



Take notice that the City of Ashland Committee of the Whole will meet immediately following the adjournment of the City Council Meeting in the City Hall Council Chambers, 601 Main Street W. Ashland, WI, to consider and act upon the following agenda.

To attend the meeting from your computer, tablet or smartphone:
<https://global.gotomeeting.com/join/500263957> Access Code: 500-263-957
Or dial in using your phone. United States (Toll Free): 1-877-309-2073
Please contact the Clerk's office if you require accommodations to attend the meeting.

Tuesday, June 9, 2026 Ashland Committee of the Whole Meeting Agenda

1. **Roll Call**
2. **Approval of Agenda**
3. **Council President's Report**
4. **Items for Discussion and Possible Action**
 - A. **Review Draft Ordinance Amendments to Chapter 507 (1691) Operation Of All-Terrain Vehicles (ATVs) And Utility-Terrain Vehicles (UTVs) (*Police Dept*)**
 - B. **Review Draft Ordinance Creating Chapter 508 (2026-XXXX) Operation of Golf Carts (*Police Department*)**
 - C. **Permit the Fire Department to Submit an Application for an Assistance to Firefighter's Grant (*Fire Department*)**
 - D. **Permit the Fire Department to Submit an Application for a Wisconsin Department of Natural Resources Forest Fire Protection Grant (*Fire Department*)**
 - E. **Review Professional Services Proposal from MSA Professional Services, Inc. to Complete the 2026 Comprehensive Plan Update (*Planning and Development*)**
 - F. **Continued Discussion and Update Regarding the City of Ashland's EV Charging Stations (*Administrator*)**
 - G. **Restructuring Fleet Maintenance Manager Position (*Public Works*)**
 - H. **Update on Sewer Rates (*Public Works*)**
5. **Adjournment**

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Upon reasonable notice, the City of Ashland will accommodate the needs of disabled individuals or individuals with limited English proficiency. For additional information or to request this service, contact the City Clerk's Office at 715-682-7071 (not a TDD number).

Ref: 2026-108

COMMITTEE AGENDA:
4.A. (6/9/2026)

SUBJECT: Review Draft Ordinance Amendments to Chapter 507 (1691) Operation Of All-Terrain Vehicles (ATVs) And Utility-Terrain Vehicles (UTVs) (*Police Dept*)

RECOMMENDATION: Advance to Council for formal approval

DEPARTMENT OF ORIGIN: Police department

CLEARANCES: City Attorney

EXHIBITS:

1. Proposed Amendments to Chapter 507 Operation Of All-Terrain Vehicles (ATVs) And Utility-Terrain Vehicles (UTVs)

COMPLIANCE WITH STRATEGIC PLAN:

SUMMARY STATEMENT:

During their April 21, 2026 Committee of the Whole meeting, Council began discussion regarding potential changes to [Chapter 507 \(1691\)](#) Operation Of All-Terrain Vehicles (ATVs) And Utility-Terrain Vehicles (UTVs). Council agreed on recommended changes and asked to return the item to another Committee of the Whole meeting to review before formally approving.

Proposed Amendments to Ordinance 507.01
(Changes in Red)

507.01 Statutory Authority

All provisions of sec. 23.33, Wis. Stats. are adopted by this reference.

507.02 Routes

The operation of ATVs and UTVs is allowed on all City streets except the following:

1. Main Street from Beaser Avenue to Stuntz Avenue
2. Beaser Avenue
3. U.S. Highway 2
4. Ellis Avenue/State Highway 13 from U.S. Highway 2 to 11th Street
5. Ellis Avenue/State Highway 13 south of 19th Street
6. Sanborn Avenue/State Highway 112 south of 6th Street
7. Binsfield Road
8. 5th Street Corridor except between Stuntz Avenue and 11th Avenue East
9. Lakefront walking trail

All public streets designated and signed as ATV routes shall be open to ATV and UTV traffic. Routes shall be approved and designated by the Mayor and Chief of Police and signed by the Public Works Department/or their designee.

Designated All-Terrain Vehicle Routes

507.03 Conditions

As a condition for the use of this route, the following conditions shall apply to all operators (and passengers where applicable);

1. All operators shall possess a valid driver's license.
2. All operators and passengers under the age of 18 shall wear a protective helmet.
3. ATVs and UTVs shall be operated on the far right side of the roadway surface.
4. ATVs and UTVs shall not be operated at speeds in excess of **the posted speed limit. 10 miles per hour.**
5. Routes must be signed in accordance with NR 64.12, and NR 64.12(7)c.
6. ATVs and UTVs operated on signed routes in the City of Ashland shall have stock unmodified exhaust systems.

7. ATVs and UTVs shall not be allowed to operate within the City of Ashland between the hours of 10:00 p.m. and 6:00 a.m. Sunday through Thursday.
8. ATVs and UTVs shall not be allowed to operate within the City of Ashland between the hours of 12:00 midnight and 6:00 a.m. Friday and Saturday.
9. **ATVs and UTVs shall be operated in single file and shall not be operated side by side.**
10. **Every owner of an ATV or UTV shall carry liability insurance on an ATV or UTV operating in the City or be able to show proof of financial responsibility in the event of any accident with said ATV or UTV.**
11. **No operator or passenger in or on an ATV or UTV shall possess an open container of an alcoholic beverage.**

507.04 Enforcement

This ordinance shall be enforced by any law enforcement officer of the City of Ashland, Ashland County, Wisconsin.

507.05 Penalties

Wisconsin State All-Terrain Vehicle penalties as found in Sec. 23.33 (13)(a) Wis. Stats. are adopted by reference. Any violations of sec. 507.03 shall carry a \$250 forfeiture for first infraction and a \$500 forfeiture for any subsequent violation.

507.06 Sunset Clause

This ordinance shall expire one (1) year from the date of passage unless the Common Council votes to reauthorize the ordinance prior to that date.

SUBJECT: Review Draft Ordinance Creating Chapter 508 (2026-XXXX) Operation of Golf Carts (*Police Department*)

RECOMMENDATION: Advance to Council for formal approval

DEPARTMENT OF ORIGIN: Police Department

CLEARANCES: City Attorney

EXHIBITS: 1. Proposed Ordinance 508 Operation of Golf Carts - DRAFT

COMPLIANCE WITH STRATEGIC PLAN:

SUMMARY STATEMENT:

The City received inquiries from its citizens regarding the use of golf carts on City residential and business roadways. The former police chief reached out to the city attorney for advice on creating an ordinance to address future use of golf carts.

Proposed Ordinance 508 Operation of Golf Carts

508.01 Definition

“Golf cart” means a vehicle whose speed attainable in one mile does not exceed 20 miles per hour on a paved, level surface, and that is designed and intended to convey one or more persons and equipment to play the game of golf in an area designated as a golf course. An ATV or UTV is not considered a golf cart.

508.02 Routes

The operation of a golf cart is allowed on all City streets that have a speed limit of 25 miles per hour or less, except the following:

1. Main Street from Beaser Avenue to Stuntz Avenue
2. Beaser Avenue
3. U.S. Highway 2
4. Ellis Avenue/State Highway 13 from U.S. Highway 2 to 11th Street
5. Ellis Avenue/State Highway 13 south of 19th Street
6. Sanborn Avenue/State Highway 112 south of 6th Street
7. Binsfield Road
8. 5th Street Corridor except between Stuntz Avenue and 11th Avenue East
9. Lakefront walking trail

508.03 Registration

Prior to operating a golf cart on a City street, the golf cart shall be registered with the City Clerk. The annual registration fee shall be \$25.00.

508.04 Conditions

As a condition for the use of this route, the following conditions shall apply to all operators (and passengers where applicable);

1. All operators shall possess a valid driver’s license.
2. All operators and passengers under the age of 18 shall wear a protective helmet.
3. Headlamps shall be illuminated while operating a golf cart.
4. Golf carts shall be operated on the far right side of the roadway surface.
5. Golf carts shall not be operated at speeds in excess of the posted speed limit.
6. Golf carts operated on signed routes in the City of Ashland shall have stock unmodified exhaust systems.

7. Golf carts shall not be allowed to operate within the City of Ashland between the hours of 10:00 p.m. and 6:00 a.m. Sunday through Thursday.
8. Golf carts shall not be allowed to operate within the City of Ashland between the hours of 12:00 midnight and 6:00 a.m. Friday and Saturday.
9. Golf carts shall be operated in single file and shall not be operated side by side.
10. Every owner of a golf cart shall carry liability insurance on the golf cart operating in the City or be able to show proof of financial responsibility in the event of any accident with the golf cart
11. No operator or passenger in a golf cart shall possess an open container of an alcoholic beverage.

508.05 Enforcement

This ordinance shall be enforced by any law enforcement officer of the City of Ashland, Ashland County, Wisconsin.

508.06 Penalties

Any person who violates this section shall be subject to a penalty of not less than \$50.00 nor more than \$100.00 and the potential revocation of the golf cart's registration.

508.07 Sunset Clause

This ordinance shall expire one (1) year from the date of passage unless the Common Council votes to reauthorize the ordinance prior to that date.

SUBJECT: Permit the Fire Department to Submit an Application for an Assistance to Firefighter's Grant (*Fire Department*)

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Fire Department

CLEARANCES:

EXHIBITS:

COMPLIANCE WITH STRATEGIC PLAN: A goal of the Utilities and Community Facilities chapter (Chapter 5) of the City’s Comprehensive Plan of Record is “to provide a well maintained infrastructure that provides health, education, telecommunication and safety and security services for all residents and visitors.” Objective 1.3 of the chapter notes that the community needs to “ensure that City fire, police, and emergency services equipment adequately provides for the personal safety of all persons and for preservation of property.”

SUMMARY STATEMENT:

The Fire Chief is requesting approval to apply for an Assistance to Firefighter's grant to purchase 25 portable radios. The state of Wisconsin is transitioning the interoperability radio system (WISCOM) from VHF radio frequencies to 800 MHz. Bayfield County has been a daily user for decades and will receive more funding and will receive it sooner than counties that are not daily users. Ashland County has received a grant to upgrade WISCOM infrastructure—this does not include mobile radios and portable radios.

The AFG Grant is an opportunity for AFD to upgrade our portable radios. The estimated cost of 25 portable radios is \$200,000. If successful, the City's match would be 5% or \$10,000 which could be budgeted for in the 2027 budget cycle. Price estimates are still being requested at the time of the agenda deadline.

SUBJECT: Permit the Fire Department to Submit an Application for a Wisconsin Department of Natural Resources Forest Fire Protection Grant (*Fire Department*)

RECOMMENDATION: Approval

DEPARTMENT OF ORIGIN: Fire Department

CLEARANCES:

EXHIBITS:

COMPLIANCE WITH STRATEGIC PLAN:

A goal of the Utilities and Community Facilities chapter (Chapter 5) of the City’s Comprehensive Plan of Record is “to provide a well maintained infrastructure that provides health, education, telecommunication and safety and security services for all residents and visitors.” Objective 1.3 of the chapter notes that the community needs to “ensure that City fire, police, and emergency services equipment adequately provides for the personal safety of all persons and for preservation of property.”

SUMMARY STATEMENT:

The Ashland Fire Department is requesting approval to submit a Wisconsin DNR (WI DNR) Forest Fire Protection Grant (FFP) application and to accept the grant once it is awarded.

The Ashland Fire Department (AFD) provides fire protection services to the Townships of Eileen, Pilsen, and Gingles. These townships and a few areas within the City of Ashland have the potential for wildland fires and grass fires. The townships pay for fire protection services.

AFD maintains strike team capabilities for wildland firefighting with the WI DNR. In 2025, AFD responded to six wildland fires and six other outdoor fires that utilized wildland firefighting equipment in our 328 square mile fire protection service area. AFD also has a current memorandum of understanding (MOU) with the WI DNR for wildland fire response. This MOU gives us preference points in the application process.

The grant request is for \$7,482.20 for class A firefighting foam concentrate, six sets of dual-certified firefighting coats and pants, and 24 pieces of wildland firefighting personal protective equipment. If awarded the grant, the FFP grant will pay up to 50% of those costs. AFD is awarded this grant annually and budgets for the matching funds required of this grant. The matching funds will be taken out of AFD's budgeted capital funds in early 2027. The Fire Chief recommends approval of this grant application.

SUBJECT: Review Professional Services Proposal from MSA Professional Services, Inc. to Complete the 2026 Comprehensive Plan Update (*Planning and Development*)

RECOMMENDATION: Advance to Council for formal approval

DEPARTMENT OF ORIGIN: Planning and Development

CLEARANCES: Planning and Development Director
City Administrator

EXHIBITS: 1. MSA Professional Services - Proposal to Provide Comprehensive Plan Updates

COMPLIANCE WITH STRATEGIC PLAN: The Comprehensive Plan is the overarching long-range guiding document for the City and the Strategic Plan includes multiple goals that the Comprehensive Plan would address. The community has made progress since the current Comprehensive Plan was adopted in 2017 and is coming up on the ten-year mark of the plan. The City's Strategic Plan was recently updated in 2025 and the ten-year update of the Comprehensive Plan is timely. Though the Strategic Plan does not specifically mention updating the Comprehensive Plan, it is important to update the Comprehensive Plan to ensure that the plan remains relevant and able to guide the community towards meeting its and the Strategic Plan's goals.

SUMMARY STATEMENT:

The City has budgeted funds for 2026 and received CDBG-PLNG funding to update its Comprehensive Plan. Staff would like to start the process this summer and anticipates that the process will take 12–18 months to complete. Planning staff put out a Request for Proposals (RFP) earlier this year to solicit proposals from qualified consulting firms to assist the City in this effort. Two firms (MSA Professional Services, Inc. and Martenson & Eisele, Inc.) submitted proposals to provide consulting services. The City Administrator, Planning and Development Director, and Assistant Planner reviewed and scored the proposals according to a set of criteria provided with the RFP. Staff found that both firms were qualified to perform the work. After completing the scoring process, staff recommends that the City enter into a Professional Services

Agreement with MSA to complete the comprehensive planning process. This item is a request that the COW authorize staff to proceed to Council for review and approval of a Professional Services Agreement with MSA to complete the Comprehensive Plan update process. A draft agreement is included on pages 20-23 of the pdf proposal.

MSA Professional Services, Inc.
1702 Pankratz Street, Madison, WI 53704
Primary Contact/Project Manager: Emily Soderberg, AICP
Phone number: (608) 579-9909
Email address: esoderberg@msa-ps.com

PROPOSAL TO PROVIDE Comprehensive Plan Update

Prepared for the City of Ashland, WI
April 27, 2026





TABLE OF CONTENTS

COVER LETTER	1
PROJECT SCOPE	2
PROJECT WORK PLAN	4
PROJECT COORDINATION PLAN	7
FIRM PROFILE	8
Project Examples	11
Client References	16
Familiarity with Community	17
PROJECT TEAM	18
PROJECT BUDGET & FEE SCHEDULE	19
PROFESSIONAL SERVICES AGREEMENT	20
COMPLETED EXHIBIT II CDBG FORMS	24
APPENDIX	
Resumes	i

Dear Steven and Review Committee,

We are excited to see the City of Ashland advancing a Comprehensive Plan Update supported by CDBG-PLNG funding. Ashland's history, Lake Superior setting, and role as a regional hub create a strong foundation for a plan that is both visionary and practical. Our approach centers on delivering a clear, action-oriented plan that guides decisions and investments in the next 10-20 years planning horizon.

MSA's Planning + Design Studio focuses on creating great, resilient places. Our integrated team of planners, urban designers, and landscape architects takes a holistic approach that connects design, policy, and investment to community vitality. We emphasize inclusive public engagement—especially for CDBG-funded projects—and bring strong experience delivering concise, “Smart Growth”—compliant comprehensive plans focused on implementation.

For the City of Ashland Comprehensive Plan Update, MSA will lead the process with the following priorities:

- **Community Knowledge** – We will build on our previous Ashland CORP and Master Plan projects, which have provided a strong understanding of some of the community's key issues and opportunities.
- **Community Engagement** – Inclusive and representative engagement is essential to the legitimacy and success of the plan. We will work closely with City staff, the Plan Commission, and the Citizen Steering Committee to implement a robust Public Participation Plan using a mix of in-person and virtual methods. Our goal is to help the City confidently say, “This plan reflects what the community wants and values.”
- **Action-Oriented** – Our plans move beyond policy to define clear strategies and actions that drive measurable progress. The updated Comprehensive Plan will include an implementation framework with timelines to align priorities with budgeting, grants, and staff capacity. Focus areas such as sustainability and downtown development will be integrated directly into this action-oriented approach.
- **Concise and Engaging Plan Documents** – We believe comprehensive plans should be used, not shelved. Our “lean planning” approach emphasizes clarity, focus, and strong visual communication. The final Ashland Comprehensive Plan will be approachable for elected officials, staff, partners, and residents alike, while still meeting all State of Wisconsin and CDBG planning requirements, including the nine required elements and special planning areas.
- **A Team of Experts** – MSA's multi-disciplinary team of certified planners, engineers, landscape architects, and funding specialists bring the expertise needed to develop practical, cost-conscious strategies tailored to Ashland
- **Relevant Experience and Capacity** – MSA brings extensive experience with CDBG-funded planning projects and comprehensive plan updates across Wisconsin and the Upper Midwest, including supporting the City on the grant to complete this project. Steve Tremlett provides 19 years of planning and urban design expertise, while Emily Soderberg has a strong record in managing projects of all sizes on Comp Plans, CORPS, and Sustainability Plans.

We have the staffing capacity and process to deliver a plan in less than 18 months with most plans adopted in 12-14 months. We look forward to the opportunity to continue working with the City of Ashland!

Sincerely,

MSA Professional Services, Inc. | Planning + Design Studio

Emily Soderberg, AICP
Project Manager

(608) 242-579-9909 | esoderberg@msa-ps.com

Stephen Tremlett, AICP, CNU-A
Principal in Charge

(608) 242-6621 | stremllett@msa-ps.com

Proposal to Provide:

**COMPREHENSIVE
PLAN UPDATE**

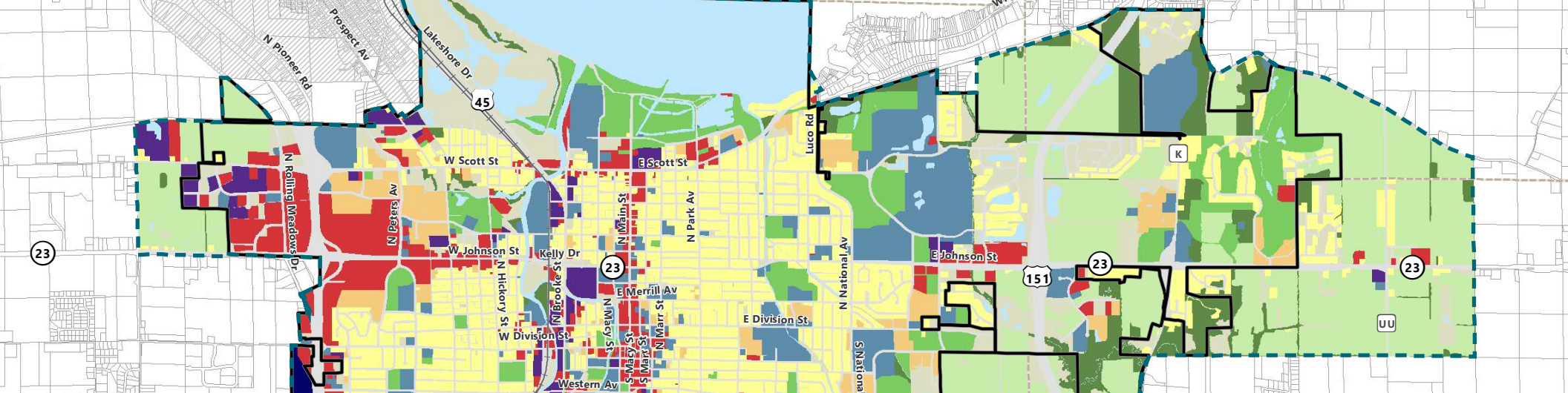
April 27, 2026

**Steven Wiley
Planning and
Development Director**

City of Ashland
Ashland City Hall
601 Main Street W
Ashland, WI 54806

**MSA Planning +
Design Studio**

1702 Pankratz Street
Madison, WI 53704



PROJECT SCOPE AND APPROACH

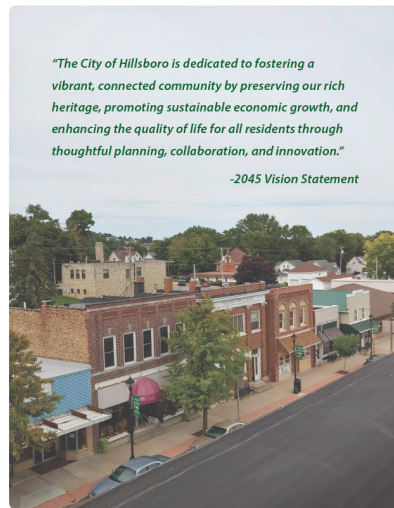
We have provided a work plan that meets the scope within the RFP, and are based on the project approach outlined below.

LEAN COMP PLAN

Comprehensive plans tend to get bloated with excess data and ideas. Not every available data point adds value to the plan, and not every acceptable idea warrants mention in the plan. We are firm believers in the value of “lean.” The lean comprehensive plan can address the needs of the community and Wisconsin’s statutory requirements, and through a commitment to focus and brevity, it can remain short, compelling, and easy to use. We apply a similar approach to our comprehensive outdoor recreation plans, with a focus on inventorying the City’s existing recreation assets and desired improvements for the future.

We will work with you to help make sure the final Comprehensive Plan features only the most relevant data. We will collect and review data from various sources as pertinent, including the U.S. Census Bureau (American Community Survey, Economic Census), the U.S. Department of Housing and Urban Development, the Regional Planning Commission, and the City itself. Our review and presentation of the available data will be iterative, with City staff, starting with a screening for noteworthy trends and comparisons with selected peers, and then drilling deeper to explore the most interesting and salient facts. The data to be included in the plan document should be those pieces that relate directly to key policy directions.

Plan Layout Example



IV • CITY OF HILLSBORO 2045 COMPREHENSIVE PLAN

“The City of Hillsboro is dedicated to fostering a vibrant, connected community by preserving our rich heritage, promoting sustainable economic growth, and enhancing the quality of life for all residents through thoughtful planning, collaboration, and innovation.”

-2045 Vision Statement

1. INTRODUCTION

WELCOME TO THE CITY OF HILLSBORO'S COMPREHENSIVE PLAN!

The City of Hillsboro 2045 Comprehensive Plan (henceforth referred to as the Plan) is intended to guide decisions and actions affecting City budgets, ordinances, and growth. The Plan looks 20 years into the future, identifying strategies and paths to implementation to realize the community's long-term vision. As a broad-based plan, it sometimes relies on other more detailed plans or budget processes to determine when or how implementation will occur.

The Plan's recommendations are intended to:

- Create a collective and consistent vision for Hillsboro's future.
- Establish priorities for public investment, including the City's Capital and Operating Budgets.
- Provide or inform policies that guide City-wide decision-making.
- Align the work of City staff around the issues that matter most to residents and stakeholders.
- Create a framework for topic-specific plans and initiatives that will expand on the Comprehensive Plan's recommendations.
- Guide private development through the Future Land Use map and corresponding policies.
- Foster partnerships with other entities to address shared goals.

WHY PLAN

The purpose of this plan is to establish a shared vision for Hillsboro to guide future actions and decisions, improving the City's ability to work cohesively and consistently over time.

PURPOSE & INTENT

The Comprehensive Plan is a resource for managing growth. It is designed to be a working document for City officials to direct community development decisions, assist with capital and operational budgeting, stimulate private housing, business and industrial investment.

A Comprehensive Plan functions as an umbrella document that encompasses issues most frequently affected by City governance, and it is to be used in coordination with other documents and ordinances. The Plan references other plans and studies that address specific topics in greater detail.

The Plan will be implemented via ordinances, especially zoning and subdivision ordinances. This Plan is intended to help the Plan Commission and City Council apply those ordinances; in fact, Wisconsin state statutes require that certain decisions must be consistent with the Plan.



Reflecting Ashland's Voice, Vision, and Values.

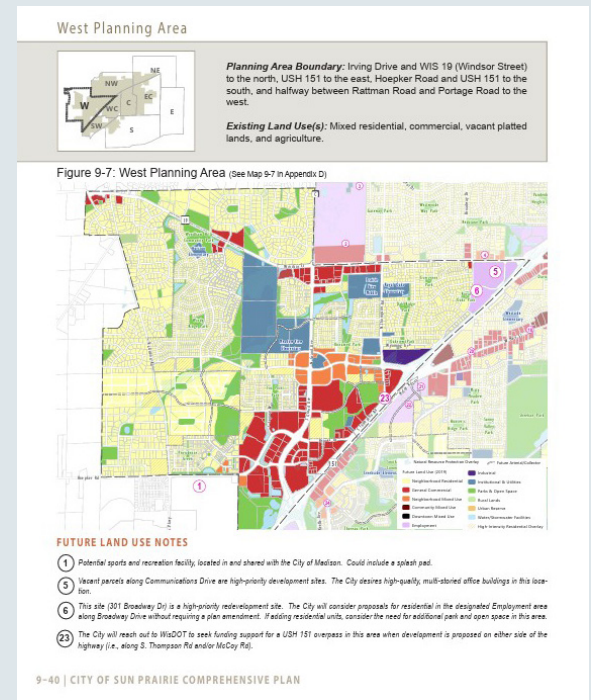
LAND USE - NEIGHBORHOOD FOCUS

We encourage a focus on neighborhoods throughout this process. For many residents it can be easier to share concerns and feel a sense of civic connection through neighborhood affiliations than through City Hall. This plan will be more relevant to residents if it features objectives and strategies specific to each neighborhood area within the City. As location-specific issues, opportunities, and actions are identified, we propose to organize them by neighborhood areas. The examples on the right show the neighborhood focus when reviewing the existing conditions and future land use designations.

We understand there has been administrative difficulties with applying the version of the future land use (FLU) map in your current plan. This type of FLU plan, inclusive of maps and FLU definitions and policies, will help decision makers and individual landowner understand what are the preferred uses for a particular area have been determined.

IMPLEMENTATION-FOCUSED

Many Wisconsin communities use their comprehensive plans effectively to guide land use and development decisions. Sometimes communities struggle to implement action items, although they have plans with long lists of action items. In your process, we will start the planning effort with a discussion about implementation methods, to better understand precisely how the annual budgeting and goal-setting process works in Ashland. We will provide guidance in the plan that spells out in detail how the plan is to be used in those processes each year. We will also provide the action table in Excel to allow the City to track and budget for action items.





WORK PLAN

The two essential elements of our work plan are the community engagement process and document development process. Our coordination plan (on page 7) details the meetings we plan to hold with the Plan Commission and City Council to provide updates on the work plan.

COMMUNITY ENGAGEMENT PROCESS

A transparent public participation process is the foundation to a successful plan. An effective stakeholder participation program accommodates diversity in how, when, why, and where people will engage with the plan. Residents and other stakeholders will be able to connect with the process in a variety of ways, increasing the number and quality of interactions. This community engagement process will form the foundation of plans.

Public Participation Plan (PPP)

Per state statute, the City will need to adopt a Public Participation Plan (PPP) outlining how the public will be involved and notified during the planning process, as well as identifying the adoption procedures. MSA will work with City staff to prepare the PPP for adoption by the City Council.

Project Website/Story Map

MSA will create a project website via ArcGIS Story Maps to serve as the landing page for the planning process. This website would be used to promote the online survey and community input map, share important dates and meeting information, plan drafts, etc.

Stakeholder Interviews and Focus Groups

We will conduct three (3) stakeholder interviews and two (2) focus groups in the first phase of the planning process to identify and understand issues of interest to the community. If scheduled during planned visit, the interviews/focus groups can be in-person; otherwise, these will be scheduled as virtual meetings through Microsoft Teams. We gain valuable insight into communities through these interviews/focus groups, information we cannot get through a survey or in a public meeting or from census data. Virtual attendance can achieve better participation, as it allows for more flexibility in people's schedules. We will work with the City to identify and assemble the interviews and focus group discussions, but generally, they could include City department heads, local developers and realtors, Chamber of Commerce, renters and owners, high school students, and/or residents at local senior facilities.

Community Survey

Surveys are very useful in the planning processes – they tend to reach the broadest audience and provide measurable results. We suggest the use of one (1) online community survey during the planning process. The community vision survey will be conducted in conjunction with the community visioning workshop. We have had great success and broad reach using online surveys, especially when promoted via a mailed postcard, included within a City utility bill, and broadcast across community newsletters, networks, and organizations. We would host this survey via SurveyMonkey and provide all the raw data to the City in PDF and Microsoft Excel formats. The online survey could strategically include questions asked in the 2017 Comprehensive Plan survey to gauge how community sentiment has changed over the past decade.

Community Input Mapping

This interactive, online tool allows for engagement at the fingertips of the public and at their leisure. We can provide a sharable link to an online map with opportunities to identify strengths and weaknesses spatially within the planning area. The online tool is simple: 1) pick a topic and identify it as an issue or opportunity; 2) select a location on the map to place the point; 3) snap or select a picture to include (optional); and 4) leave your thoughts for the plan. The application allows anyone, anywhere, the convenience to contribute to an Issues and Opportunities Map using a computer or mobile device. You can view an example Community Input Map created by the residents of the Village of Menomonee Falls here: <https://arccg.is/1frLb50>

Community Events

We plan to make a two-day trip at the beginning of the process that will include the following activities:

- **Citizen Steering Committee Workshop**, inclusive of key stakeholders/citizens and preferably 1-2 Plan Commissioners and Council Members
- **Stakeholder Focus Group(s)** (discussed above)
- **City Tour** with key staff
- **Pop-Up event booth:** At a local event, there is an opportunity to engage residents who may not attend traditional public meetings and facilitate fun, family-friendly activities to gather feedback on community priorities. The project team will set up a booth at a local event to garner feedback from the community about their vision for the community. We will also promote the online survey and vision workshop should the event booth happen the day before the community workshop.
- **Community Visioning Workshop:** We will facilitate a workshop where we will give an overview of the planning process, describe the relevance of the plans to quality of life in the City, and highlight past and anticipated changes in the community. The main focus will be a set of activities designed to elicit concerns and dreams about the future of the community.

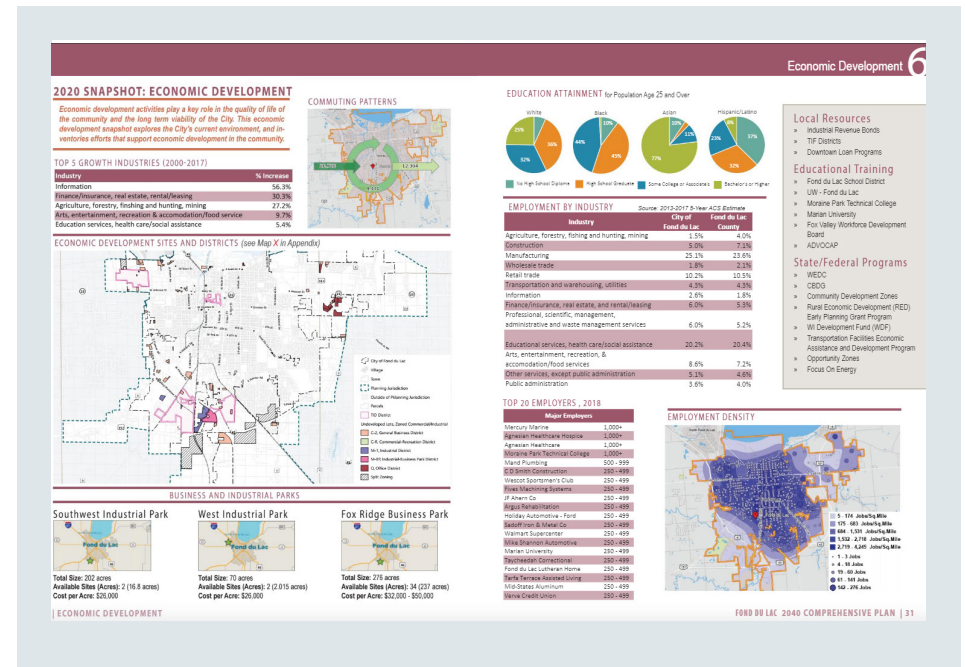
Promotional Materials

The success of our participation methods relies on knowledge of the opportunities for involvement. We will provide flyers and promotional content to be shared through typical City channels (e.g., social media, school district, newsletters, utility bills, etc.). Our fee also includes additional time to prepare materials such as posters, flyers, and interactive activities for City staff to use for additional in person community engagement activities outside our two-day site visit. This could be other community event pop-up booths, public meetings/open houses, and mailers. We'd collaborate with you to determine what your needs are.

DOCUMENT DEVELOPMENT

Relevant Plans Review & Demographic Analysis

Our team will review and summarize all relevant city, county, and regional plans to inform the updated Comprehensive Plan's goals and recommendations. As part of our lean comprehensive plan approach, we believe in only providing the most relevant and concise data organized in visually appealing figures and graphics. Key data and figures will be located in the 'Community Snapshot' section of each element, in addition to a broad overview of community data located in the Introduction Chapter (an example of snapshot is shown below). Expected demographic and economic data will include, but are not limited to: population projections; age, sex, and race/ ethnicity; household and median income; housing tenure and housing costs; major employers and industries; etc. Data sources will include the U.S. Census Bureau, WI Department of Administration (DOA), U.S. Bureau of Labor Statistics (BLS), and U.S. Department of Housing and Urban Development (HUD). This demographic analysis will also include comparisons to other communities in the county to help provide context to Ashland.



Plan Development


Our plan will generally follow the outline below:

- **Introduction:** This section will outline the purpose of the Comprehensive Plan, its planning process, and provide guidance on how to read and use the document. This section will also identify explicit policies and procedures for amending the plan from time to time, both on a routine basis and to accommodate opportunities not anticipated in the plan at the time of adoption.
- **Public Engagement:** A comprehensive summary of each community engagement activity and key takeaways.
- **Goals, Strategies, and Actions:** This can be done in the traditional element sections (i.e., covering each element individually) or in a proposed contemporary grouping of planning elements presented below. Each section will feature the core goals, strategies, and actions that will guide City decision-making and policy making in the years ahead. We will highlight salient statistics, public input, and the top issues and opportunities in each element to provide context for the goals and policies.
 - **Resource Protection** (agricultural, natural and cultural resources)
 - **Public Services and Partnerships** (utilities and community facilities; intergovernmental cooperation)
 - **Economic Success** (economic development; housing)
 - **Community Design** (transportation; land use)
- **Implementation:** The implementation section will present actions in tabular format and call out who needs to be involved in the action, approximately when it should occur, and any viable funding sources (other than general revenue funds), if available. Most importantly, we will work with you to establish policies and practices to help integrate the Comprehensive Plan into the City's annual goal setting, budgeting, and capital improvement planning efforts.
- **Appendices:**
 - A: This appendix will include the Public Participation Plan resolution, adoption ordinance, and any future amendments.
 - B: Public Engagement Full Results.
 - C: Maps in the plan will be sized to fit the spreads in the 8.5" by 11" format. This appendix will provide all plan maps in the full 11" by 17" format to allow for full-scale review and printing of the maps.


Special Planning / Additional Section

Our base price includes elements on sustainability and downtown development and access, as described below. If a separate chapter/section is desired, we have provided additional costs outlined on Page 19.

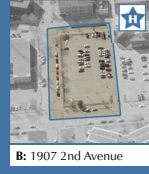

- **Sustainability:** Inclusion of sustainability goals/strategies per elements can reduce the potential redundancies found when separating this section out. We can highlight these measures through text color and/or icon in each element. Again, if a separate section/chapter is desired; we have provided the cost to provide that deliverable. We will also make sure the engagement process, including the online survey, community open house, and pop-up booth, feature questions and activities designed to gauge community sentiment regarding topics such as renewable energy, water conservation, waste management, habitat conservation, sustainable development, local food and more.
- **Downtown Development and Access:** We will update the analysis of the existing downtown and develop specific recommendations for future land use, architectural design, development/redevelopment strategies, and pedestrian and vehicular access. Example below presents Future Land Use strategy in Rock Island, IL.



A: 111-113 19th Street, Public Lot C



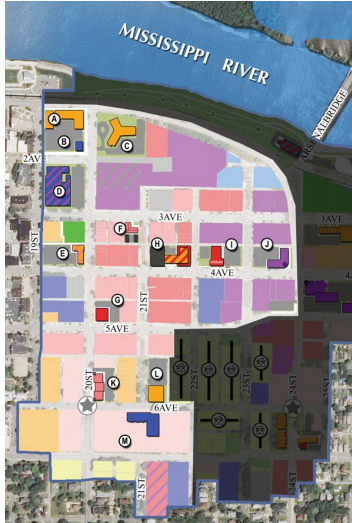
B: 1907 2nd Avenue

CATALYSTS: Downtown


This section describes potential catalytic projects for the Downtown Zone based on public feedback (see Section 2), and analysis of the urban fabric of the neighborhood. See pages 92-97 for general guidelines to building/site design.

DOWNTOWN ZONE - CONCEPT PLAN




CP-A: HIGH DENSITY RESIDENTIAL DEVELOPMENT (HIGH PRIORITY)

A new multi-family residential development with 34 live-work housing units is planned to be completed by early 2014 on what is now Public Parking Lot C. Branded as "The Locks", this development will help to increase the housing opportunities within the planning area. If successful, the adjacent parcels along 19th Street (which are in fair to poor condition) could be torn down to provide room for an expansion of this development. If these properties fall into further disrepair in the meantime, the City should consider purchasing the properties for additional parking until a development opportunity arises.



CP-B: TRANSIT STATION (HIGH PRIORITY)

MetroLINK is planning on building a bus transit station on this location in the near future. This site is ideal due to its proximity to "The District" and the Schwiebert Riverfront Park. Additional parking could be provided with the parking garage suggested at the corner of 1st Avenue & 20th Street (see Catalyst A).



74 Section 4: Land Use & Development

City of Rock Island, Illinois



COORDINATION PLAN

PROJECT MANAGEMENT

Behind the scenes of every successful planning project is effort visible only to the City-consultant team – consistent, proactive project management. We use the following methods to maintain clarity about scope and schedule, and also to work through challenges that arise during the process. Our project management approach includes:

- A detailed scope at project startup, including agreement on methods and schedule.
- A thorough remote project kick-off meeting with City staff.
- Monthly remote check-ins/working meetings between MSA and City staff.
- Additional coordination and calls through email and phone/video calls to move the plan along and work through any issues or opportunities which may arise.

Review Process

Over the course of the project, MSA will draft select elements of the updated Comprehensive Plan. Initial drafts will be provided in Microsoft Word for ease of editing, review, and comment between MSA and City staff. Once staff have provided comment, we will bring the revised content into Adobe InDesign to build out its final graphic format

MEETINGS

Staff Check-ins / Working Meetings

We will have remote meetings (using Microsoft Teams) to discuss progress, scheduling, and review draft materials. We will have up to eight (8) such staff meetings through the process. The City can invite others (e.g., Plan Commissioners, Council members, other departments) to join these meetings dependent on the topics being discussed.

Citizen Steering Committee

The Citizen Steering Committee, inclusive of key stakeholders/citizens and preferably 1-2 Plan Commissioners and Council Members, will be the sounding board to help validate, supplement and edit plan content. We will work with City staff to make good use of Citizen

Steering Committee meeting time, especially to get critical feedback on major topics and concerns identified through the process. We anticipate a total of four (4) meetings with the Citizen Steering Committee, including kickoff and issue identification, two (2) policy discussion meetings, and a draft plan review meeting.

- **Meeting #1 (in-person):** Project kick-off (outline process, issues identification, survey results), and natural, multicultural and cultural resources
- **Meeting #2 (remote):** Utilities and community facilities, economic development, and housing
- **Meeting #3 (remote):** Transportation, land use (including Downtown and Binsfield Road/Ellis Avenue Neighborhood), and intergovernmental cooperation
- **Meeting #4 (remote):** Draft plan, inclusive of sustainability (if standalone) and implementation; recommendation to Plan Commission

Mid-Project Review

MSA will present remotely during a Committee of the Whole or Council meeting to share a summary of the work accomplished to date, including high-level takeaways from the demographic analysis and relevant plan review; all community engagement activities and the key themes we heard from the Ashland community; and snapshots of the draft elements produced to date in their graphic format in Adobe InDesign. We will answer any questions and share a timeline of the remaining tasks and deliverables to be executed through the conclusion of the planning process.

Public Hearing and Adoption Meetings

MSA will attend remotely a Plan Commission meeting for a public hearing to present a summary of the updated plan and planning process; the Commission will vote to recommend the plan for adoption following the public hearing. MSA will also attend remotely a City Council meeting where the plan will be adopted by ordinance; we can present summary of updated plan and planning process if desired.



WHO WE ARE

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



HISTORY

MSA's roots reach back to 1919. Once a rural land survey company, our firm is 500+ employees strong, including engineers, architects, planners, funding experts, surveyors, GIS experts, and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

OWNERSHIP

Our professionals think like owners because they are owners. When you partner with MSA, your team will be comprised of individuals who are invested in your success and committed to a high standard of performance. We're proud to be 100% employee-owned.

TEAM

Our 500+ employees are dedicated to your success. While you know the faces behind your projects, we are a team that works as one to support our clients. When you work with MSA, you're not just working with individuals—you're working with all of us.

POSITIVE IMPACT

Finding funding for projects is what we do. We know projects and plans are no good to you if they don't work toward implementation. We get creative. And, it's led to securing over \$625+ million in grants and low-interest loans to offset costs for our partner communities.

CLIENT EXPERIENCE

98%

ACCURACY



99%

QUALITY



98%

RESPONSIVENESS



98%

SCHEDULE



97%

SCOPE & FEES





PLANNING & LANDSCAPE ARCHITECTURE

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

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

FUNDING

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

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

ENGINEERING

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

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

ARCHITECTURE

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

- Architectural Design
- Mechanical, Electrical, and Plumbing Design
- Building Planning and Feasibility Studies
- Park, Recreation, and Aquatic Facility Design
- Programming and Space Planning
- Site/Building Evaluation
- LEED® and Sustainable Design

SURVEYING

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

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

ENVIRONMENTAL SERVICES

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

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



PLANNING + DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio is 29 strong consisting of:

- 13 American Institute of Certified Planners (AICP)
- 7 Planning & Economic Development Specialists
- 4 Professional Landscape Architects (PLA)
- 2 Landscape/Urban Designers
- 3 Housing Specialists

Members of our Studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards



WISCONSIN PLANNING EXPERIENCE

COMPREHENSIVE PLANNING | NEIGHBORHOOD PLANNING

MSA's Planning + Design Studio is an award-winning team with expertise in market analysis, stakeholder engagement and urban design. We help our clients identify opportunities and resolve barriers to positive change — this includes large to small communities and private developers.

COMPREHENSIVE PLANNING

- City of Sun Prairie, WI
- City of Fond du Lac, WI
- City of Menasha, WI
- City of Kiel, WI
- City of Ripon, WI
- City of La Crosse, WI
- Village of Waunakee, WI
- Village of Fox Crossing, WI
- Village of Howard, WI
- Village of Shorewood Hills, WI
- Village of Belleville, WI
- Village of Pardeeville, WI
- Village of Lake Delton, WI
- Village of Howard, WI
- Village of Dane, WI
- Village of Sharon, WI

- Village of Cambridge, WI
- Village of Deerfield, WI
- Village of Somerset, WI
- Village of Hortonville, WI

HOUSING STUDIES AND PLANS

- City of Beloit, WI
- City of Eau Claire, WI
- City of Park Falls, WI
- City of Monona, WI
- City of La Crosse, WI
- City of Arcadia, WI
- City of Green Bay, WI
- City of Marshfield, WI
- City of Janesville, WI
- City of Sheboygan, WI
- City of Stevens Point, WI

- City of New Richmond, WI
- City of Rhinelander, WI
- City of Manitowoc, WI
- Village of Grantsburg, WI
- Village of Lake Delton, WI

NEIGHBORHOOD/ CORRIDOR PLANNING

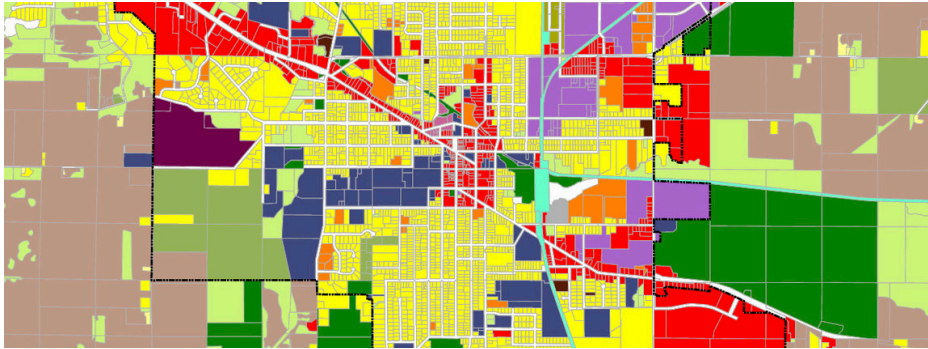
- City of Middleton, WI
- City of Mauston, WI
- City of Baraboo, WI
- City of Fitchburg, WI
- City of River Falls, WI
- City of Sun Prairie, WI
- Village of McFarland, WI
- Village of Rothschild, WI

DOWNTOWN PLANS

- City of Barron, WI
- City of Mauston, WI
- City of Platteville, WI
- City of Richland Center, WI
- City of Tomah, WI
- City of Verona, WI
- Village of Balsam Lake, WI
- Village of Cross Plains, WI
- Village of Holmen, WI
- Village of Sauk City, WI

SUSTAINABILITY PLAN/STUDIES

- City of Madison, WI
- Village of Waunakee, WI
- Village of McFarland, WI



COMPREHENSIVE PLAN

RIPON, WI

The City of Ripon is a vibrant community in east-central Wisconsin with a population of approximately 7,700. The City requested the assistance of MSA to complete an update to their 2009 Comprehensive Plan. Ripon is home to Ripon College, which provides opportunities and challenges for the community due to the migratory student population. The City also suffers from a lack of diverse and affordable workforce housing options and struggles with property maintenance and upkeep. Of particular focus in the plan is the restoration and maintenance of the historic downtown and the need to improve the aesthetics along the main entrance corridors of the City.

The City requested a streamlined planning process and a simplified document layout. MSA organized the plan into just four chapters: (1) Introduction; (2) Goals, Policies and Actions; (3) Future Land Use; and (4) Implementation. The Implementation chapter organized and prioritized the actions from Chapter 2 into a simple spreadsheet and gave estimated timelines for completion. We included updated data as an appendix to the plan as well as updated maps.

This plan will serve as a guidebook for future development of the City of Ripon and the surrounding area. The plan provides the most recent available data, documents the important issues of concern identified by City residents, officials and staff, and sets forth goals, policies and recommended actions in a simple and easy-to-use format.

This project was completed on budget and within the proposed timeline.



COMPREHENSIVE PLAN UPDATE

HASTINGS, MN

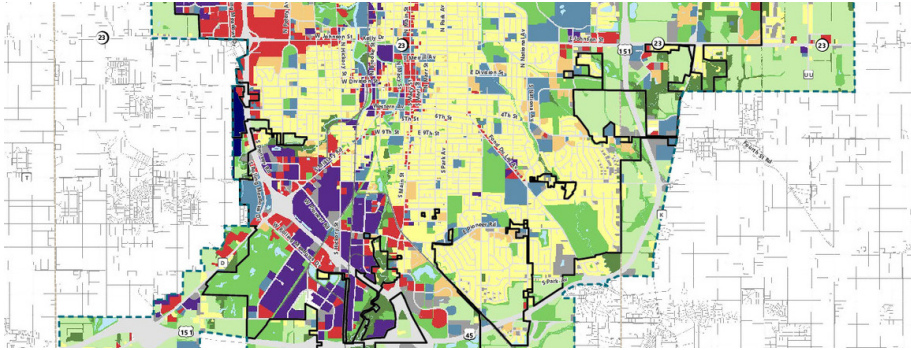
The City of Hastings, MN (pop.22,700) is located in Dakota County, south east of Saint Paul in the Minneapolis Saint Paul Metropolitan Statistical Area. The City is along the Mississippi River and a Metropolitan Council designated emerging suburban edge community that provides convenience for residents to easily commute to the Minneapolis and Saint Paul and enjoy the community feel in Hastings.

From 2000 to 2010, the City of Hastings population grew over nineteen percent. The surrounding areas of Hastings are mostly rural townships which allows for opportunity for future growth, development and annexation for the City. Although the Metropolitan Council requires comprehensive plan updates, the fast-changing metropolitan environment in the Twin Cities and surrounding areas, it was important to the City to update its comprehensive plan, which hadn't been updated since 2009/2010. In 2018, the City issued a Request for Proposals for planning services and MSA was selected over other qualified firms to assist the City with their comprehensive plan update.

Hastings officials had specific areas they wanted to focus on for the update of their plan with an emphasis on future development and growth. Through the planning process, MSA updated demographics and community stats, revised goals, created an implementation strategy, readdressed future land use and future growth areas, and assisted Hastings as they defined their community character and identified opportunities to thrive as a growing community.

The comprehensive plan process emphasized 10 priority areas in which the community sought to focus future efforts: population and growth, transportation, housing, community design, economic competitiveness, public infrastructure and utilities, heritage preservation, parks, open space and trail, hazards, Mississippi River Corridor critical area. Within these specific chapters are individual goals and strategies based on citizen feedback and existing conditions, for the City to focus on and implement.

This project was completed on budget and within the proposed timeline.



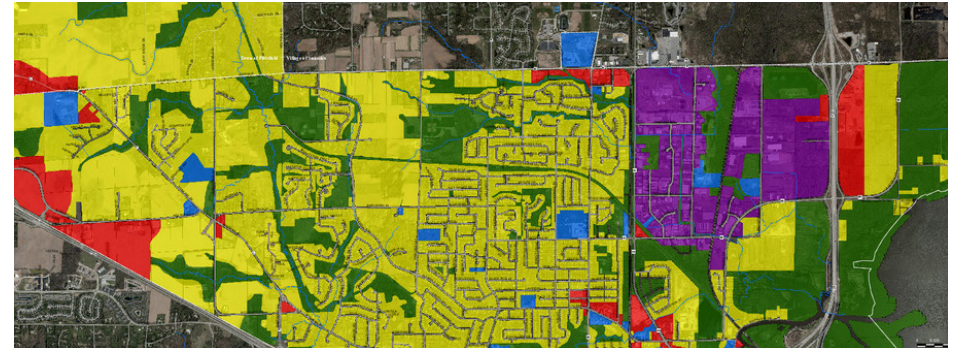
COMPREHENSIVE PLAN UPDATE

FOND DU LAC, WI

Since Fond du Lac adopted its current Comprehensive Plan (in 2010), there have been many changes in the local and regional economy. While population has remained stable, the major commercial corridors have seen significant vacancies (including the Forest Mall). There is a lack of diverse and affordable housing options in the City, specifically high-quality rentals and income-limited units. Many of the recommendations in the 2010 Comprehensive Plan had been implemented, so there was need for new direction for the next 10 to 20 years.

During this planning process, public input was gathered through a variety of tools, including a public open house, community survey, online mapping feedback tool, focus groups and interviews. This public engagement has verified the importance of putting a greater focus on economic development, housing, special area planning, and sustainability. The adopted plan includes a strong call to action that will help guide land use decisions that meet the needs of the current and future Fond du Lac community.

This project was completed on budget and within the proposed timeline.



COMPREHENSIVE PLAN

HOWARD, WI

The Village of Howard is a community of over 20,000 located in Brown County along the western shore of the Bay of Green Bay. As one of the fastest-growing communities in Wisconsin, Howard has a well-deserved reputation as a family-friendly community.

The Village sought an updated comprehensive plan to replace its existing plan adopted in 2012. The prior plan was developed with extensive stakeholder engagement, allowing the resulting update to focus on data essential for statutory compliance, critical policy decisions and conversations with key stakeholders. Using a 'lean' approach, MSA partnered with Howard to complete this update. Howard's vision statement, drawn from the Village's 2020-2025 Strategic Plan, aligns the vision and priorities of both documents: "Delivering extraordinary results for a vibrant, thriving and growing community."

This plan was drafted through a collaboration among Village staff, Plan Commission, elected officials, MSA, and most importantly, residents of the community. Formally adopted on November 14, 2022, the 2042 Comprehensive Plan is now an at-the-ready tool for communicating the Village's land use policy and for coordinating legislative decisions – guiding both daily and annual decisions

This project was completed on budget and within the proposed timeline.



REDEVELOPMENT DISTRICT 2 (DOWNTOWN) PLAN

MCFARLAND, WI

Located just southeast of Madison, McFarland’s community of 7,800 residents envisions a vibrant, small town downtown with core civic amenities and local businesses. The Redevelopment District 2 (Downtown) Plan provides a comprehensive framework for revitalization that strengthens the district as the cultural and civic heart of the community, enhances its historic character, and expands opportunities for mixed use development and public gathering spaces.

The plan builds on a previous MSA-led market and housing study, which informed land use recommendations, redevelopment priorities, and design concepts for the district. The plan emphasizes Downtown as a key opportunity area for new commercial activity, boutique retail, dining, and higher density housing within walking distance of amenities. Public engagement played a central role in shaping the plan, including two community surveys, open houses, steering committee meetings, and stakeholder focus groups. Residents expressed strong support for more storefronts, restaurants, entertainment spaces, and walkable streetscape improvements—key themes reflected throughout the redevelopment concepts and implementation strategies.



The result is a forward-thinking redevelopment plan that positions Downtown McFarland for sustainable, incremental growth. It outlines strategies that expand the local tax base, encourage reinvestment in underutilized properties, diversify housing options, and create a vibrant, pedestrian-oriented district anchored by civic spaces, small businesses, and enhanced public amenities. Through coordinated public and private investment, the Redevelopment District 2 Plan sets the foundation for a thriving, connected, and welcoming downtown for residents, visitors, and future generations.



SUSTAINABILITY PLAN

WAUNAKEE, WI

The Village of Waunakee engaged MSA to develop its first sustainability plan that would serve as a practical roadmap for a more resilient future. MSA's multidisciplinary expertise and its long-standing relationship with Waunakee made us the ideal partner for this effort.

This plan wasn't just about meeting environmental goals; it was about uniting the community around a shared vision. Sustainability can be a politically sensitive topic, but Waunakee's residents, especially its high-school students, voiced a strong desire for action. Their passion became the foundation of this plan.

MSA facilitated robust public engagement through surveys, pop-up events, and targeted interviews with groups like the senior center and Waunakee Neighborhood Connection. Working closely with the Sustainability Ad-Hoc Committee and the Village staff, we identified baseline data, set measurable targets, and crafted strategies that align with village capacity. The plan takes a holistic approach, addressing social, economic, and environmental dimensions of sustainability.

The result? An unanimously adopted plan that empowers Waunakee to track progress and make informed decisions. While no direct grants were tied to this effort, the benefits are clear: energy-efficient infrastructure, community-driven priorities, and a roadmap that positions Waunakee as a leader in sustainability. By blending technical expertise with robust public engagement, MSA helped the Village turn a complex, controversial topic into a unifying vision for a sustainable future.



SUSTAINABILITY PLAN

MADISON, WI

In spring 2023, the City of Madison sought out consultant assistance to update their city-wide Sustainability Plan. The Sustainable Madison Committee had spent the previous two years reviewing and updating the previous plan's goals and actions — last adopted in 2011 — and now the City was ready to move forward with soliciting feedback from the public. The MSA-led team was selected to assist City staff in crafting a public engagement strategy centered on equity and designing a fun, graphic, and engaging final plan to chart the City's course towards becoming a more resilient community in the years ahead.

The planning process utilized a unique logo and color scheme to build continuity between the different community engagement activities and the final plan. The engagement strategy centered around an online survey, which was structured as a "choose your own adventure" activity to guide survey takers through the plan's eight different elements—and was translated into Chinese, Spanish, and Hmong in addition to English. The survey was promoted to the public via an online campaign and directly in the community through yard signs and cement stickers. It was further promoted at two community "pop-up" events where visitors engaged in a family-friendly voting activity and prize raffle. The project team also conducted several in-person and virtual focus groups with community stakeholders to dig deeper into the updated plan's goals and actions.

With the community's feedback in hand, MSA led the project team through the drafting and revision process beginning in the winter of 2023. The team focused on drafting a concise plan with a clear focus on the goals, actions, and implementation, while highlighting the City's current sustainability achievements. A final draft was submitted to the Madison City Council in May 2024 and was formally adopted in August.

CLIENT REFERENCES

COMPREHENSIVE PLAN REFERENCES

City of Ripon, WI

Adam Sonntag, City Administrator

100 Jackson Street
Ripon, WI 54971
P: (920) 748-4914 | E: asonntag@cityofripon.com

City of Fond du Lac, WI

Dyann Benson, Former Fond du Lac Community Development Director

Village of Slinger, WI (Current)
300 Slinger Road
Slinger, WI 53086
P: (262) 644-5256 ext. 107 | dbenson@vi.slinger.wi.gov

Village of Howard, WI

David Wiese, Executive Director

2456 Glendale Ave
Howard, WI 54313
P: (920) 434-4640 | E: dwiese@villageofhoward.com

SUSTAINABILITY REFERENCE

Village of Waunakee, WI

Lauren Freeman, Deputy Administrator/Community Development Director

500 W Main Street
Waunakee, WI 53597
P: (608) 849-5712 | E: lfreeman@waunakee.com



FAMILIARITY AND PAST WORK EXPERIENCE WITH THE CITY OF ASHLAND

MSA's planning team has established a strong and ongoing working relationship with the City of Ashland through multiple planning efforts. Most notably, MSA partnered with the City during the development of the **City of Ashland Parks Master Plan**, which provided the team with a detailed understanding of the City's park assets and system-wide needs, and offered a vision for sustainable improvements to the park system. This collaboration fostered close coordination between staff, stakeholders, and MSA planners. MSA also supported the City during the **CDBG-PLNG grant application** process for this project.

As part of the Parks Master Plan effort, MSA conducted an extensive review of the City's existing Comprehensive Plan, enabling the team to understand how previous policy decisions, land use strategies, and implementation actions have influenced current conditions. This familiarity positions MSA to efficiently identify areas where the Comprehensive Plan remains effective, as well as where updates are needed to respond to changing trends, regulations, and community priorities.

MSA understands the unique opportunities presented by Ashland's location, natural amenities, unique character, and recreational assets, as well as the challenges currently facing the City, including housing needs and supporting economic vitality through the challenges Ashland has faced in recent years. This local knowledge allows MSA to approach the Comprehensive Plan update with context, efficiency, and sensitivity to community values.





Emily Soderberg, AICP
Project Manager

As Project Manager, Emily will oversee all work for Ashland. She will be directly involved in data analysis and implementation recommendations for the plan.

Emily is an experienced comprehensive planning project manager who has led community-wide plan updates across Wisconsin. She brings strong expertise in land use and environmental planning and excels at public engagement, stakeholder coordination, and guiding projects from kickoff through adoption. She also brings to this project existing knowledge and relationships with the City of Ashland as the Lead Planner and Project Manager for the City's 2024 CORP.

PROJECT TEAM



Stephen Tremlett, AICP, CNU-A
Principal in Charge

Stephen will provide overall leadership and accountability by overseeing quality, scope, budget, schedule, and alignment with the City's goals. He will also support the downtown and neighborhood plan components.



Morgan Shapiro, AICP
Lead Planner

Morgan will lead and coordinate the Comp Plan update by managing analysis, public and stakeholder engagement, plan development, interdepartmental collaboration, and CDBG compliance through adoption.



Olivia Bolton
Urban Designer

Olivia leads our urban design projects and will support land use, downtown review, and neighborhood review. She will also support promotional materials and engagement preparation.



Sarah Morrison
GIS Analyst II

Sarah will create and analyze maps and spatial data to support planning decisions and graphic content.



Art Bahr
CDBG/Funding Specialist

Art will assist with meeting scheduling and facilitating and give overall project input based on his CDBG, utility, and administrator experience.



Dave Rasmussen
TIF/Funding Specialist

Dave will provide funding advice and potentially meeting attendance.

Resumes for our key personnel are included in the proposal appendices.

PROJECT BUDGET & COST EFFECTIVENESS

Based on the scope outlined in the proposal, **MSA can provide the Comprehensive Plan Update for \$60,000.**

COST-EFFECTIVE COMPONENTS:

- We intend to schedule several in-person activities during a two-day visit to the community at the beginning of the project to meet with staff (plus, City tour), attend a citizen steering committee, and host a booth at a local event. If timing works, we can also hold a focus group during this visit.
- Using online service tools (e.g., online survey, online input mapping tool, Teams/Zoom), we have the capabilities to be flexible with participants schedules and allow more engagement with our expertise and knowledgeable staff at lower costs than if we traveled for all activities.
- Longer planning processes can often lead to engagement fatigue and require greater investment of staff time and effort; by contrast, our intentional 12 to 14 month comprehensive plan timeline builds and sustains engagement momentum, optimizes the use of staff resources, and reduces overall project costs while delivering a high-quality streamlined final plan.

PROJECT BUDGET

PHASE	COST
Community Engagement Process	\$19,170
Document Development	\$26,800
Project Management / Staff Review Meetings	\$5,480
City Meetings & Citizen Steering Committee Meetings	\$6,820
Reimbursables	\$1,730
TOTAL	\$60,000

ADDITIONAL ITEMS	COST
Downtown (standalone section/chapter)	\$3,500
Sustainability (standalone section/chapter)	\$2,000
Attend Meeting In-Person (per)	\$2,600

FEE SCHEDULE

TEAM MEMBER	RATE	HOURS
Stephen Tremlett, AICP, CNU-A	\$215	15
Emily Soderberg, AICP	\$170	68
Morgan Shapiro, AICP	\$130	244
Olivia Bolton	\$130	46
Sarah Morrison	\$145	25
Art Bahr	\$175	8
Dave Rasmussen	\$175	8



Professional Services Agreement

MSA Project Number: Project Number

This AGREEMENT (Agreement) is made effective Date of Issuance by and between

MSA PROFESSIONAL SERVICES, INC (MSA)

Address: MSA Address, MSA City, MSA State MSA Zip

Phone: MSA Phone

Representative: MSA Contact

Email: MSA Email

OWNER'S NAME (OWNER)

Address: Owner's Address, Owner's City, Owner's State Owner's Zip

Phone: Owner's Phone

Representative: Owner's Representative

Email: Owner's Email

Project Name: Project Name

The scope of the work authorized is: See Attachment A: Scope of Services

The schedule to perform the work is: Approximate Start Date: Start Date
Approximate Completion Date: Completion Date

The lump sum fee for the work is: \$Lump Sum Fee

All services shall be performed in accordance with the General Terms and Conditions of MSA, which is attached and made part of this Agreement. Any attachments or exhibits referenced in this Agreement are made part of this Agreement. Payment for these services will be on a lump sum basis.

Approval: Authorization to proceed is acknowledged by signatures of the parties to this Agreement.

OWNER'S NAME

MSA PROFESSIONAL SERVICES, INC.

Owner's Contact

MSA Contact

Owner's Title

MSA Title

Date: _____

Date: _____

OWNER ATTEST: (optional)

Owner Attest Name

Title

Date: _____

MSA PROFESSIONAL SERVICES, INC. (MSA) GENERAL TERMS AND CONDITIONS OF SERVICES (PLANNING) (rev 11/25)

1. **Scope and Fee.** The scope of Owner's Project (the "Project"), scope of MSA's services (the "Work"), for those services are defined in Attachment A. The scope and fee constitute a good faith estimate of the tasks and associated fees required to perform the services defined in Attachment A. This agreement upon execution by both parties hereto, can be amended only by written instrument signed by both parties. For those projects involving conceptual or process development service or involve renovation of an existing building or structure, activities often cannot be fully defined during initial planning. As the Project progresses, facts uncovered may reveal a change in direction which may alter the Work. MSA will promptly inform the OWNER in writing of such situations so that changes in this agreement can be made as required.

2. Owner's Responsibilities.

(a) Project Scope and Budget

The OWNER shall define the scope and budget of the Project and, when applicable, periodically update the Project budget, including that portion allocated for the cost of the Work. The Project budget shall include contingencies for design, development, and, when required by the scope of the Project, construction of the Project. The OWNER shall not significantly increase or decrease the overall Project scope or schedule, the portion of the budget allocated for the cost of the Work, or contingencies included in the overall budget or a portion of the budget, without the agreement of MSA to a corresponding change in the Project scope, quality, schedule, and compensation of MSA.

(b) Designated Owner Representative

The OWNER shall identify a Designated Representative who shall be authorized to act on behalf of the OWNER with respect to the Project. OWNER's Designated Representative shall render related decisions in a timely manner so as to avoid unreasonable delay in the orderly and sequential progress of MSA's services. MSA shall not be liable for any error or omission made by OWNER, OWNER's Designated Representative, or OWNER's consultant.

(c) Tests, Inspections, and Reports

When required by the scope of the Project, the OWNER shall furnish tests, inspections, and reports required by law or the Contract Documents, such as planning studies; preliminary designs; structural, mechanical, or chemical tests; tests for air, water, or soil pollution; and tests for hazardous materials.

(d) Additional Consultants

MSA's consultants shall be identified in Attachment A. The OWNER shall furnish the services of other consultants other than those designated in Attachment A, including such legal, financial, accounting, and insurance counseling services as may be required for the Project.

(e) OWNER Provided Services and Information

MSA shall be entitled to rely on the accuracy and completeness of services and information furnished by the OWNER, Designated OWNER Representative, or Consultant. MSA shall use reasonable efforts to provide prompt written notice to the OWNER if MSA becomes aware of any errors, omissions, or inconsistencies in such services or information.

3. **Billing.** MSA will bill the OWNER monthly with net payment due upon receipt. Balances due past thirty (30) days shall be subject to an interest charge at a rate of 18% per year from said thirtieth day. In addition, MSA may, after giving seven days written notice, suspend service under any agreement until the OWNER has paid in full all amounts due for services rendered and expenses incurred, including the interest charge on past due invoices.

4. **Costs and Schedules.** Costs (including MSA's fees and reimbursable expenses) and schedule commitments shall be subject to change for delays caused by the OWNER's failure to provide specified facilities or information or for delays caused by unpredictable occurrences including, without limitation, fires, floods, riots, strikes, unavailability of labor or materials, delays or defaults, by suppliers of materials or services, process shutdowns, pandemics, acts of God or the public enemy, or acts of regulations of any governmental agency. Temporary delays of services caused by any of the above which result in additional costs beyond those outlined may require renegotiation of this agreement.

5. **Location of Utilities.** Owner shall supply MSA with the location of all pre-existent utilities and MSA has the right to reasonably rely on all Owner supplied information.

6. **Professional Representative.** MSA intends to serve as the OWNER's professional representative for those services as defined in this agreement, and to provide advice and consultation to the OWNER as a professional. Any opinions of probable project costs, reviews and observations, and other recommendations made by MSA for the OWNER are rendered on the basis of experience and qualifications and represents the professional judgment of MSA. However, MSA cannot and does not warrant or represent that proposals, bid or actual project or construction costs will not vary from the opinion of probable cost prepared by it.

7. **Standard of Care.** In conducting the services, MSA will apply present professional, engineering and/or scientific judgment, which is known as the "standard of care". The standard of care is defined as that level of skill and care ordinarily exercised by members of the same profession practicing at the same point in time and in the same or similar locality under similar circumstances in performing the Services. The OWNER acknowledges that "current professional standards" shall mean the standard for professional services, measured as of the time those services are rendered, and not according to later standards, if such later standards purport to impose a higher degree of care upon MSA.

MSA does not make any warranty or guarantee, expressed or implied, nor have any agreement or contract for services subject to the provisions of any uniform commercial code. Similarly, MSA will not accept those terms and conditions offered by the OWNER in its purchase order, requisition, or notice of authorization to proceed, except as set forth herein or expressly agreed to in writing. Written acknowledgement of receipt, or the actual performance of services subsequent to receipt of such purchase order, requisition, or notice of authorization to proceed is specifically deemed not to constitute acceptance of any terms or conditions contrary to those set forth herein.

8. **Municipal Advisor.** MSA Professional Services, Inc. is not acting as a 'Municipal Advisor' to the owner pursuant to Section 15B of the Exchange Act. For financial advice related to the corresponding project, the client is encouraged to discuss their finances with internal and/or external advisors and experts before making decisions incurring debt and/or supporting those obligations. MSA desires to serve each client well by providing the best information publicly available and is providing information as part of its engineering responsibilities to inform client options. The information is not intended to provide financial advice or recommendations and is not bound by the formal Municipal Advisor fiduciary duty.

9. **Conduct Expectations.** Owner and MSA understand their respective obligations to provide a safe, respectful work environment for their employees. Both parties agree that harassment on the job (unwelcome verbal, physical or other behavior that is related to sex, race, age, or protected class status) will not be tolerated and will be addressed timely and in compliance with anti-harassment laws.

10. **Electronic Documents and Transmittals.** Owner and MSA agree to transmit and accept project related correspondence, documents, text, data, drawings and the like in digital format in accordance with MSA's Electronic Data Transmittal policy. Each party is responsible for its own cybersecurity, and both parties waive the right to pursue liability against the other for any damages that occur as a direct result of electronic data sharing.

11. **Building Information Modelling (BIM).** For any projects, and not limited to building projects, utilizing BIM, OWNER and MSA shall agree on the appropriate level of modelling required by the project, as well as the degree to which the BIM files may be made available to any party using the Electronic Document Transmittal provisions of section 10 of this Agreement.

12. **Termination.** This Agreement shall commence upon execution and shall remain in effect until terminated by either party, at such party's discretion, on not less than thirty (30) days' advance written notice. The effective date of the termination is the thirtieth day after the non-terminating party's receipt of the notice of termination. If MSA terminates the Agreement, the OWNER may, at its option, extend the terms of this Agreement to the extent necessary for MSA to complete any services that were ordered prior to the effective date of termination. If OWNER terminates this Agreement, OWNER shall pay MSA for all services performed prior to MSA's receipt of the notice of termination and for all work performed and/or expenses incurred by MSA in terminating Services begun after MSA's receipt of the termination notice. Termination hereunder shall operate to discharge only those obligations which are executory by either party on and after the effective date of termination. These General Terms and Conditions shall survive the completion of the services performed hereunder or the Termination of this Agreement for any cause.

This agreement cannot be changed or terminated orally. No waiver of compliance with any provision or condition hereof should be effective unless agreed in writing and duly executed by the parties hereto.

13. **Betterment.** If, due to MSA's error, any required or necessary item or component of the Project is omitted from the construction documents, MSA's liability shall be limited to the reasonable costs of correction of the construction, less what OWNER'S cost of including the omitted item or component in the original construction would have been had the item or component not been omitted. It is intended by this provision that MSA will not be responsible for any cost or expense that provides betterment, upgrade, or enhancement of the Project.

14. **Hazardous Substances.** OWNER acknowledges and agrees that MSA has had no role in identifying, generating, treating, storing, or disposing of hazardous substances or materials which may be present at the Project site, and MSA has not benefited from the processes that produced such hazardous substances or materials. Any hazardous substances or materials encountered by or associated with Services provided by MSA on the Project shall at no time be or become the property of MSA. MSA shall not be deemed to possess or control any hazardous substance or material at any time; arrangements for the treatment, storage, transport, or disposal of any hazardous substances or materials, which shall be made by MSA, are made solely and exclusively on OWNER's behalf for OWNER's benefit and at OWNER's direction. Nothing contained within this Agreement shall be construed or interpreted as requiring MSA to assume the status of a generator, storer, treater, or disposal facility as defined in any federal, state, or local statute, regulation, or rule governing treatment, storage, transport, and/or disposal of hazardous substances or materials.

All samples of hazardous substances, materials or contaminants are the property and responsibility of OWNER and shall be returned to OWNER at the end of a project for proper disposal. Alternate arrangements to ship such samples directly to a licensed disposal facility may be made at OWNER's request and expense and subject to this subparagraph.

15. **Insurance.** MSA will maintain insurance coverage for: Worker's Compensation, General Liability, and Professional Liability. MSA will provide information as to specific limits upon written request. If the OWNER requires coverages or limits in addition to those in effect as of the date of the agreement, premiums for additional insurance shall be paid by the OWNER. The liability of MSA to the OWNER for any indemnity commitments, or for any damages arising in any way out of performance of this contract is limited to such insurance coverages and amount which MSA has in effect.

16. **Reuse of Documents.** Reuse of any documents and/or services pertaining to this Project by the OWNER or extensions of this Project or on any other project shall be at the OWNER's sole risk. The OWNER agrees to defend, indemnify, and hold harmless MSA for all claims, damages, and expenses including attorneys' fees and costs arising out of such reuse of the documents and/or services by the OWNER or by others acting through the OWNER.

17. **Indemnification.** To the fullest extent permitted by law, MSA shall indemnify and hold harmless, OWNER, and OWNER's officers, directors, members, partners, consultants, and employees (hereinafter "OWNER") from reasonable claims, costs, losses, and damages arising out of or relating to the PROJECT, provided that any such claim, cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than the Work itself) including the loss of use resulting therefrom but only to the extent caused by any negligent act or omission of MSA or MSA's officers, directors, members, partners, employees, or Consultants (hereinafter "MSA"). In no event shall this indemnity agreement apply to claims between the OWNER and MSA. This indemnity agreement applies solely to claims of third parties. Furthermore, in no event shall this indemnity agreement apply to claims that MSA is responsible for attorneys' fees. This agreement does not give rise to any duty on the part of MSA to defend the OWNER on any claim arising under this agreement.

To the fullest extent permitted by law, OWNER shall indemnify and hold harmless, MSA, and MSA's officers, directors, members, partners, consultants, and employees (hereinafter "MSA") from reasonable claims, costs, losses, and damages arising out of or relating to the PROJECT, provided that any such claim, cost, loss, or damage is attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property (other than the Work itself) including the loss of use resulting therefrom but only to the extent caused by any negligent act or omission of the OWNER or the OWNER's officers, directors, members, partners, employees, or Consultants (hereinafter "OWNER"). In no event shall this indemnity agreement apply to claims between MSA and the OWNER. This indemnity agreement applies solely to claims of third parties. Furthermore, in no event shall this indemnity agreement apply to claims that the OWNER is responsible for attorneys' fees. This agreement does not give rise to any duty on the part of the OWNER to defend MSA on any claim arising under this agreement.

To the fullest extent permitted by law, MSA's total liability to OWNER and anyone claiming by, through, or under OWNER for any cost, loss or damages caused in part or by the negligence of MSA and in part by the negligence of OWNER or any other negligent entity or individual, shall not exceed the percentage share that MSA's negligence bears to the total negligence of OWNER, MSA, and all other negligent entities and individuals.

18. **Accrual of Claims.** To the fullest extent permitted by Laws and Regulations, all causes of action arising under this Agreement will be deemed to have accrued, and all statutory periods of limitation will commence, no later than the date of Substantial Completion; or, if MSA's services do not include Construction Phase services, or the Project is not completed, then no later than the date of Owner's last payment to MSA.

19. **Dispute Resolution.** OWNER and MSA desire to resolve any disputes or areas of disagreement involving the subject matter of this Agreement by a mechanism that facilitates resolution of disputes by negotiation rather than by litigation. OWNER and MSA also acknowledge that issues and problems may arise after execution of this Agreement which were not anticipated or are not resolved by specific provisions in this Agreement. Accordingly, both OWNER and MSA will endeavor to settle all controversies, claims, counterclaims, disputes, and other matters thru mediation with a mutually agreed upon mediator. Demand for mediation shall be filed in writing with the other party to this Agreement. A demand for mediation shall be made within a reasonable time after the claim, dispute or other matter in question has arisen. In no event shall the demand for mediation be made after the date when institution of legal or equitable proceedings based on such claim, dispute or other matter in question would be barred by the applicable statute of limitations. Neither demand for mediation nor any term of this Dispute Resolution clause shall prevent the filing of a legal action where failing to do so may bar the action because of the applicable statute of limitations. If despite the good faith efforts of OWNER and MSA any controversy, claim, counterclaim, dispute, or other matter is not resolved through negotiation or mediation, OWNER and MSA agree and consent that such matter may be resolved through legal action in the court having jurisdiction as specified in this Agreement.

20. **Exclusion of Special, Indirect, Consequential and Liquidated Damages.** MSA shall not be liable, in contract or tort or otherwise, for any special, indirect, consequential, or liquidated damages including specifically, but without limitation, loss of profit or revenue, loss of capital, delay damages, loss of goodwill, claim of third parties, or similar damages arising out of or connected in any way to the Project or this contract.

21. **Limitation of Liability.** Neither MSA, its Consultants (if any), nor their employees shall be jointly, severally, or individually liable to the OWNER in excess of the amount of the insurance proceeds available.

22. **Successors and Assigns.** The successors, executors, administrators, and legal representatives of Owner and MSA are hereby bound to the other party to this Agreement and to the successors, executors, administrators and legal representatives (and said assigns) of such other party, in respect of all covenants, agreements, and obligations of this Agreement. Neither party may assign, sublet, or transfer any rights under or interest (including, but without limitation, claims arising out of this Agreement or money that is due or may become due) in this Agreement without the written consent of the other party, which shall not be unreasonable withheld, except to the extent that any assignment, subletting, or transfer is mandated by law.

23. **Notices.** Any notice required under this Agreement will be in writing, and delivered: in person (by commercial courier or otherwise); by registered or certified mail; or by e-mail to the recipient, with the words "Formal Notice" or similar in the e-mail's subject line. All such notices are effective upon the date of receipt.

24. **Survival.** Subject to applicable Laws and Regulations, all express representations, waivers, indemnifications, and limitations of liability included in this Agreement will survive its completion or termination for any reason.

25. **Severability.** Any provision or part of the Agreement held to be void or unenforceable under any Laws or Regulations will be deemed stricken, and all remaining provisions will continue to be valid and binding upon Owner and MSA.

26. **No Waiver.** A party's non-enforcement of any provision will not constitute a waiver of that provision, nor will it affect the enforceability of that provision or of the remainder of this Agreement.

27. **State Law.** This agreement shall be construed and interpreted in accordance with the laws of the State of Wisconsin.

28. **Jurisdiction.** OWNER hereby irrevocably submits to the jurisdiction of the state courts of the State of Wisconsin for the purpose of any suit, action or other proceeding arising out of or based upon this Agreement. OWNER further consents that the venue for any legal proceedings related to this Agreement shall be Sauk County, Wisconsin.

29. **Understanding.** This agreement contains the entire understanding between the parties on the subject matter hereof and no representations. Inducements, promises or agreements not embodied herein (unless agreed in writing duly executed) shall be of any force or effect, and this agreement supersedes any other prior understanding entered into between the parties on the subject matter hereto.

**ATTACHMENT A:
SCOPE OF SERVICES**

INSERT SCOPE OF SERVICES HERE

POTENTIAL CONFLICT OF INTEREST DISCLOSURE

City of Ashland Comprehensive Plan Updates
City of Ashland, WI

Do you have family or business ties to any of the people listed below?
Yes No

If yes, please check the box next to the name(s) of the individual(s) and describe the relationship in the space provided below:

ELECTED OFFICIALS:

- MATTHEW MACKENZIE, MAYOR
- CHARLIE ORTMAN, DISTRICT 6 COUNCILOR AND COUNCIL PRESIDENT
- KEVIN SEEFELDT, DISTRICT 1 COUNCILOR

- SHAWN BREDE, DISTRICT 2 COUNCILOR
- PETER LEVI, DISTRICT 3 COUNCILOR
- ANDREW GOYKE, DISTRICT 4 COUNCILOR

- JIIM GREGOIRE, DISTRICT 5 COUNCILOR
- NANCY SZTYNDOR, DISTRICT 7 COUNCILOR


CITY ADMINISTRATION, DEPARTMENT HEADS AND/OR LEGAL COUNSEL:

- BRANT KUCERA, CITY ADMINISTRATOR
- TYLER WICKMAN, CITY ATTORNEY
- DENISE OLIPHANT, CITY CLERK

- JULIE VAILLANCOURT, FINANCE DIRECTOR
- STEVEN WILEY, PLANNING AND DEVELOPMENT DIRECTOR

Description of Relationship(s):

Please Note: The name of any contractor with a potential conflict of interest will be disclosed at the City Council meeting in which bids are discussed. Potential conflicts of interest will be reviewed in accordance with 24 CFR 570.489(h).

John Langhans, PE	Service Line Leader	
Printed Name of Individual	Title	Signature
MSA Professional Services, Inc.		04/27/2026
Name of Business/Firm/Company		Date Signed [MM/DD/YYYY]

24 CFR 570.489(h) CONFLICT OF INTEREST CLAUSE FOR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAMS

Code of Federal Regulations Title 24 570.489(h) Program Administrative Requirements

(h) Conflict of interest: (1) Applicability. (i) In the procurement of supplies, equipment, construction, and services by the States, units of local general governments, and sub-recipients, the conflict of interest provisions in paragraph (g) of this section shall apply.

(ii) In all cases not governed by paragraph (g) of this section, this paragraph (h) shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance with CDBG funds by the unit of general local government or its sub-recipients, to individuals, businesses and other private entities.

(2) Conflicts prohibited. Except for eligible administrative or personnel costs, the general rule is that no persons described in paragraph (h)(3) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this subpart or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from the activity, or have an interest or benefit from the activity, or have an interest in any contract, subcontract or agreement with respect thereto, or the proceeds thereunder, either for themselves or those with whom they have family or business ties, during their tenure or for one year thereafter.

(3) Persons covered. The conflict of interest provisions for paragraph (h)(2) of this section apply to any person who is an employee, agent, consultant, officer, or elected official or appointed official of the state, or of a unit of general local government, or of any designated public agencies, or sub-recipients which are receiving CDBG funds.

(4) Exceptions: Thresholds requirements. Upon written request by the State, an exception to the provisions of paragraph (h)(2) of this section involving an employee, agent, consultant, officer, or elected official or appointed official of the state may be granted by HUD on a case-by-case basis. In all other cases, the state may grant such an exception upon written request of the unit of general local government provided the state shall fully document its determination in compliance with all requirements of paragraph (h)(4) of this section including the state's position with respect to each factor at paragraph (h)(5) of this section and such documentation shall be available for review by the public and by HUD. An exception may be granted after it is determined that such an exception will serve to further the purpose of the Act and the effective and efficient administration of the program or project of the state or unit of general local government as appropriate. An exception may be considered only after the state or unit of general local government, as appropriate, has provided the following:

- (i) A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made; and
- (ii) An opinion of the attorney for the state or the unit of general local government, as appropriate, that the interest for which the exception is sought would not violate state or local law.

(5) Factors to be considered for exceptions. In determining whether to grant a requested exception after the requirements of paragraph (h)(4) of this section have been satisfactorily met, the cumulative effect of the following factors, where applicable, shall be considered:

- (i) Whether the exception would provide a significant cost benefit or an essential degree of expertise to the program or project which would otherwise not be available;
- (ii) Whether an opportunity was provided for open competitive bidding or negotiation;
- (iii) Whether the person affected is a member of a group or class of low or moderate income persons intended to be the beneficiaries of the assisted activity, and the exception will permit such person to receive generally the same interests or benefits as are being made available or provided to the group or class;
- (iv) Whether the affected person has withdrawn from his or her functions or responsibilities, or the decision-making process with respect to the specific assisted activity in question;
- (v) Whether the interest or benefit was present before the affected person was in a position as described in paragraph (h)(3) of this section;
- (vi) Whether undue hardship will result either to the State or the unit of general local government or the person affected when weighed against the public interest served by avoiding the prohibited conflict; and
- (vii) Any other relevant considerations.

**Division of Energy, Housing and Community Resources
Lobbying Certification**

GRANTEE/UGLG* NAME: City of Ashland, WI
DEHCR GRANT AGREEMENT #: CDBG-PLNG 26-01

LOBBYING CERTIFICATION

FROM THE Municipality/UGLG*
 Contractor/Subcontractor
 Subrecipient
 Other (Specify entity type below):
Consultant

The undersigned certifies, to the best of their knowledge and belief, that:

- No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

MSA Professional Services, Inc.

Name of Entity Completing This Form (i.e., UGLG* / Company / Organization / Firm Name)



Signature (required)

John Langhans, PE

Printed/Typed Name of the Chief Elected Official, Owner, Chief Executive Officer, or Other Authorized Representative of the Entity/Organization

Service Line Leader 04/27/2026

Title

Date Signed

*UGLG: Unit of General Local Government

Lobbying Certification

Attach03-D Form v.2025-04-14

Not Applicable

Fill out only if you have activities to disclose

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352 OMB Number: 4040-0013
Expiration Date: 02/28/2025

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change	
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <u>[Redacted]</u> * Street 1 <u>[Redacted]</u> Street 2 <u>[Redacted]</u> * City <u>[Redacted]</u> State <u>[Redacted]</u> Zip <u>[Redacted]</u> Congressional District, if known: <u>[Redacted]</u>					
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: [Redacted]					
6. * Federal Department/Agency: <u>[Redacted]</u>			7. * Federal Program Name/Description: <u>[Redacted]</u> CFDA Number, if applicable: <u>[Redacted]</u>		
8. Federal Action Number, if known: <u>[Redacted]</u>			9. Award Amount, if known: \$ <u>[Redacted]</u>		
10. a. Name and Address of Lobbying Registrant: Prefix <u>[Redacted]</u> * First Name <u>[Redacted]</u> Middle Name <u>[Redacted]</u> * Last Name <u>[Redacted]</u> Suffix <u>[Redacted]</u> * Street 1 <u>[Redacted]</u> Street 2 <u>[Redacted]</u> * City <u>[Redacted]</u> State <u>[Redacted]</u> Zip <u>[Redacted]</u>					
b. Individual Performing Services (including address if different from No. 10a) Prefix <u>[Redacted]</u> * First Name <u>[Redacted]</u> Middle Name <u>[Redacted]</u> * Last Name <u>[Redacted]</u> Suffix <u>[Redacted]</u> * Street 1 <u>[Redacted]</u> Street 2 <u>[Redacted]</u> * City <u>[Redacted]</u> State <u>[Redacted]</u> Zip <u>[Redacted]</u>					
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.					
* Signature: <u>Completed on submission to Grants.gov</u> * Name: Prefix <u>[Redacted]</u> * First Name <u>[Redacted]</u> Middle Name <u>[Redacted]</u> * Last Name <u>[Redacted]</u> Suffix <u>[Redacted]</u> Title: <u>[Redacted]</u> Telephone No.: <u>[Redacted]</u> Date: <u>Completed on submission to Grants.gov</u>					
Federal Use Only:					Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

APPENDIX



Emily Soderberg, AICP

PROJECT MANAGER

Emily is an experienced project leader with diversified planning experience. She has successfully led the completion of community-wide plans across Wisconsin and is the lead author of several elements of the City of La Crosse Comprehensive Plan Update. She was also the Lead Planner and Project Manager for two recent City of Madison projects, namely their Park and Open Space Plan (2025) and Sustainability Plan (2024). Emily is a graduate of the University of Michigan's Urban and Regional Planning Master's program where she concentrated in land use and environmental planning. As a skilled communicator, she is adept at leading public engagement, building consensus among project stakeholders, and keeping her clients informed as a project progresses.

SELECTED PROJECT EXPERIENCE

EDUCATION

Master of Urban and Regional Planning, University of Michigan

B.S., Sustainable Built Environments, University of Arizona Honors College

CERTIFICATIONS

American Institute of Certified Planners

AFFILIATIONS

American Planning Association

AREAS OF EXPERTISE

- Project Management
- Environmental Sustainability
- Housing Studies
- Community Engagement
- Research and Analysis

Comprehensive Plan Update, La Crosse, WI

Conducted policy research and data collection to inform the housing, transportation, and utilities and community facilities elements of the plan. Interviewed stakeholders and collaborated with the consultant team to develop policy goals, strategies, and objectives.

Comprehensive Plan Update and Comprehensive Outdoor Recreation Plan (CORP), Dane, WI

Oversaw the development of the Village's first CORP from beginning to end. Collaborated with Village staff and the Parks and Recreation Committee to develop the plan's recommendations. As an outcome of this planning process, the Village of Dane is now eligible for key state and federal grants.

Comprehensive Plan and CORP Update, Osceola, WI

As Project Manager, oversaw the development of the Village of Osceola's Comprehensive Plan and CORP update. Coordinated with MSA staff to execute the work plan and attend Village meetings, and reviewed work for quality assurance. The development of the CORP enabled the Village to apply for a Knowles-Nelson Stewardship grant in 2024.

Additional Project Management Experience

- Comprehensive Outdoor Recreation Plan, Ashland, WI
- Comprehensive Plan and CORP, Deerfield, WI
- Wausau-Merrill Trail Feasibility Study, Marathon County, WI
- Waunakee Sustainability Plan, Waunakee, WI
- Comprehensive Plan and Comprehensive Outdoor Recreation Plan (CORP) Update, Menomonee Falls, WI
- Comprehensive Plan Update, Genoa City, WI
- Comprehensive Plan, Hillsboro, WI
- Comprehensive Plan, Suring, WI
- Comprehensive Plan, Tigerton, WI

Additional Projects

- Sustainability Plan, Madison, WI
- Memorial Park Master Plan and CORP Update, Hillsboro, WI
- Park and Open Space Plan, Madison, WI
- Parks Planning, La Crescent, MN
- CORP/Bike-Ped Update, Waunakee & Westport, WI



Stephen Tremlett, AICP, CNU-A

PRINCIPAL IN CHARGE

With more than 19 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphasis in site planning, urban redevelopment, zoning administration, and urban design using a variety of applications.

SELECTED PROJECT EXPERIENCE

EDUCATION

M.S., Architecture and Urban Planning
University of Wisconsin-Milwaukee

B.S., Architecture
University of Wisconsin-Milwaukee

CERTIFICATIONS

American Institute of Certified Planners
Congress of New Urbanism-Accredited

AFFILIATIONS

Congress of New Urbanism
American Planning Association

AREAS OF EXPERTISE

- Urban Design and Redevelopment
- Comprehensive Planning
- Park Planning
- Streetscape Planning
- Private Development

Comprehensive Plan, Fond du Lac, WI

Led the project from start to finish, as well as crafted the content, designed the plan layout, and facilitated the public engagement process. This process had to be altered as it began before and ended during the pandemic. The draft plan review and adoption processes were facilitated through hybrid meetings with recordings available during the 30-day public comment period.

Comprehensive Plan, Sun Prairie, WI

Developed the plan (content and plan layout) and facilitated portions of the public engagement process. Involved in all staff meetings to review and consider edits to the draft plan.

Anton Drive Redevelopment Plan, Fitchburg, WI

The purpose of this study was to create a redevelopment plan and implementation strategy for lands in the northwest quadrant of the US 18/151 and CTH PD intersection. The primary improvements impacted the planning area include two new grade-separated interchanges, a roundabout intersection conversion, and the extension of major collector street through a large undeveloped portion of the study area. The Plan's overall vision guided land use, urban design, transportation, utilities and stormwater decisions during and after the US 18/151 reconstruction project in 2020.

Additional Comprehensive Planning Projects:

- Amery, WI
- Brodhead, WI
- Burlington, IA
- Blue Mounds, WI
- Durant, IA
- Eagle River, WI
- Fairchild, WI
- Fitchburg, WI
- Fox Crossing, WI
- Holmen, WI
- Howard, WI
- Keota, IA
- La Crescent, MN
- Le Roy, IL
- Lodi, WI
- Gilbert, MN
- McFarland, WI
- Menomonee Falls, WI
- Rapids City, IL
- Rio, WI
- Sparta, WI
- Tomah, WI
- Tuscola, IL

Additional Neighborhood/Corridor Plans:

Cross Plains, WI; Holmen, WI; Middleton, WI; Fitchburg, WI; Rothschild, WI; Sun Prairie, WI; Verona, WI; Rock Island, IL

Downtown Plans:

Over 20 communities across the Upper Midwest

Private Development:

Cambridge, WI; DeForest, WI; Lodi, WI; Madison, WI; Merrimac, WI; Richfield, WI; Stoughton, WI; Sun Prairie, WI; Sussex, WI



Morgan Shapiro, AICP

Lead Planner

Morgan is a certified planner with professional experience supporting municipal planning projects across Wisconsin. Her work focuses on comprehensive planning, comprehensive outdoor recreation planning, and housing studies, with responsibilities ranging from data analysis and policy development to public engagement and final document production. Her professional approach emphasizes collaboration, transparency, and working alongside staff and community members to identify true “win-win” opportunities. Morgan is skilled in facilitating public engagement workshops, coordinating with interdisciplinary teams, and preparing planning materials that are both accessible and visually engaging.

Education

Master of Urban Planning, University of Wisconsin-Milwaukee
B.A., Geoscience, Studio Art, Lawrence University

Certification

American Institute of Certified Planners

Selected Project Experience

- Comprehensive Outdoor Recreation Plan, Ashland, WI
- Comprehensive Plan, Suring, WI
- Comprehensive Plan, Menomonee Falls, WI
- Comprehensive Plan, Deerfield, WI
- Comprehensive Plan, Hortonville, WI
- Comprehensive Plan, Osceola, WI
- Downtown Urban Design Project, Sun Prairie, WI
- Safe Streets and Roads for All Plan, Park Falls, WI
- Greenfield Neighborhood Plans, Fitchburg, WI
- Sustainability Plan and Development Design, Madison, WI
- CORP Update, Stoughton, WI
- CORP + Master Plan, Winnebago County, WI
- POSP + Master Plan, Mequon, WI
- CORP Update, Hartford, WI
- Housing Study, Menasha, WI



Olivia Bolton

Urban Designer

Specializing in urban design and sustainable land use, Olivia is committed to building vibrant, inclusive and environmentally conscious communities through forward-thinking design solutions. She is skilled in public engagement, data analysis and visualization, and graphic and written communication – all key to her role in supporting your project. Her approach to synthesizing public input is grounded in capturing the collective voice of a community; as an urban designer, she looks for unexpected ways to “connect the dots.” Through cultivating relationships and bridging disciplines, Olivia helps empower communities and improve their resiliency. She is also an active member of the American Planning Association’s Wisconsin chapter

Education

M. Arch, Architecture, University of Kansas
M.U.P., Urban Planning, University of Kansas
B.A., Architectural Studies, University of Kansas

Certification

American Institute of Certified Planners

Selected Project Experience

- District Redevelopment Plans, McFarland, WI
- Comprehensive Plan, Hillsboro, WI
- Comprehensive Plan, Menomonee Falls, WI
- Comprehensive Plan, Wrightstown, WI
- Comprehensive Plan, Wausaukee, WI
- Outdoor Recreation Plan, Lake Delton, WI
- Outdoor Recreation Plan, Madison, WI
- Outdoor Recreation Plan, Menomonee Falls, WI
- South Stoner Prairie Neighborhood Plan, Fitchburg, WI



Sarah Morrison

GIS Analyst II

Sarah's experience includes field collection and observation, GPS post-processing, and assisting with design, plans, reports, maps, schedules, and various documents. Sarah is also familiar with GIS and creating maps and exhibits for both internal and external clients. She also has experience coordinating with utilities and municipalities, assisting with public involvement meetings and discussing projects with both project staff, officials, and members of the public, completing wetland delineation field work and reports, Phase I and II reporting and inspections, and NEPA reports.

Education

B.S., Geography, University of Wisconsin-La Crosse

Selected Project Experience

- Comprehensive Plans
 - Menomonee Falls, WI
 - Fond du Lac, WI
 - Shorewood Hills, WI
 - Lake Delton, WI
 - Belleville, WI
 - Pardeeville, WI
 - West Baraboo, WI
 - Holmen, WI
 - Berlin, WI
 - Genoa City, WI
 - Wrightstown, WI
 - Morrison, WI
 - Hillsboro, WI



Art Bahr

GDBG/Funding Specialist

Art brings 20 years of experience working with various Wisconsin communities regarding CDBG, USDA-RD, DNR, and TIF funding. Art's unique experience in government administration and public/private utilities allow for an in-depth understanding of budgeting and funding. He has successfully guided many reconstruction and new construction projects. As a previous municipal administrator and elected official, he understands the difficult decisions and positions an official must make. In all of his positions, he has also taken great pride in his ability to form "win-win" relationships with local, state and federal regulators. He's a proven professional able to adapt and apply skills to attain any goal. Art is a team player and leader with strong communication skills and high standards of ethics and honesty.

Education

A.S., Leadership Development, Northeast Wisconsin Technical College

Selected Project Experience

- Downtown Plaza Project, CDBG PF and CL Applications, Shawano, WI
- S. Metonga, W. Jackson, W. Madison Street/Utility Reconstruction Project, CDBGPF/CLOSE Funding Application and Administration, Crandon, WI
- Lakeview Park Project, RBF Grant Application, Cecil, WI
- CDBG-CLOSE, CDBG-CL-PF, MLS, CARES Act, ARPA, SDW LSL Removal, EDA Tourism Grant, Neighborhood Improvement Grant and CDBG-CV Assistance, Shawano, WI



Dave Rasmussen

TIF/Funding Specialist

Dave is a Community Development Specialist at MSA and has more than 35 years of community and economic development experience with communities in northern Wisconsin. He is experienced in a broad range of planning activities, including community and economic development, land use planning and downtown redevelopment. He has an extensive background in tax increment financing, and grant writing and administration. Between 2015 and 2016, Dave served as one of twelve experts on the State of Wisconsin's Joint Legislative Council Special Committee on Tax Increment Financing.

Education

B.S., Regional Analysis, University of Wisconsin-Green Bay

Selected Project Experience

- Comprehensive Plans
 - Altoona, WI
 - Siren, WI
 - Rice Lake, WI
 - Amery, WI
 - Augusta, WI
 - Hurley, WI
 - Montreal, WI
 - Dallas, WI
 - Dresser, WI
 - Exeland, WI
 - Lake Nebagamon, WI
 - Luck, WI
 - Hayward, WI

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

COMPREHENSIVE PLAN UPDATE | ASHLAND, WI | APRIL 27, 2026

SUBJECT: Continued Discussion and Update Regarding the City of Ashland's EV Charging Stations (*Administrator*)

RECOMMENDATION: Discussion

DEPARTMENT OF ORIGIN: City Administrator

CLEARANCES:

EXHIBITS: 1. WI Legislative Council - 2023 WI Act 121

COMPLIANCE WITH STRATEGIC PLAN:

SUMMARY STATEMENT:

Council requested a discussion regarding the status of the city-owned EV chargers. For your reference, the legal analysis of Act 121 is attached which has resulted in the turning off and covering the EV charging stations on Main Street. Because the City's chargers were installed before March 22, 2024, we were required to either provide charging to the public at no cost or cease operation of the chargers. Additionally, the City does not have any EV vehicles in its fleet. It was determined to discontinue operation of the chargers on January 1, 2025 in order to not violate state law.

Wisconsin Legislative Council

ACT MEMO



Prepared by: Brian Larson, Principal Attorney

March 21, 2024

2023 Wisconsin Act 121
[2023 Senate Bill 791]

**Electric Vehicle Charging
Stations**

2023 Wisconsin Act 121 (Act 121) exempts electric vehicle (EV) charging stations from regulation as public utilities; regulates the use of EV charging stations by governmental units; creates an excise tax on certain electricity delivered through EV charging stations; and creates a sales tax exemption for certain electricity delivered through EV charging stations.

PUBLIC UTILITY EXEMPTION FOR EV CHARGING STATIONS

Current law subjects public utilities to oversight by the Public Service Commission (PSC). The term “public utility” is defined to include any person or entity that provides electricity directly or indirectly to the public, unless an exemption applies, as specified in the statute. Act 121 exempts a person who supplies electricity to EVs through an EV charging station from regulation as a public utility, if they charge a fee based on the kilowatt-hours of electricity that the user consumes, and if all the electricity supplied is provided by the person’s electric utility or retail electric cooperative. Act 121 specifies that a person who supplies electricity under this exemption may not otherwise directly or indirectly provide electricity to the public.

GOVERNMENTAL USE OF EV CHARGING STATIONS

EV Chargers

Act 121 distinguishes among types of EV chargers for purposes of regulating governmental use of EV charging stations. First, a **Level 1 charger** means a device with one or more charging ports and connectors for charging EVs that operates on a circuit up to 120 volts and transfers alternating current (AC) electricity to a device in an EV that converts AC to direct current (DC) to recharge an EV battery. Second, a **Level 2 charger** has the meaning given for “AC Level 2” under federal law, which is a charger that operates on a circuit from 208 volts to 240 volts and transfers AC electricity to a device in an EV that converts AC to DC to recharge an EV battery. Third, a **Level 3 charger** means a “DC fast charger” under federal law (which refers to a charger that enables rapid charging by delivering DC electricity directly to an EV’s battery) and analogous successor technologies.

State EV Charging Stations

Act 121 prohibits a state agency from owning, operating, managing, or leasing an EV charging station containing a Level 1, Level 2, or Level 3 charger, except as follows:

- A state agency may own, operate, manage, or lease an EV charging station containing a Level 1, Level 2, or Level 3 charger if it is not available to the public and is used solely to charge vehicles owned or leased by a state agency.
- A state agency may own, operate, manage, or lease an EV charging station at which a Level 1 or Level 2 charger is available to the public if the state agency makes all such chargers available for public use free of charge.

- A state agency may own, operate, manage, or lease an EV charging station at which a Level 1 or Level 2 charger installed on or after March 22, 2024, is available to the public if the agency charges a reasonable fee for the electricity supplied by such chargers.
- A state agency may authorize another person to own and operate an EV charging station at which a Level 1, Level 2, or Level 3 charger is available to the public on property owned by the state agency. The person must be a qualified electric provider or supply electricity through an EV charging station to EVs under the exemption from regulation as a public utility created in the act and must charge a reasonable fee for providing such electricity.

Local Governmental EV Charging Stations

Act 121 prohibits a local governmental unit from owning, operating, managing, or leasing an EV charging station containing a Level 1, Level 2, or Level 3 charger, except as follows:

- A local governmental unit may own, operate, manage, or lease an EV charging station containing a Level 1, Level 2, or Level 3 charger if it is not available to the public and is used solely to charge vehicles owned or leased by the local governmental unit.
- A local governmental unit may own, operate, manage, or lease an EV charging station at which a Level 1 or Level 2 charger installed before March 22, 2024, is available to the public if the local governmental unit makes all such chargers available for public use free of charge.
- A local governmental unit may own, operate, manage or lease an EV charging station at which a Level 1 or Level 2 charger installed on or after March 22, 2024, is available to the public if the local governmental unit charges a reasonable fee for the electricity supplied by such chargers.
- A local governmental unit may authorize another person to own and operate an EV charging station at which a Level 1, Level 2, or Level 3 charger is available to the public on property owned by the local governmental unit. The person must be a qualified electric provider or supply electricity through an EV charging station to EVs under the exemption from regulation as a public utility created in the act and must charge a reasonable fee for providing such electricity.
- A municipal utility existing on March 22, 2024, may own and operate an EV charging station that is available to the public and may charge a fee based on the amount of kilowatt-hours of electricity that users consume, provided that the EV charging station receives any PSC approvals that are required. No revenue generated by the EV charging station may be transferred to the general fund of the municipality, and no tax revenue may directly or indirectly subsidize any costs associated with the EV charging station. However, this does not prohibit a municipal utility from using grant money to expand the availability of EV charging infrastructure, as specified in the act.

In addition, Act 121 provides that no local governmental unit may require a private developer to install an EV charging station or allow the installation of an EV charging station on the developer's property as a condition of granting a building permit, conditional use permit, or other approval. However, this restriction does not apply to the enforcement of a voluntary agreement, as specified in the act.

EXCISE TAX

Act 121 creates an excise tax on EV charging at a rate of three cents per kilowatt-hour on certain electricity delivered or placed by an EV charging station into the battery or other energy storage device of an EV. The tax applies to electricity from any Level 3 charger, as well as electricity from a Level 1 or Level 2 charger installed on or after March 22, 2024. Act 121 specifically provides that governmental entities are subject to the excise tax. However, the excise tax does not apply to electricity from an EV charging station located at a residence. Under the act, a "residence" means a place where a person resides permanently or temporarily, except for a hotel.

To facilitate the administration of the excise tax, Act 121 generally prohibits a person from delivering or placing, or offering to deliver or place, electricity from an EV charging station into the battery or other energy storage device of an EV, unless the person registers with the Department of Revenue (DOR), as specified in the act. This requirement does not apply to electricity provided by an EV charging station at a residence, nor from any Level 1 or Level 2 charger installed before March 22, 2024. The registrant must pay the excise tax to DOR every six months, and keep certain records in connection with the administration of the tax, as specified in the act. Act 121 requires DOR to deposit all revenue from the excise tax into the transportation fund.

SALES TAX EXEMPTION

Act 121 creates a sales tax exemption for certain electricity delivered or placed by an EV charging station into the battery or other energy storage device of an EV. This applies to electricity from any Level 3 charger, as well as electricity from a Level 1 or Level 2 charger installed on or after March 22, 2024. In addition, no resale certificate is required for a sale of electricity subject to the sales tax exemption created in the act.

Effective date: Act 121 takes effect on March 22, 2024, except that the excise tax and sales tax changes take effect on January 1, 2025.

For a full history of the bill, visit the Legislature's [bill history page](#).

BL:kp;ksm

SUBJECT: Restructuring Fleet Maintenance Manager Position (Public Works)

RECOMMENDATION: Advance to Council for formal approval

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: City Administrator

EXHIBITS: 1. Proposed 2025 Non-Represented Employee Salary/Wage Schedule

COMPLIANCE WITH STRATEGIC PLAN: Infrastructure- Streets

SUMMARY STATEMENT:

The City's Street Division has experienced significant turnover over the past 12 months:

- Two long-time employees, Jim Ritola (12 yrs of service) and Dean Westlund (42 yrs of service), retired in summer 2025.
- The Streets Foreman, Greg Ledin (23 yrs of service), transferred to the City of Washburn as Director of Public Works.
- One Streets Operator, Brian Fleck (16 yrs of service) and a mechanic, Darren Hudson (5 yrs of service) left the City for other opportunities.

Two other experienced employees, Ted White, Streets Foreman, (9 yrs of service) and Chip Houle, Electrical Technician, (24 yrs of service) have been tasked with additional responsibilities and all current vacancies have been filled by hiring younger staff, who require training but are showing significant promise.

The Public Works Director feels that the Street Division requires additional leadership. Currently, the Streets Foreman, Electrical Technician, and Fleet Maintenance Manager positions are directly supervised by the Public Works Director.

Randy Tody is the City's Fleet Maintenance Manager and supervises operations in the City mechanic's shop. Mr. Tody has 15 years of service with the City and also assists with many operations in the Streets Division. The City Administrator and Public Works Director have approached Mr. Tody about taking on a Fleet Maintenance Manager/Streets Operations Manager role where he would oversee the Streets Foreman and Electrical Technician and report to the Public Works Director.

Mr. Tody is fully capable of providing these services and has agreed that he can do so while continuing to oversee and work in the mechanic's shop.

The City Administrator is proposing to modify Mr. Tody's role from Fleet Maintenance Manager to Operations Manager-Fleet/Streets. This modification would come with a to-be-determined pay increase.

City Ordinance [Chapter 78](#) specifies that modifications to employee compensation must be approved by the Council. The Public Works Director is requesting that this item be advanced to the Council for formal approval at the June 30, 2026 meeting.

City of Ashland - 2025 Proposed Non-Represented Employees Salary/Wage Schedule

2025 Salary/Hourly Wage Schedule NON-REPRESENTED EMPLOYEE POSITIONS	Exempt or Non-Exempt Position	Date of Hire of Current Employee	Years of Service 12/31/2024	2024 Base	2024 Annual	2025	2025 Base	2025	2025 Proposed	Longevity Percent	Longevity Rate	2025	2025 Proposed
				Wage Rate	Wage	% Change	Increase (Decrease)	Base Wage Rate	Annual Base Wage			Annual Longevity	Total Annual Wage
General Government													
City Administrator	Exempt	8/27/2018	7.34	\$54.00	\$112,320	4.50%	\$2.43	\$56.43	\$117,374.40	1%	\$0.56	\$1,165	\$118,539.40
City Clerk	Exempt	2/6/2017	8.90	\$33.92	\$70,554	3%	\$1.02	\$34.94	\$72,675.20	1%	\$0.35	\$728	\$73,403.20
Elections/Deputy Clerk	Non-exempt	3/27/2023	2.76	\$21.12	\$43,930	3%	\$0.63	\$21.75	\$45,240.00	0%	\$0.00	\$0	\$45,240.00
Admin. Assist. Clerk/Planning/Public Works	Non-exempt	11/20/2023	2.11	\$21.00	\$43,680	3%	\$0.63	\$21.63	\$44,990.40	0%	\$0.00	\$0	\$44,990.40
Technology Coordinator	Exempt	5/21/2012	13.61	\$33.22	\$69,098	3%	\$1.00	\$34.22	\$71,177.60	2%	\$0.68	\$1,414	\$72,591.60
Finance Director	Exempt	12/1/2010	15.08	\$42.63	\$88,670	3%	\$1.28	\$43.91	\$91,332.80	3%	\$1.32	\$2,746	\$94,078.80
City Treasurer/Comptroller	Exempt	12/20/2021	4.03	\$31.06	\$64,605	3%	\$0.93	\$31.99	\$66,539.20	0%	\$0.00	\$0	\$66,539.20
Accounting Specialist	Non-exempt	4/30/2021	4.67	\$24.48	\$50,918	3%	\$0.73	\$25.21	\$52,436.80	0%	\$0.00	\$0	\$52,436.80
Accounting Assistant	Non-exempt	1/1/2001	25.00	\$22.15	\$46,072	3%	\$0.66	\$22.81	\$47,444.80	4%	\$0.91	\$1,893	\$49,337.80
Facilities and Grounds Foreman	Non-exempt	8/29/2016	9.34	\$29.40	\$61,152	3%	\$0.88	\$30.28	\$62,982.40	1%	\$0.30	\$624	\$63,606.40
Public Safety													
Fire Chief	Exempt	1/28/2002	23.92	\$45.07	\$93,737	6.57%	\$2.96	\$48.03	\$99,894.08	4%	\$1.92	\$3,994	\$103,888.08
Police Chief	Exempt	1/1/1996	30.00	\$45.07	\$93,737	6.57%	\$2.96	\$48.03	\$99,894.08	5%	\$2.40	\$4,992	\$104,886.08
Police Lt.	Exempt	9/10/2000	25.31	\$39.65	\$82,480	6.08%	\$2.41	\$42.07	\$87,495.20	5%	\$2.10	\$4,368	\$91,863.20
Police Lt.	Exempt	12/14/2017	8.04	\$39.65	\$82,480	6.08%	\$2.41	\$42.07	\$87,495.20	1%	\$0.42	\$874	\$88,369.20
Police Records Clerk	Non-exempt	6/6/2018	7.57	\$24.59	\$51,147	3%	\$0.74	\$25.33	\$52,682.24	1%	\$0.25	\$520	\$53,202.24
Police & Fire Office Assistant	Non-exempt	7/11/2022	3.47	\$22.15	\$46,062	3%	\$0.66	\$22.81	\$47,442.72	0%	\$0.00	\$0	\$47,442.72
Property Maintenance	Non-exempt	11/8/2021	4.14	\$21.85	\$45,452	3%	\$0.66	\$22.51	\$46,820.64	0%	\$0.00	\$0	\$46,820.64
Public Works													
Public Works Director-Streets/Utilities	Exempt	1/7/2019	6.98	\$46.83	\$97,406	3%	\$1.40	\$48.23	\$100,318.40	1%	\$0.48	\$998	\$101,316.40
Public Works - Civil Engineer - Streets	Non-exempt	9/11/2023	2.30	\$30.90	\$64,272	3%	\$0.93	\$31.83	\$66,206.40	0%	\$0.00	\$0	\$66,206.40
Public Works Admin Manager-St/Utilities	Exempt	11/8/2021	4.14	\$27.14	\$56,451	3%	\$0.81	\$27.95	\$58,136.00	0%	\$0.00	\$0	\$58,136.00
Public Works Streets Foreman	Non-exempt	5/19/2003	22.62	\$29.74	\$61,851	3%	\$0.89	\$30.63	\$63,706.24	4%	\$1.23	\$2,558	\$66,264.24
PW Streets Op I /Grounds/Facilities	Non-exempt	1/30/2023	2.92	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	0%	\$0.00	\$0	\$55,814.72
PW Streets Op I /Grounds/Facilities	Non-exempt	3/1/2021	4.83	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	0%	\$0.00	\$0	\$55,814.72
Public Works Street Operator I	Non-exempt	3/10/2010	15.81	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	3%	\$0.81	\$1,685	\$57,499.72
Public Works Street Operator I	Non-exempt	1/2/2003	23.00	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	4%	\$1.07	\$2,226	\$58,040.72
Public Works Street Operator I	Non-exempt	1/8/2018	7.98	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	1%	\$0.27	\$562	\$56,376.72
Public Works Street Operator I with Street Sweeper + 0.50/hr	Non-exempt	1/10/1984	41.98	\$26.05	\$54,188	3%	\$0.78	\$26.83	\$55,814.72	5%	\$1.34	\$2,787	\$58,601.72
Public Works Operator I / Street Light Tech	Non-exempt	3/3/2014	11.83	\$28.41	\$59,093	3%	\$0.85	\$29.26	\$60,864.96	2%	\$0.59	\$1,227	\$62,091.96
Public Works Mechanic	Non-exempt	2/22/2021	4.85	\$26.77	\$55,682	3%	\$0.80	\$27.57	\$57,351.84	0%	\$0.00	\$0	\$57,351.84
Public Works Head Mechanic	Non-exempt	4/18/2011	14.70	\$28.94	\$60,195	3%	\$0.87	\$29.81	\$62,000.64	2%	\$0.60	\$1,248	\$63,248.64

City of Ashland - 2025 Proposed Non-Represented Employees Salary/Wage Schedule

2025 Salary/Hourly Wage Schedule NON-REPRESENTED EMPLOYEE POSITIONS	Exempt or Non-Exempt Position	Date of Hire of Current Employee	Years of Service 12/31/2024	2024 Base Wage Rate	2024 Annual Wage	2025 % Change	2025 Base Increase (Decrease)	2025 Base Wage Rate	2025 Proposed Annual Base Wage	Longevity Percent	Longevity Rate	2025 Annual Longevity	2025 Proposed Total Annual Wage
Parks Foreman	Non-exempt	10/26/2020	5.18	\$27.04	\$56,243	3%	\$0.81	\$27.85	\$57,930.08	1%	\$0.28	\$582	\$58,512.08
APR - Parks and Recreation Director	Exempt	1/16/2006	19.96	\$35.24	\$73,303	3%	\$1.06	\$36.30	\$75,508.16	3%	\$1.09	\$2,267	\$77,775.16
APR-Leisure Admin. Assistant	Non-exempt	1/24/2022	3.93	\$21.60	\$44,928	3%	\$0.65	\$22.25	\$46,275.84	0%	\$0.00	\$0	\$46,275.84
APR-Leisure Recreation Coordinator	Non-exempt	7/24/2024	1.43	\$21.00	\$43,680	3%	\$0.63	\$21.63	\$44,990.40	0%	\$0.00	\$0	\$44,990.40
Conservation & Development													
Planning and Development Director	Exempt	10/31/2022	3.17	\$40.45	\$84,136	3%	\$1.21	\$41.66	\$86,652.80	0%	\$0.00	\$0	\$86,652.80
Planning Assistant -	Non-exempt	4/22/2024	1.69	\$27.00	\$56,160	3%	\$0.81	\$27.81	\$57,844.80	0%	\$0.00	\$0	\$57,844.80
Water & Wastewater Utilities													
Utility Manager (per hire letter)	Exempt	8/8/2006	19.40	\$35.75	\$74,358	3.50%	\$1.25	\$37.00	\$76,960.00	3%	\$1.11	\$2,309	\$79,269.00
Utility Billing Specialist/Utilities Clerk	Non-exempt	2/14/2022	3.87	\$24.34	\$50,627	3%	\$0.73	\$25.07	\$52,145.60	0%	\$0.00	\$0	\$52,145.60
Utility - Civil Engineer	Non-exempt	5/17/2024	1.62	\$26.50	\$55,120	3%	\$0.80	\$27.30	\$56,773.60	0%	\$0.00	\$0	\$56,773.60
Water/Wastewater Lab Technician	Non-exempt	11/28/2016	9.09	\$29.09	\$60,513	3%	\$0.87	\$29.97	\$62,329.28	1%	\$0.30	\$624	\$62,953.28
Water/Wastewater / Foreman	Non-exempt	6/8/2015	10.56	\$30.90	\$64,266	3%	\$0.93	\$31.82	\$66,193.92	2%	\$0.64	\$1,331	\$67,524.92
Water/Wastewater / Foreman	Non-exempt	6/26/2009	16.51	\$30.90	\$64,266	3%	\$0.93	\$31.82	\$66,193.92	3%	\$0.95	\$1,976	\$68,169.92
Water/Wastewater Operator I (Lead)	Non-exempt	1/1/2025	0.99	\$28.33	\$58,926	3%	\$0.85	\$29.18	\$60,694.40	0%	\$0.00	\$0	\$60,694.40
Water/Wastewater Operator II	Non-exempt	1/1/2025	0.99	\$27.30	\$56,778	3%	\$0.82	\$28.12	\$58,481.28	0%	\$0.00	\$0	\$58,481.28
Water/Wastewater Operator III (Lead)	Non-exempt	12/5/2016	9.07	\$28.33	\$58,916	3%	\$0.85	\$29.18	\$60,684.00	1%	\$0.29	\$603	\$61,287.00
Water/Wastewater Operator III - (Lead)	Non-exempt	7/5/2022	3.49	\$27.01	\$56,181	3%	\$0.81	\$27.82	\$57,865.60	0%	\$0.00	\$0	\$57,865.60
Water/Wastewater Operator III	Non-exempt	11/17/2014	11.12	\$27.04	\$56,243	3%	\$0.81	\$27.85	\$57,930.08	2%	\$0.56	\$1,165	\$59,095.08
Water/Wastewater Operator IV	Non-exempt	1/31/2022	3.91	\$26.01	\$54,101	3%	\$0.78	\$26.79	\$55,723.20	0%	\$0.00	\$0	\$55,723.20
Water/Wastewater Operator V	Non-exempt	9/25/2023	2.26	\$23.18	\$48,204	3%	\$0.70	\$23.87	\$49,649.60	0%	\$0.00	\$0	\$49,649.60
Vaughn Public Library, JFK Airport and Ashland Marina - operation oversight by the Statutory Commissions/Boards													
Library Director	Exempt	11/27/2017	8.09	\$33.20	\$69,064	3%	\$1.00	\$34.20	\$71,136.00	1%	\$0.34	\$707	\$71,843.00
Library Assistant	Non-exempt	7/25/1994	31.44	\$23.69	\$49,279	3%	\$0.71	\$24.40	\$50,758.24	5%	\$1.22	\$2,538	\$53,296.24
Library Assistant Adult/Teen Communications	Non-exempt	1/9/2023	2.97	\$21.12	\$43,919	3%	\$0.63	\$21.75	\$45,235.84	0%	\$0.00	\$0	\$45,235.84
Library Clerk - part-time 1560 hrs	Non-exempt	10/4/2021	4.24	\$20.60	\$32,136	3%	\$0.62	\$21.22	\$33,100.08	0%	\$0.00	\$0	\$33,100.08
Library Clerk - part-time up to 1560 hrs	Non-exempt	1/9/2023	2.97	\$18.54	\$28,922	3%	\$0.56	\$19.10	\$29,789.76	0%	\$0.00	\$0	\$29,789.76
Airport Manager	Exempt	5/20/2024	1.61	\$24.04	\$50,000	3%	\$0.72	\$24.76	\$51,499.76	0%	\$0.00	\$0	\$51,499.76
Marina Manager	Exempt	5/6/2002	23.66	\$33.11	\$68,869	3%	\$0.99	\$34.10	\$70,934.24	4%	\$1.36	\$2,829	\$73,763.24

*** Public Works Street Operator I - receives an additional 0.50 per hour for Street Sweeper duties - 6-8 months per year

Longevity prorated based on
anniversary date

SUBJECT: Update on Sewer Rates (*Public Works*)

RECOMMENDATION: Presentation, Discussion and Possible Action

DEPARTMENT OF ORIGIN: Public Works

CLEARANCES: Public Works Director

EXHIBITS:

1. Wastewater Utility Capital Improvement Plan 2026-2031
2. Ehlers Presentation: Sewer Rates
3. 2020-2024 Sewer Collection Projects

COMPLIANCE WITH STRATEGIC PLAN: Infrastructure

SUMMARY STATEMENT:

At the August 26, 2025 and March 31, 2026 Committee of the Whole meetings, the Council discussed the need for sewer rate increases driven by necessary upgrades to the City's wastewater treatment plant (WWTP). These needs and other priorities for capital improvements have been presented by the Public Works Director in a 5 year capital improvement plan (CIP).

The City's sewer rates have remained unchanged since 2017, despite an aggressive CIP in recent years that included investment of \$9 million into the City's collection system to reduce infiltration and inflow (I&I) and the occurrence of sewer overflows.

A proposed rate increase was delayed for the 2026 budget based on input from Council and information provided by staff, specifically that cash resources available to the Wastewater Utility would allow staff to begin design and construction of the WWTP Upgrades Phase 1.

Ehlers has analyzed the attached CIP and determined that (A) assumed increases in operation and maintenance costs and (B) the necessary projects can be supported by small annual rate increases (averaging 4.66% per year) over the 5 year period. The proposed rate increases would add approximately \$2.20 per month to the average residential sewer bill, At the end of the 5 year planning period, this would add a total of approximately \$11 per month to the average residential sewer bill.

The Public Works Director would like the Council to consider taking action to commit to the proposed annual rate increases ahead of the 2027 budget season. Commitment on the proposed rate increases is necessary to allow staff to adequately plan and implement the CIP to ensure

continued system reliability and address remaining high priority areas requiring collection system improvements.

City of Ashland
Wastewater Utility Capital Improvement Plan
2026-2031

		690 - WASTEWATER			
Yr	Projects	Estimated Cost	Funding Source	Funding Amount	Funding \$ needed
2025	Lift Station Improvements- Turner Road	\$494,000	CFW	\$271,700	\$222,300
	TOTAL COSTS OF 2025:	\$494,000		\$271,700	\$222,300
2026	WWTP Imp. Ph 1- Digester Improvements	\$870,000	ERF/Cash	0	\$870,000
2026	Main Lift Station Pump Rehab	\$156,000	ERF/Cash	0	\$156,000
	TOTAL COSTS OF 2026:	\$1,026,000	\$0	\$0	\$1,026,000
2027	WWTP Imp. Ph 2- Headworks Improvements (All)	\$2,200,000	CFW	\$1,100,000	\$1,100,000
2027	16th St E to 20th St E Sewer Replacement ("Tree Top")	\$490,000	CFW	\$245,000	\$245,000
	TOTAL COSTS OF 2027:	\$2,690,000		\$1,345,000	\$1,345,000
2028	16th St E Sewer Extension	\$470,000	CFW	\$235,000	\$235,000
2028	18th Ave W Sewer Replacement	\$250,000	CFW	\$125,000	\$125,000
	TOTAL COSTS OF 2028:	\$720,000		\$360,000	\$360,000
2029	WWTP Imp. Ph 3- Aeration Upgrades & Overflow Basin Rehab	\$2,000,000	CFW	\$1,000,000	\$1,000,000
2029	CIPP Project	\$400,000	CFW	\$200,000	\$200,000
	TOTAL COSTS OF 2029:	\$2,400,000		\$1,200,000	\$1,200,000
2030	WWTP Imp. Ph 4- Sludge Press Upgrade and Admin Addition	\$1,500,000	ERF/Cash	\$0	\$1,500,000
2030	New Jetter Truck	\$750,000	CFW	\$0	\$750,000
	TOTAL COSTS OF 2030:	\$1,500,000			\$1,500,000
2031	US2 Sewer Replacement	\$1,352,299	CFW	\$743,764	\$608,535
2031	Skidster Replacement	\$150,000	Cash	\$0	\$150,000
	TOTAL COSTS OF 2030:	\$1,502,299		\$743,764	\$758,535
		\$9,838,299	\$0	\$3,648,764	\$6,189,535

Sources of Funding- CIP	2026	2027	2028	2029	2031
Grants/Aids	\$0	\$1,345,000	\$360,000	\$1,200,000	\$743,764
Cash/Revenue/ERF	\$1,026,000	\$1,345,000	\$360,000	\$1,200,000	\$758,535

\$1,026,000 \$2,690,000 \$720,000 \$2,400,000 \$1,502,299 \$9,838,299

Sewer Rates Historical Implementation

- May 14th, 2002 the Common Council approved a Wastewater rate increase of 15%
- May 28th, 2013 the Common Council approved a Wastewater rate increase of 5.9%
- May 10th, 2016 the Common Council approved a Wastewater rate increases of 17.8% with an estimated effective date of May 26th, 2016 and 4.4% with an estimated effective date of May 24th, 2017

Sewer: Historical Rate Performance

Shown with no increase

Revenue Requirement						Est	Budget
Component	Description	2021	2022	2023	2024	2025	2026
Cash Basis							
1	Operating and Maintenance	\$1,549,678	\$1,544,622	\$1,870,926	\$1,809,227	\$1,758,284	\$1,883,580
2	Debt	\$112,668	\$131,234	\$146,700	\$196,320	\$200,203	\$218,570
3	Cash Funded Capital	\$1,835,959	\$2,090,123	\$489,218	\$784,869	\$80,081	\$1,113,428
Less:							
	Other Revenue	\$64,402	\$68,227	\$70,295	\$65,930	\$46,990	\$49,350
	Interest Income	\$3,644	\$9,518	\$25,151	\$37,731	\$20,000	\$0
	Revenue Requirement (Costs less Other Income)	\$3,430,259	\$3,688,234	\$2,411,398	\$2,686,755	\$1,971,579	\$3,166,227
	User Rates Revenue	\$2,106,036	\$2,109,216	\$2,107,756	\$2,175,674	\$2,223,770	\$2,198,165
	Rate Adequacy	(\$1,324,223)	(\$1,579,018)	(\$303,642)	(\$511,081)	\$252,191	(\$968,062)
	Rate Adjustment Needed	62.88%	74.86%	14.41%	23.49%	0.00%	44.04%
Utility Basis (PSC)							
1	Operating and Maintenance	\$1,549,678	\$1,544,622	\$1,870,926	\$1,809,227	\$1,758,284	\$1,883,580
2	Depreciation	\$843,245	\$776,203	\$799,189	\$796,358	\$850,000	\$850,000
	NIRB	\$12,674,095	\$13,984,635	\$15,041,038	\$15,938,833	\$17,210,327	\$17,992,812
3	Typical ROI (2.5%)	\$316,852	\$349,616	\$376,026	\$398,471	\$430,258	\$449,820
Less:							
	Other Revenue	\$64,402	\$68,227	\$70,295	\$65,930	\$46,990	\$49,350
	Interest Income	\$3,644	\$9,518	\$25,151	\$37,731	\$20,000	\$0
	Revenue Requirement (Costs less Other Income)	\$2,641,729	\$2,592,696	\$2,950,695	\$2,900,395	\$2,971,552	\$3,134,050
	User Rates Revenue	\$2,106,036	\$2,109,216	\$2,107,756	\$2,175,674	\$2,223,770	\$2,198,165
	Rate Adequacy	(\$535,693)	(\$483,480)	(\$842,939)	(\$724,721)	(\$747,782)	(\$935,885)
	Rate Adjustment Needed	25.44%	22.92%	39.99%	33.31%	33.63%	42.58%

Rates do not break even on a cash basis

and not on utility basis (PSC uses)

Let's investigate the history further....

Notes:

^Includes recommended debt coverage at 1.4x annual debt payment

Sewer Rate Option 1 – Do Nothing

	Budget	Projected								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenues										
Total Revenues from User Rates ¹	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165	\$2,198,165
Percent Increase to User Rates	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cumulative Percent Rate Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Dollar Amount Increase to Revenues		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues										
Interest Income	\$0	\$5,177	\$5,360	\$5,219	\$4,868	\$434	\$0	\$0	\$0	\$0
Other Income	\$49,350	\$49,844	\$50,342	\$50,845	\$51,354	\$51,867	\$52,386	\$52,910	\$53,439	\$53,973
Total Other Revenues	\$49,350	\$55,021	\$55,702	\$56,064	\$56,222	\$52,301	\$52,386	\$52,910	\$53,439	\$53,973
Total Revenues	\$2,247,515	\$2,253,186	\$2,253,867	\$2,254,229	\$2,254,387	\$2,250,466	\$2,250,551	\$2,251,075	\$2,251,604	\$2,252,138
Less: Expenses										
Operating and Maintenance	\$1,883,580	\$1,940,087	\$1,998,290	\$2,058,238	\$2,119,985	\$2,183,585	\$2,249,093	\$2,316,565	\$2,386,062	\$2,457,644
PILOT Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Before Debt Service and Capital Expenditures	\$363,935	\$313,099	\$255,578	\$195,991	\$134,401	\$66,881	\$1,459	(\$65,490)	(\$134,458)	(\$205,508)
Debt Service										
Existing Debt P&I	\$217,036	\$217,066	\$216,983	\$216,987	\$216,976	\$216,950	\$216,909	\$216,952	\$216,879	\$216,889
New (2026-2035) Debt Service P&I	\$1,534	\$22,866	\$95,162	\$119,384	\$191,184	\$233,890	\$241,964	\$241,920	\$241,875	\$241,829
Total Debt Service	\$218,570	\$239,933	\$312,145	\$336,371	\$408,160	\$450,840	\$458,873	\$458,872	\$458,754	\$458,718
Transfer In (Out)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Capital Improvements	\$1,551,249	\$2,690,000	\$750,000	\$2,400,000	\$2,250,000	\$620,000	\$0	\$0	\$0	\$0
Debt Issued/Grants/Aid	\$525,249	\$2,690,000	\$750,000	\$2,400,000	\$750,000	\$470,000	\$0	\$0	\$0	\$0
Net Annual Cash Flow	(\$880,634)	\$73,166	(\$56,567)	(\$140,380)	(\$1,773,758)	(\$533,959)	(\$457,414)	(\$524,362)	(\$593,212)	(\$664,224)
Restricted and Unrestricted Cash Balance:										
Balance at first of year	\$2,951,620	\$2,070,986	\$2,144,153	\$2,087,585	\$1,947,205	\$173,447	(\$360,512)	(\$817,926)	(\$1,342,289)	(\$1,935,501)
Net Annual Cash Flow Addition/(subtraction)	(\$880,634)	\$73,166	(\$56,567)	(\$140,380)	(\$1,773,758)	(\$533,959)	(\$457,414)	(\$524,362)	(\$593,212)	(\$664,224)
Balance at end of year	\$2,070,986	\$2,144,153	\$2,087,585	\$1,947,205	\$173,447	(\$360,512)	(\$817,926)	(\$1,342,289)	(\$1,935,501)	(\$2,599,725)
"All-in" Debt Coverage	1.67	1.30	0.82	0.58	0.33	0.15	0.00	(0.14)	(0.29)	(0.45)

Notes:

- 1) Assumes no changes in customer count or usage beyond Test Year.
- 2) Assumes 3.00% annual inflation beyond budget year.

Legend:

- Increase depicted to maintain with assumed O&M inflation
- Increase needed above inflationary adjustment

Sewer Rate Option 2 – Minimum Recommended Rev. Adjustments (Level)

	Budget		Projected							
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenues										
Total Revenues from User Rates ¹	\$2,198,165	\$2,300,500	\$2,407,599	\$2,519,684	\$2,636,987	\$2,759,751	\$2,888,230	\$3,022,691	\$3,163,411	\$3,310,683
Percent Increase to User Rates	0.00%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%	4.66%
Cumulative Percent Rate Increase	0.00%	4.66%	9.53%	14.63%	19.96%	25.55%	31.39%	37.51%	43.91%	50.61%
Dollar Amount Increase to Revenues		\$102,335	\$107,099	\$112,085	\$117,303	\$122,764	\$128,479	\$134,461	\$140,720	\$147,272
Other Revenues										
Interest Income	\$0	\$5,177	\$5,616	\$5,999	\$6,454	\$3,120	\$3,196	\$3,786	\$4,546	\$5,487
Other Income	\$49,350	\$49,844	\$50,342	\$50,845	\$51,354	\$51,867	\$52,386	\$52,910	\$53,439	\$53,973
Total Other Revenues	\$49,350	\$55,021	\$55,958	\$56,844	\$57,808	\$54,988	\$55,582	\$56,696	\$57,985	\$59,461
Total Revenues	\$2,247,515	\$2,355,521	\$2,463,557	\$2,576,528	\$2,694,795	\$2,814,739	\$2,943,813	\$3,079,387	\$3,221,396	\$3,370,143
Less: Expenses										
Operating and Maintenance	\$1,883,580	\$1,940,087	\$1,998,290	\$2,058,238	\$2,119,985	\$2,183,585	\$2,249,093	\$2,316,565	\$2,386,062	\$2,457,644
PILOT Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Before Debt Service and Capital Expenditures	\$363,935	\$415,434	\$465,267	\$518,290	\$574,809	\$631,154	\$694,720	\$762,821	\$835,334	\$912,499
Debt Service										
Existing Debt P&I	\$217,036	\$217,066	\$216,983	\$216,987	\$216,976	\$216,950	\$216,909	\$216,952	\$216,879	\$216,889
New (2026-2035) Debt Service P&I	\$1,534	\$22,866	\$95,162	\$119,384	\$191,184	\$233,890	\$241,964	\$241,920	\$241,875	\$241,829
Total Debt Service	\$218,570	\$239,933	\$312,145	\$336,371	\$408,160	\$450,840	\$458,873	\$458,872	\$458,754	\$458,718
Transfer In (Out)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less: Capital Improvements	\$1,551,249	\$2,690,000	\$750,000	\$2,400,000	\$2,250,000	\$620,000	\$0	\$0	\$0	\$0
Debt Issued/Grants/Aid	\$525,249	\$2,690,000	\$750,000	\$2,400,000	\$750,000	\$470,000	\$0	\$0	\$0	\$0
Net Annual Cash Flow	(\$880,634)	\$175,501	\$153,122	\$181,919	(\$1,333,351)	\$30,314	\$235,847	\$303,949	\$376,580	\$453,781
Restricted and Unrestricted Cash Balance:										
Balance at first of year	\$2,951,620	\$2,070,986	\$2,246,487	\$2,399,610	\$2,581,529	\$1,248,178	\$1,278,492	\$1,514,339	\$1,818,288	\$2,194,868
Net Annual Cash Flow Addition/(subtraction)	(\$880,634)	\$175,501	\$153,122	\$181,919	(\$1,333,351)	\$30,314	\$235,847	\$303,949	\$376,580	\$453,781
Balance at end of year	\$2,070,986	\$2,246,487	\$2,399,610	\$2,581,529	\$1,248,178	\$1,278,492	\$1,514,339	\$1,818,288	\$2,194,868	\$2,648,649
"All-in" Debt Coverage	1.67	1.73	1.49	1.54	1.41	1.40	1.51	1.66	1.82	1.99

Notes:

- 1) Assumes no changes in customer count or usage beyond Test Year.
- 2) Assumes 3.00% annual inflation beyond budget year.

Legend:

- Increase depicted to maintain with assumed O&M inflation
- Increase needed above inflationary adjustment

Impact on Avg. Res. Bill: Percent increase

Year	Increase	Sewer			
		Sewer Vol. Charge ³	Sewer User Charge ³	Utility Bill (Monthly)	Change Over Prior Year
		<u>100CF</u>	<u>Gen Service</u>		
2025		5.90	13.52	\$ 39.19	
2026	0.00%	5.90	13.52	\$ 39.19	\$ -
2027	4.66%	6.17	14.15	\$ 41.01	\$ 1.82
2028	4.66%	6.46	14.81	\$ 42.92	\$ 1.91
2029	4.66%	6.76	15.50	\$ 44.92	\$ 2.00
2030	4.66%	7.08	16.22	\$ 47.01	\$ 2.09
2031	4.66%	7.41	16.97	\$ 49.20	\$ 2.19
2032	4.66%	7.75	17.76	\$ 51.49	\$ 2.29
2033	4.66%	8.11	18.59	\$ 53.88	\$ 2.40
2034	4.66%	8.49	19.46	\$ 56.39	\$ 2.51
2035	4.66%	8.89	20.36	\$ 59.02	\$ 2.63
Total Change over planning period					\$ 19.83

- The current Sewer volumetric rate is \$5.90 per 100 cubic feet and a service charge of \$13.52 for 5/8 inch meter.
- The usage is assumed to be 435 CF per month.
- Using the percent increase method the additional charge gradually increases. Utility gets less money up front in this scenario.

Alternative: Impact on Avg. Res. Bill: Level Annual Impact

Sewer					
Year	Increase	Sewer Vol. Charge ³	Sewer User Charge ³	Utility Bill (Monthly)	Change Over Prior Year
		<u>100CF</u>	<u>Gen Service</u>		
2025		5.90	13.52	\$ 39.19	
2026	0.00%	5.90	13.52	\$ 39.19	\$ -
2027	5.62%	6.23	14.28	\$ 41.39	\$ 2.20
2028	5.32%	6.56	15.04	\$ 43.59	\$ 2.20
2029	5.05%	6.90	15.80	\$ 45.80	\$ 2.20
2030	4.81%	7.23	16.56	\$ 48.00	\$ 2.20
2031	4.59%	7.56	17.32	\$ 50.20	\$ 2.20
2032	4.39%	7.89	18.08	\$ 52.41	\$ 2.20
2033	4.20%	8.22	18.84	\$ 54.61	\$ 2.20
2034	4.04%	8.55	19.60	\$ 56.81	\$ 2.20
2035	3.88%	8.89	20.36	\$ 59.02	\$ 2.20
Total Change over planning period				\$	19.83

- The current Sewer volumetric rate is \$5.90 per 100 cubic feet and a service charge of \$13.52 for 5/8 inch meter.
- The usage is assumed to be 435 CF per month.
- Using the annual amount increase the increase in charge is consistent from one year to the next. Utility gets more money up front in this scenario.

Blocks Replaced	33
Blocks Rehab'd	190
Total Blocks Improved	223
City Funds Spent (cash)	\$1.8 million
City Funds Spent (loan)	\$4.5 million
Grant Funds Spent	\$2.6 million
Total Funds	\$8.9 million

2020 Sewer Replacement

- 7 blocks of sewer main replacement
- \$392K City funded (cash)
- Completed Fall 2020

2020 Sewer Rehab Cure In Place Pipe (CIPP)

- 25 blocks of sewer main rehab
- \$609K City funded (cash)
- completed Spring 2020

Waterfront Access Road

- 3 blocks sewer main replacement
- \$155K City funded (cash)
- Completed Summer 2021

Alley Sanitary Sewer Replacement

- 3 blocks sewer main replacement
- \$370K City funded (cash)
- Completed Summer 2023

2021 CIPP

- 56 blocks of sewer main rehab
- \$750K DNR funding (grant), \$623K City funded (30 yr loan @ 0.97%)
- Completed Summer 2021

6th St E Reconstruction

- 6 blocks of sewer main replacements
- \$215K CDGB funding (grant), \$273K City funded (cash)
- Completed Summer 2022

2022 Sanitary Sewer Replacement

- 6 blocks of sewer main replacements
- \$338K DNR funding (grant), \$900K City funded (30 yr loan @ 0.97%)
- Completed Fall 2022

2022 CIPP

- 66 blocks of sewer main rehab
- \$412K DNR funding (grant), \$956K City funded (30 yr loan @ 1.353%)
- Completed Fall 2022

2023 CIPP

- 68 blocks of sewer main rehab
- \$500K DNR funding, \$924K City funded (30 yr loan @ 1.37%)
- Ongoing, to be completed summer/fall 2024

2023 Sewer Replacement

- 5 blocks sewer main replacement
- \$250K DNR funding, \$613K City funded (30 yr loan @ 1.37%)
- Completed Spring 2024

Ore Dock Access Road

- 3 blocks sewer main replacement
- \$119K DNR funding, \$175K City funded (30 yr loan @ 2%)
- Ongoing, to be completed Fall 2024