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ASHLAND CITY COUNCIL MEETING

Tuesday, May 11, 2021 – 5:30 PM

**There will not be a Committee of the Whole Meeting after the Regular Council Meeting.*

Please silence all cell phones during the meeting

1. CALL TO ORDER

A. Roll Call, Moment of Silence and Pledge of Allegiance

2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES

A. April 20, 2021 City Council and Committee of the Whole Meeting Minutes

4. CITIZEN PARTICIPATION PERIOD

5. MAYOR'S REPORT

A. Announcements

6. CONSENT AGENDA

A. Miscellaneous Meeting Minutes

7. NEW BUSINESS

A. Approve a Contract with Managing Results, LLC as a Strategic Planning Consultant for the City of Ashland (Administrator) Roll

B. Approve Twelve Grant Agreements for Downtown Building Improvement Grant Program (Planning) Roll

- C. Approve to Award Contract to Hydro-Klean, LLC for the 2021 Sanitary Sewer Cleaning & Televising Project** *(Public Works)* Roll
- D. Approve Nepotism Policy Waiver** *(Public Works)* Voice
- E. Approve to Allow the City of Ashland Public Works Department to Perform Public Construction Exceeding \$25,000 without Advertising for Competitive Bids.** *(Public Works)* Roll
- F. Approve to Reallocate Fund 470 Capital Improvement Plan Funds from Waterfront Access Road Project to the 2021 Watermain Replacements Project** *(Public Works)* Roll
- G. Approve to Award Contract to Ruotsala Construction, Inc. for the 2021 Watermain Improvements Project (3.5 blocks of Chapple Ave south of 11th St W; 1 block of Front St and 1 block of 12th Ave E)** *(Public Works)* Roll
- H. Update Regarding Creating a System for Collection and Analysis of Data Related to the Ashland Police Department** *(Administration)*

8. ADJOURNMENT

The City of Ashland does not discriminate on the basis of sex, race, creed, color, national origin, sexual orientation, age or disability in employment or provision of services, programs or activities.

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ASHLAND CITY COUNCIL MEETING MINUTES

Tuesday, April 20, 2021 – 5:30 PM

Ashland City Hall Council Chambers

Please silence all cell phones during the meeting

1. CALL TO ORDER

The Tuesday, April 20, 2021 Ashland City Council meeting was called to order by Mayor Debra Lewis, virtually via GoTo Meetings at 5:30 p.m.

A. Elected Councilors Oath of Office

Oliphant swore in the newly elected Councilors into office.

B. Roll Call, Moment of Silence and Pledge of Allegiance

Roll call was taken, a Moment of Silence was held, and the Pledge of Allegiance was recited.

PRESENT: Laura Graf, Sarah Jackson, Anne Whiting, Ana Tochtermann, Eric Lindell, Kevin Haas, Charlie Ortman, Elizabeth Franek, Dick Pufall, Jackie Moore.

ABSENT: Holly George

ALSO PRESENT: Mayor Deb Lewis, City Administrator Brant Kucera, City Clerk Denise Oliphant, City Attorney Tyler Wickman, Public Works Director John Butler, Planning Director Megan McBride, Parks Director Sara Hudson, Fire Chief Stuart Mathias, and other concerned citizens.

2. ELECTION OF COUNCIL PRESIDENT

A. Acceptance of Nominations from the Floor

Lewis opened the floor for nominations for Council President. Lindell moved to elect Kevin Haas, seconded by Ortman. There were no other nominations and Haas was unanimously nominated as Council President by voice vote.

B. Close Nominations

C. Vote by Secret Ballot

3. APPROVAL OF AGENDA

Haas moved, seconded by Ortman to approve the agenda as presented, and was carried unanimously by voice vote.

4. APPROVAL OF MINUTES

A. March 30, 2021 City Council and Committee of the Whole Meeting Minutes

Ortman moved, seconded by Franek to approve the minutes, and was passed unanimously by voice vote.

5. CITIZEN PARTICIPATION PERIOD

Betsey Harries, AADC Executive Director, welcomed and congratulated newly elected and returning Councilors, and invited them for conversation regarding the AADC and City's growing partnership.

6. MAYOR'S REPORT

A. Announcements

Mayor Lewis introduced and congratulated Stuart Mathias as the newly chosen Fire Chief. The week of April 26 through 30, 2021 was Earth Week. Public Works was hosting a public information forum regarding the progress made in addressing the City sewer issues later in the week. A City-wide clean up and tree planting was scheduled for April 24, 2021 starting at City Hall. There was also a "Dump Day" being planned for May 8, 2021 by having dumpsters available for residents to dispose of certain items free of charge.

B. Appointments

The Mayor requested approval of the following committee appointments and Council committee reassignments:

POLICE AND FIRE COMMISSION: Melissa O'Connor, replacing Sarah Nelson-Granley, Term expires: May 3, 2026

PLAN COMMISSION: Laurie Gregor, re-appointment, Term expires: April 30, 2024

PARKS AND REC COMMITTEE: Meghan Salmon-Tumas, re-appointment, Term expires: April 30, 2024

BOARD OF ZONING APPEALS: David Siegler, First Alternate, replacing Betty Harnisch,
Term expires: July 13, 2024

Council Committee Appointments: All terms expire on April 19, 2022

ECONOMIC DEVELOPMENT-REVOLVING LOAN FUND ADVISORY BOARD-

Charles Ortman

HARBOR COMMISSION- Dick Pufall

HISTORIC PRESERVATION- OPEN

HOUSING AUTHORITY- Elizabeth Franek

HOUSING COMMITTEE- Ana Tochtermann/Anne Whiting

MUNICIPAL LIBRARY BOARD- Sarah Jackson

PARKS AND REC COMMITTEE- Kevin Haas

PLAN COMMISSION- Eric Lindell

PUBLIC WORKS COMMITTEE- Jackie Moore

SOURCE WATER PROTECTION COMMITTEE- Charles Ortman

SUSTAINABILITY COMMITTEE- Laura Graf

BOARD OF ZONING APPEALS- Anne Whiting

Haas moved, seconded by Lindell to approve the appointments. The motion carried
unanimously by voice vote.

7. CONSENT AGENDA

- A. Approve Moment of Silence or Invocation as Required by Chapter 51.06 Ashland City Ordinances** *(Mayor)*
- B. Reaffirmation of Resolution 16549 Accepting the Nine Tools of Civility Concerning Conduct of the Common Council and Committee of the Whole** *(Mayor)*
- C. Approval to Apply for a Wisconsin Department of Natural Resources Recreation Trails Program (RTP) Grant for Improvements to the Ashland Rails to Trails System** *(Parks)*
- D. Approve an Application for a Temporary "Class B" Retailer's License for Mary McPhetridge, Ashland Area Chamber of Commerce** *(Clerk)*
- E. Approve to Amend Various Chapters within the City of Ashland Code of Ordinances to Correct Grammatical and Numerical Discrepancies** *(Clerk)*
- F. Approve to Accept the 2021 Community Development Block Grant (CDBG) CLOSE Award for Reconstruction of 6th Street East from 13th Avenue East to 19th Avenue East** *(Planning)*

- G. Approve to Apply for a Wisconsin Department of Natural Resources Land and Water Conservation Fund (LWCF) Program Grant for the Ashland Oredock Redevelopment: Diamond Access and Pedestrian Access (*Parks*)**

H. Miscellaneous Meeting Minutes

Lindell moved, seconded by Moore to approve the Consent Agenda. The motion passed unanimously by voice vote.

8. NEW BUSINESS

- A. Approve to Amend Chapter 889 Transient Merchants, Solicitation in Residential Neighborhoods, and Mobile Concession Street Vendors, Ashland City Ordinances (*Clerk*) Roll**

Haas moved, seconded by Moore to approve. The motion passed unanimously by roll call vote.

- B. Approve a Resolution to Designate the Authorized City of Ashland Signatories for the Bankers Life and Casualty Insurance Company (*Treasurer*) Roll**

Franek moved, seconded by Pufall to approve . The motion passed unanimously by roll call vote. FILE #17623

- C. Approve Change Order #7 & #8 from Nasi Construction LLC for Construction of a New Police Station at 414 11th Avenue West (*Public Works*) Roll**

Kucera asked to remove Change Order #8 from the vote as the adjusted amount did not require Council approval. Lindell moved, seconded by Ortman to approve Change Order #7 from Nasi Construction LLC for the adjusted amount of \$139,476.70. The motion passed unanimously by roll call vote.

- D. Approve to Award Contract to Northern Interstate Construction, Inc. for the Waterfront Access Road Project (*Public Works*) Roll**

Moore moved, seconded by Haas to approve to award the contract to Northern Interstate Construction, Inc for the amount of \$342,814.15 which includes contingency. The motion passed unanimously by roll call vote.

- E. Approve to Allocate Funds to TID #9 for Professional Services to Complete a Traffic Impact Analysis and Design of Highway 2 Center Turn Lane for Site Access (*Planning*) Roll**

Pufall moved, seconded by Ortman to approve allocate \$9,800 from the General Fund to TID #9 for professional services. The motion passed unanimously by roll call vote.

- F. Approve Contract with Wetlands and Waterways, LLC for Wetland Monitoring Services (*Planning*) Roll**

Lindell moved, seconded by Haas to approve the contract with Wetlands and Waterways, LLC for \$6,500. The motion passed unanimously by roll call vote.

- G. Approve Contract with Premier Prairie and Wetland Restorations, LLC for Required Wetland Mitigation Bank Vegetation Management (*Planning*) Roll**

Pufall moved, seconded by Jackson to approve the contract with Premier Prairie and Wetland Restorations, LLC for \$6,500. The motion passed unanimously by roll call vote.

H. Approve a Resolution Designating Signing Proposed Amended Boundaries and Approving a Project Plan Amendment for Tax Incremental District No. 10, City of Ashland, Wisconsin (Planning) Roll

Pufall moved, seconded by Haas to approve the resolution. Sean Lentz of Ehlers was available for a quick presentation. The motion passed unanimously by roll call vote. FILE #17622

I. Approve a Development Agreement with El Tarasco, LLC for Commercial Redevelopment of the Timeless Timber Site (Planning) Roll

Franek moved, seconded by Tochtermann to approve the development agreement with El Tarasco LLC with an amendment to Section C, 3. Green Infrastructure, to state "....shall include...." versus "...shall make its best efforts..." Attorney Max Lindsey was available for legal discussion and questions. The motion passed unanimously by roll call vote.

9. ADJOURNMENT

Lindell moved, seconded by Pufall to adjourn, and was passed unanimously by voice vote.

Respectfully Submitted,

Denise Oliphant,
City Clerk

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COMMITTEE OF THE WHOLE MEETING MINUTES

The Common Council of the City of Ashland will meet as the Committee of the Whole on **April 20, 2021** immediately following the City Council meeting which begins at **5:30 PM** in the Ashland City Hall Council Chambers.

The following items will be considered:

1. Roll Call

The Tuesday, April 20, 2021 City of Ashland Committee of the Whole Meeting was called to order by Council President Kevin Haas at 7:15 p.m. via GoTo Meetings.

PRESENT: Laura Graf, Sarah Jackson, Anne Whiting, Ana Tochtermann, Eric Lindell, Kevin Haas, Charlie Ortman, Elizabeth Franek, Dick Pufall, Jackie Moore.

ABSENT: Holly George

ALSO PRESENT: Mayor Deb Lewis, City Administrator Brant Kucera, City Clerk Denise Oliphant

2. Council President's Report

Council President Kevin Haas congratulated the newly elected Councilors and explained the process of the Committee of the Whole and how items to be discussed get onto the agenda.

3. Administrator's Report

City Administrator Brant Kucera congratulated and welcomed new and returning Councilors. The police facility continues to be ahead of schedule with June being a potential general completion date. Kucera mentioned his intention for strategic planning during the upcoming year, involving the Council, Staff, and the public. A selection committee chose a consultant after interviewing three applicants, and will bring this to Council's next agenda for approval. Kucera gave a COVID related update in the area.

4. Approval of Agenda

Pufall moved, seconded by Lindell to approve the agenda, and was carried unanimously by voice vote.

5. Discussion Items

- A. Discussion and Possible Action Regarding the Emergency Order as it Pertains to Chapter 201.35 Face Covering Requirements during the COVID-19 Pandemic, Ashland City Ordinances, as Allowed per Resolution 17582, Approved by Council in July 2020

After much conversation and discussion, it was a general consensus of Council and staff to not lift the emergency order for a mask requirement in the area. Pufall moved, seconded by Tochtermann to continue support of the ordinance. In clarification, the motion was rescinded. Tochtermann moved, seconded by Pufall to maintain the status quo as recommended by the CDC. Lindell offered a friendly amendment to direct staff to come up with metrics in parallel with the CDC guidelines. This motion failed without a second. Council approved unanimously by voice vote to maintain the status quo.

6. Adjournment

Graf moved, seconded by Pufall to adjourn, and was passed unanimously by voice vote.

Respectfully Submitted,

Denise Oliphant,
City Clerk

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CITY OF ASHLAND BOARD OF CANVASS MEETING

Monday, April 12, 2021, 9:00 A.M.

Ashland City Hall Chambers

The meeting was called to order at 9:00 a.m. to canvass the results of the April 6, 2021 Spring Election.

PRESENT: Eric Erickson, Virginia Quay, Chelsea List, Clerk Denise Oliphant

PROVISIONAL BALLOTS: There were no provisional ballots to be reconciled. (EL-106P completed)

REVIEW OF TABULATOR RESULTS TAPES: The DS200 Tabulator machine tapes were reviewed. Tally sheets (EL-105) were marked as votes were read. It was noted that all vote totals were identical to that of the Election night tally sheets.

REJECTED BALLOTS: There were no rejected ballots.

DEFECTIVE BALLOTS: There were no defective ballots.

OBJECTED BALLOTS: There were no objected ballots.

SUMMARY STATEMENT OF THE MBOC: The Summary Statement (EL-106) was completed to reflect all votes for Alderperson in Wards 2, 4, 6, 8 and 10.

TABULAR STATEMENT OF VOTES CAST FOR ALDERMAN: The Tabular Statement of Votes Cast (EL-106) reports for were completed. Following are the results:

<i>Ward</i>	<i>Alderperson</i>	<i>No of votes</i>
2	Laura Graf	46
4	Anne Whiting	158
6	Eric Lindell	82
6	Elise Kehle	35
8	Charles Ortman	83
10	Emerson Ziehr	31
10	Dick Pufall	68

CERTIFICATION OF BOARD OF CANVASSERS: The Board of Canvass signed the Certification of the Board of Canvassers (EL-106) for the City of Ashland Spring Election on April 6, 2021 reflecting the winning candidate of each ward.

ADJOURNMENT: The meeting was adjourned at 9:45 a.m.

Respectfully,

Denise Oliphant
City Clerk

**THE ASHLAND ORE DOCK CHARITABLE TRUST
BOARD OF TRUSTEES MEETING MINUTES
Ashland Oredock Charitable Trust
Thu, Nov 12, 2020 8:00 AM - 8:45 AM (CST)**

Expected Meeting Outcomes:

- Approval of a the final payment to Market and Johnson for the Ashland Oredock Phase 1 Improvements
 - Approval of a reimbursement to the City of Ashland for Oredock Expenses

I. Call to order.

- a. Roll Call.
 - a. Present: John Beirl , Gary LaPean, Deb Lewis, Jean Ronning, Megan McBride, Dawn Rivard, Holly George, Sara Hudson, and Ed Monroe
 - b. Excused:
- b. Agenda discussion / modification/approval
 - a. Motion by Monroe, Second by George. All in favor.
- c. Approval of Minutes – September 23, 2020 Minutes
 - a. Motion by Monroe, Second by George. All in favor.

II. Citizens wishing to address the board on agenda items.

III. Financial Updates

- a. President Beirl
 - i. Beirl stated he set up the new (approved) money market account at Chippewa Valley Bank. In order to activate it, Monroe, Lewis, and LaPean need to stop by NSB and sign. There has been on withdrawals or deposits into the existing accounts.

IV. Project Updates

- a. Phase 1: Overlook
 - i. Hudson reviewed the work that has been completed on Phase 1: Overlook. Monroe asked if the “holes” will stay as they are. Hudson explained that they will be planted with native seed next spring and that they needed to be dug out for the installation of the Ore chute when that is complete.
- b. Phase 1: Diamond Access
 - i. The City is waiting for one more grant to be approved, the 2019 DNR Stewardship Grant, that is now back in the hands of the JFC. The City is expecting to go out to bid on the project in 2021 and construction to be in 2022. If all grants get awarded, the project is ~\$300K short. City staff will work to fill this gap.
- c. Phase 2: Stuntz Gateway
 - i. This phase of the project is at the 30% mark and that is where it will stay until 2022 with a construction estimate of 2023. McBride stated that Planning and Development have spoke with homeowner about the acquisition of their property in the future to allow Stuntz to connect with

Hwy 2 and create clean sight lines. McBride also stated that the upland planning process will be in 2022.

V. Business Items

- a. Discussion and approval of a the final payment to Market and Johnson for the Ashland Oredock Phase 1 Improvements

Beirl stated that this project looks good. Rivard asked if we do want to close out the project and that we are satisfied with the work. Hudson explain that the project met the engineers expectations and the contractor had to redo the fabrication of the bridge. Motion to approve by Monroe, second by LaPean. All in favor.

- b. Discussion and approval of a reimbursement to the City of Ashland for Oredock Expenses

No discussion. Motion by Monroe to approve the reimbursement, second by LaPean. All in favor.

VI. Comments/Questions

- a. None

VII. Next meeting date.

- a. TBD

IIIX. Adjourn.

Meeting adjourn by George, second by LaPean 8:25am.

City of Ashland – Source Water Protection Committee Meeting

Wednesday, September 16 2020, at 3:00 p.m.

GoTo Meeting

Agenda Item 1: Roll Call

Present: Brant Kucera, City Administrator- City of Ashland, John Butler, Public Works Director- City of Ashland, Andrew Aslesen, WI Rural Water Association, Charlie Ortman, Ashland County Commissioner, Matt Hudson Northland College, Matt Jacobson WI DNR, Chanz Green, Utility Manager- City of Ashland, Mary Dougherty- Bayfield County, Lissa Radke, UW Extension

Absent: Deb Lewis, Mayor- City of Ashland, Wahsayah Whitebird, Ashland City Council, Melis Arik, Bad River Tribe, Kevin Brewster, Superior Rivers Water Association

Also Present: Sarah Szymaniak, City of Ashland Deputy Clerk

Agenda Item 2: Review of Draft Source Water Protection Plan (SWPP)

Members were encouraged to send suggestions, edits, and additional information to Butler or Aslesen, especially if members have expertise in the area. Radke suggested edits that included developing a concise summary with clearly assigned responsibilities, actions, and timelines.

Next steps for the draft were identified. Included was determining how the committee is going to address the multi-jurisdictional impacts from Bayfield and other neighboring counties, how the committee will communicate with and incorporate tribal government and county staff, and how to incorporate existing county-level plans in the SWPP execution.

Agenda Item 3: Source Water Protection Plan Implementation

a. Sanitary Sewer Overflow/Inflow and Infiltration Reduction

Butler and Green gave an overview of the investigative work, repairs, and maintenance the City has done on the sanitary system in the past two years.

b. Public vs. Private I&I

Butler shared that the City has been focusing on the public sources of I&I and that addressing private sump pumps and laterals has been a future goal. Butler answered various questions pertaining to City work and jurisdiction on public and private I&I sources. The Committee discussed the implementation of simultaneous private lateral replacement during City maintenance and repair. Butler suggested researching other communities who have implemented simultaneous public and private repair. Ortman suggested a public information campaign that illustrates the need for new laterals. Butler emphasized that I&I is just one aspect of source water protection.

c. Hazardous Materials Reductions

Moved to future meeting

d. Urban Sources

Moved to future meeting

Agenda Item 4. Army Corp of Engineers Section 154 Funding

Moved to future meeting

Agenda Item 5. Items of Interest for Future Meetings

- Hazardous Materials Reductions
- Urban Sources
- Timeline for drafts of the protection plan
- Outreach and community plan from League of Women Voters Committee
- Improve section 6: Outline for how to promote source water protection and share with the public

Meeting adjourned at 4:17 pm

Agenda Item 6. Future Meeting Dates

a. January 21, 2021

City of Ashland – Source Water Protection Committee Meeting

Thursday, January 21, 2021 3:00 – 4:30 pm

GoTo Meeting

Agenda Item 1: Roll Call

Present: Brant Kucera, City Administrator- City of Ashland, John Butler, Public Works Director- City of Ashland, Andrew Aslesen, WI Rural Water Association, Matt Hudson Northland College, Matt Jacobson WI DNR, Chanz Green, Utility Manager- City of Ashland, Mary Dougherty- Bayfield County, Lissa Radke, UW Extension, Shelly Ray, Public Works Engineering Intern, Kevin Brewster, Superior Rivers Water Association, Matt Hudson, Melis Arik, Bad River Tribe Water Resources Specialist

Absent: Deb Lewis, Mayor- City of Ashland, Wahsayah Whitebird, Ashland City Council, Charlie Ortman, Ashland County Commissioner

Also Present: Sarah Szymaniak, City of Ashland Deputy Clerk

Agenda Item 2: Approval of Previous Meeting Minutes

Agenda Item 3: Draft Source Water Protection Plan (SWPP)

- a. Revisions and Input on Section 7.2.2 City of Ashland Sanitary System Load Reductions**
- b. Revisions and Input on Section 7.2.3 Sanitary Sewer Overflow/Inflow and Infiltration Reduction**

Committee members gave positive feedback to the recent revisions. The SWPP working draft is a shared google document that all committee members can access and edit. Reach out to John if you do not have the link. John Butler and Andrew Aslesen welcome collaboration and edits.

Agenda Item 4: Source Water Protection Plan Implementation

a. Public vs. Private I&I

Butler shared that Public Works is proposing an ordinance that requires the replacement of private sewer laterals sections when the City replaces City sewer mains. Council and Public Works is working to determine how to finance the replacements.

The City has an informal inspection process of inspecting and enforcing residential cross connections (ie downspouts draining directly into sewer, sump pumps pumping directly into sewer). The best-case scenario is for water to be dispersed over grass/vegetation over a long period of time. Committee members spoke of the importance of educating, informing, and encouraging the public to use methods that do not illegally discharge into sewer mains. Methods include rain gardens, retention ponds, and rain barrels. The City already facilitates a popular rain barrel program.

b. Urban Nonpoint Sources of Pollution

Committee members discussed various aspects of urban nonpoint sources of pollution (i.e roadway runoff, impervious surface runoff). Best practices for stormwater management were discussed. Currently the City does not have an annual maintenance plan that considers jetting (cleaning) storm sewer mains and catch basins, nor does the SWPP instruct the City on best practices. The City sweeps the streets about 1 every 10 days in the summer, which helps keep the streets tidy. Jacobson suggested to include City-owned retention basins in best practice maintenance plan. Other discussion included an “adopt a storm drain” program, where the public agrees to clean out a sewer grate on their own.

Jacobson recommended reviewing the City of Superior for stormwater protection best practices – he will reach out for details from them.

Aslesen agrees basic maintenance is a good idea. Section 7.3 of the SWPP could start with improving basic maintenance and current infrastructure, and then could include other ideas for the next step. Aslesen thought there was room for both approaches. Other basic management practices were discussed, such as enforcing illicit discharge via local ordinance and developing guidelines that mimic DNR permits to follow best practices. Butler will bring a draft of a basic maintenance report to the next meeting.

Radke suggested gathering all BMPs, state laws, municipal ordinances and adding them to the SWPP.

Agenda Item 5. Items of Interest for Future Meetings

a. Road Salt Usage

Road salt usage guidance is currently missing in the SWPP. Butler stated that if a committee member or members takes this on, would lend a different perspective than John’s biased point of view as Public Works director.

Radke mentioned WI Salt Wise. The SWPP could link to their initiatives, website, and/or resources. Jacobsen mentioned that there are trainings available on effective, efficient salt use. Kucera did not support banning road salt from Ashland for safety reasons.

Agenda Item 6. Items of Interest for Future Meetings

- Welcome participation/edits from Committee knowledge base.
- City contingency plans

Agenda Item 7. Future Meeting Dates

- a. February 18th, 2021 at 3:00 pm.**

Lloyd Orensten called the Airport Commission meeting to order at 4:30 p.m., February 25, 2021.

AGENDA ITEM 1: Roll Call

Present: Lloyd Orensten (Commissioner Chair), Tom Bouchard, John Coffey, Rick Korpela, Richard Huber

Absent: None

Excused: None

Also Present: Bill Moore (Airport Manager) Richard Pufall (Ashland County Board Chair), Clark Schroeder (County Administrator)

AGENDA ITEM 2: APPROVAL OF MINUTES (December 17, 2020)

A motion was made by Bouchard, seconded by Huber, to approve the December 17, 2020 meeting minutes. The motion passed unanimously.

AGENDA ITEM 3: CITIZEN PARTICIPATION PERIOD

None.

AGENDA ITEM 4: COMMISSION ITEMS

→ 100LL Storage Tank Fuel Farm

Moore will be discussing the capital improvement plan for the next ten years with the Bureau of Aeronautics on March 1. There are numerous ongoing tank and tank equipment issues that Moore hopes to address with the Bureau, including exploring funding and prioritizing repairs.

→ SRE Update

New equipment will arrive in about 2 months. Current equipment is facing some minor mechanical issues.

→ 100LL Sump Installation

Installation is on schedule. Moore will have more updates after March 1 Bureau meeting.

→ BOA Sponsor Meeting (March 1, 2021)

AGENDA ITEM 5: Airport Manager's Report

Certain runway lights, currently failing, will be working the next day. Moore is hoping to get the status on the parts for the spool for the 100LL Storage Tank during the Bureau meeting. Moore bought a new fuel ladder for the tank.

AGENDA ITEM 6: Approval of Bills

The list of bills was presented by Moore. The total amount of the bills came to \$19,158.96.

AGENDA ITEM 7: SET NEXT MEETING DATE

The next Airport Commission meeting will be held April 22, 2021 at 4:30, at JFK Airport.

AGENDA ITEM 8: ADJOURNMENT

A motion was made by Bouchard, seconded by Korpela, to adjourn. The motion passed unanimously.

Minutes respectfully submitted by Sarah Szymaniak

City of Ashland – Sustainability Committee Meeting Minutes

A meeting of the Ashland Sustainability Committee was held on **Thursday, January 28, 2021 at 6:00 p.m.** via GoToMeeting.

Committee Members Present: Dale Kupczyk, Lissa Radke, Cheyanne Reeves, Parker Sterling

Committee Members Absent: Tamara Sylte, Kate Ullman, Jessica Eckhardt

Staff Present: Megan McBride

Megan McBride opened the meeting at 6:00 p.m.

Agenda

1) Consent Agenda

Motion to approve the agenda by Dale Kupczyk, seconded by Cheyanne Reeves. Passed unanimously.

2) Approval of Minutes .

Motion to approve the minutes from the December 17, 2020 Sustainability Committee meeting by Dale Kupczyk, seconded by Cheyanne Reeves. Passed unanimously.

3) Public Comment (non-agenda items)

None.

4) Projects/Discussions

a) Discussion of potential waterfront native plantings project

Megan McBride introduced the topic of designing a native plantings project in strategic waterfront areas which could primarily be maintained through volunteer labor. She suggested that the City could apply for funding through the Duluth Superior Area Community Foundation to hire a consulting firm to design the planting areas and ongoing maintenance plan. Then, implementation of the plan would rely on volunteer coordination and labor, and would not require staff to be experts in native plantings and green infrastructure. She said that the Sustainability Committee and Main Street Board would be good resources for volunteer recruitment, particularly for a project to take place at the 6th Avenue beach. She also suggested that a community event/volunteer day be incorporated into the plan to promote involvement and educational opportunities.

Lissa Radke said she supported this idea, and particularly liked the way it would incorporate several sustainability goals including water quality, mowing reduction, and public engagement. She offered that she would volunteer to help with ongoing management and volunteer recruitment.

Parker Sterling also voiced support for this concept, and recommended engaging local Master Gardeners as well as businesses in this effort. The median strip by Maslowski Beach near the welcome sign was identified as another prime location to promote both water quality and visibility of native plantings.

Lissa Radke also suggested that Northland College faculty and students may be interested in partnering during the planning and/or implementation phases. She did raise the potential issue of access to water while plants are getting established, so this is a consideration to keep in mind and could possibly be included within the grant proposal.

Dale Kupczyk pointed out that City Public Works staff has equipment for watering the hanging baskets on Main Street, which could potentially be used if watering is needed to help establish plantings.

Parker Sterling pointed out that the plants selected should be resilient and have little watering demands, which a consultant could identify for the City.

Motion to proceed with developing a plan for a strategic native plantings project by Lissa Radke. Seconded by Dale Kupczyk. Passed unanimously.

b) Updates and discussion on Green Tier Legacy Community (GTLC) reporting updates

Megan McBride explained that the City is a member of the Green Tier Legacy Communities network through the Wisconsin Department of Natural Resources. The GTLC network is made up of sustainability professionals from a variety of Wisconsin cities and counties. The City is responsible for completing annual reporting as part of its involvement in the program, and the existing reporting matrix was shared in the committee packet. McBride updated the committee that she is co-chair of a GTLC subcommittee which is focused on revising the reporting for the program. The purpose of these revisions will be to update the recommended tasks based on current best practices, develop measurable metrics where possible, and make reporting more meaningful for communities in tracking their sustainability progress.

It was determined that the past spreadsheet, as well as current draft of the updated reporting framework will be sent out for discussion at the next meeting. It was also suggested that the Sustainability Committee receive quarterly reports on activities related to scoresheet goals and metrics.

5) Announcements/Reports/Comments/Questions

a) Update on City solar

Megan McBride updated the committee that the first City-owned solar array has officially been installed on the new Police Station building. This is a 34kW system, which is anticipated to offset approximately 45% of the overall energy use of the station. The energy production will be able to be tracked in real time, and will be displayed in the lobby as an educational tool as well.

6) Adjournment

Motion to adjourn by Parker Sterling. Seconded by Dale Kupczyk. Passed unanimously.

Meeting was adjourned at 7:05 p.m. Minutes done by Megan McBride

City of Ashland – Sustainability Committee Meeting Minutes

A meeting of the Ashland Sustainability Committee was held on **Thursday, February 25, 2021 at 6:00 p.m.** via GoToMeeting.

Committee Members Present: Dale Kupczyk, Lissa Radke, Cheyanne Reeves, Kate Ullman

Committee Members Absent: Tamara Sylte, Jessica Eckhardt, Parker Sterling

Staff Present: Megan McBride

Megan McBride opened the meeting at 6:00 p.m.

Agenda

1) Consent Agenda

Motion to approve the agenda by Kate Ullman, seconded by Dale Kupczyk. Passed unanimously.

2) Approval of Minutes

Minutes from the January 28, 2021 meeting tabled to next meeting.

3) Public Comment (non-agenda items)

None

4) Projects/Discussions

a) Discussion of partnership on Earth Day event

Megan McBride asked if committee members were aware of any Earth Day celebrations planned for 2021, or had ideas on how the City could promote Earth Day while abiding by local public health directives related to COVID-19.

Lissa Radke informed the committee that UW-Extension will be doing a series of virtual activities and events for an “Earth Month” in April.

Kate Ullman suggested the City reach out to Northland College to discuss partnership on some type of event or educational campaign. She also suggested it would be timely to share the wonderful materials created last year by the City’s AmeriCorps Service Members.

It was suggested that the City do daily social media postings throughout the month of April to celebrate Earth Day throughout the month and share information on a variety of sustainability topics. Topics suggested included:

- Information about the City’s 25 x 25 Plan;
- Education about International Dark Skies Association recommendations;

- The information compiled by the AmeriCorps Service Members about the impacts of pet waste and water quality;
- Information on community recycling through Eagle Waste;
- Updates about the Source Water Protection Committee;
- An overview of the St. Claire reconstruction project, and other major public works projects which will have positive impacts on Inflow and Infiltration (I&I);
- Publicizing volunteer opportunities such as the “Adopt a Storm Drain” program and future beach clean-ups; and
- Hazardous waste disposal resource.

It was determined that the Planning Department would work with the Parks and Recreation Department to compile a list of posting topics.

b) Continued updates and discussion of Green Tier Legacy Community reporting changes

Megan McBride asked for feedback from the committee regarding priority goals and metrics that they feel should be included in the revised Green Tier Legacy Community scoresheet. This scoresheet will be used to annually report and track progress on a variety of sustainability topics.

Topics identified by committee members for prioritization in the scoresheet revision process included:

- Tracking both City-facility and community-wide emissions, which will help measure progress on the 25 x 25 Plan, allow the City to quantify annual cost savings, and facilitate more transparent communication to the public about community energy goals;
- Require new City buildings to meet energy efficiency standards;
- Implement a sustainable purchasing policy;
- Reduce mowing in public parks, and replace with native plantings; and
- Quantify and promote free yard waste drop-off at Public Works.

The committee will continue to review the draft goals and metrics at a future meeting.

5) **Announcements/Reports/Comments/Questions**

a) Updates on waterfront native plantings and impervious surface coverage project partnership with Northland College

Megan McBride updated the committee about a partnership with an Advanced Community Planning class at Northland College to organize native plantings in strategic locations within City parks. The students, Cameron Kadlubowski and Chue Lee Change, will be preparing a report with recommended planting locations, a framework for next steps in implementation, and ideas for a community volunteer event of some kind to engage the public around native plantings and green infrastructure. The City will be applying for a grant through the Four Cedars Environmental Fund through the Duluth Superior Area Community Foundation to support this project.

b) Updates on waterfront zoning and Unified Development Ordinance (UDO) standards

Megan McBride updated the committee about the progress of waterfront zoning and code updates. At this time the consultants are primarily focusing on zoning

consolidation and updates, but they will engage the Sustainability Committee for feedback when they begin to focus on landscaping and green infrastructure code updates. The underlying intent of these updates will be to incentivize and allow green infrastructure in new private developments, and create clearer connection between the City's landscaping and stormwater management standards.

6) Adjournment

Motion to adjourn by Kate Ullman. Seconded by Dale Kupczyk. Passed unanimously.

Meeting was adjourned at 7:02 p.m. Minutes done by Megan McBride

SUBJECT: Approve a Contract with Managing Results, LLC as a Strategic Planning Consultant for the City of Ashland (*Administrator*) Roll

RECOMMENDATION: Approve

DEPARTMENT OF ORIGIN: Administrator

CLEARANCES: Administrator

EXHIBITS:

1.	City of Ashland, WI RFP for a Strategic Planning Consultant from Managing Results, LLC
2.	City of Ashland Strategic Planning Consultant RFP

EXPENDITURES REQUIRED: \$ 19,662

AMOUNT BUDGETED: \$ 20,000

**APPROPRIATION
REQUIRED:** NA

**TREASURER'S
CERTIFICATE:** The Treasurer's Office has certified on May 2, 2021 that Managing Results, LLC is in compliance with the provisions of Ordinance 923.10 Ashland City Ordinances.

COMPLIANCE WITH ORD. 51:

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN:

SUMMARY STATEMENT:

The City advertised for RFP's for strategic planning services at the end of March and we received six (6) proposals. A selection committee that included the City Administrator, City Clerk, Public Works Director and Human Resources Director scored the proposals and three (3) firms were selected to interview.

The interview process took place on April 27th and it was agreed that Managing Results LLC was the preferred facilitator of the selection committee. Their proposal is attached.

The cost of the strategic planning as proposed is \$19,662 with the ability to add optional services for an additional fee. However, the basic services met the requirements of the RFP guidance.

Work would begin in June with a series of focus groups done remotely. The City will be undertaking a community survey to inform the process of citizen priorities and integrated into the findings of the focus groups.

Find yourself next to the water.



City of Ashland, WI

Request for Proposals (RFP) for a Strategic Planning Consultant

Submitted: March 24th, 2021

Submitted By:

Managing Results, LLC (MR)
203 Tomichi Trail
Gunnison, CO 81230
865-567-5192

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Letter of Interest

Denise Oliphant, City Clerk
City of Ashland, WI
601 Main Street West
Ashland, WI 54806

Dear Ms. Oliphant,

Managing Results, LLC. (MR) respectfully submits this proposal in response to the City of Ashland's Request for Proposals (RFP) for a Strategic Planning Consultant.

MR (formerly known as Weidner) was established in 1998 by Marv Weidner and is a firm founded on strategic planning and performance management concepts that are used by local governments, large and small, across the nation. These tools and approaches were developed by Mr. Weidner, who served as the Director of Policy and Strategic Planning for the State of Iowa. Created out of a strategic and operational government environment, our services are delivered and continuously refined by the most senior and most successful team in this field.

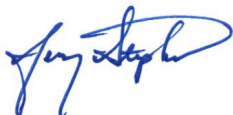
MR Consultants include some of the nation's foremost experts on jurisdictional and departmental strategic planning, performance measurement and performance budgeting. With successful experience working at the local, state and federal levels of government, the MR team provides unparalleled experience and the ability to respond quickly to the needs of MR's exclusively government customers. Local governments across the country are currently working with MR to create meaningful, actionable strategic plans in a targeted, cost effective way. In all these cases, the processes and products are embedded in the governments' organizational operations.

MR understands that the City of Ashland wishes to develop a customer-focused and results-based Citywide Strategic Plan. The City desires a Strategic Plan that goes beyond general statements of good intention to reflect the community's values, address emerging trends and issues and ultimately deliver results through local action. The City wants a Strategic Plan that provides direction that Departments and the Community can count on and specific, measurable results that the community can expect to experience as a consequence of City services.

MR's strategic planning framework supports the dynamic needs of government officials, executives and staff. The practical methodology and comprehensive training and capacity building services characteristic of MR projects are keys to our customers' success – and help to ensure the planning approach is still in continued use years after the initial Strategic Planning process is complete. MR appreciates the opportunity to provide the City of Ashland with a proposal for Strategic Planning Services.

After more than 23 years of successfully delivering results for our customers, MR stands ready to partner with the City of Ashland to help ensure its continued success. If you have any questions, please do not hesitate to let us know.

Sincerely,



Jeremy Stephens, Vice President of Development and Operations
(865) 567-5192
jstephens@managing-results.com

Summary of Qualifications, Experience and Availability

Introduction

Managing Results, LLC (formerly known as Weidner, Inc.) was founded in 1998 by Marv Weidner following more than 20 years of successful leadership in Iowa State government. From 2000 to 2012, the firm was located in Austin, Texas. In 2012, Marv and his late wife Marty Weidner moved to the Gunnison Valley in Southwest Colorado and rebranded the organization as Managing Results, LLC. (MR).

Over the past 23 years, MR has:

- Assisted over 100 entities - all levels of governance – military, federal, state, city, county, tourism and various tax supported not-for-profits (see <http://managingresults.com>),
- Facilitated 35 organization-wide strategic plans,
- Developed Department Strategic Plans for over 1,800 departments and agencies,
- Provided Performance Budget design and implementation services to departments and agencies that annually budget over \$37 Billion connected to customer results,
- Facilitated customers' alignment and integration of individual performance with operational performance to successfully implement the organization's Strategic Plan and enhance morale, productivity and overall success,
- Assisted our organizational customers in change management related to implementing their Strategic Plans,
- Assisted our customers in delivering the communications necessary to implement these significant changes in their organization and tell their story of impact.

MR's strategic planning framework supports the dynamic needs of government officials, executives and staff – it is replicable, scalable and sustainable. MR's tools have been continuously refined to help governments articulate their desired results with uncommon clarity. MR customers are able to successfully use Strategic Plans, Implementation Plans, performance measurement and reporting with a degree of consistency and scalability that enables decision-makers to make important trade-off choices in complex political environments – within budget restrictions.

Our engagements include large and complex governments such as Maricopa County, AZ, City of Austin, TX, the District of Columbia, US Forest Service, Oklahoma City, OK, City of Long Beach, CA, Nashville/Davidson County, TN, Chester County, PA and smaller governments like Gahanna, OH, Gunnison County, CO and Cannon Beach, OR.

MR customers use our methodologies to satisfy GFOA's standards of Performance Management, federal Government Performance and Results Acts (GPRA) requirements, Governing Magazine's Government Performance Project (GPP) criteria, and International City/County Management Association's (ICMA's) standards for performance management. Our goal is to provide our customers with the best Strategic Plan possible – one that reflects their organizational culture and goals.

The heart of the approach developed by MR over the past 23 years is to help our customer organizations get focused on results for customers and stay focused in everything they do on those results until they are achieved. Much of MR's work has focused on partnering with local Cities and Counties to help them develop customer-focused results-oriented Strategic Plans that make a difference.

Links to Representative Projects

Below is a listing of projects where MR has provided similar services to those requested in the RFP. Where organizational links are available, they have been provided below:

1. ADAMH Board of Franklin County, OH --- <http://www.adamhfranklin.org/about-us/managing-for-results/>
2. Arvada, CO --- <https://arvada.org/government/focus>
3. Austin Office of Sustainability, TX
4. Baldwin County, AL --- https://baldwincountyal.gov/docs/default-source/announcements-folder/baldwin-county-commission-strategic-plan.pdf?sfvrsn=7ef7730b_2
5. Cannon Beach, OR --- https://www.ci.cannon-beach.or.us/sites/default/files/fileattachments/planning/page/931/strategic_plan_final.pdf
6. Chester County, PA --- <http://chesco.org/index.aspx?NID=504>
7. Clackamas County, OR --- <http://www.clackamas.us/performance/>
8. CLUB 20
9. Colorado Water Quality Control Division
10. El Paso, TX
11. Federal Highway Administration
12. Franklin County, OH
13. Gahanna, OH --- <http://gahanna.gov/departments/finance/goforwardgahanna.aspx>
14. Grand County, CO
15. Gunnison, CO
16. Gunnison County, CO --- <https://www.gunnisoncounty.org/172/Strategic-Planning-and-Performance>
17. Gunnison-Crested Butte Local Marketing District & Tourism Association
18. Hamilton County, OH
19. Hawaii (Office of Hawaiian Affairs)
20. Interstate Oil and Gas Compact Commission
21. Jackson County, MO
22. Key Biscayne, FL
23. Las Cruces, NM --- <http://www.las-cruces.org/DocumentCenter/View/961/Strategic-Plan-PDF>
24. Las Vegas, NV
25. Long Beach, CA
26. Maricopa County, AZ
27. Moffat County, CO
28. Montrose, CO
29. Mt. Crested Butte, CO
30. National Aeronautics and Space Administration (NASA)
31. Natural Resource Conservation Service
32. North Dakota Dept of Health and Human Services, ND
33. Office of Hawaiian Affairs, HI --- <http://www.oha.org/strategicplan>
34. Ohio (Attorney General's Office)
35. Oklahoma City, OK --- <https://www.okc.gov/departments/finance/performance-data>
36. Oklahoma Division of Oil and Gas Regulation, OK
37. Oregon State Sheriffs' Association
38. Park University, Parkville, MO
39. Pension Benefit Guaranty Corporation
40. Pinal County, AZ
41. Port of Long Beach, CA
42. Riverton City, UT

43. Saguache County, CO
44. Savannah, GA --- <https://www.savannahga.gov/2468/Savannah-Forward-Strategic-Plan>
45. Sheriff's Office of Pinellas County
46. Smithsonian Institution
47. United States Forest Service
48. United States Marine Corps
49. United States Navy, Japan

Outstanding Characteristics of the Organization

✓ **A Customer-Focused Strategic Plan**

Working with MR, Cities and Counties create Strategic Plans that are focused on measurable results for customers, including timelines for achieving the target. Most Strategic Plans are best characterized as 'general statements of good intentions'. Most strategic plans are more like hoping for results, rather than managing for results.

Traditional strategic plans lack a clear customer focus and often are written in terms of what the government will DO rather than what the customer will Experience - thus the Plan is (often unconsciously) talking about the organization rather than customers. MR's methodology, known widely as Managing for Results, can be characterized as the 'relentless pursuit of clarity'. Strategic Plans developed with MR's approach leave no doubt about what the City's Strategic Priorities are and what Strategic Goals or experiences the City expects to create for the customers of City services.

MR's approach provides elected officials the ability to both communicate clearly with constituents and provides clear direction to City Departments and staff. An MR facilitated Strategic Plan will communicate with unmistakable clarity that the City is on purpose and focused on results for customers.

MR's approach leads directly to Implementation Plans that are actionable, accountable and manageable. Because the Strategic Plan will include measurable customer results, City Departments can more easily align their operations to achieve the Citywide Strategic Plan, and Budgets can be aligned to support the Plan as well. This is the foundation of building a management system focused on results for customers – what MR refers to as Managing for Results.

Lastly, because of the qualities of MR facilitated Strategic Plans, cities and counties that have worked with MR have accomplished some remarkable things for their community. By focusing on measurable results and engaging the organization in creating those customer experiences, major accomplishments that had previously been considered out of reach become a reality for the community. And this, more than anything else, builds confidence in the City organization.

✓ **Strategic Plan Structure & Modified Consensus Decision-Making**

One measure of success in any strategic planning effort is the support it generates for successful implementation. Key to that is for all members of the City Council to all fully support the Strategic Plan.

MR developed a decision-making process we call 'modified consensus'. As we develop the Plan, no votes are taken. Votes create winners and losers, which is not a good foundation for moving a Strategic Plan forward.

The Strategic Plan structure used by MR provides the way for the Mayor and all Council members to support the Plan as it is developed and later as it is implemented. The Strategic Priorities are broad categories agreed

to unanimously by the Council. As each Strategic Priority is further developed by delineating Strategic Goals, it is easy to create the 'room' necessary for individual Council member interests to be expressed. We never need to take votes but instead our customers achieve consensus. Modified consensus means that everyone can support the decisions made, not that everyone equally agrees. Thus far in 23 years our customers have not had to take votes on what is included in their Citywide or Countywide Strategic Plan.

✓ *Public Involvement – What are the issues?*

The purpose of a Strategic Plan is to influence the future. This is the guiding principle that MR has used over the last 23 year in leading the development of a variety of effective Community and Stakeholder input and engagement activities. The majority of MR facilitated plans over the past decade have included MR gathering input from the community. Based on best practices, public involvement is best created through in-person conversations with the community, similar to Focus Group Sessions and/or Public Input Forums. When possible and/or if circumstances limit in-person contact, other engagement activities like surveys or questionnaires can be used to gain helpful information that will inform the development of the Strategic Plan. Regardless of the type of engagement activities desired by a city or county, a major key to success is the consistency of approach utilized by the consultant to ensure that input from each activity is valued equally. For MR, that consistency presents itself in the question(s) that get asked during each and every engagement activity facilitated.

Over the years, we have watched cities and counties ask the wrong question(s) when involving the community in their Strategic Planning process. In one instance, an incoming Mayor inherited an extraordinary set of expectations, written in response to the outgoing Mayor's request for neighborhoods to provide their 'wish list' set of desired improvements. That amounted to \$5 Billion in unmet and unmanaged expectations and had everything to do with this incoming Mayor becoming a one-term Mayor. Knowing what is on everyone's wish list is not helpful when developing a Strategic Plan.

What is helpful is to ask community members what Issues they believe they will be dealing with over the next several years, typically 5 years or the planning horizon encompassed by the Strategic Plan. This information is extremely valuable to the Mayor and Council as they develop the Strategic Plan. Often the Strategic Priorities express the most urgent Issues, e.g., traffic, infrastructure, environment, public safety or specific issues that are most important in a community at a given point in time.

The Strategic Goals developed in the Strategic Plan, if achieved, will address those issues. MR has developed dozens of Citywide and Countywide Strategic Plans structure around key issues and over 1,800 department Strategic Business Plans focused on key issues facing departments and their customers.

One further point, if a Strategic Plan is focused on the issues customers will be facing, that Plan will lean hard into the future and be customer focused.

✓ *Driving Innovation through a Focus on Results*

In working with and observing public sector organizations over the last 23 years, we have watched and continue to watch organizational cultures evolve to become innovative...or not. If you give a team a task to do, they will do it. If you give them a customer experience or result to accomplish, they will have to figure out how to do deliver that customer experience or result. They will look at how they currently deliver services, evaluate what needs to change, and then make those changes (and in many cases innovate) to improve the customer experience. In other words, if an organization can get focused on customer results, innovation will become commonplace. MR's methodologies help our customer jurisdictions create a culture of innovation.

✓ *Inclusive Process – You create the plan, not the consultants.*

MR's customers develop the Strategic Plan, not MR. MR provides and facilitates the process and the Mayor and Council create the content. This aspect of planning comes up often, sometimes in RFP's where a city or county is asking the consultant to write the Plan. We won't do that because the Plan is very specific to the community and only leaders of the community can, therefore, provide the content of the Plan. This may not be an issue for the City of Ashland. The MR approach ensures that the Strategic Plan expresses what the community wants, not what the consultant thinks you want or, worse, thinks you should want in your Plan.

✓ *Project Management and Coordination*

MR prides itself on being customer-focused and will closely coordinate the Project and process with the City and City Leadership. This coordination will ensure the Project is managed according to the Contract, the City and MR are fully informed about progress being made in the Project, problems are being solved as they are anticipated or identified, roles are continuously clarified as needed, and the City and MR have a wide-open communications channel between them.

Telephone and video-conferencing communications and conversations will be the essential components of project coordination with the City. There will be regular conversations between MR and the City's Project Manager as well as conversations between Marv Weidner and the City Administrator. If the City's experience is anything like other MR customers, an abundance of verbal communications will be the norm throughout the project.

Additionally, with each Invoice submitted to the City as part of the Project, MR provides a Contract Tracking Tool. The Contract Tracking Tool shows the specific invoice being submitted, along with details about the milestone(s) delivered, the amounts billed to date for each item in the Contract and the amount remaining in the Contract. In this way, the City and MR always know where we are in relation to the Contract, and any changes the City makes to the Contract are fully informed with all funds that have been paid and what remains. The Contract Tracking Tool helps avoid miscommunications because everyone involved in approving and paying invoices knows the up-to-date status of the Contract.

Availability to Provide Services

While MR is a small company with local presence in Colorado and Tennessee, it has a national reputation for success in Managing for Results (Strategic Planning, Performance Measurement, Performance Based Budgeting, Performance Reporting), customer service, and a very long list of successful customers. We intentionally work with a limited number of customers at one time so we can focus our attention on the relationship with our customers. One of our customers once referred to us as 'freakishly customer-focused.' We aspire to a very high level of customer focus and relationship management and take pride in what our customers say about us.

The advantage in working with a company like MR is our ability to focus on you, the City of Ashland, as a unique customer and our unfettered ability to make all of our own decisions about how the company conducts our business with you. In other words, we are fully focused on your success, and we do not answer to a corporate hierarchy. As a result, MR Leadership and Senior MR Consultants will be available and participate in the RFP process (including interviews) and in all phases of the project.

Proposed Consultant Team

The distinguishing characteristic of this MR proposal is the unique methodology and the exceptional depth of the Consultant Team's experience. MR's team includes individuals who have themselves had the specific

responsibility for developing and implementing customer-focused and results-oriented Strategic Plans in their own government positions and who have provided similar services to dozens of customer jurisdictions.

- *Marv Weidner – Founder and CEO/Senior Consultant*

Marv Weidner has a background of more than 20 years of senior government experience. His last position was Director of Policy and Strategic Planning for the State of Iowa where he led the Governor's Managing for Results efforts that included the development of agency and enterprise strategic planning, performance budgeting and performance accountability systems. For five years prior, Marv was the head of economic assistance policy and led Iowa's highly successful welfare reform initiative. In his first ten years in state government, he led Iowa's innovative refugee resettlement program, recognized by the State Department as the best in the nation.

Marv founded Managing Results, LLC in 1998 and has since led engagements with 100+ organizations across the country delivering strategic planning and performance management products and services. Marv has been the lead consultant for numerous enterprise-wide Managing for Results and cultural change initiatives in some of the nation's best-managed governments. Marv's team has successfully helped some of America's best-managed governments build a fully integrated management system that integrates strategic planning, program performance, accounting, program-structured/performance-informed budgeting, and individual performance planning. Using MR methodologies, MR's customers now repurpose over \$37 Billion in annual budgets on results for customers. And likewise, Marv and his team have served some very challenged governments.

In addition to being the lead on the vast majority of MR's strategic planning engagements, Marv has often been asked to keynote, chair and sponsor national conferences and speak to various graduate level classes. His workshops on Cultural Change Management, Performance Budgeting and Integrated Management Systems Focused on Results and Continuous Improvement consistently receive excellent ratings by participants.

Note: Marv's full resume can be viewed by clicking [here](#)

- *Jeremy Stephens – VP of Development and Operations/Senior Consultant*

Jeremy Stephens is the VP of Development and Operations as well as a Senior Consultant for Managing Results, LLC (MR). He has over 18 years of experience in strategic planning and performance management in both the public and private sectors.

In addition to being lead in all of MR's systems implementation projects, Jeremy's role in co-leading Nashville-Davidson County's Strategic Planning/Performance Based Budgeting project and his subsequent 11 years with MR has given Jeremy the opportunity to become a recognized expert in Strategic Planning and Performance Based Budgeting. As a Senior Consultant for MR, Jeremy has facilitated strategic plans and delivered MFR services in Baldwin County, AL, Clackamas County, OR, El Paso, TX, Las Cruces, NM, Arvada, CO, Gahanna, OH, Savannah, GA, Maricopa County, AZ, and the ADAMH Board of Franklin County, OH.

Prior to joining MR, Jeremy worked for three years as the Director of Strategic Planning and Performance Management for Ticketmaster Entertainment's online marketing and branding company Echo. While at Echo he spearheaded the company's first comprehensive strategic business planning initiative and managed all aspects of the company's performance reporting that encompassed both internal metrics and metrics pertaining to the company's 250+ entertainment industry clients.

Before joining Ticketmaster in 2007, Jeremy served as the Performance Management Coordinator for the Metropolitan Government of Nashville and Davidson County. During his 5-year tenure at Metro Nashville, he helped drive the government's pioneering deployment of Managing for Results through the facilitation of 20+ departmental Strategic Business Plans as well as providing critical consultation, training and technical assistance across all facets of Managing for Results including performance budgeting.

Jeremy is a recognized conference speaker and has had the opportunity to present at a variety of conferences – including GFOA, the Advanced Learning Institute, and the Performance Institute – to share the lessons learned from his experiences creating and implementing strategic plans and performance budgets.

Note: Jeremy's full resume can be viewed by clicking [here](#)

- *Cheryl Feldman- Senior Consultant*

Cheryl Feldman is a Senior MR Consultant and with 10 years of experience in municipal government with the City of El Paso, TX. She served for two years (2012-2014) as the Strategic Planning Coordinator for the Office for Management and Budget using the MFR methodology. During that time, she was the Lead Facilitator or a co-facilitator for the creation of 23 departmental Strategic Business Plans and coordinated efforts to monitor, maintain, update and add programs to the Departments Strategic Business Plans as needed. In addition to her role coordinating the City's strategic business planning efforts, Cheryl also assisted Department Managers and their Budget Analysts in establishing program and division codes for their performance budget.

Cheryl has facilitated strategic plans and delivered MFR Services in El Paso, TX, Las Cruces, NM, Gahanna, OH, Clackamas County, OR and Baldwin County, AL.

Note: Cheryl's full resume can be viewed by clicking [here](#)

- *Michael Calderazzo- Senior Consultant*

Mike Calderazzo is Senior MR Consultant and has 23 years of local government experience, primarily in the fire service. Currently, he serves as the Fire Chief of Boulder, CO, after serving 2 years as its Deputy Chief of Emergency Services.

Before becoming Deputy Chief of Emergency Services in Boulder, CO, Mike spent 21 years as a firefighter with the City of El Paso, TX, working through the ranks from firefighter to Assistant Chief of planning and technical services. As a senior member of the El Paso Fire Department, Mike led the department's accreditation team during El Paso's Managing for Results initiative in 2012. In addition to his present operational duties with Boulder Fire, Mike continues work with the Center for Public Safety Excellence, where he has participated as a Level 1 Peer Assessor for accreditation since 2009.

While in El Paso, Mike was trained by Marv and Marty Weidner as an internal Facilitator of Department Strategic Business Plans and has facilitated Strategic Plans and delivered MFR services in Orange County, FL, Maricopa County, AZ, Gunnison County, CO and Las Cruces, NM.

Note: Mike's full resume can be viewed by clicking [here](#)

Strategic Planning Methodology and Proposed Approach

Introduction

MR proposes the development of a Citywide Strategic Plan to be developed by the Mayor, Council and Departmental Leaders and informed by stakeholders including City Employees, Residents and Business Owners. The presence of a Citywide Strategic Plan provides direction and it also mitigates organizational anxiety that can occur when the Priorities are either vague or uncertain. Departments and even members of the private sector can move forward with a sense of confidence knowing what the City's leadership is focused on and wants to accomplish. Converting those Priorities to measurable Strategic Goals makes it possible to allocate resources (both personnel and financial), to accomplish what the City believes is most important to the people who live, work and pay taxes in Ashland.

Note: Per MR's question to the City regarding public input and the City's response, MR proposes to utilize the Stakeholder Engagement phase of the process to get input from stakeholders about the issues they are facing and the issues facing the community and thus, accept the Values and Vision that were developed using public participation and included in the "Authentic Ashland" 2015-2035 Comprehensive Plan, which was updated in 2017.

Expected outcomes of a customer-focused and results-based Citywide Strategic Plan

- ✓ Provides the opportunity for the City Council to set the direction for strategic, operational, resource and policy decisions.
- ✓ Communicates the Measurable Results the community can expect to experience as a consequence of City services and a focusing of efforts.
- ✓ Provides strategic direction and priorities for City leadership.
- ✓ Sets the stage for implementation by providing the 'North Star' to which Departments can align their Strategic Business Plans, Annual Work Plans, Budgets and Employee Performance, etc.
- ✓ Provides the basis for reporting and the City Council's long-term performance dashboard.
- ✓ Helps the City of Ashland tell its story!

Citywide Strategic Plan Process

MR recommends the following steps to create a Citywide Strategic Plan.

➤ **Review Documents and Materials to Identify Issues and Trends that will Impact Residents and the City of Ashland Government**

A senior MR Consultant will review materials and documents to gain a sense of the Issues that are important and a history of the accomplishments and values that have governed the City of Ashland. Documents will include but are not limited to existing Strategic Plans and updates, the *Authentic Ashland* Comprehensive Plan, Capital Facility Plan, financial projections, current and recent budgets, performance reports, City Council actions, policies and statements, press and media articles, public surveys, employee surveys, demographic information, economic development plans and projections, land use plans, economic analysis and plans, other reports on topics such as education, health, environment, arts and culture, tourism, etc.

➤ **Interviews with the Mayor, City Council and City Administrator**

A senior MR Consultant will interview the Mayor, City Council and City Administrator. These interviews will illuminate and document the perspectives of Leadership, which will then guide the planning process. These one-on-one interviews will focus on two primary questions:

- What are the most important Issues the residents of Ashland and the City government will be facing over the next 2-5 and 6-9 year timeframes?
- What results do you want to be able to say have been accomplished 2-5 and 6 -9 years from now? 10-20 years from now?

An MR consultant will compile the information from the interviews and identify the common Issues and Trends identified by the Mayor, City Council and City Administrator.

➤ *Facilitated Focus Group Sessions and Business Roundtable*

A senior MR Consultant will facilitate (2) virtual Focus Group Sessions with Department Directors and select Staff and (1) virtual Business Roundtable Focus Group Session. The senior MR Consultant will facilitate the conversation with the group via a virtual meeting software such as Google Meets, Zoom, etc. Online participants will be able to see the MR Consultant as he or she facilitates the conversation AND documents the input on x-large 3M Sticky Pads. The Focus Group Sessions will illuminate and document the perspectives of these stakeholders, which will then inform the planning process. These facilitated focus group sessions will focus on the primary question:

- What are the most important Issues the residents of Ashland and the City government will be facing over the next 2-5 years and beyond?
- An MR consultant will compile the information from the Focus Group Sessions and Business Roundtable and identify the common Issues and Trends identified by each group.

➤ *Online Survey*

A senior MR Consultant will work with the City's Project Manager and/or Communications Manager/PIO to assist in drafting questions for an Online Survey that will inform the creation of the Citywide Strategic Plan. The City will host and market the online survey via its traditional and social media channels. A senior MR Consultant will then analyze, compile (this is easily done when using tools like Constant Contact, SurveyMonkey, etc.) and incorporate the information from the survey into the Strategic Planning presentation to be delivered at the Facilitated Strategic Planning Retreat.

➤ *Facilitated Strategic Planning Retreat*

In a 1 ½ day Strategic Planning Retreat (broken into two sessions), two of MR's most senior consultants will facilitate the Mayor, City Council, City Administrator, and key staff to develop the Citywide Strategic Plan through the following steps:

- Orientation and overview of the planning process and desired results.
- MR will compile the Issues and Trends identified in the Document Review, Interviews, Focus Group Sessions, Business Roundtable and Online Survey that will have a major impact on the residents of Ashland and the City Government over the next 2-5, 6-9 and 10-20 years. The Planning team will review and assess the internal and external environment.
- The Planning Team will identify 3-5 Strategic Priorities that will emerge from the Issues identified. These are broad categories of focus within which measurable Strategic Goals will be established. Example strategic priorities might include categories like Economic Development, Sense of Place, City Infrastructure and Facilities, etc.
- The Planning Team will identify Measurable, Customer-focused Strategic Goals and objectives for/within each Priority with a 2-5 year timeframe. The Strategic Goals are specific and measurable goals that often require the collaboration of multiple City departments to accomplish and are expressed in terms of what the community or a specific customer group will experience (results).

- The Planning Team will then develop long term statements of intention for the Priorities with a 6-9 and 10-20 year time frame to ensure continued focus over time and until specific, measurable Strategic Goals can be created to drive real implementation. These statements of intention may be directly incorporated from the *Authentic Ashland* Comprehensive Plan creating alignment between the Strategic and the Comprehensive Plan.

MR facilitates the development of strategic plans in a way that is built on consensus, which means that no votes are taken. The Strategic Priorities provide ample room for individual Councilmember's desired results to be included - built on consensus of the City Council.

➤ *Preparation of Draft Strategic Plan Document*

Following the Strategic Planning Retreat, MR will transcribe the Priorities and Strategic Goals and deliver a draft Citywide Strategic Plan document to the City Administrator and the City's Project Manager. MR will review the draft Citywide Strategic Plan with the City Administrator and City's Project Manager.

Additional Tasks to Consider (OPTIONAL)

➤ *Public Input Forum(s)*

If additional public input into the development of the Citywide Strategic Plan is desired by the City, MR recommends the following:

- A virtual Public Input Forum, hosted by the City Council and facilitated by MR, will be held to provide an additional opportunity for the community to discuss the issues they will face over the next 2-5 years and beyond.
- To ensure the input provided in the Public Input Forum(s) is valued equally, the same question will be asked in the meeting: What issues do you expect to be facing over the next 2-5 years and beyond?
- An MR consultant will compile the information from the Public input Forum and identify the common Issues and Trends identified by the public.

➤ *Implementation Plan Work Sessions*

A Strategic Plan is only as good as its execution. For this reason, MR recommends that the City of Ashland consider developing an Implementation Plan that will serve as a road map for achieving each Strategic Goal included in the Citywide Strategic Plan and will assist the City in telling its story in terms of impact and results. MR recommends that the City consider developing the Implementation Plan during the Summer of 2021, finalizing it prior to budget kickoff. This timeline will make it possible to align the Citywide Strategic Plan with the annual budget cycle and with those strategies, action items and milestones included in the Implementation Plan that will need to be resourced in order to move the Citywide Strategic Plan forward.

Assuming this timeline, three to four weeks after the conclusion of the Strategic Planning Retreat, two senior MR consultants will return for a multi-day facilitated work session with department leaders from the City of Ashland. The purpose of these sessions is to foster a sense of cohesion around the direction provided by the Citywide Strategic Plan by ensuring the strongest alignment between the Citywide Strategic Plan and those department or departments whose operations will directly influence its implementation. The following are the expected results:

- Develop Strategies, Action Items, Milestones and Performance Measures for each Strategic Goal identified in the Citywide Strategic Plan

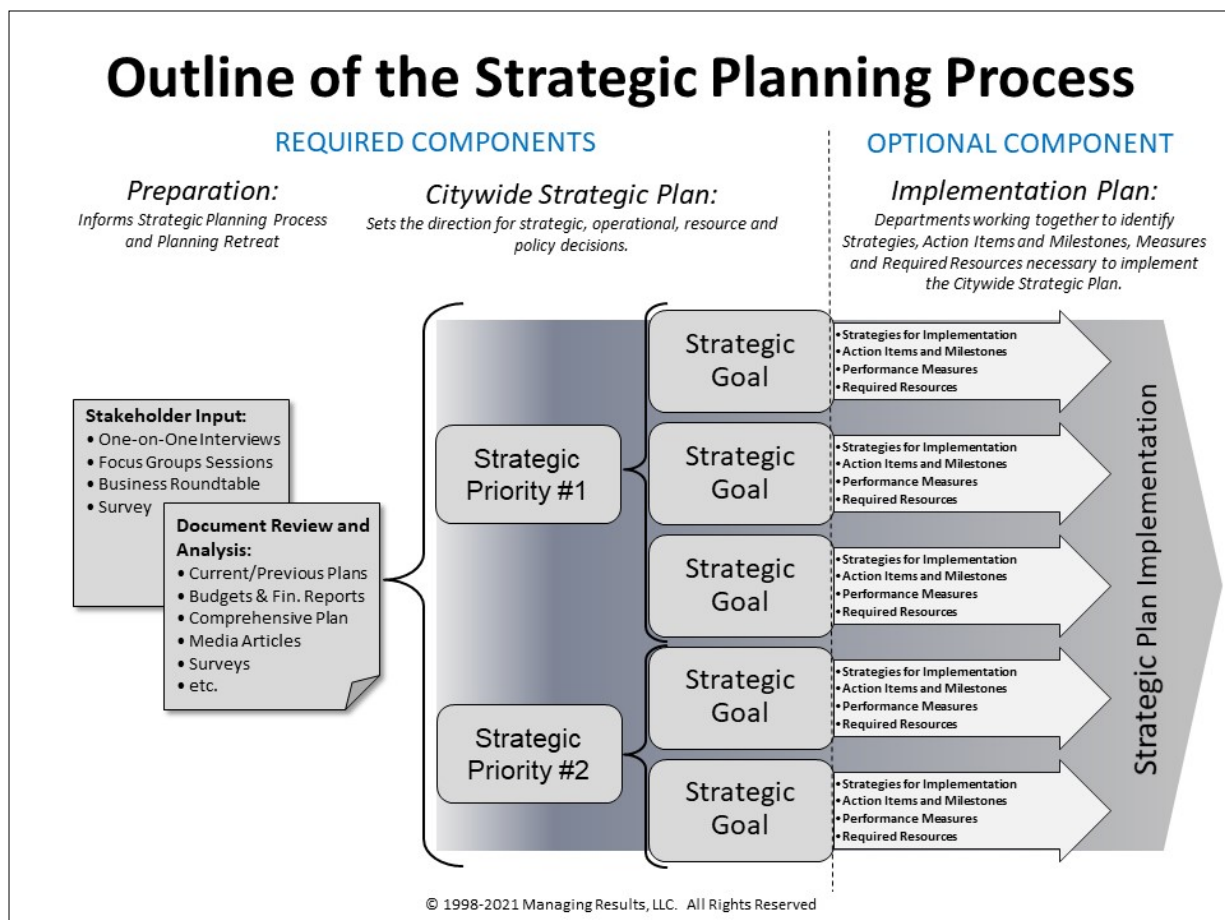
- Produce an Implementation Plan that includes all the Strategies, Action Items, Milestones and Performance Measures for implementing the Citywide Strategic Plan

Prior to the working sessions, MR will work with City leadership and the City's Project Manager to identify the departments which will contribute to each of the Strategic Results. In some cases, a Strategic Result will require the focus of one operational department. In many cases, however, a Strategic Result will require multi-department efforts and collaboration to ensure success. Further, the City will identify which Department Head has the lead on each Strategic Result.

➤ **Implementation Tools and Tips– Quarterly Status Updates for City Administrator & City Council**

The Citywide Strategic Plan will have measurable, Strategic Goals and objectives the City can use to directly measure and report on its progress in implementing the Plan. Further, if the City elects to develop an accompanying Implementation Plan (as described in the previous bullet on page 13), MR recommends that the City hold quarterly management meetings to review and evaluate progress on each of the Strategic Goals. This will be supported, and progress will be managed through the Implementation Plan and the strategies, action items, milestones and performance measures contained within the Implementation Plan. The quarterly meetings will help ensure the appropriate level of focus is being given to implementation of the Plan. The meetings are also a way to brief the City Administrator, provide support to departments where needed and take corrective action where appropriate. As part of the process, MR will (if desired) provide the City with recommendations for how these meetings should be structured and its Implementation Plan Progress Report Template.

Project Flow Chart



Proposed Project Schedule

The following schedule represents a typical timeline and the tasks (required and optional) for the completion of a Citywide Strategic Plan as outlined in MR's proposal and in the RFP. The actual timeline will be determined by the timing and finalization of a contract agreement and the schedules of City Leadership, Staff and MR.

Week of April 26th

- 1 Senior MR Consultant works with City Leadership and the City's Project Manager to confirm project details that will guide the creation, timing and deliverables of the Citywide Strategic Plan and any additional tasks desired by the City.
- 1 Senior MR Consultant begins reviewing materials and documents relevant to the Citywide Strategic Plan.

Week of May 10th

- MR begins one-on-one interviews with Mayor, City Council and City Administrator
- Survey is released and as is available for 30 days

Week of May 17th

- MR continues one-on-one interviews with Mayor, City Council and City Administrator

Week of May 24th

- MR conducts (2) Focus Group Sessions with Department Directors and select Staff

Week of June 7th

- MR conducts (1) Business Roundtable Focus Group Session
- (OPTIONAL) If desired by the City, MR conducts virtual Public Input Forum

Week of July 12th

- 2 Senior MR Consultants facilitate (2) consecutive Strategic Planning Sessions with the Mayor, City Council, City Administrator and Select Staff

Week of Jul 19th

- MR compiles and delivers a draft of the Citywide Strategic Plan

Week of August 16th

- (OPTIONAL) If desired by the City, 2 Senior MR Consultants facilitate up to (5) days of work sessions with department leaders to develop Strategies, Action Items, Milestones and Performance Measures for each Strategic Goal identified in the Citywide Strategic Plan.

Week of August 23rd

- (OPTIONAL) MR will deliver a draft Implementation Plan for the Citywide Strategic Plan and will schedule a review meeting with City Leadership and the City's Project Manager to discuss the review and any suggested edits.

End of September – Budget Kickoff

- In alignment with the City's annual budget process, begin conversations about any required resources necessary in FY21-22 for the implementation of the Citywide Strategic Plan. Budget modification requests that specifically relate to a 2-5 year Strategic Goal in the Citywide Strategic Plan should reference that Strategic Goal and be submitted for consideration per the City's annual budget process.

Proposed Budget

Introduction

The following proposed budget includes tasks that are required in creating a results-based and customer-focused Citywide Strategic Plan. With the exception of the Online Survey (which the City has excluded from its project budget), we have tried our best to stay within the budget of \$20,000. However, because the Facilitated Strategic Planning Retreat will need to take place onsite (and in compliance with all CDC and WI Department of Health Guidelines), one-time travel expenses will need to be added to the budget.

Per the directions provided in the RFP, MR has included on page 3 of this Proposed Budget section, those additional tasks to consider (listed as OPTIONAL in the proposal) that can be added to the process if desired to help ensure the successful implementation of the Citywide Strategic Plan.

NOTE: MR looks forward to using this proposed budget as a beginning point in its conversations with the City of Ashland.

Fee Proposal Breakdown by Task

Prices include all costs associated with completing each task.

Strategic Planning Process: Tasks	\$
➤ <u>Project Planning</u> Includes working with City Leadership and the City's Project Manager to confirm the Citywide Strategic Planning process and establish detailed schedule and timeline of events. Includes 1½ days (12 hours) of working with City Leadership and the City's Project Manager, 1 consultant at a cost of \$0.	\$0
➤ <u>Document Review</u> Includes review of existing City materials and documents. Includes 1/2 day (4 hours) of review, 1 consultant at a cost of \$1,100.	\$1,100
➤ <u>Individual Interviews with Mayor, City Council and City Administrator</u> Includes (13) individual interviews with the Mayor, City Council and City Administrator to discuss emerging issues facing the community and results most important to achieve over the next 2-5 years and beyond. Includes a little over 1½ days (13 hours) of interviews, 6½ hours of compiling the information, 1 consultant at a cost of \$5,362.	\$5,362
➤ <u>Facilitated Focus Group Sessions and Business Roundtable</u> Includes (3) Focus Group Sessions with a) Department Directors, b) City Staff and c) Local Business Leaders to gather information, insight, and recommendations related to the Citywide Strategic Plan. Includes the equivalent of 1 day (8 hours) for prep and actual Focus Groups, ½ day (4 hours) of compiling the information, 1 consultant at a cost of \$3,300. <i>Note: Additional Focus Group Sessions can be added if desired by the City. Each additional Focus Group requires 2 hours of time with 1 hour following the session to compile the information.</i>	\$3,300

➤ <u>Online Survey</u> Includes working with City Leadership and/or Communications Manager/PIO to develop Online Survey question(s). Also includes compilation, analysis of the results and incorporating the information from the survey into the Strategic Planning presentation to be delivered at the Facilitated Strategic Planning Retreat. Includes 3 days (24 hours) for survey development assistance, compilation and analysis of results as well as incorporating the information into the Strategic Planning Retreat Presentation, 1 consultant at a cost of \$2,200. <i>*Note: Because the City has excluded the cost of doing a survey from the budget for strategic planning, the \$6,600 proposed for the Online Survey has not been added to the Total Price below.</i>	<\$6,600>*
➤ <u>Facilitated Strategic Planning Retreat</u> Includes Assessment of the Future Discussion and Review, Strategic Priorities, measurable Strategic Goals and Objectives. Includes 1 day of preparation (8 hours), 1 ½ days for the onsite Planning Sessions, 2 consultants (24 hours) at a cost of \$8,800.	\$8,800
➤ <u>Preparation of Draft Strategic Plan Document</u> Includes compiling and delivery of draft City-wide Strategic Plan Includes ½ day (4 hours) of compiling the information and work product from the Strategic Planning Retreat, 1 consultant at a cost of \$1,100.	\$1,100
Total Price for Strategic Planning	\$19,662

Fee Proposal Summary

Strategic Planning Process	\$
Total Price for Strategic Planning	\$19,662
+ Travel Expenses for Facilitated Strategic Planning Retreat	\$3,350
<u>TOTAL NOT-TO-EXCEED PRICE</u>	<u>\$23,012</u>

Note: Travel costs are estimated using present market prices and the per diem lodging and food rates as set by the U.S. General Services Administration. Only actual travel costs will be submitted for reimbursement.

Additional Tasks to Consider (OPTIONAL)

Strategic Planning Process: OPTIONAL Additional Tasks	\$
➤ <u>Public Input Forum</u> Includes (1) Public Input Forum to gather additional information and insight in preparation for the Facilitated Strategic Planning Retreat Includes 1 days (8 hours) for preparation and the actual Public Input Forum and ½ day (4 hours) of compiling the information gathered, 1 consultant at a cost of \$3,300.	\$3,300
➤ <u>Implementation Plan Work Sessions</u> Includes working with Department Leaders and Key Staff to ensure operational alignment and the creation of individual and cross-cutting Strategies, Action Items, Milestones and Performance Measures for each Strategic Goal in the Citywide Strategic Plan. - Prior to work session, includes ½ day (4 hours) to help identify Department Leaders and Key Staff that will participate in the Implementation Plan Work Sessions, 1 consultant at a cost of \$1,100. - Includes 2 consultants over a 5-consultant day period* (80 hours) at a cost of \$22,000 with associated travel costs of \$4,852 OR less. - Includes 1½ days (12 hours) for compiling the information and work product from the Implementation Plan Work Sessions, 1 consultant at a cost of \$3,300. <i>*The budget for Implementation Plan Work Sessions is 5 days. If the time required is less than 5 days, only those days utilized will be invoiced.</i>	\$31,252
➤ <u>Implementation Tools and Tips – Quarterly Status Updates for City Administrator & City Council</u> Includes recommendations and tips for how quarterly Implementation Plan meetings should be structured. Also includes Implementation Plan Progress Report Template in MS Word that can be used by the City to manage and report progress on the achievement of the Citywide Strategic Goals.	\$0

List of Professional References

Below are (4) references that reflect services delivered over the last 4 years. MR is happy to provide additional references for that same time period if desired by the City.

1. Baldwin County, AL

322 Courthouse Square
Bay Minette, Alabama 36507

Wayne Dyess, County Administrator

wayne.dyess@baldwincountyal.gov
(251) 580-2550

Project Description

In 2006 and again in 2020, MR facilitated the County Commissioners and key staff of Baldwin County, AL to develop a customer-focused and results-oriented County Strategic Plan. The County's Strategic Plan project included a stakeholder engagement component (including interviews, focus groups, survey assistance and Community Input Forums) as well as a facilitated Strategic Planning Retreat and Implementation Planning Work Sessions.

2. Gunnison County, Colorado

200 East Virginia, Suite #104
Gunnison, CO 81230

Matthew Birnie, County Manager

mbirnie@gunnisoncounty.org
(970) 641-0248

Project Description

Gunnison County began their Strategic Planning with MR in 2008 and has continued utilizing their Strategic Plan since that time. As an example of how the process and plan continues to provide value after the initial engagement, the County Commissioners of Gunnison County, have updated the County Strategic Plan six times since 2008 (2009, 2011, 2013, 2015, 2017 and 2019) to ensure that issues on the horizon are considered and new priorities have customer-focused strategic goals attached to them so that success is defined, and results are achievable.

3. Clackamas County, Oregon

2051 Kaen Road
Oregon City, OR 97045

Gary Schmidt, County Administrator

GSchmidt@co.clackamas.or.us
(503) 742-5908

Project Description

In the spring of 2014 and again in 2017 and 2021, MR facilitated the County Commissioners of Clackamas County, OR to develop a customer-focused, results-oriented, County Strategic Plan. The County's Strategic Plan is the cornerstone of its performance initiative 'Performance Clackamas' that also includes Department Strategic Business Plans, a Program Structured Performance Based Budget and Performance Reporting.

4. Savannah, GA

Post Office Box 1027
Savannah, GA 31402

Rob Hernandez, Former City Manager

(Current City Manager in Cape Coral, FL)
robhernandez@capecoral.net
(239) 574-0451

Project Description

Beginning in March 2017, the City of Savannah partnered with MR to develop a Citywide Strategic Plan. The City's Strategic Plan project included a stakeholder engagement component (including interviews, focus groups, survey assistance and Community Input Forums). In June 2017, MR facilitated the Mayor, City Council and Senior Leadership to develop a customer-focused, results-oriented City Strategic Plan. The City also engaged MR to work further with Department leadership and staff to create a detailed and aligned Implementation Plan for the Citywide Strategic Plan.

Example of Relevant Written Work (Strategic Plans)

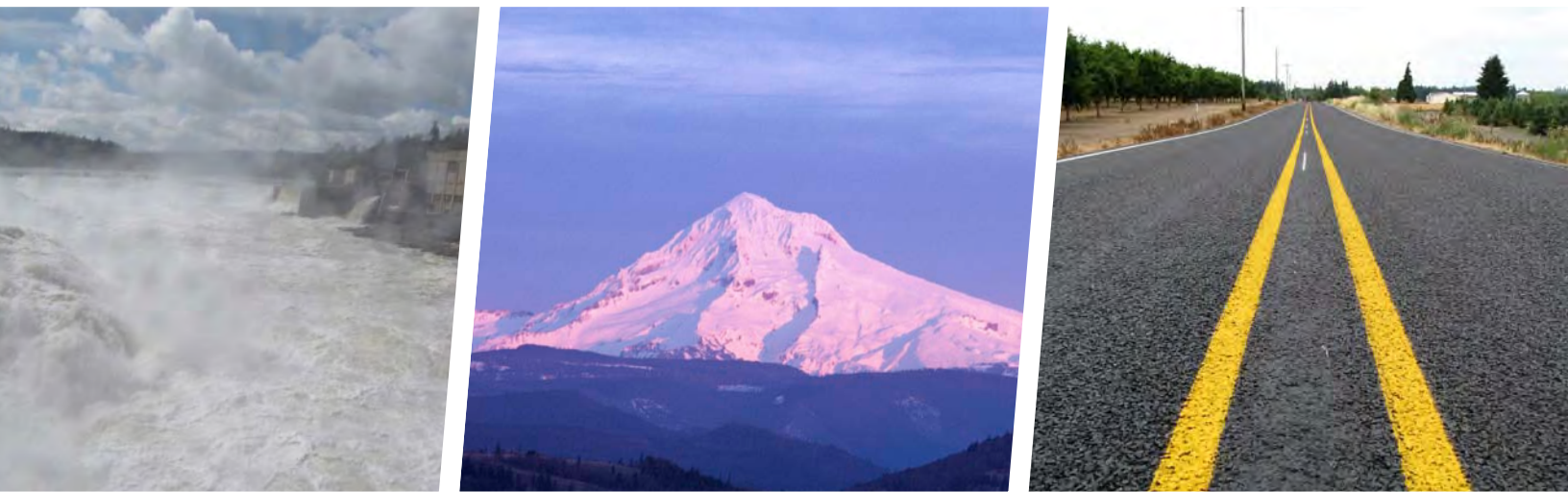
On the following pages are example jurisdiction-wide Strategic Plans that were completed by MR. In reviewing the Strategic Plans, it is important to note that a jurisdiction Strategic Plan is both a planning document as well as a communication tool. As a result, it is important that your Citywide Strategic Plan be concise and to the point so that residents and other members of the Ashland community are willing to take time away from their busy lives to look at the plan and see how the priorities and goals included in the plan will impact their lives.

In addition to reviewing the example plans, we would also recommend that you visit the hyperlinked webpages below where each jurisdiction talks about their Strategic Plan.

- ✓ Clackamas County, OR --- <https://www.clackamas.us/performance>
- ✓ Savannah, GA --- <https://www.savannahga.gov/2321/Background-on-Savannah-Forward>
- ✓ Gunnison County, CO --- <https://www.gunnisoncounty.org/172/Strategic-Planning-and-Performance>

PERFORMANCE CLACKAMAS CLACKAMAS COUNTY STRATEGIC PLAN

ADOPTED SEPTEMBER 18, 2014



BOARD OF COUNTY COMMISSIONERS

John Ludlow, Chair
Jim Bernard
Paul Savas
Martha Schrader
Tootie Smith

Facilitated by Managing Results, LLC

Performance Clackamas is Clackamas County's new strategic plan and new way of ensuring that the county meets high performance standards for serving the public. The plan focuses on five overarching strategic priorities, selected by the Board of Commissioners after considering more than a year of public input from surveys, town hall meetings, business meetings and other forms of community comment. Each goal is supported by measurable and specific objectives along with a timeline. The progress made toward accomplishing the objectives will be available to the public.

The strategic priorities are:

- Build public trust through good government
- Grow a vibrant economy
- Build a strong infrastructure
- Ensure safe, healthy and secure communities
- Honor, utilize, promote and invest in our natural resources

Adoption of **Performance Clackamas** demonstrates the county's intent to focus on the customer in everything it does, and to be able and willing to keep taxpayers informed about what they and their community are getting for their money.

The format of **Performance Clackamas** is based on Managing for Results (MFR), a comprehensive and integrated management system focused on achieving results for the customer. By adopting a MFR-based system, the Clackamas County Board of Commissioners is committing the entire Clackamas County organization, including its elected officials, its administrative structure, its employees and its budget, to achieving positive results for our customers.

Five basic components capture the essence of MFR:

- Identify the priorities the county is trying to address on behalf of its residents;
- Develop an overall plan for addressing those priorities;
- Develop policies, programs, activities and services that align to those priority areas;
- Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan, and
- Develop and track costs and performance data to allow the county and its residents to gauge the county's progress toward reaching its goals and objectives.

All county employees play a role in ensuring that the county remains committed to achieving positive results for customers. Every county department will identify its customers, and apply MFR principles to improve performance and demonstrate how effectively and efficiently it is delivering programs and services to customers. In turn, customers will have the opportunity to know how the county is serving them and how the county is using its financial resources.

For more information and updates: www.performanceclackamas.us
or email performanceclackamas@clackamas.us

GROW A VIBRANT ECONOMY

The future prosperity of Clackamas County's residents will be built on good paying jobs that support families, affordable housing, capital investments that grow current businesses, and on the availability of employment lands where new businesses can easily locate and expand within the county.

- By 2019, 10,000 family wage jobs will be created in Clackamas County.*
- By 2019, wages earned in Clackamas County will be at or above the national average.**
- By 2019, the home ownership rate in Clackamas County will be 72 percent or greater.
- By 2019, \$500 million in new capital asset investment will be realized within Clackamas County.
- By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.
- By 2019, Clackamas County will have and maintain a supply of employment land, including large lot industrial, sufficient to provide 500 jobs within a nine-month window.

*Compared to 2012.

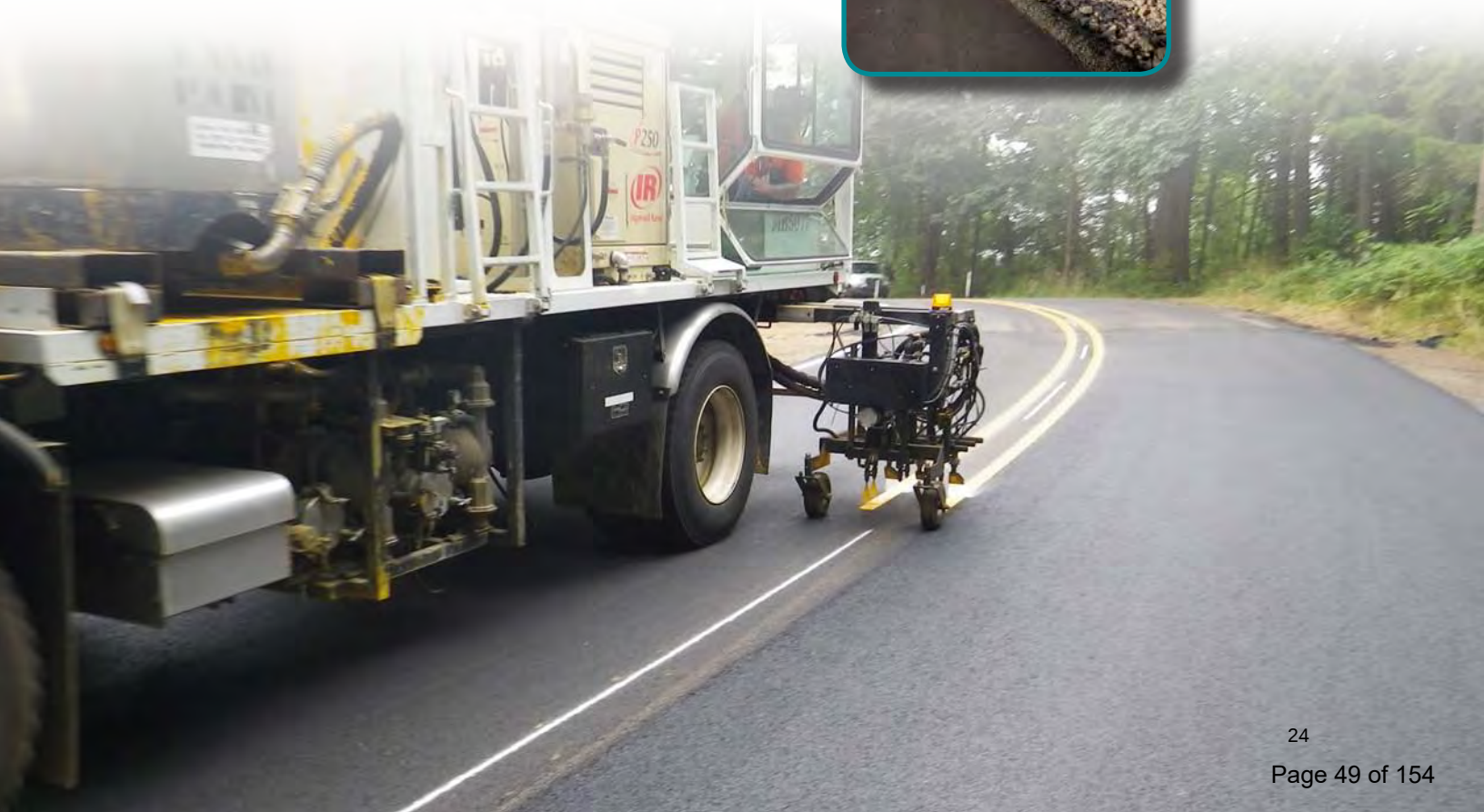
**All industries, as measured by the Bureau of Labor and Statistics.



BUILD A STRONG INFRASTRUCTURE

Long-term investments in roads and transportation infrastructure will generate commercial enterprise and jobs along key corridors, as well as ease commute times for many residents. Updating county facilities will ensure services are accessible to residents well into the future while containing construction costs and avoiding further delays.

- By 2019, 120 additional miles of county roads will be improved to 'good to excellent' status, a nine percent increase from 2014.
- By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.
- By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).
- By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.
- By 2016, the Master Plan for county facilities will be updated, including an assessment of the condition of county buildings and a funding plan.



ENSURE SAFE, HEALTHY AND SECURE COMMUNITIES

Focusing on the well-being of our families and communities reflects the best of our character. Investments in providing services to those needing medical care, addressing homelessness among veterans, reducing recidivism among offenders, lowering the crime rate and making our children safe - these efforts, combined with success in creating jobs, will give definition to the county's efforts to alleviate poverty and will help ensure the safety, health and security of our communities.

PUBLIC HEALTH

- By 2018, 95 percent of county residents will have access to routine health care.
- By 2020, the number of children needing placement in foster care will be reduced by 50 percent.
- By 2020, there will be no domestic violence related homicides in Clackamas County.
- By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.
- By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

PUBLIC SAFETY

The safety of children and families will be a county priority as evidenced by:

- By 2019, the violent crime rate in Clackamas County will be less than 95 per 100,000 persons per year.
- By 2018, the property crime rate in Clackamas County will be less than 2,400 per 100,000 persons.
- By 2020, juvenile recidivism will be below 17 percent.
- By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent.
- By 2018, Clackamas County will achieve a Community Rating System score for flood safety (CRS) of 4, resulting in substantial savings in flood insurance premiums for county residents.



HONOR, UTILIZE, PROMOTE AND INVEST IN OUR NATURAL RESOURCES

The abundant natural resources and rural areas of Clackamas County provide extraordinary economic and recreational opportunities. A balanced approach that honors, utilizes, promotes and invests in our natural resources will generate prosperity and help secure those resources for future generations.

- By 2019, federal lands in Clackamas County will produce \$6 million annually for the county.
- By 2020, there will be a five percent annual increase in Gross Domestic Product from agricultural lands in Clackamas County.
- By 2020, five new, natural resource-based processors will be located in Clackamas County.
- By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County.



BUILD PUBLIC TRUST THROUGH GOOD GOVERNMENT

Public trust is the currency of good government. Clackamas County will design and deliver services that make a difference, and measure our effectiveness in terms of results for our customers. We will be accountable and deliver what we promise. When we allocate resources they will be tied to results that matter.

- By 2017, all Commission-managed departments will have completed customer focused, outcome-based Strategic Business Plans, to include customer service and satisfaction measures.
- By 2018, 100 percent of the County Budget will be attached to measurable customer results.
- By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.

Original printing 8/14

Photos courtesy Oregon's Mt. Hood Territory and the following Clackamas County Departments:

Business and Community Services - Sheriff's Office

Transportation and Development - Water Environment Services

Health, Housing and Human Services





SAVANNAH FORWARD



City of Savannah **Strategic Plan**

Adopted August 31, 2017



STRATEGIC PLAN



PUBLIC SAFETY



INFRASTRUCTURE



NEIGHBORHOOD REVITALIZATION



ECONOMIC STRENGTH & POVERTY REDUCTION



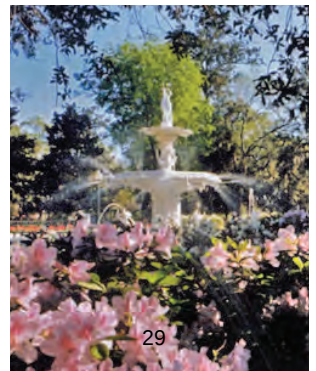
GOOD GOVERNMENT

VISION:

Savannah, an extraordinary place to live, learn and prosper.

MISSION:

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community.





PUBLIC SAFETY

Public Safety is achieved when City Government and the Community work together to create a City where people feel safe in their neighborhoods and where the crime rate is low. On any given day, the public's safety is of primary importance in the minds of City leaders as they put policies in place, allocate resources and work to provide protection and enforcement for Savannah's residents, businesses and guests. Operationally, keeping the public safe presents an ever-changing set of challenges.





GOALS

- 1.1. CALL RESPONSE** By 2021, 95% of all Priority 1 calls will be responded to within seven minutes or less.

- 1.2. REDUCTION IN PART 1 VIOLENT CRIMES** By 2022, residents will experience a reduction in Part 1 violent crimes from 1,121 to 817. (27% reduction; 1,121 is the average of years 2015 and 2016.)

- 1.3. RESIDENTS FEELING SAFE IN THEIR NEIGHBORHOODS** By 2025, 75% of residents will report that they feel safe in their neighborhoods.

- 1.4. MEDICAL 911 BLS AND ALS SUPPORT SERVICES** By 2023, Savannahians making 911 calls for an emergency medical incident will receive first responder or higher level services within five minutes or less, at least 90% of the time.

- 1.5. FIRE RESCUE DEPARTMENT ADVANCED LIFE SUPPORT SERVICES** By 2025, the Fire Rescue Department shall provide an advanced life support (ALS) response within eight minutes at least 90% of the time.



INFRASTRUCTURE

Savannah's future safety and prosperity depends on safe and sound infrastructure, including access to the internet. Flooding is a part of life along coastal regions but the City of Savannah is committed to protecting residential and business structures and streets from its devastating impacts. Our City's streets, sidewalks and facilities are a reflection of who we are and the pride we take in our community. They are also essential to helping residents travel to and from educational and employment opportunities. The City is committed to making these essential investments over time.





GOALS

2.1. RESURFACING SAVANNAH STREETS By 2022, Savannah streets will be on a 20-year resurfacing rotation.

2.2. SIDEWALKS By 2025, 60% of high traffic roadways and streets, including routes to schools, in Savannah will have sidewalks on at least one side of the road.

2.3. BUILDING FLOODING By 2025, the City of Savannah will reduce by 25% structure flooding resulting from a 25-year rain event (8 inches of rain within a 24-hour period).

2.4. STREET FLOODING By 2025, the City of Savannah will experience a 5% reduction in street flooding resulting from a 25-year rain event (4.9" inches of rain within a 2-hour period).

2.5. CITY FACILITIES By 2023, 50% of City facilities will meet or exceed City or applicable agency established standards.

2.6. INTERNET COMMUNICATIONS CONDUIT By 2020, right of way work that takes place in the City of Savannah will include a requirement to install internet communications conduit.



NEIGHBORHOOD REVITALIZATION

Savannahians live in neighborhoods, where much of their lives are spent. We raise our families, our children play there and when possible we work there. So, it is essential that the City focus on key neighborhood issues such as access to quality, affordable housing, recreational facilities and programs, as well as the challenges of poverty and blight. Streets, sidewalks and trails connect our neighborhoods, creating a sense that we are 'One City'. The vision is that 'Savannah is an extraordinary place to live, learn and prosper'. The City is committed to that vision and will work to achieve the results to further enhance that as a reality.





GOALS

3.1. REESTABLISH AND PRESERVE NEIGHBORHOODS By 2022, the City of Savannah, working in partnership with our neighborhood associations and residents, will reestablish and preserve vibrant, livable, sustainable neighborhoods where Savannahians live with pride.

3.2. CITY-OWNED PROPERTIES By 2019, the City of Savannah will meet or exceed its own standards for maintaining City-owned properties. (i.e.: streets, sidewalks, trails, etc.)

3.3. MOBILITY AND NEIGHBORHOOD CONNECTIVITY By 2023, the residents of Savannah will experience improved and safe multi-modal mobility and neighborhood connectivity as evidenced by the following:

- I. Work with CAT to fill public transportation service gaps within the City to ensure that all neighborhoods are within $\frac{1}{4}$ mile of a transit stop where appropriate
 - II. 75% of neighborhoods are connected to walking and biking infrastructure (i.e.: trails, routes, sidewalks, lanes)
 - III. 75% of pedestrians shall feel safe walking along and through streets and intersections in the City
-

3.4. ACCESS TO RECREATION By 2021, 75% of Savannah residents and youth will have access to well-maintained playing fields, facilities and recreational programs within $\frac{3}{4}$ mile of their neighborhoods.

3.5. ACCESS TO QUALITY HOUSING By 2025, the City of Savannah will provide 2,800 households (approximately 350 per year) with access to improved housing.



ECONOMIC STRENGTH & POVERTY REDUCTION

The City of Savannah is committed to doing its part to raise our residents out of poverty; prepare youth and adults to participate in the economy, and be self-sufficient; line our commercial corridors with viable, appropriate businesses and create a resilient, balanced economy for all.





GOALS

- 4.1. POVERTY REDUCTION** The City will lead a multi-jurisdictional, integrated, multi-year initiative to lift Savannahians out of poverty and break the inter-generational cycle of poverty and crime:
- I. By 2021, the poverty rate will be reduced by 1% every four years until Savannah's poverty rate is at or below the state-wide level.
 - II. By 2025, there will be a 20% reduction in the number of Savannahians experiencing food insecurity.
-
- 4.2. COMMERCIAL CORRIDORS** By 2022, Savannah will complete an assessment of its commercial corridors.
-
- 4.3. SOFT SKILLS & WORK READINESS TRAINING FOR SAVANNAH YOUTH** By 2022, 50% of Savannah high school age youth will receive soft skills and work readiness training.
-
- 4.4. SOFT SKILLS & WORKFORCE TRAINING FOR UNEMPLOYED & UNDEREMPLOYED** By 2022, 15% of unemployed and underemployed Savannah adults will complete soft skills and workforce training.
-
- 4.5. EMPLOYMENT ASSISTANCE** By 2022, 25% of graduates from City and partner workforce training programs will secure employment in living wage jobs as calculated for a single individual.
-
- 4.6. RESILIENT DIVERSIFIED ECONOMY** By 2025, Savannah will have a resilient economy, diversified among the following (or new identified sectors): Military; Tourism; Manufacturing; Health; Education; Film; High Tech; Aerospace; Financial Services; Arts and Culture.



GOOD GOVERNMENT

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community. A Government that is committed to analyze and improve its own performance, and inform taxpayers of services they are receiving for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public service.





GOALS

5.1. ONLINE DASHBOARD By 2020, residents will have access to an online dashboard to obtain information on the City's performance in regards to implementation of the Strategic Plan's priorities, goal strategies, action items and performance measures.

5.2. ORGANIZATIONAL CULTURE The City's organizational culture will be recognized as customer-focused, responsive and proactive through the following:

- I. By 2019, Savannah residents will have an opportunity to participate in a regularly scheduled, statistically valid customer survey.

5.3. PERFORMANCE BASED BUDGET By the end of 2020, 100% of the City budget will be attached to measurable results developed in Department Strategic Business Plans.

5.4. EFFICIENT GOVERNMENT OPERATIONS - ENERGY EFFICIENT By 2023, City government will be consciously committed to efficient government operations as evidenced by:

- I. 15% of City's vehicle fleet will be powered by alternative fuels or hybrid technology.
- II. 30% of City facilities will be certified per the Energy STAR Program.

5.5. EMPLOYEE RECOGNITION & PERFORMANCE By 2021, Savannah City employees will be recognized and acknowledged as a high performing organization as evidenced by:

- I. 100% of employee performance will be aligned to performance measures in their Department Strategic Business Plans.
- II. 100% of employee classifications will be considered competitive with benchmarked communities.

5.6. CITY CODE UPDATE & REVIEW Beginning in 2018, the City of Savannah will review and update its Code of Ordinances every five years.

5.7. AAA BOND RATING By 2030, Savannah will obtain a AAA^B Bond Rating.

Gunnison County Strategic Plan

Adopted May 20, 2008

Revised July 21, 2009

Revised May 24, 2011

Revised June 4, 2013

Revised May 5, 2015

Revised April 4, 2017

Revised May 7, 2019





In 2018, the International City/County Management Association (ICMA) recognized Gunnison County for its data-driven management and reporting achievements with a Certificate of Excellence in Performance Management. An elite group of only 29 local governments across the nation received this accolade, which represents the highest of three award levels, and only 57 local governments were recognized with any of the three award levels. As a point of reference, there are nearly 40,000 general-purpose local governments in the nation.

Introduction

Gunnison County's inaugural Strategic Plan was created in 2008 to more closely align the County's operations with the Board of County Commissioner's priorities by providing focused direction to County staff and mechanisms to measure progress. It was developed within the context of the County's *Managing for Results* performance-management initiative, which has provided the basis for all County actions from budgeting to performance evaluations and project prioritization. The Plan was revised in 2009, and we have updated it biannually to ensure that it remains relevant and continues to reflect the priorities of the Board of County Commissioners, even as individual Commissioners change.

This seventh iteration of the Plan was informed by community outreach, current fiscal and environmental issues, and anticipated service enhancements to address the unique and evolving needs of our community. Most of the strategic results in this Plan align directly to One Valley Prosperity Project strategy (<http://www.onevalleyprosperity.com>) elements, as noted by the placement of the OVPP logos, and the successful completion of the strategic results within this Plan will involve cooperative and collaborative efforts with other local jurisdictions, agencies and individuals.



The County's strategic approach to management and focus on delivering results to customers has been incredibly successful. Capital projects have solved longstanding deficiencies in facilities without raising taxes, service delivery has improved, program and employee performance evaluations are more meaningful, and routinely updated departmental Strategic Business Plans (SBP) continue to set direction and focus on customer results.

Visit the performance section (<http://www.gunnisoncounty.org/performance>) of Gunnison County's website to view more information about *Managing for Results*, the outcomes of our biennial citizen surveys, and our published annual performance reports. County Manager Matthew Birnie can be contacted at (970) 641-7602 or mbirnie@gunnisoncounty.org if you have any questions or ideas, or if you would like to have a discussion about the County's strategic planning and performance efforts.

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A. ENSURE SOUND INFRASTRUCTURE

Strategic Results

1. **By December 31, 2020, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance, so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.**



Lead: Deputy County Manager Marlene Crosby

Team: County Manager Matthew Birnie, Finance Director Linda Nienhueser, Community and Economic Development Department Director Cathie Pagano and County Attorney David Baumgarten.

2. **By December 31, 2021, the Gunnison-Crested Butte Regional Airport Terminal Renovation Project will begin.**



Lead: Airport Manager Rick Lamport

Team: County Manager Matthew Birnie, Finance Director Linda Nienhueser, Sustainable Operations Director John Cattles and County Attorney David Baumgarten.

3. **By December 31, 2023, Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline in order to reduce maintenance costs, provide snow removal options, enhance safety and improve the travel experience of residents and visitors.**

Lead: Deputy County Manager Marlene Crosby

Team: Operations Manager Sparky Casebolt, Special Projects Foreman Rod Black and District Foremen Joe Lucero, Mitch Guerrieri and Donny Perkins.

4. **By December 31, 2024, the development and infrastructure for the Shady Island River Park will be completed as generally described in the Shady Island Master Plan.**



Lead: Community and Economic Development Department Director Cathie Pagano

Team: County Manager Matthew Birnie, Sustainable Operations Director John Cattles, Senior Planner Rachel Sabbato and Finance Director Linda Nienhueser.

B. PROTECT THE ENVIRONMENT

Strategic Results

- 1. Gunnison County shall continue to work with its partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound.**

Lead: County Attorney David Baumgarten

Team: County Manager Matthew Birnie, Community and Economic Development Department Director Cathie Pagano, Finance Director Linda Nienhueser and Geographic Information Systems Manager Mike Pelletier.

- 2. By December 31, 2020, third-party certification and recognition for energy efficiency from Energy Star, LEED or other independent organization will be achieved, verifying and recognizing the energy efficiency of the County courthouse and the Health and Human Services building.**

Lead: Sustainable Operations Director John Cattles

Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Geographic Information Services Manager Mike Pelletier, Finance Director Linda Nienhueser and IT Director John Felix.

- 3. By December 31, 2020, 26 fleet vehicles will have been replaced by natural gas vehicles from the 2016 baseline.**

Lead: Sustainable Operations Director John Cattles

Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Finance Director Linda Nienhueser, Fleet Manager Lee Partch, Sheriff John Gallowich and Assessor Kristy McFarland.

- 4. By December 31, 2021, Gunnison County will support the development and implementation of a coal mine methane capture, mitigation and/or utilization strategy to decrease the greenhouse gas impacts of coal mine methane being emitted from the North Fork valley by 85%.**

Lead: County Commissioner John Messner

Team: County Manager Matthew Birnie and County Attorney David Baumgarten.

- 5. By December 31, 2023, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 8,500 acres from the 2018 baseline in order to protect open space and the watershed, ensure access to public lands and trails, and preserve agriculture.**

Lead: GIS Manager Mike Pelletier

Team: Deputy County Manager Marlene Crosby, County Attorney David Baumgarten, Community and Economic Development Department Director Cathie Pagano and Finance Director Linda Nienhueser.



- 6. By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 20% from 2005 levels, thereby improving air quality and addressing climate change, as measured by:**
- a) By 2020, EUI (energy use intensity) will be declining from 2015 levels in residential and commercial new and existing buildings with a target of 20% reduction by 2030; and**
 - b) By December 31, 2030, Gunnison County will provide leadership to convene stakeholders and facilitate the development of local alternative energy sources and increased efficiency in utilities resulting in declining annual emissions measured by mCO₂e/mBtu.**

Lead: Sustainable Operations Director John Cattles

Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, County Attorney David Baumgarten, Health and Human Services Director Joni Reynolds, GIS Manager Mike Pelletier, Community and Economic Development Department Director Cathie Pagano, Building Inspector Crystal Lambert, Gunnison Valley Regional Housing Authority Director Jennifer Kermode, CS21 Representative and WSCU Assistant Professor of Environment & Sustainability and Sustainable & Resilient Communities MEM Coordinator Abel Chavez, Coldharbour Representative Suzan Ewy, Gunnison County Electric Association CEO Mike McBride, City of Gunnison Manager Russ Forrest, Atmos Energy Representative and Energy Smart Colorado Representative Emily Artale.

C. PROMOTE PROSPEROUS, COLLABORATIVE AND HEALTHY COMMUNITIES

Strategic Results

1. By December 31, 2020, Gunnison County will work with key partners on suicide prevention strategic community education, outreach and response plan as measured by:



- a) Vital mortality record data will be compiled and analyzed for trends and critical attributes annually. Key data analysis findings will be shared broadly within the community with leaders and medical providers; and
- b) County participation and leadership will assure a public health strategy implementation with the Community Health Coalition of the Gunnison Valley.

Lead: Health and Human Services Director Joni Reynolds

Team: GCSAPP Youth Coordinator Emily Mirza, Juvenile Services Director Janet Reinman, Community Health Services Supervisor Margaret Wacker and Wellness & Enforcement Manager Betsy Holena.

2. By December 31, 2020, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by:



- a) 70% or more of children two years of age will be up-to-date in all recommended vaccinations;
- b) 90% (minimum) of children with a Child Welfare case will not be re-opened due to a new referral within 1 year;
- c) 90% of vital records (birth and death certificates) audited by the State meet all requirements; and
- d) 95% of all eligibility determinations for food assistance are completed within 30 days.

Lead: Health and Human Services Director Joni Reynolds

Team: Clinical Services Manager, WIC Educator Kim Bemis, Public Health Nurse Lara Fellows, Administrative Services Supervisor Randy Morgan, Community Health Services Supervisor Margaret Wacker, Economic Security Manager Brad Wheaton, Public Health Nurse Melissa Oliver and Child Welfare Manager Marilyn Cheever.

3. By December 31, 2020, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing youth substance use as evidenced by:



- a) 70% of all 6th – 12th grade students and their parents will annually make the choice pass pledge and less than 10% will violate their pledge;
- b) 75% of youth served in 6th – 12th grade report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey; and

- c) **70% of parents of 6th – 12th grade students report having had a conversation with their children, as measured by the GCSAPP parent questionnaire administered fall 2017.**

Lead: Juvenile Services Director Janet Reinman

Team: GCSAPP Program Manager Kari Commerford, GCSAPP Youth Coordinator Emily Mirza, GCSAPP Prevention Education Specialist Betty Sue Gurk, Business Representative and Parent Dave Bergstrom, Community Health Services Supervisor Margaret Wacker, FAST Coordinator Meghan Dougherty, WSCU Liaison Scott Cantril and City Resource Police Officer Rob Whiting.

4. **By December 31, 2020, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market, as evidenced by a minimum of \$100,000 in annual fuel-flowage fees and ramp-parking fees collected annually.**



Lead: Airport Manager Rick Lamport

Team: County Manager Matthew Birnie, Deputy County Manager Marlene Crosby, Sustainable Operations Director John Cattles and Community and Economic Development Department Director Cathie Pagano.

5. **By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 CODOT study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity.**



Lead: Airport Manager Rick Lamport

Team: County Manager Matthew Birnie, Community and Economic Development Department Director Cathie Pagano and County Attorney David Baumgarten.

6. **By December 31, 2020, Gunnison County will facilitate efforts in the valley to increase the number of child care and pre-K slots and enhance the opportunities for small business startups for child care/preschool, as evidenced by:**



- a) **Development of a community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care.**
- b) **Increasing the Colorado Child Care Assistance Program (CCCAP) program capacity by implementing a "slot" pilot project and outreach to enroll qualified home providers.**
- c) **Outreaching to increase licensed home providers.**

Lead: Community Health Services Supervisor Margaret Wacker

Team: Gunnison Watershed School District Superintendent Leslie Nichols, Wellness & Enforcement Manager Betsy Holena, CCCAP Specialist Danette Williams, Health Educator Lana Athey and Health and Human Services Director Joni Reynolds.

7. **By December 31, 2020, Gunnison County's work with community partners will result in increased access and improved services related to high-quality mental and behavioral health in the valley.**



Lead: Health and Human Services Director Joni Reynolds

Team: Center for Mental Health Regional Director Kimberly Behounek, Economic Security Services Manager Brad Wheaton, Wellness & Enforcement Manager Betsy Holena, Community Health Services Supervisor Margaret Wacker, Child Welfare Manager Marilyn Cheever and Gunnison Valley Health representative.

D. DELIVER HIGH QUALITY SERVICES

Strategic Results

1. **By December 31, 2019, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.**

Lead: Community and Economic Development Department Director Cathie Pagano

Team: Deputy County Manager Marlene Crosby, Community and Economic Development Department Administrative Services Manager Beth Baker and Building and Environmental Health Official Crystal Lambert.

2. **By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:**



- a) **Sufficient infrastructure in the Gunnison valley is in place and ready for connectivity to future sources of additional and/or redundant bandwidth, as these sources become available;**
- b) **Access to the Region 10 network is available for local Internet Service Providers to purchase additional bandwidth if desired; and**
- c) **Continue to pursue other options for redundancy wherever possible and practical.**

Lead: IT Director John Felix

Team: County Manager Matthew Birnie, Community and Economic Development Department Director Cathie Pagano and Emergency Manager Scott Morrill.

3. **By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing.**



Lead: Juvenile Services Director Janet Reinman

Team: County Manager Matthew Birnie, GCSAPP Program Manager Kari Commerford, Finance Director Linda Nienhueser and CBMR Ski School Director Christian Robertson.

4. **By December 31, 2020, Gunnison County will establish a regulatory framework to encourage and direct industrial and commercial development into existing platted or zoned areas and enable opportunities for new commercial and industrial developments and newly developed Special Geographic Areas in order to:**



- a) **Preserve our rural heritage.**
- b) **Protect our community corridors (Hwy 50 and Hwy 135) and view sheds along those corridors.**
- c) **Support the community values described in the One Valley Prosperity Strategy.**
- d) **Support compact development patterns.**

Lead: Community and Economic Development Department Director Cathie Pagano

Team: Deputy County Manager Marlene Crosby, Senior Planner Rachel Sabbato, County Attorney David Baumgarten and Deputy County Attorney Matt Hoyt.

5. **By December 31, 2020, Gunnison County will work with its Sustainable Tourism and Outdoor Recreation (STOR) partners to establish and begin implementing stewardship, messaging, infrastructure development, wayfinding and enforcement for public lands within Gunnison County.**



Lead: Community and Economic Development Department Director Cathie Pagano

Team: Deputy County Manager Marlene Crosby, Senior Planner Rachel Sabbato and Sustainable Operations Director John Cattles.

6. **By December 31, 2022, Gunnison County will increase the availability of housing by facilitating the construction of 200 new workforce housing units from the 2016 baseline.**



Lead: County Manager Matthew Birnie

Team: Community and Economic Development Department Director Cathie Pagano, Sustainable Operations Director John Cattles, Finance Director Linda Nienhueser and Gunnison Valley Regional Housing Authority Executive Director Jennifer Kermode.



City of Las Cruces®
PEOPLE HELPING PEOPLE

STRATEGIC PLAN

2017 – 2022

THEME KEY:

Capital Improvements & Infrastructure (CI&I)

Communication, Involvement & Follow-up (COMM&INV)

Economic & Community Development (E&CD)

Education (EDUC)

NUMBERED BY YEAR

2017: 01-02

2018: 03-08

2019: 09-12

2020: 13

2021: 14

2022: 15-20

IN 2017

01 | The Las Cruces community will experience greater engagement with their City government evidenced by:

Council work sessions held in locations and districts across the City;

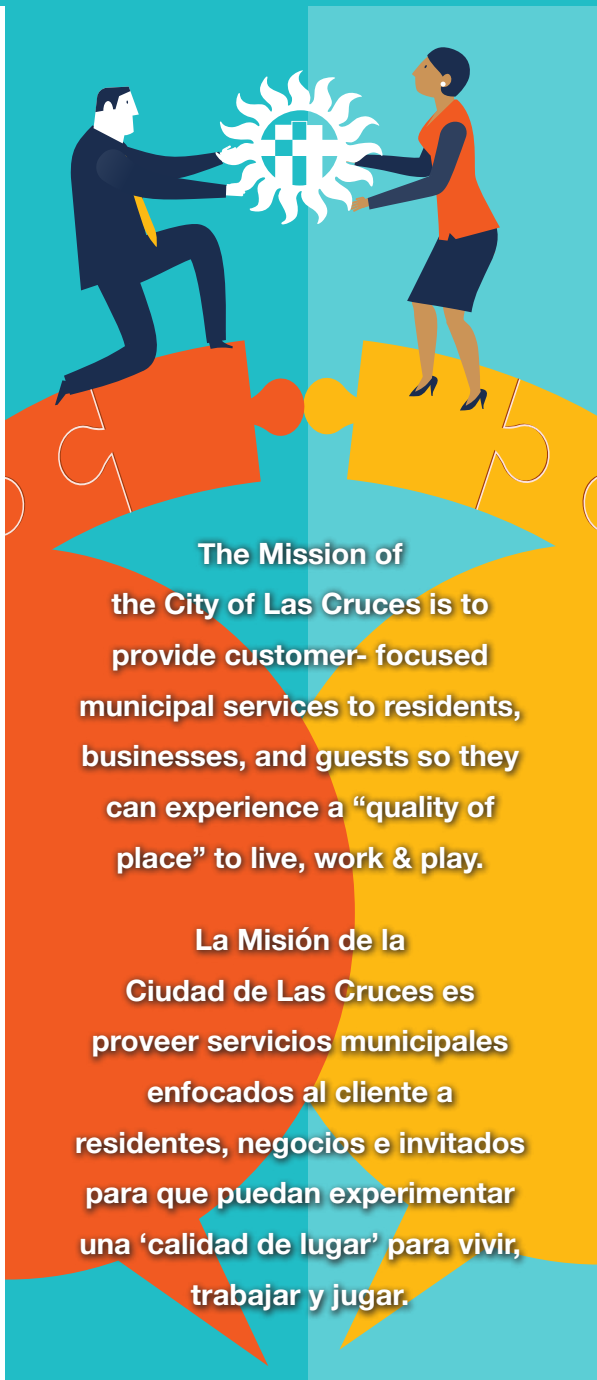
Council members will work with the community to explore, discover, and discern the policy direction in key areas, such as: housing, economic development, education, health, utilities, public safety, transportation, capital improvement program, communication, and quality of life; and

Establishment of a Citizen's academy.
(COMM&INV)

02 | DECEMBER 31, 2017

Working with the University and other partners, downtown patrons will have access to restaurants, taverns, music, and art.

(E&CD – DOWNTOWN)



The Mission of the City of Las Cruces is to provide customer- focused municipal services to residents, businesses, and guests so they can experience a “quality of place” to live, work & play.

La Misión de la Ciudad de Las Cruces es proveer servicios municipales enfocados al cliente a residentes, negocios e invitados para que puedan experimentar una ‘calidad de lugar’ para vivir, trabajar y jugar.

OUR MISSION

IN 2018

03 | JAN. 1, 2018

The City will offer internships, apprenticeships, and mentorship programs to the Community. **(EDUC)**

04 | JULY 1, 2018

The community will have City-approved results-oriented plans for sidewalks, parks, median landscaping, and facilities. **(CI&I)**

05 | JULY 1, 2018

Information & referral services for families with young children will be integrated into all appropriate city services. **(EDUC)**

06 | JULY 1, 2018

Las Cruces City Government will be managing for results for customers as evidenced by:

- Department business plans;
- Performance based budgets,
- Performance Reports,
- Performance Dashboards,
- Employee performance alignment, and Performance contracting. **(COMM&INV)**

07 | THE END OF 2018

18 City-led sponsored events will be held downtown. **(E&CD – DOWNTOWN)**

08 | DEC. 31, 2018

Las Cruces businesses will be able to access all permitting and licensing services in an efficient, effective, customer-service focused one-stop shop. **(E&CD – ONE-STOP SHOP)**

2019 THROUGH 2021



09 | IN 2019

The relationship between the business community and the City will be strengthened as evidenced by:

- A one-stop shop for licensing and permitting;
- More small businesses locating downtown;
- Jointly sponsored events and educational programs;
- More businesses locating in the West Mesa Industrial Park;
- Percentage of high school and university graduates staying locally;
- Increased local contracting for City services and products; and
- Workforce education and development. **(COMM&INV)**



10 | Working with our partners, the community will have access to engaging public transportation connecting downtown, the University, and the Convention Center. **(CI&I)**

11 | Viewing internet access as a utility, by 2019, fiber optic broadband access will be available to businesses in the West Mesa Industrial Park. **(E&CD)**



12 | Working with the schools, the community will experience greater access to services and facilities by way of the City and Las Cruces Public Schools' shared services. **(EDUC)**

13 | IN 2020

Wi-fi will be available in the downtown, plaza, and Mesquite neighborhood. **(E&CD – DOWNTOWN)**

14 | DEC. 31, 2021

City employees will experience safe working conditions and city vehicles & equipment will be maintained in a cost effective, centralized service center. **(CI&I)**

THEME KEY:

Capital Improvements
& Infrastructure **(CI&I)**

Communication, Involvement
& Follow-up **(COMM&INV)**

Economic & Community
Development **(E&CD)**

Education **(EDUC)**

IN 2022

THEME KEY:

Capital Improvements & Infrastructure (**CI&I**)

Communication, Involvement & Follow-up (**COMM&INV**)

Economic & Community Development (**E&CD**)

Education (**EDUC**)



15 | IN 2022

The community will experience a cost-effective, municipal court facility that better assures public safety and provides customer focused access to court services. (**CI&I**)

16 | Through public-private partnerships, 200 additional downtown living spaces will be available. (**E&CD – DOWNTOWN**)

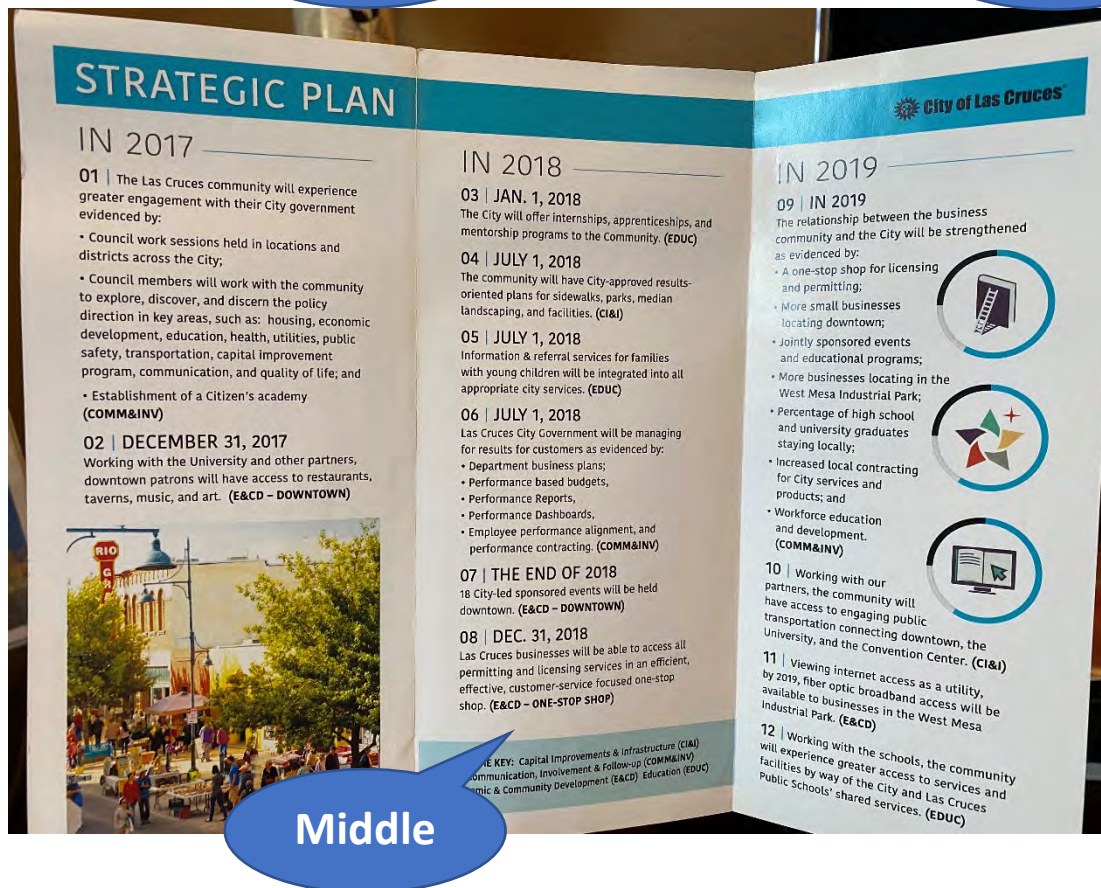
17 | Las Cruces will have daily, regional commercial flights. (**E&CD – TRANSPORTATION**)

18 | The Las Cruces airport terminal will be renovated to accommodate 20,000 enplanements per year. (**E&CD – TRANSPORTATION**)

19 | Commuter rail service between Las Cruces and El Paso will be included in the 2025 Metropolitan Transportation Plans for El Paso and Mesilla Valley MPOs. (**E&CD – TRANSPORTATION**)

20 | Early childhood education for Las Cruces families will be enhanced with access to interactive children's museum facility. (**EDUC**)

Example of Citywide Strategic Plan: Presented in Brochure Format



Insurance Requirement Confirmation

MR will meet the City's insurance requirements as outlined in the RFP and will provide the City with a Certificate of Insurance if offered a contract.

Consulting Methodology Intellectual Property

Managing Results, LLC (MR) Methodology (both standard and modified) is the proprietary intellectual property of MR. The MR methodology contains, and is imbedded in various methodologies, trade secrets, software, definitions, graphics, presentations, and guidelines that are the sole proprietary intellectual property of MR. Through this proposal and after a contract has been signed, MR is providing a non-exclusive, perpetual license for use by the City of Ashland, WI of the MR Methodology. Much of the MR Methodology is contained but is not limited to the copyrighted Managing Results Resource Guide to Strategic Business Planning. The City of Ashland may use it only for its own internal purposes and shall keep the MR Methodology confidential, and under no circumstances will the City of Ashland or other staff or agencies of the City of Ashland, except as agreed by MR in writing, disclose the MR Methodology to other third parties, either individuals, or governmental or private sector organizations. All changes or derivative work made to the MR Methodology shall remain the exclusive property of MR. Notwithstanding the foregoing; all information produced by the City of Ashland in utilizing the MR Methodology, including the Strategic Plan and Implementation Plan, shall be considered the exclusive property of the City of Ashland, WI.

**CITY OF ASHLAND,
WISCONSIN**

Find yourself next to the water.



City of Ashland, Wisconsin

**REQUEST FOR
PROPOSALS (RFP)
FOR A
STRATEGIC PLANNING CONSULTANT
Issued February 10, 2021**

The City of Ashland is seeking a qualified person or firm to contract for consulting services to guide a citywide Strategic Planning process. The deadline for submittals is 4:00 p.m. on March 26, 2021. See below for specific information and requirements.

SUBMIT PROPOSAL TO:

City of Ashland
City Clerk
c/o Denise Oliphant
601 Main Street West
Ashland, WI 54806
715-682-7071

ABOUT THE CITY

Ashland is a small city with an outstanding collection of natural, cultural and historical assets. The economy of this regional economic hub is driven by a diverse mix of manufacturing, educational, medical, professional services, locally-owned retail, and tourism-related services. These assets, coupled with the varied economic base, give the city a foundation for a vibrant future that draws, retains, and nurtures people from diverse backgrounds because of the lifestyle and economic activities it offers. Ashland's location on the shores of Chequamegon Bay, in the heart of an outdoor recreational paradise centering on Lake Superior, defines the community of 8,000. Ashland utilizes the waterfront with a marina, walking/biking trails, parks, three beaches, boat launches, a pier and a vision for development of a nearly 2,000 foot ore dock base into a unique civic space. Historical influences shaping the present include educational institutions that reflect a commitment to ecology and place, including Northland College and Wisconsin Indianhead Technical College (WITC); a downtown filled with history and creativity, with numerous historical architectural landmarks, a historic district on the National Register, and a growing tradition of local public art; and a grid street network that provides the building blocks for a walkable, neighborly and well-connected community.

WHAT THE CITY IS LOOKING FOR

The City of Ashland is seeking sealed proposals from qualified persons or firms to contract for consulting services to guide a Strategic Planning process for the City. Consultants are invited to submit a proposal which includes an outline of their experience and qualifications in performing work directly related to the services required.

Strategic planning determines where an organization is going over the next few years or more and how it's going to get there. A Strategic Plan is intended to help the City direct its efforts and resources toward a clearly defined vision for its future. The plan should include benchmarks or milestones that measure the City's progress along the way.

Ashland is interested in having this plan completed proactively and transparently with community acceptance. The process should allow for both active and passive involvement ensuring diverse and extensive community participation. While the details of the strategic planning process are to be determined and negotiated with the chosen consultant, a four step process to be considered may include:

- 1) Setting Direction
- 2) Focusing Efforts
- 3) Implementation
- 4) Reporting

A strategic plan is a “living document” and should undergo periodic review and adjustment to reflect progress towards achievement of goals and/or modifications of goals. As a process and eventual working document, the Ashland Strategic Planning process and final document should provide a plan with 5, 10 and 20 year horizons to address the following issues:

- Help the City of Ashland decide what it wants to be in the future, including identification of what makes Ashland unique and special, and how the City can position itself to be prepared for the future while still retaining those qualities.
- Encourage engagement and spark the interest and excitement of active/passive residents, business & property owners, city officials, administration and staff, and others in the future potential of the City.
- Provide a process that allows general alignment and focus of the City Council, City administration, and staff, in addition to citizens, business interests, community groups, etc. to foster a sense of cohesion as to the City’s strategic direction.
- Evaluate existing and future public facilities and services including; priorities and phasing; help identify how City resources should be allocated and how to maintain customer service levels.
- Generate new ideas and discussion about the built environment, sustainability, sense of place, and the City’s overall identity.
- Chart an effective, considered, and innovative course of action for the City’s future, setting priorities and maximizing innovative opportunities.
- Serve as a way to organize and prioritize City initiatives and resources to achieve specific goals within a specific period of time, e.g., 2 – 5 year timeframe in the short term, 6 – 9 year timeframe in medium term and 10 - 20 year timeframe in the long term, with specific performance measures.
- Recognize economic development potential and ways to diversify the local economy.
- Identify and analyze potential partnerships with other entities; (such as public/public, public/private) and encourage significant private investment in redevelopment opportunities in the City.
- Plan for fiscal sustainability. Through this planning process, the City is also interested in the successful prioritization of services and the following objectives:
 - Ability to evaluate the services we provide, one versus another. To better understand our services in the context of the cause-and-effect relationship they have on the organization’s priorities.

- To provide a higher degree of understanding among decision makers as they engage in a process to rank services based on priorities.
- Articulate to people within the City and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower-priority services (if necessary).

SCOPE OF SERVICES

Please see Attachment A.

QUALIFICATIONS

Any combination of skills and experience that can successfully and effectively address the scope of services.

PROCESS FOR QUESTIONS

For questions regarding the City's RFP process or the services being sought, please contact the City Administrator via email at bkucera@coawi.org or via telephone at (715) 682-7071, up to 4:00 p.m. on March 26, 2021 (see also submittal requirements).

PROCESS AND TIMELINE FOR SELECTION

The City's process and timeline for selection of a Consultant are as follows:

February 10, 2021 – March 26, 2021 – Pre-submittal Period

This will be an opportunity for potential candidates to ask questions and obtain information about the RFP process and the Strategic Planning process. Please contact City Administrator Brant Kucera at 715-682-7071 or bkucera@coawi.org during this period.

March 26, 2021 at 4:00 p.m. - Deadline for RFP submittals

Submittals must be received at City Hall, located at 601 Main Street West, Ashland, WI, 54806 by the above deadline. Submittals should be marked to the attention of Denise Oliphant, City Clerk. Digital proposals may be submitted via e-mail to (doliphant@coawi.org), but the City assumes no responsibility for formatting or transmission errors.

Submittals received after the deadline will not be considered.

March 26 – 27, 2021 - Consideration of submittals and selection of interview candidates

An evaluation team will select candidate(s) from submittals received for interview(s). This process will include review of submittals, references, and other information as necessary, as well as rating of submittals.

March 29, 30 and/or 31 - Interviews with selected candidates

Interviews will provide an opportunity for the City and selected candidates to further gauge their fit and ability to work with each other.

Please ensure that the appropriate representative, including the designated Project Manager, will be available to attend an interview if selected as a finalist.

April 1, 2021 - Selection of preferred candidate

The City will select a preferred candidate, based on the interviews, written proposal, and other information, as well as the results of the reference checks, and will contact all candidates about the results.

April 2 – 5, 2021 Negotiation of contract

The City will attempt to negotiate a satisfactory contract with a preferred candidate. If the City determines, at its sole discretion, that the negotiation is not proceeding satisfactorily, the City may terminate negotiation with the preferred candidate and may begin negotiation with another candidate.

April 20, 2021 - Approval of contract by City Council

SUBMITTAL REQUIREMENTS

To be considered, interested parties must submit, by the deadline, five hard copies and a digital copy on a thumb drive of their proposal (a digital copy of the complete proposal in lieu of a hard copy may be emailed to doliphant@coawi.org) that includes the following:

- Letter of interest - must be no more than two pages (note: one page is one side of an 8½" x 11" paper) in length and include contact information and signature.
- Summary of qualifications, experience and availability - must be no more than eight pages in length. It should summarize qualifications, relevant experience, and availability to participate in the RFP process (including Interviews) and provide services to the City. It should also identify key staff members who will be participating.
- Proposed approach to the process, including a proposed schedule and description of proposed public involvement methods - must be no more than five pages summarizing method and approach to providing consulting services to the City.
- Proposed budget - must be no more than two pages and include detailed project costs, by task and estimated hours. Actual compensation is subject to contract negotiation. A third page may be added, if additional tasks (and associated costs) that could be performed by the consultant team, in the event that the project budget was to be increased, are proposed and described.
- List of professional references - must be no more than one page listing most recent professional references and their contact information.
- A minimum of three examples of relevant written work related to Visioning and Strategic Planning: at least one of which will represent a strategic plan prepared on behalf of a City or comparable entity.
- Ability to meet the City's insurance requirement for minimum amounts of insurance: commercial general liability insurance and professional (errors and omissions) insurance in amounts not less than \$2 million for the duration of the project.

EVALUATION CRITERIA

The following will be considered in evaluating each proposal:

- Completeness of response to the RFP requirements
- Experience with similar projects
- Creativity of approach
- Experience in effective public involvement and incorporating citizen input
- Demonstrated facilitation skills in successfully working with city councils/staff, boards and commissions, community organizations, businesses and citizens
- Demonstrated knowledge/experience with actual development of strategic plans and implementation of possible strategies
- Demonstrated experience in municipal finance
- References
- Cost

GENERAL INFORMATION

- A. The City of Ashland, as an Equal Opportunity Employer, requires all consultants to affirm that they do not discriminate against individuals or firms because of their race, color, marital status, age, sex, national origin, disability, creed or sexual orientation.
- B. All proposals submitted become public information and may be reviewed by anyone requesting to do so at the conclusion of the evaluation process.
- C. All proposals received by the City of Ashland in response to this RFP shall remain valid for ninety (90) days from the date of submittal.
- D. The City reserves the right to cancel or reissue the RFP or to revise the timeline at any time. The City reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. The City may accept any proposal if such action is believed to be in the best interest of the City.
- E. The City is not liable for any cost incurred by the proposer prior to execution of a contract.
- F. This is a City project and holds liability for work with its consultants. The contract between the successful proposer and Ashland shall include all documents mutually

entered into specifically, including the contract instrument, the RFP, and the response to the RFP. The contract must include, and be consistent with, the provisions stated in the RFP.

- G. The prime consultant will be required to assume the responsibility for all services offered in the proposal whether or not directly performed by the prime consultant. Further, the prime consultant will be the sole point of contact for the City of Ashland with regard to contractual matters.
- H. The project team shall be approved by the City of Ashland. The City must approve any changes in the project team.

ATTACHMENT A

SCOPE OF SERVICES

The proposed scope of services must include at a minimum, the following items. The successful candidate will be able to:

Phase 1 – Visioning and Focus Groups

- Facilitate a community visioning/focus group process. One component of the strategic planning process includes a community visioning/focus group process consisting of online public meetings, online focus-group sessions, virtual open houses, and other outreach forums. These gatherings would result in the submission of a multitude of suggestions from members of the Ashland community. The desired outcome is a community vision entailing guiding goals, each with specific visioning targets that could serve as a framework for the strategic planning process.

Phase 2 – Internal/External Analysis and Strategic Plan Creation

- Gather and analyze information to become familiar with the City of Ashland. This includes conducting an internal and external analysis, i.e., looking at or reviewing, a community's resources, strengths and assets in light of trends and influences affecting the community.
- Internal analysis would include an inventory of community resources, e.g., city resources and finances, people, health, education, business and job opportunities, housing, art and culture, leisure, recreation and entertainment, and geography.
- External analysis would look at what is happening outside of the community on a local, regional and national level that may affect a community, e.g., demographics, economy and lifestyle trends.
- Describe the overall strategy and identify key challenges and opportunities.
- Develop an Action Plan and establish implementation steps and schedule.
- Establish benchmarks or milestones that measure the City's progress throughout the Strategic Planning process.
- Coordinate the process with City staff.
- At a minimum, provide the following deliverables on or before September 30, 2021:
 - A recommended final Strategic Plan document that includes an implementation plan with benchmarks or milestones that measure the City's progress, and
 - A recommended Strategic Plan Executive Summary.

SUBJECT: Approve Twelve Grant Agreements for Downtown Building Improvement Grant Program (Planning) Roll

RECOMMENDATION: Approval (unanimously recommended by Main Street Board on February 3, 2021)

DEPARTMENT OF ORIGIN: Planning & Development

CLEARANCES: Main Street Board (projects recommended for approval on February 3, 2021)

EXHIBITS:

1.	116 Main St W Home Expressions Downtown Building Improvement Grant Program Agreement
2.	121 Main St E Color Center Downtown Building Improvement Grant Program Agreement
3.	201 Main St E 2nd Street Bistro Downtown Building Improvement Grant Program Agreement
4.	216 3rd St W Downtown Building Improvement Grant Program Agreement
5.	220 Main St E Ashland Lock and Key Downtown Building Improvement Grant Program Agreement
6.	316 Main St E Omer Nelson Downtown Building Improvement Grant Program Agreement
7.	412 Main St W Bay City Cycles Downtown Building Improvement Grant Program Agreement
8.	413 Main St W Gabrielle's Downtown Building Improvement Grant Program Agreement
9.	415 Main St W Downtown Building Improvement Grant Program Agreement
10.	417 Main St W Downtown Building Improvement Grant Program Agreement
11.	505 Main St W Moore's on Main Downtown Building Improvement Grant Program Agreement
12.	509- 515 Main St W Downtown Building Improvement Grant Program Agreement

EXPENDITURES REQUIRED: \$234,500 from TID #10 for Downtown Building Improvement Grant Program

Omer Nelson	316 Main St E	\$ 20,000
Ashland Lock & Key (former VFW)	220 Main St E	\$ 22,500
2nd Street Bistro	201 Main St E	\$ 4,500
Color Center	121 Main St E	\$ 20,000
Home Expressions	116 Main St W	\$ 20,000

Mixed Use Commercial Bldg	216 3rd St W	\$ 10,000
Bay City Cycles	412 Main St W	\$ 22,500
Gabriele's German Chocolates	413 Main St W	\$ 20,000
Beads to Blooms	415 Main St W	\$ 22,500
future Copper Pasty	417 Main St W	\$ 22,500
Moore's on Main	505 Main St W	\$ 20,000
Mixed Use Commercial Bldg	505-515 Main St W	\$ 25,000

AMOUNT BUDGETED: \$300,000 Budgeted in TID #10 for Downtown Building Improvement Grant Program (2021-2022)

APPROPRIATION REQUIRED: Funds will need to be borrowed through a Trust Fund Loan through TID #10, budgeted through TID #10 amendments unanimously approved by City Council on April 20, 2021. Approval of these grant agreements will determine the amount to be borrowed in 2021 through the Trust Fund Loan, which will come back to Council for final approval of said borrowing.

TREASURER'S CERTIFICATE: The Treasurer's Office has certified on May 4, 2021, that the following companies are in compliance with the provisions of Ordinance 923.10 Ashland City Ordinances:

1. 316 Main St E – Omer Nelson Electric, Inc.
2. 220 Main St E – EquitEE, LLC
3. 201 Main St E – Paul Levelius
4. 121 Main St E – Bradley and Paula Lundmark
5. 116 Main St W – Tricia Benton and Lindsey Zifko
6. 216 3rd St W -- Dahl Property Management, LLC
7. 412 Main St W – Karl Faber
8. 413 Main St W – Hilltop Enterprises, LLC
9. 415 Main St W – Kevin Porter and Delora Pufall
10. 417 Main St W – Lumi Norr Properties, LLC
11. 505 Main St W – Donald & Patricia Moore Trust
12. 509-515 Main St W – D'Anna Zakovec

COMPLIANCE WITH ORD. 51: Section 51.26 (b) of Chapter 51, Ashland City Ordinances, permit the Mayor and/or Clerk to schedule items directly for Council action when a timely decision is needed by the City. The City Clerk has chosen to direct this item directly to Council pursuant to the authority granted to her in Chapter 51, Ashland City Ordinances.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN: The proposed development conforms to the goals and community values identified in the City of Ashland's Comprehensive Plan. A central tenet of the Comprehensive Plan is that "Authentic Ashland means we like who we are, and we honor who we are. We choose to significantly invest our time and resources in our arts, in our cultural history, and in our architecture" (p. 19). The Comprehensive Plan prioritizes City investment in the downtown as the heart of the community, with preservation of historic resources, promotion of place-based entrepreneurialism, and

stimulation of the downtown as "a regional center of activity" all stated goals which the proposed grant agreements would help to further. The grant criteria for this program specifically work to preserve Ashland's historic resources, promote redevelopment and activation of vacant storefronts, and diversification of existing commercial and residential offerings on Main Street.

SUMMARY STATEMENT:

The criteria for a Downtown Building Improvement Grant Program were established by the Main Street Board in winter of 2020, prior to receiving any actual proposals for a grant program. The grant criteria selected were identified to further Comprehensive Plan goals, and were the following:

- 1) Building repairs which preserve the structural and/or historical integrity of the building;
- 2) Façade improvements, with priority given to projects which promote historic preservation;
- 3) Build out of new or expanded commercial uses, with priority given to food and beverage based uses; and
- 4) Build out of new residential units.

The City Planning Department then issued a Request for Proposals to all property and business owners located on East or West Main Street from Stuntz Avenue to 9th Avenue West, and the adjacent commercial areas. Proposals received were then reviewed according to the pre-established grant criteria, and City staff provided funding level recommendations to the Main Street Board based on the number of grant criteria met by each project. Grant funding was identified as being able to cover up to 75% of total project costs. A total of 16 grant projects were identified, with the 12 Grant Agreements proposed for approval through this agenda item ready to move forward in spring/summer 2021, contingent upon Council approval. The remaining Grant Agreements will be brought forward for approval as final project costs and plans are finalized.

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 116 Main Street West – Downtown Building Improvement Grant Agreement

Dear Tricia Benton,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 116 Main Street West. Therefore, the City will provide up to **\$20,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 116 Main Street West include:

- Replacement of roof with rubber roof

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 116 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. the Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride
City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041

mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 121 Main Street East – Downtown Building Improvement Grant Agreement

Dear Paula Lundmark,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 121 Main Street East. Therefore, the City will provide up to **\$4,500** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 121 Main Street East include:

- Replacement of existing signage per submitted proposal

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 121 Main Street East with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. the Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride
City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041

mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 201 Main Street East – Downtown Building Improvement Grant Agreement

Dear Paul Levelius,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 201 Main Street East. Therefore, the City will provide up to **\$25,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 201 Main Street East include:

- Courtyard with outdoor seating
- Signage and facade improvements
- New roof and gutters

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 201 Main Street East with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program

Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 216 3rd Street West – Downtown Building Improvement Grant Agreement

Dear Hans Dahl,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 216 3rd Street West. Therefore, the City will provide up to **\$10,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 216 3rd Street West include:

- Replace deteriorated handrails, guardrails and balusters
- Brickwork tuckpointing and refinishing
- Replace and improve ADA ramp

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 216 3rd Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 220 Main Street East – Downtown Building Improvement Grant Agreement

Dear Freddie Monkelein (EquitEE, LLC),

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 220 Main Street East. Therefore, the City will provide up to **\$22,500** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 220 Main Street East include:

- ADA ramp to front Main Street door.
- Building new front steps over crumbling and deteriorating concrete steps.
- Update electrical breaker panels from Federal Pacific which are a known safety hazard and update electrical meter socket.
- Replace front windows with larger, historically comparable options and design.
- Paint exterior non-brick material.
- Tuck point brickwork where needed.
- Basement foundation repair and install water management system.
- Replace and reinforce failing roof.

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 220 Main Street East with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. the Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride
City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 316 Main Street East – Downtown Building Improvement Grant Agreement

Dear Sarah Nelson,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 316 Main Street East. Therefore, the City will provide up to **\$20,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 316 Main Street East include:

- Replacement of roof with rubber roof

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 316 Main Street East with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. the Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride
City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041

mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program

Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 412 Main Street West – Downtown Building Improvement Grant Agreement

Dear Karl Faber,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 412 Main Street West. Therefore, the City will provide up to **\$22,500** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 412 Main Street West include:

- Foundation and external wall repairs to south side of building
- Facade improvements including removal of non-historic materials per design provided by WEDC

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 412 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program

Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 413 Main Street West – Downtown Building Improvement Grant Agreement

Dear Gabriele Block,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 413 Main Street West. Therefore, the City will provide up to **\$20,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 413 Main Street West include:

- Foundation and other structural repairs
- Brickwork tuckpointing and repairs
- Window replacements on upper level

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 413 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program

Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 415 Main Street West – Downtown Building Improvement Grant Agreement

Dear Kevin Porter,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 415 Main Street West. Therefore, the City will provide up to **\$22,500** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 415 Main Street West include:

- Brickwork tuckpointing and refinishing
- Repaint and repair front building facade

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 415 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. the Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride
City of Ashland, WI (601 Main St W, Ashland, WI 54806)

Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 417 Main Street West – Downtown Building Improvement Grant Agreement

Dear Tim Pavlish (Lumi Norr Properties, LLC),

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 417 Main Street West. Therefore, the City will provide up to **\$22,500** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 417 Main Street West include:

- All costs associated with buildout of a commercial kitchen and new food/beverage based use (Copper Pasty)
- Any associated signage and facade improvements with new food/beverage based use

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 417 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program

Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 505 Main Street West – Downtown Building Improvement Grant Agreement

Dear Steve and Wendy Moore,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 505 Main Street West. Therefore, the City will provide up to **\$20,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 505 Main Street West include:

- Remove non-historic materials on east facade and restore underlying brickwork
- Brickwork tuckpointing and repairs
- Water damage repairs on east side of building

3. Project Deadline: In consideration of the City's commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 505 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

Ashland Main Street Program
Downtown Building Improvement Grant Program Grant Agreement

Ashland, WI 54806

Re: 509-515 Main Street West – Downtown Building Improvement Grant Agreement

Dear D’Anna Zakovec,

I am writing to confirm that at the February 3, 2021 meeting, the Ashland Main Street Board recommended approval of your application for a Downtown Building Improvement Grant for the planned building renovations at 509-515 Main Street West. Therefore, the City will provide up to **\$25,000** in grant funds to support the building improvements noted in your application and approved by the Main Street Board, subject to the following conditions:

1. Agreement: This document will serve as the development agreement between you and the City of Ashland. Please sign and date the document in the appropriate location below and return the original to my attention at the address noted above.

2. Project: The project shall follow the complete work description, including building materials & colors submitted with your application. Any changes to the project will require approval prior to any work being done. Please contact me regarding any changes with respect to the project.

Approved project activities for 509-515 Main Street West include:

- Facade improvements per WEDC design to remove non-historic materials on 513-515 Main St W building
- Replacement of windows per WEDC design on 509-511 Main St W upper stories
- Brickwork tuckpointing and improvements of both buildings

3. Project Deadline: In consideration of the City’s commitment to provide the grant funds described above, you agree to complete the exterior building renovations at 509-515 Main Street West with a project completion date of no later than November 1, 2021. Any grant extensions must be requested and approved by the Main Street Board prior to November 1, 2021. Requests shall be submitted in writing to ashlandwimainst@gmail.com.

4. Permits & Inspections: The applicant shall obtain all necessary permits and approvals prior to commencing any work. All required inspections must be completed and approved by the required officials. Failure to obtain Building Permits prior to commencement of work can result in revocation of grant funding approval and/or requirement for repayment of disbursed grant funds by the applicant.

5. Release of Funds:

Reimbursement

Upon completion of the entire project, you will need to submit the enclosed Grant Reimbursement Request Form along with copies of all invoices related to the building improvements. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____). Requests should be submitted to the Ashland Main Street Program at ashlandwimainst@gmail.com.

Direct Invoice Payment

Upon receipt of an invoice for approved project activities listed herein, submit to the Ashland Main Street Program at ashlandwimainst@gmail.com. The invoices/receipts shall clearly explain the related work (e.g.: \$ for installation of _____).

6. Advertisement & Promotions: The applicant hereby grants to the Ashland Main Street Program and City of Ashland unrestricted rights to use the above-mentioned project in any promotions or advertisements of the community. If you have any questions or require additional information, please do not hesitate to call or e-mail me (contact information below).

7. Advisory Role: The applicant accepts the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services on the property. The Ashland Main Street Program and the City of Ashland will not charge for their technical service.

8. Hold Harmless and Indemnification: By accepting this agreement and the services of the Ashland Main Street Program and the City of Ashland to act as an advisor in connection with the repair, remodeling or rehabilitation services of this project, the applicant further agrees to hold harmless, indemnify, and defend the Ashland Main Street Program, the City of Ashland, and their officials, employees, members, officers, and directors, from any loss, damage, cause of action or any claim of any kind in any way related to the Grant, the Grant application, the approved work, or other services provided.

Thank you for your commitment to improving your building and your contributions to Ashland's downtown. We would like to wish you the utmost success with your project, and look forward to working with you!

Sincerely,

Megan McBride

City of Ashland, WI (601 Main St W, Ashland, WI 54806)
Director of Planning & Development
715-682-7041
mmcbride@coawi.org

I have read and understand the conditions of this agreement. By signing this document, I hereby accept and agree to the terms and conditions stated above.

Applicant:

_____	_____	_____
Printed Name	Signature	Date

Phone Number: _____ Email: _____

Property Owner (if different):

_____	_____	_____
Printed Name	Signature	Date

SUBJECT: Approve to Award Contract to Hydro-Klean, LLC for the 2021 Sanitary Sewer Cleaning & Televising Project (*Public Works*) Roll

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Finance Director
Public Works Director
Utility Manager

EXHIBITS:

1.	Contract Agreement
2.	City of Ashland Waste Water Distribution and Metering Districts
3.	Chapter 194 Excerpt Maintenance Agreements

EXPENDITURES REQUIRED: \$107,856.50 Submersible Camera Sewer Main Inspections
\$ 16,846.46 Sewer Main Cleaning
\$ 24,800.00 Manhole Inspections
\$ 14,950.30 Contingency
\$164,453.26 Project Total

AMOUNT BUDGETED: \$150,000.00 Fund 690 2021 Operating Budget (690-82500-400)

APPROPRIATION REQUIRED: \$14,453.26 Fund 690 Cash Reserves

TREASURER'S CERTIFICATE: The Treasurer's Office has certified on May 4, 2021, that Hydro-Klean, LLC is in compliance with the provisions of Ordinance 923.10 Ashland City Ordinances.

COMPLIANCE WITH ORD. 51: Section 51.26 (b) of Chapter 51, Ashland City Ordinances, permit the Mayor and/or Clerk to schedule items directly for Council action when a timely decision is needed by the City. The City Clerk has chosen to direct this item directly to Council pursuant to the authority granted to her in Chapter 51, Ashland City Ordinances.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN: N/A

SUMMARY STATEMENT:

In response to ongoing problems with infiltration and inflow (I&I) impacting the sewer collection system, the City completed a study in 2009 that included flow monitoring after storm events within 13 sewage metering districts throughout the City. This effort identified Districts 1, 2, 3, 4, 7, 8, 11, and 12 (see attached map) as being the primary contributors to the observed I&I.

With the exception of some portions of Districts 3 and 4, all of these Districts were cleaned and televised in

2019 and 2020. When combined with similar work completed by City staff, the contracted work allowed the City to meet the ongoing collection system maintenance goals required by the Utility's Capacity, Management, Operation, and Maintenance (CMOM) plan for the first time in at least 5 years. The Wisconsin Department of Natural Resources (WDNR) required the City to implement the CMOM in response to observed sewage overflows and the plan specifically requires the City to clean 20% (12 miles) and televise 5% (3 miles) of sewer main per year.

In 2019, a total of 12.9 miles were cleaned while 11 miles were televised. In 2020, a total of 18.4 miles were cleaned while 14.5 miles were televised. In 2021, a total of 13.7 miles will be cleaned while 12 miles will be televised in Districts 5, 9, 10 and 13.

City staff have wanted to significantly exceed the CMOM requirements in recent years in order to address the issue of significant deferred maintenance in the sewer collection system. Utility staff reports that the aggressive schedule for sewer main cleaning has resulted in a decrease in customer sewage backups in 2020 and expect this trend to continue.

In addition, televising information gathered through this work is currently being used to identify and prioritize sewer mains for repair and/or replacement as part of capital projects scheduled in 2021 and 2022. Following the completion of this project, the bulk of the sewer collection system will have been cleaned and televised over the last 3 years and staff to better align this work with the CMOM requirements in future years. Beginning in 2020, the Utility has implemented a program for the inspection of manholes and the contract also includes cleaning and televised inspection of existing manhole structures associated with Districts 5, 9, 10, and 13. As with the sewer mains, this information is being used to identify and prioritize manholes for repair and/or replacement as part of capital projects scheduled in 2021 and 2022.

Hydro-Klean, LLC has performed this work for the City for the past two years and City staff is satisfied with their performance. As allowed by City Ordinance Chapter 194, City staff negotiated the cost of this maintenance agreement directly with Hydro-Klean without soliciting bids. See attached excerpt from City Ordinance Chapter 194.

The Public Works Department recommends entering into an agreement with Hydro-Klean LLC for sewer main and manhole cleaning and inspection services a cost of \$149,502.96 and approve a 10% contingency of \$14,950.30 for a total project budget of \$164,453.26 .

CONTRACT AGREEMENT

THIS AGREEMENT is by and between The City of Ashland Wisconsin ("Owner") and Hydro Klean, LLC ("Contractor"), dated May 4, 2021.

Owner and Contractor, in consideration of the mutual covenants hereinafter set forth, agree as follows:

1. - WORK

Furnishing of all labor, tools, materials, equipment and incidentals necessary for the cleaning and televised video inspection of sanitary sewer main and sanitary sewer manholes located within the City of Ashland's sanitary sewer collection system, as specified in the Contractor's Quote, including exhibits, appendices and all associated documents referenced there herein.

2. - THE PROJECT

2.1. The Project for which the Work under the Contract Documents is performed may be generally described as: 2021 Sewer Cleaning & Televising.

2.2. The cleaning and televised video inspection of sanitary sewer main and sanitary sewer manholes located within the City of Ashland's sanitary sewer collection system.

3. - GENERAL CONDITIONS

3.1. Protection of Work

3.1.1. The Contractor shall protect at all times the property of the Owner, existing improvements, and the work being completed by the Contractor and others from abuse, damage, dust, debris, and other objectionable materials resulting from completion of the work.

3.1.2. Any damage to the property of the Owner, including the sanitary sewer system, shall be repaired and restored back to original condition at the expense of the Contractor.

3.2 Completion of the Work

3.2.1 The Contractor is responsible for furnishing of all labor, tools, materials, equipment, and incidentals, including traffic control, necessary for the cleaning and televised video inspection of sanitary sewer main and sanitary sewer manholes as specified in the Contract Documents

3.2.2 Delivery of data collected during completion of the work shall be delivered to the City within 60 days after the date of substantial complete

4.- RESTORATION

4.1 Any damage to the existing sanitary sewer collection system or disturbance to land areas, buildings or property adjacent to the system caused by the contractor during the installation of the completion of the work shall be repaired and restored back to original condition at the expense of the contractor.

5. - OTHER REQUIREMENTS

5.1. The contractor shall work in as judicious a manner as possible. All work must be substantially completed by no later than August 31, 2021, with a Notice To Proceed distributed no later than May 15, 2021.

5.4. On a daily basis, the Contractor shall completely remove equipment, tools, materials, or other debris associated with its work from the daily work area.

5.5. The contractor shall minimize the impact of the construction on the operations of the general public by limiting project work to the hours of 7am and 5pm and coordinating directly with the Owner's representative for the completion of the work on City roadways with a designated functional classification.

6.-SAFETY

6.1. Contractor is responsible for placing and maintaining traffic and work site safety barricades and signage when performing work in or near public areas or private property and taking all other measures necessary to ensure work site safety.

7. – UTILITY MANAGER

7.1. The Project will be administered by the City of Ashland Utility Manager, hereinafter called Utility Manager who is to act as Owner's representative. The Utility Manager shall assume all duties and responsibilities and have the rights and authority assigned to the Utility Manager in connection with completion of the Work in accordance with the Contract Documents.

7.2. The Utility Manager will utilize other City staff to provide onsite inspection and to support the Contractor in providing system access and other coordination necessary for completion of the work.

8. - CONTRACT TIMES

8.1 Dates for Substantial Completion and Final Payment. The work will be Substantially Complete with units installed and operating on or before August 30, 2021. The work should be completed and ready for Final Payment on or before September 30, 2021.

8.2 Liquidated Damages. Owner and Contractor recognize that time is of the essence for this Agreement and that the Owner will suffer financial loss if the Work is not completed within the times specified above, plus any extensions thereof allowed in accordance with Article 8 of the Contract Agreement. The parties also recognize the delays, expense, and difficulties involved in proving in a legal or arbitration proceeding the actual loss suffered by Owner if the Work is not completed on time. Accordingly, instead of requiring any such proof, Owner and Contractor agree

that as liquidated damages the Contractor shall pay Owner \$500 for each calendar day that expires after the dates specified in this agreement for Substantial Completion until the Work is substantially complete. After Substantial Completion, if Contractor shall neglect, refuse or fail to complete the remaining Work within the Contract Time or any proper extension thereof granted by Owner, Contractor shall pay Owner \$500 for each calendar day that expires after the dates specified in this agreement for completion and readiness for final payment until the work is completed and ready for final payment.

8.3 Neither party shall be liable for any failure or delay in performance under this Agreement (other than for delay in the payment of money due and payable hereunder) to the extent said failures or delays are proximately caused by causes beyond that party's reasonable control and occurring without its fault or negligence, including, without limitation, failure of suppliers, subcontractors, and carriers, provided that, as a condition to the claim of nonliability, the party experiencing the difficulty shall give the other prompt written notice, with full details following the occurrence of the cause relied upon. Dates by which performance obligations are scheduled to be met will be extended for a period of time by use of a Change Order equal to the time lost due to any delay so caused.

9. - CONTRACT PRICE

Owner shall pay Contractor for completion of the Work in accordance with the contract documents an amount in current funds equal to the sum of the amounts determined pursuant to the following paragraphs:

9.1. The Contractor agrees to perform all of the work required by the Contract Documents and comply with the terms therein, unless modified by a Change Order, for the price as listed on the Contractor's Quote for 2021 Sewer Cleaning & Televising Project totaling a Bid amount of \$149,502.96.

9.2. Change Order

9.2.1 Any proposed changes by the contractor that will result in costs exceeding contractor's original bid price of \$149,502.96 will require a written change order.

9.2.2 All change orders will require the recommendation of the Utility Manager and approval of the expenditures by the City Administrator. The approval of change orders by the City shall be made in a timely manner that will not significantly delay the Contractor's progress. The approval or disapproval by the City of each change order shall be decided within two business days.

9.2.3. Verbal acknowledgement for changes to project work or project materials is not authorized. Acknowledgment of, or agreement to changes by any persons other than the Utility Manager and/or the City Administrator are not authorized.

9.2.4. Proposed changes by the contractor that are not agreed to by the Utility Manager and the City Administrator will be subject to review by the City Council.

10. - PAYMENT PROCEDURES

10.1. In accordance with Contractor's Proposal, the Contractor shall purchase and supply all equipment, parts and components as specified in the Contract Documents.

10.2 The contractor may request a progress payment once a month while performing the work described in the Contract. Contractor shall submit to Owner for review an Application for Payment filled out and signed by Contractor covering the Work completed as of the date of the Application and accompanied by such supporting documentation as is required by the Contract Documents.

10.3 Upon final completion and acceptance of the Work, Owner shall pay the Contract Price, less any completed progress payments, as recommended by the Utility Manager within 30 days of submittal. Contractor shall submit to Owner for review a final Application for Payment filled out and signed by Contractor covering the Work completed and accompanied by such supporting documentation as is required by the Contract Documents.

10.3.1 Contractor shall submit affidavit of debts and claims and affidavit of release of liens with final pay request including subcontracted work or equipment.

10.4 This contract includes a provision which allows the governmental body that is authorized to enter into the contract to make direct payment to subcontractors or to pay the prime contractor with checks that are made payable to the prime contractor and to one or more subcontractors. WI Statute (779.14(d)(1)(a)).

11. - CONTRACTOR'S REPRESENTATIONS AND ASSURANCES

Contractor makes the following representations:

11.2. Contractor has visited the Site and become familiar with and is satisfied as to the general, local, and site conditions that may affect cost, progress, and performance of the Work.

11.3. Contractor is familiar with and is satisfied as to all federal, state, and local Laws and Regulations that may affect cost, progress, and performance of the Work.

11.4 The Contract Documents are generally sufficient to indicate and convey understanding of all terms and conditions for performance and furnishing of the Work.

11.5. Contractor's Liability Insurance

The City of Ashland shall be named as an additional insured, on a primary basis. The limits of liability for the insurance required shall provide coverage for not less than the following amounts or greater where required by Laws and Regulations:

- i. Worker's Compensation and related coverages:
 - a. State: Statutory
 - b. Applicable Federal (e.g., Longshoreman's): Statutory
 - c. Employer's Liability:
 - 1) Bodily Injury by Accident \$500,000 Each Accident
 - 2) Bodily Injury by Disease \$500,000 Each Employee
 - 3) Bodily Injury by Disease \$500,000 Policy Limit
- ii. CONTRACTOR'S General Liability shall also include:
 - a. General Aggregate \$1,000,000
 - b. Products- Completed Operations Aggregate \$1,000,000
 - c. Personal and Advertising Injury \$1,000,000
 - d. Each Occurrence (Bodily Injury and Property Damage) \$1,000,000
 - e. Damage liability insurance will provide Explosion, Collapse, and Underground coverages where applicable.
 - f. Excess or Umbrella Liability
 - 1) General Aggregate \$2,000,000
 - 2) Each Occurrence \$2,000,000
- iii. Automobile Liability
 - a. Combined Single Limit (Bodily Injury and Property Damage)
 - Each Accident \$1,000,000
- iv. Contractual Liability coverage shall provide coverage for not less than the following amounts:
 - a. Bodily Injury:
 - Each Accident \$1,000,000
 - Annual Aggregate \$1,000,000
 - b. Property Damage:
 - Each Accident \$1,000,000
 - Annual Aggregate \$1,000,000

11.6 Contractor shall submit a one year warranty on installation of all work on the project from final completion.

12. - CONTRACT DOCUMENTS

The term Contract Documents consist of the following:

- 1. Agreement
- 2. Technical Specifications
- 3. Exhibits and Appendices
- 4. Contractor's Proposal Form
- 5. Contractor's/Supplier's Itemized Equipment Purchase
- 6. Data Sheets for equipment specified
- 7. Contractor's Certificates of Insurance
- 8. Notice to Proceed
- 9. Certificate of Substantial Completion
- 10. Change Order
- 11. Application for Payment
- 12. Affidavit of Debts and Claims
- 13. Affidavit of Release of Liens

13. - ASSIGNMENTS OF CONTRACT

No assignment by a party hereto of any rights under or interests in the Contract will be binding on another party hereto without the written consent of the party sought to be bound; and, specifically but without limitation, moneys that may become due and moneys that are due may not be assigned without such consent (except to the extent that the effect of this restriction may be limited by law), and unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under the Contract Documents.

14. - PARTNERS, SUCCESSORS, ASSIGNS AND LEGAL REPRESENTATIVES

Owner and Contractor each binds itself, its partners, successors, assigns, and legal representatives to the other party hereto, its partners, successors, assigns, and legal representatives in respect to all covenants, agreements, and obligations contained in the Contract Documents.

15. – SEVERABILITY

Any provision or part of the Contract Documents held to be void or unenforceable under any Law or Regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Owner and Contractor, who agree that the Contract Documents shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

16.- ORDER OF PRECEDENCE

Any inconsistency between this Contract and the Contractor's Proposal shall be resolved by giving precedence in the following order:

1. Contract Agreement dated May 4, 2021.
2. Contractor's Proposal dated April 14, 2021.

IN WITNESS WHEREOF, Owner and Contractor have signed this Agreement. Counterparts have been delivered to Owner and Contractor. All portions of the Contract Documents have been signed or have been identified by Owner and Contractor or on their behalf.

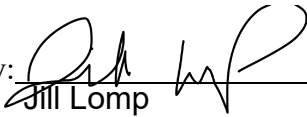
OWNER

CONTRACTOR

City of Ashland

Hydro-Klean, LLC

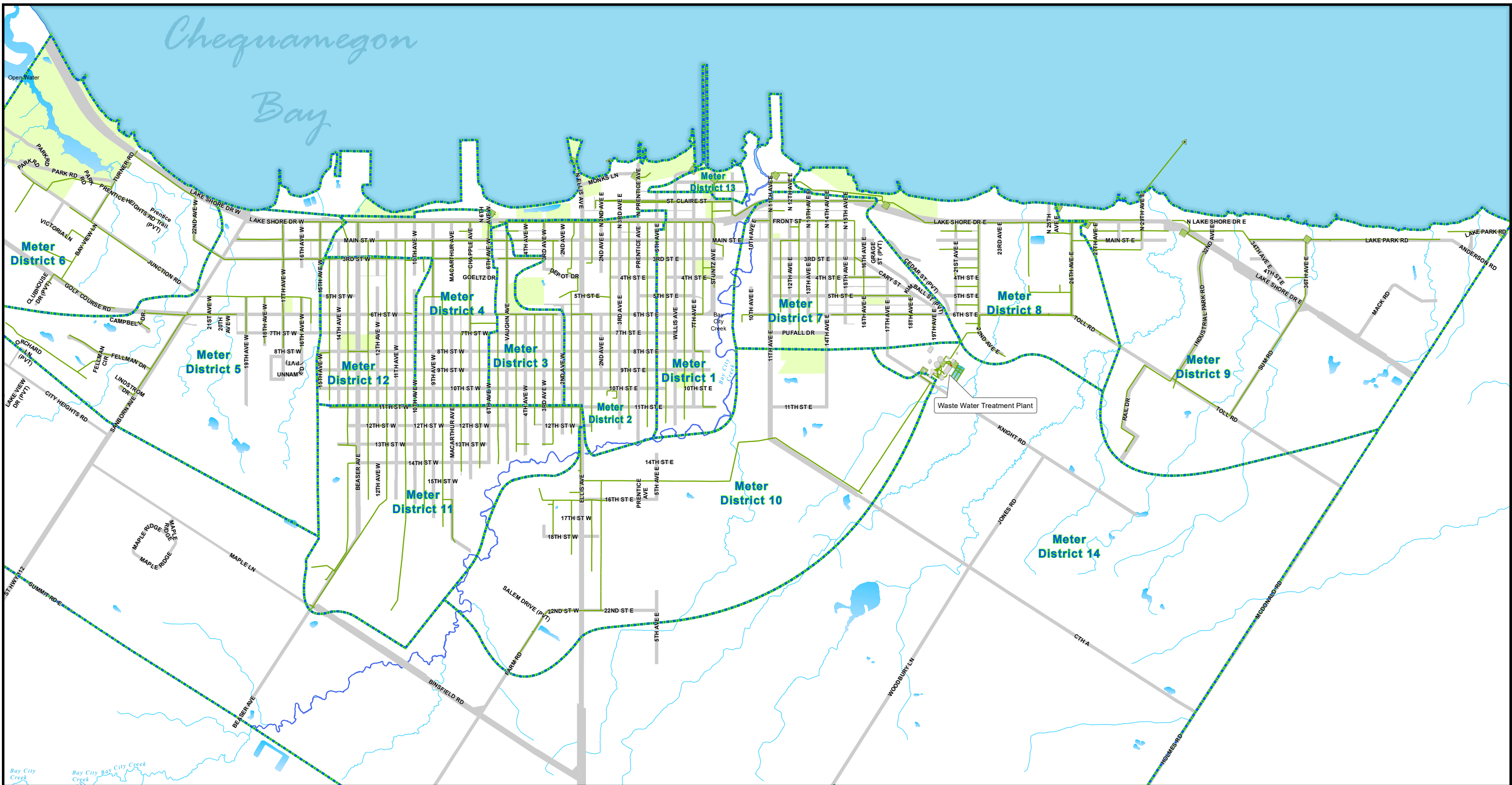
By: _____
Debra S. Lewis, Mayor

By:  _____
Jill Lomp

By: _____
Denise Oliphant, City Clerk

Title: Contracts Coordinator
License No: H052503

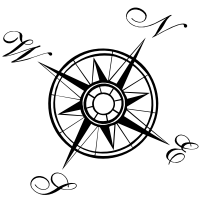
By: _____
Barbara Clement, Comptroller/Treasurer



City of Ashland Waste Water Distribution and Metering Districts

Legend

- Lift Stations
- Sanitary Mains
- Streams
- Meter Districts
- Parks
- Right of Ways



1 inch = 1,817 feet
0 0.1 0.2 0.3 0.4 0.5 Miles

Find yourself next to the water

ASHLAND

City of Ashland, Wisconsin
601 Main Street West Ashland, WI 54806 www.coawi.org

City of Ashland Dept. of Public Works
Geographic Information Systems Division

Created: 02/15/2019
Map for informational purposes only.

Sec. 194.06. Exceptions. Bids are not required for the following purchases:

- (a) Operating supplies and maintenance agreements, except items budgeted under series 800 object codes.
- (b) Products for which only one supplier exists.
- (c) Emergency purchases, such that the time spent to obtain bids would threaten health, safety, the environment, and public or private property.

SUBJECT: Approve Nepotism Policy Waiver (*Public Works*) Voice

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Public Works Director

EXHIBITS:

EXPENDITURES REQUIRED:

AMOUNT BUDGETED:

**APPROPRIATION
REQUIRED:**

**TREASURER'S
CERTIFICATE:**

COMPLIANCE WITH ORD. 51:

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN:

SUMMARY STATEMENT:

The current nepotism policy allows the Common Council to grant special approval for a department to hire a member of the immediate family of a current employee.

2.09. Employment of Relatives

The City does not permit any members of the immediate family of any employee to be hired or to work under the supervision of, or in the same department as, the employee, unless special approval for this hire has been obtained from the Common Council, prior to the employment of the family member. Immediate family for the purposes of this rule shall mean spouses, parents, children, or siblings, including step relationships and in-laws.

The Public Works Department is asking for a waiver on the City Handbook Section 2.09 Employment of Relatives to allow Jaclyn Homola, daughter of Dan Homola, Public Works Facilities and Grounds Foreman to work in the Department as a grounds maintenance limited term employee. Dan Homola will not be in a supervisory capacity of his daughter and the Public Works Department has not received enough qualified applicants to fill all available limited term grounds maintenance positions.

The Director of Public Works recommends approval for the waiver on the City Handbook Employment of Relatives to hire Jaclyn Homola.

SUBJECT: Approve to Allow the City of Ashland Public Works Department to Perform Public Construction Exceeding \$25,000 without Advertising for Competitive Bids. (*Public Works*) Roll

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Public Works Director
Finance Director

EXHIBITS:

EXPENDITURES REQUIRED: \$ 18,000.00 GF 100 Public Works O&M Budget (Labor)
\$ 22,420.00 Fund 453 Waterfront Development (Materials)
\$ 40,420.00 TOTAL

AMOUNT BUDGETED: \$ 18,000.00 GF 100 Public Works O&M Budget (Labor)

APPROPRIATION REQUIRED: \$ 22,420.00 Fund 453 Waterfront Development (Materials)

**TREASURER'S
CERTIFICATE:**

COMPLIANCE WITH ORD. 51:

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN:

SUMMARY STATEMENT:

The City of Ashland in 2020 was awarded a grant from the Wisconsin DNR for the Ashland Maslowski Beach Trail Rehabilitation, 2019-21 project. The grant includes a new ADA pedestrian trail from the existing bathroom to the western parking lot. In, 2019 the Public Works Department top soiled and seeded to stop erosion in the project area. In 2021, the Public Works Department will be installing a new concrete walkway from the bathroom to the western parking lot. This work will exceed \$25,00.00,

Chapter 194.05 of the Ashland City Ordinances **requires Council approval by three-fourths of all members-elect** to allow for any class of public construction or any part to be done directly the the City without submitting the same for bids.

SUBJECT: Approve to Reallocate Fund 470 Capital Improvement Plan Funds from Waterfront Access Road Project to the 2021 Watermain Replacements Project (*Public Works*) Roll

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Public Works Director
Finance Director

EXHIBITS:

1.	2021 Watermain Replacements - Summary of Total Project Costs
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EXPENDITURES REQUIRED: \$102,997.26 Contracted Services
\$ 30,719.70 Public Works Material Costs
\$133,716.96 Total Construction Cost

AMOUNT BUDGETED:

APPROPRIATION REQUIRED: \$ 9,952.00 General Fund Fund Balance
\$123,765.00 Fund 470 Fund Balance (from Waterfront Access Rd Project to 2021 Watermain Replacement)
\$133,717.00 Total Appropriation

TREASURER'S CERTIFICATE: N/A

COMPLIANCE WITH ORD. 51: Section 51.26 (b) of Chapter 51, Ashland City Ordinances, permit the Mayor and/or Clerk to schedule items directly for Council action when a timely decision is needed by the City. The City Clerk has chosen to direct this item directly to Council pursuant to the authority granted to her in Chapter 51, Ashland City Ordinances.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN: N/A

SUMMARY STATEMENT:

The City of Ashland's 2021 Capital Improvement Plan (CIP), as approved by the City Council at the November 17, 2020 meeting, includes \$496,616.00 in Street Improvements (Fund 470) allocated to the Waterfront Access Road (St. Claire). These funds are a combination of 2020 levy dollars, fund balance from Fund 470, a grant, and fund balance from the General Fund (Fund 100).

Several decisions made during the Waterfront Access Road design process have resulted in significant cost savings to the project since it was originally budgeted for. As a result, the cost of the Fund 470 share of the project, including construction and engineering, has significantly decreased and \$123,765.00 in surplus funds remain in Fund 470.

The Public Works Director is requesting Council approval to reallocate the \$123,765.00 in surplus funds to the

2021 Watermain Replacement project along with a \$9,952.00 appropriation for the general fund fund balance for a total appropriation of \$133,717.00. A total of \$102,997.26 will be used for contracted construction and engineering services associated (watermain, curb & gutter, concrete restoration, new street surface) with the project. Award of the corresponding contract for these services will be proposed later in the meeting.

A total of \$30,719.70 will be used for the cost of material to allow the City Public Works Department to remove the existing street surface, partially reconstruct the roadway base, replace existing storm sewer structures, remove existing sidewalk and complete restoration.

Although the cost of the work by Public Works exceeds \$25,000 (and is therefore defined as public construction per Wisconsin statute), City Ordinance 194 Procurement of Goods and Services and Approval of Change Orders for Public Construction Projects allows the City to complete work associated with roadway, storm sewer and sidewalk construction without soliciting bids. Per Wis. stat. 62.15, Public Works staff will provide a report to Council detailing the cost of the work following the completion of the project

The 2021 Watermain Replacement project was not budgeted for as part of the City's 2021 CIP but was quickly developed for 2021 construction once staff realized Fund 470 would have surplus funds available. Council action is requested to approve the reallocation of \$133,717.00 to the project.

In addition to the above described material cost for the work to be performed by Public Works, the total estimated cost of labor and equipment is \$29,746.20. These costs will be funded by the Public Works Department operating budget (General Fund 100) and do not require reallocation. However, the attached summary of total project cost is provided to inform Council of the total cost of completing the project.

2021 Watermain Replacements - Summary of Total Project Costs

	Contracted Services	Contracted Services Contingency (20%)	Public Works Material	Public Works Labor & Equipment	Public Works Contingency (20%)	Engineering*	Project Total
Street Improvements CP Fund 470	\$75,414.38	\$15,082.88	\$25,599.75	\$24,788.50	\$10,077.65	\$12,032.11	\$162,995.27
Water Utility Fund 680	\$226,635.62	\$45,327.12	\$0.00	\$0.00	\$0.00	\$32,017.89	\$303,980.63
	\$302,050.00	\$60,410.00	\$25,599.75	\$24,788.50	\$10,077.65	\$44,050.00	\$466,975.90

*Projected Cost

SUBJECT: Approve to Award Contract to Ruotsala Construction, Inc. for the 2021 Watermain Improvements Project (3.5 Blocks of Chapple Ave South of 11th Street West; 1 Block of Front Street and 1 Block of 12th Avenue East) (*Public Works*) Roll

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Public Works Director
Finance Director
Utility Manager

EXHIBITS:

1.	City of Ashland 2021 Watermain Improvements Map
2.	Bid Tabulation

EXPENDITURES REQUIRED:

	Construction Total	Construction Contingency	Project Total
Street Improvements (CP Fund 470	\$ 75,414.38	\$ 15,082.88	\$ 90,497.26
Water Utility (Fund 680)	<u>\$226,635.62</u>	<u>\$ 45,327.12</u>	<u>\$271,962.74</u>
TOTAL PROJECT	\$302,050.00	\$ 60,410.00	\$362,460.00

AMOUNT BUDGETED: \$90,497.26 Street Improvements-Capital Project Fund 470

APPROPRIATION REQUIRED: \$ 271,962.74 Water Utility Fund Balance- Capital Project Fund 680

TREASURER'S CERTIFICATE: The Treasurer's Office has certified on May 6, 2021 that Ruotsala Construction is in compliance with the provisions of Ordinance 923.10 Ashland City Ordinances.

COMPLIANCE WITH ORD. 51: Section 51.26 (b) of Chapter 51, Ashland City Ordinances, permit the Mayor and/or Clerk to schedule items directly for Council action when a timely decision is needed by the City. The City Clerk has chosen to direct this item directly to Council pursuant to the authority granted to her in Chapter 51, Ashland City Ordinances.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN: The proposed construction conforms to the goals and community values identified in the City of Ashland's Comprehensive Plan.

SUMMARY STATEMENT:

The Public Works Department received and opened five bids on April 29, 2021 for the 2021 Watermain Improvements project.

The project involves partial street reconstruction of 3.5 blocks on Chapple Ave, south of 11th Street West, one block on Front Street between 11th Avenue East and 12th Avenue East and one block on 12th Avenue East between Front Street and Main Street. The partial street reconstruction on Chapple Ave will include replacement of watermain, storm sewer structures, curb and gutter, concrete driveway/walkway restoration, and a new street surface. Front Street and 12th Avenue East will have the watermain replaced and a new street surface. The new street surface will be supported by new base material installed as part of the project but will not include full depth reconstruction and installation of an underdrain system, as is typical with full street reconstruction in the City.

The project was bid with an alternate bid amount to put the final asphalt lift on in 2022. The department has selected the alternate at an increase to the project of \$3,450.00, waiting one year after construction allows the roadway to settle and will provide for a smoother roadway surface.

The lowest responsible bidder was Ruotsala Construction Inc. The Public Works Department recommends awarding the contract to Ruotsala Construction Inc.

With limited street improvement capital funds the City Public Works Department will remove the existing street surface, partially reconstruct the roadway base, replace existing storm sewer structures, remove existing sidewalk and complete restoration. The total estimated cost of materials for the work by Public Works is \$30,719.70 and the total estimated cost of labor and equipment for the work by Public Works is \$29,746.20. Materials for the project will be funded by CP Fund 470 Street Improvements, the labor and equipment will be funded by the Public Works Operating Budget.

The total project cost with contingencies is expected to be \$466,975.90, this includes the work preformed by both the contractor and the public works staff as well as contracted engineering services.

CITY OF ASHLAND

2021 WATERMAIN IMPROVEMENTS

CHAPPLE AVENUE (11TH ST W - TERMINUS)
 FRONT STREET (11TH AVE E - 12TH AVE E)
 12TH AVENUE E (FRONT ST - MAIN ST E)
 ASHLAND COUNTY, WISCONSIN



PROJECT LOCATION
FRONT ST & 12TH AVE

PROJECT LOCATION
CHAPPLE AVE

CITY OF ASHLAND, WI

SHEET INDEX

SHEET	SHEET DESCRIPTION
1	TITLE SHEET
2	GENERAL NOTES
3-4	PROJECT OVERVIEW
5-6	TYPICAL SECTIONS
7	INTERSECTION DETAILS
8-9	TRAFFIC CONTROL
10-14	PLAN & PROFILE
15-18	CROSS SECTIONS



JOB NO.	2920-010
DRAWN BY	RJ
CHECKED BY	RPK
DATE	2021
REVISIONS	
REFERENCE FILE	00b0se_*.dwg
DRAWING FILE	010101_ti_*.dwg

Cedar Corporation
 2020 Main Street, Ashland, WI 54806
 715-685-6999
 715-685-6997
 715-685-6998
 715-685-6999

CITY OF ASHLAND
 2021 WATERMAIN IMPROVEMENTS
 ASHLAND COUNTY, WISCONSIN
 TITLE PAGE

SHEET NO.
1 of 18

Unit Price Bid Schedule			Ruotsala Construction Ironwood, MI		M Jolma Inc Ashland, WI		Northern Interstate Const. South Range, WI		McCabe Construction Eau Claire, WI		A-1 Excavating, Inc. Bloomer, WI		Ritola Construction LLC Mason, WI	
Item	Unit	Qty												
CHAPPLE AVE TOTAL			\$227,165.00		\$286,921.84		\$298,529.70		\$296,784.50		\$317,064.50		\$313,249.69	
FRONT ST & 12TH AVENUE E TOTAL			\$71,435.00		\$88,480.29		\$98,316.00		\$103,215.50		\$120,805.00		\$125,558.02	
PROJECT TOTAL			\$298,600.00		\$375,402.13		\$396,845.70		\$400,000.00		\$437,869.50		\$438,807.71	
							Calculation error		(270.00)					
							Submitted Bid		\$396,575.70					
							Understated							

ALTERNATE BID ITEM:														
Hot Mix Asphalt Pavement, Surface, 1.5" (2022)	3450	\$8.00	\$27,600.00	\$9.51	\$32,826.06	\$28,738.50	\$8.45	\$29,152.50	\$8.60	\$29,670.00	\$9.25	\$31,912.50		

Owner reserves the right to consider alternate bid items for bid award.

SUBJECT: Update Regarding Creating a System for Collection and Analysis of Data Related to the Ashland Police Department (*Administration*)

RECOMMENDATION: Discussion Only

DEPARTMENT OF ORIGIN: Administrator

CLEARANCES: Mayor

EXHIBITS:

EXPENDITURES REQUIRED:

AMOUNT BUDGETED:

**APPROPRIATION
REQUIRED:**

**TREASURER'S
CERTIFICATE:**

COMPLIANCE WITH ORD. 51: Section 51.26 (b) of Chapter 51, Ashland City Ordinances, permit the Mayor and/or Clerk to schedule items directly for Council action when a timely decision is needed by the City. The Mayor has chosen to direct this item directly to Council pursuant to the authority granted to her in Chapter 51, Ashland City Ordinances.

STATEMENT OF CONFORMANCE WITH COMPREHENSIVE PLAN:

SUMMARY STATEMENT:

Discussion began on January 26, 2021 at the Committee of the Whole meeting. As the three-hour time limit was nearing, Council President Haas recommended continuing discussion regarding collecting and analyzing data in regard to the Ashland Police Department. Councilor Ullman proposed to establish funding to begin this process. Councilor MacKenzie moved, seconded by Councilor Ortman, to direct Administration to find \$10,000 to begin this system. This motion carried 8-3 by voice vote.

Discussion has continued during the March 9, and March 30, 2021 Committee of the Whole meetings. Police Chief Bill Hagstrom talked to Council about the kind of data collected and available through the current police reporting system. Laura Nagro, member of the Ashland County Public Property and Law Enforcement Committee was also recognized to speak to Council.

Kate Ullman shared a link to an article, [Collecting, Analyzing, and Responding to Stop Data: A Guidebook for Law Enforcement Agencies, Government and Communities](#).

Tochterman moved, seconded by Ullman and was unanimously approved to ask the Administrator to form a

group to include representatives from the police force, Council, and community to further determine what the purpose was for collecting data, and what was to be done with any data collected. The Administrator elected to bring Council up to date at this time, and allow for time for questions.