

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

TABLE OF CONTENTS

Introduction/Summary of Submission

1

- > An introduction to our qualifications

Team Description

7

- > Resumes for key personnel

Project Plan

11

- > Our plan to complete your project

Relevant Experience

13

- > Similar project experience

References

16

- > Communities that can speak to our experience

Cost

16

- > Our cost to complete your work

MSA PROFESSIONAL SERVICES, INC.

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

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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, flowing 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



POSITIVELY IMPACTING
THE LIVES OF OTHERS SINCE 1919

450+
TEAM MEMBERS



17
OFFICE
LOCATIONS

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

* denotes experience prior to MSA



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, Palmyra, 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 thru 2033

PROJECTS & FUNDING SOURCES BY CATEGORY

Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Sewer Improvements											
Inflow & Overflow Restoration	75,000	810,000									885,000
Long Term Debt	75,000	810,000									885,000
Edgecreek & Overstreet			128,000	733,000							861,000
Long Term Debt			128,000	733,000							861,000
Inflow & Overflow Program					143,000						143,000
Long Term Debt					143,000						143,000
Annual Sewer Capital and Crack Fixing				20,000		25,000		20,000		20,000	85,000
General Fund				20,000		25,000		20,000		20,000	85,000
Sewer Improvements Total	75,000	810,000	128,000	753,000	263,000	25,000		20,000		20,000	1,841,000
Streets/Sidewalks											
Inflow & Overflow Streets/Sidewalks	30,000	270,000									300,000
Long Term Debt	30,000	270,000									300,000
Edgecreek & Overstreet Streets/Sidewalks			35,000	172,000							207,000
Long Term Debt			35,000	172,000							207,000
Inflow & Overflow Program					30,000						30,000
Long Term Debt					30,000						30,000
Streets/Sidewalks Total	30,000	270,000	35,000	172,000	30,000						507,000
Water Distribution											
Inflow & Overflow Water Distribution	68,000	714,000									782,000
Long Term Debt	68,000	714,000									782,000
Edgecreek & Overstreet Water Distribution			85,000	820,000							905,000
Long Term Debt			85,000	820,000							905,000
Inflow & Overflow Program					80,000						80,000
Long Term Debt					80,000						80,000
Water Distribution Total	68,000	714,000	85,000	820,000	80,000						1,667,000
GRAND TOTAL	173,000	1,814,000	248,000	1,545,000	373,000	25,000		20,000		20,000	4,094,000

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	Contact Parks, Rec & Forestry Director																																																															
Category	Trail	Priority 2 High Priority																																																															
Created	05/16/2017	Map Available Yes																																																															
Updated	06/16/20	Asset Recovery No																																																															
<p>Description Total Project Cost: \$338,000</p> <p>The East River Trail was originally installed in 1996. The boardwalk sections of the trail were replaced in the fall of 2017. The original asphalt of the trail is also in need of repair.</p> <p>To repair the middle 2 sections of the asphalt will involve permitting as the boardwalks cannot support heavy equipment and therefore the equipment will need to traverse on stands to access the asphalt. As such, staff is recommending to replace the needed sections and at the same time, seal all remaining portions in between the boardwalks while the appropriate equipment is on site and permits have been secured.</p> <p>Due to the nature of the project it is difficult to use standard estimating methods for a trail improvement.</p> <p>Justification</p> <p>Due to the proximity to the East River, there are portions of the trail that are under water each spring and extreme rainfall throughout the year. As such, these portions have undergone much heaving and the base has been compromised.</p> <p>Asphalt areas have ruts, cracks and hazards that are compromising the safety of the trail for users and exposing the Village to liability for lack of repair.</p> <p>The East River Trail connects 5 communities, and is one of the most highly utilized recreational amenities in Bellevue.</p> <p>This project was indicated as a desired project for 2018 in the 2015-2020 Comprehensive Outdoor Recreation Plan (CGRP).</p> <table border="1"> <thead> <tr> <th>Expenditures</th> <th>FY 21</th> <th>FY 22</th> <th>FY 23</th> <th>FY 24</th> <th>FY 25</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Construction/Maintenance</td> <td></td> <td>255,000</td> <td></td> <td></td> <td></td> <td>255,000</td> </tr> <tr> <td>Other</td> <td></td> <td>30,000</td> <td></td> <td></td> <td></td> <td>30,000</td> </tr> <tr> <td>Engineering</td> <td></td> <td>53,000</td> <td></td> <td></td> <td></td> <td>53,000</td> </tr> <tr> <td>Total</td> <td></td> <td>338,000</td> <td></td> <td></td> <td></td> <td>338,000</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Funding Sources</th> <th>FY 21</th> <th>FY 22</th> <th>FY 23</th> <th>FY 24</th> <th>FY 25</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Federal/State Grant</td> <td></td> <td>169,000</td> <td></td> <td></td> <td></td> <td>169,000</td> </tr> <tr> <td>G.O. Debt Village</td> <td></td> <td>169,000</td> <td></td> <td></td> <td></td> <td>169,000</td> </tr> <tr> <td>Total</td> <td></td> <td>338,000</td> <td></td> <td></td> <td></td> <td>338,000</td> </tr> </tbody> </table> <p>Budget Impact Other</p> <p>Recreational Trails Act (grants may be available for this project. Large dollar project (up to \$200,000) grants are awarded every 3 years. The next grant cycle is application in 2021 for 2022 projects.</p> <p>Engineering at 20% of the estimated project cost is \$67,600. Contingency of 10% is also added.</p> <p>Total Village match if grant is awarded: \$168,000</p>			Expenditures	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Construction/Maintenance		255,000				255,000	Other		30,000				30,000	Engineering		53,000				53,000	Total		338,000				338,000	Funding Sources	FY 21	FY 22	FY 23	FY 24	FY 25	Total	Federal/State Grant		169,000				169,000	G.O. Debt Village		169,000				169,000	Total		338,000				338,000
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Capital Improvement Plan		FY 21 thru FY 25																																										
Village of Bellevue, Wisconsin																																												
Project #	PW10																																											
Project Name	Salt Shed Brine Storage																																											
Type	Maintenance	Department Buildings & Grounds																																										
Useful Life	50 Years	Contact Public Works Director																																										
Category	Buildings	Priority 2 High Priority																																										
Created	Apr 2014	Map Available Yes																																										
Updated	01/09/2019	Asset Recovery No																																										
<p>Description Total Project Cost: \$100,000</p> <p>Construction of a new salt shed and brine dispensing system designed for ultimate build out 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 allow trucks to fill with brine and salt. The structure would be located on site to allow for optimum filling of salt and brine to reduce the time to fill trucks. The current shed would be razed.</p> <p>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 5 years, and to allow time for the planning and possible land acquisition of DPW facility relocation.</p> <p>Justification</p> <p>The current salt shed was purchased and installed in 1984. It was designed to hold 250 tons of salt. Annual salt usage has been 500-700 tons per year. The Village receives salt under a State contract based on an estimated amount. Since our shed cannot hold the entire order, we are required to take recurring deliveries in order to keep up with demand through the winter season. In the past seven years, the Village has not received the full amount of salt ordered and been required to implement salt saving measures. These salt saving measures (sandy) have an environmental impact by increasing the total phosphorus up to seven times the amount produced by salt to our streams, and total suspended solid increase of 15%. The amount of phosphorus and TSS is regulated by a Federal EPA total maximum daily limit (TMDL) to the East River.</p> <p>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 "overfill" the current structure with salt, which created structural damage to the walls. The current shed was leaning 1.2 feet out of plumb and has since been repaired once, to date. The current structure is composed of a crosswood timber structure pole barn. The foundation timbers by within was swampy floodplain ground that causes the walls to easily move if loaded.</p> <p>Access salt from the year is stored outside in a pile under tarps (which leak). The product dissolves and drains into the stormwater. Due to the flood plain soil issues noted in the area, it is proposed to test and design the foundation for the structure first, with bidding and construction to soon be completed.</p> <p>Ensuring the safety of employees that need to access and utilize salt storage areas is also a major consideration for the need of this project.</p> <table border="1"> <thead> <tr> <th>Expenditures</th> <th>FY 21</th> <th>FY 22</th> <th>FY 23</th> <th>FY 24</th> <th>FY 25</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Construction/Maintenance</td> <td></td> <td></td> <td></td> <td>100,000</td> <td></td> <td>100,000</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td>100,000</td> <td></td> <td>100,000</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Funding Sources</th> <th>FY 21</th> <th>FY 22</th> <th>FY 23</th> <th>FY 24</th> <th>FY 25</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>G.O. Debt Village</td> <td></td> <td></td> <td></td> <td>100,000</td> <td></td> <td>100,000</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td>100,000</td> <td></td> <td>100,000</td> </tr> </tbody> </table> <p>Budget Impact Other</p> <p>After construction, there will be limited on-going operational budget costs for electrical, insurance, etc. and estimate is based on Preliminary cost estimate of 2019 Multi-department space needs study, page 35.</p>			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
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Bellevue CIP (Diane Wessel's experience prior to joining MSA):

Pictured Top - Bellevue Parks Project Sheet

Pictured Bottom - Bellevue Buildings Project Sheet

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.

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.

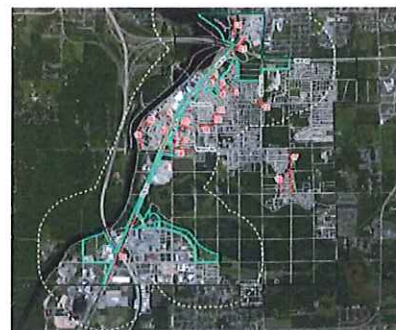
MSA prepared the City of Omro's Five-Year Capital Improvement Plan (CIP) 2023-2027 for multiple public infrastructure components. The CIP for Omro is managed and created with Plan-It software. Using Plan-It software couples unmatched reporting functions and funding features. The Capital Improvement Plan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

Plan-It Report Projects by Funding

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:

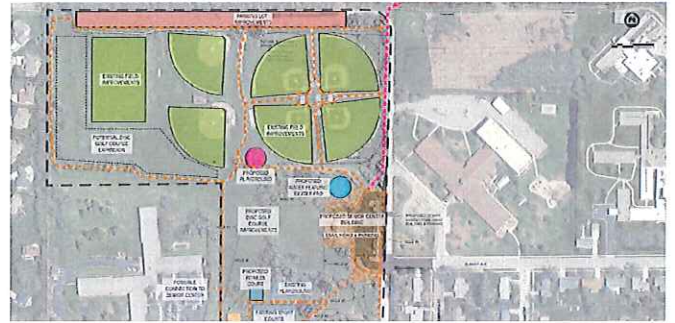
- Street reconstruction projects
- CDBG administration
- Compliance alternatives plan
- Income survey and application
- GIS services



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
- SDW/CWF 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, LA - 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.

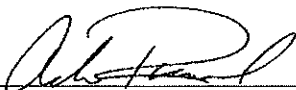
IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

City of Berlin

By: _____

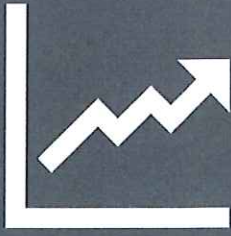
City Administrator

Robert W. Baird & Co. Incorporated

By:  _____

Mr. Adam Ruechel, Vice President

Cc: Mr. Bradley Viegut, Managing Director

**BAIRD**

Capital Improvement Planning Model

Wisconsin municipalities face unique fiscal challenges – and you deserve a partner with the experience and understanding to address them. The Public Finance Team at Baird has created the Baird Capital Improvement Planning Model. This tool can be updated annually to aid in the budget process and ensure that attention is paid to funding priorities for facilities, maintenance and capital projects.

The Baird Capital Improvement Planning Model is a short- and long-term plan for physical development and infrastructure investment within a municipality.

Customized to your municipality, Baird's Capital Improvement Planning Model brings clarity to your municipality's financial planning goals with a comprehensive tool designed to help guide future decisions.

To learn how this valuable tool can serve your municipality, contact Public Finance Specialist Adam Ruechel at 920-433-7373 or aruechel@rwbaird.com.

Why do I need a Capital Improvement Plan?

Utilizing the Baird Capital Improvement Model creates a working blueprint for sustaining and improving communities' infrastructure. The model helps leaders make good planning choices based on specific goals and resources.

Benefits

- Assists municipalities in anticipating needs rather than reacting to problems in the moment.
- Provides leaders time to implement projects gradually opposed to all at once.
- Community/staff involvement throughout the process.
- Provides way to inventory and track current and anticipated capital expenditure needs.
- Provides financially stable approach to spending over multiple year.
- Easy to understand public document to build community support and maintain public trust.
- Positive evaluation factor by credit rating and grant funding agencies.
- Links strategic and comprehensive plans with fiscal capacity.
- Integrates into annual budget process.
- Updated annually.
- Helps determine most economical means of financing a project.

Customized to your municipality, Baird's Capital Improvement Planning Model brings clarity to your municipality's financial planning goals with a comprehensive tool designed to help guide future decisions.

Wisconsin Municipal Business Solutions Team

Brad Viegut
Managing Director
414-298-7540
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What belongs in a CIP?

In general, the Baird Capital Improvement Planning Model includes the following elements:

- Policy Information
- Plan Summary
- Department Summaries/Justification
- Proposed Plan Funding Sources
- Estimated Project Timelines
- Project Prioritization

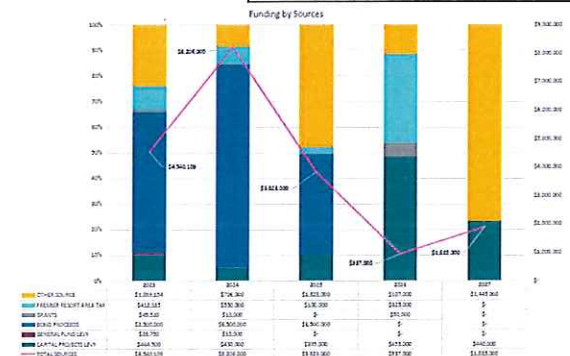
Project Description Summary/Justification

Category: <input type="text"/>	Department: <input type="text"/>				
Program/Project Name: <input type="text"/>	Request: <input type="text"/>				
Program/Project #: <input type="text"/>	Request Info: <input type="text"/>				
Note: Request/Project Name and # Referenced on Category Sheet					
Description: Establish Land Acquisition Reserve - no change from prior year.					
Justification: Creation of a Land Acquisition Reserve would set up the Village for the ability to purchase land for Village use or continue creating districts for potential development. Potential future purchases include land for a cemetery.					
Expenditures (Usual):					
2023	2024	2025	2026	2027	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition Reserve					
Total	\$ -	\$ -	\$ -	\$ -	\$ -
Funding Sources:					
2023	2024	2025	2026	2027	Total
\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Total	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Budget Impact/Other: Financial Impact to budget of \$25,000 per year. No land acquisition plans in the immediate future.					

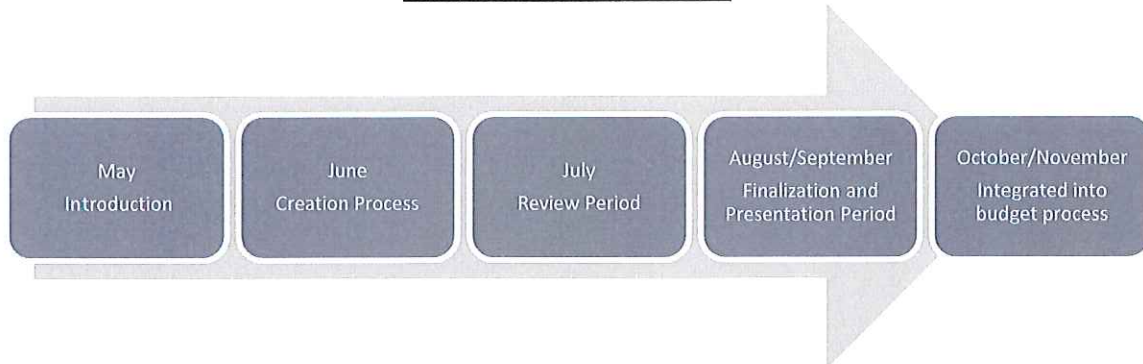
Plan Summary Overview

	2023	2024	2025	2026	2027	Total
EST. BEGINNING FUND BALANCE	\$4,931,993	\$ 4,531,420	\$1,306,684	\$4,306,684	\$3,214,164	
FUNDING SOURCES						
CAPITAL PROJECTS LEVY	\$ 464,500	\$ 430,000	\$ 395,000	\$ 455,000	\$ 440,000	\$ 2,184,500
GENERAL FUND LEVY	\$ 26,750	\$ 10,000	\$ -	\$ -	\$ -	\$ 36,750
BOND PROCEEDS	\$ 2,500,000	\$ 6,500,000	\$ 1,500,000	\$ -	\$ -	\$ 10,500,000
GRANTS	\$ 45,520	\$ 10,000	\$ -	\$ 50,000	\$ -	\$ 105,520
PREVIOUS RESORT AREA TAX	\$ 411,185	\$ 320,000	\$ 100,000	\$ 325,000	\$ -	\$ 1,156,185
OTHER SOURCE	\$ 1,029,124	\$ 706,000	\$ 1,233,000	\$ 107,000	\$ 1,445,000	\$ 5,519,124
TOTAL SOURCES	\$ 4,476,979	\$ 7,776,000	\$ 3,228,000	\$ 597,000	\$ 1,885,000	\$ 19,383,979
TOTAL AVAILABLE FUNDS	\$ 8,408,972	\$ 12,307,420	\$ 4,534,684	\$ 4,903,684	\$ 5,099,164	
USES BY CATEGORY						
General Government & Administration	\$ 125,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,125,000
Fire	\$ 37,000	\$ 431,994	\$ -	\$ 400,000	\$ -	\$ 868,994
Parks	\$ 2,671,994	\$ 430,000	\$ 83,000	\$ 360,000	\$ 65,000	\$ 3,541,994
Streets	\$ 1,229,650	\$ 2,500,000	\$ 1,000,000	\$ 1,150,000	\$ -	\$ 5,879,650
Library	\$ 40,940	\$ 8,750	\$ -	\$ -	\$ 7,500	\$ 57,190
Ice Park	\$ -	\$ -	\$ -	\$ -	\$ 1,750,000	\$ 1,750,000
Water	\$ 114,950	\$ 94,000	\$ 64,000	\$ 123,600	\$ 43,000	\$ 439,550
WWTP	\$ 51,010	\$ 44,500	\$ 20,500	\$ 36,600	\$ 5,000	\$ 157,610
	\$ 36,600	\$ 5,500	\$ 35,100	\$ 115,000	\$ 203,700	\$ 395,900
	\$ 572,500	\$ 596,000	\$ 1,038,000	\$ -	\$ -	\$ 2,206,500
RY	\$ 4,931,993	\$ 4,531,420	\$ 1,306,684	\$ 4,306,684	\$ 3,214,164	
INCE	\$ 4,931,993	\$ 4,531,420	\$ 1,306,684	\$ 4,306,684	\$ 3,214,164	

Funding Sources Analysis



Sample Process & Timeline



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