wi.gov