

**CITY OF PLYMOUTH, WISCONSIN
TUESDAY, MARCH 28, 2023 COMMON COUNCIL MEETING
COUNCIL CHAMBERS, ROOM 302
128 SMITH ST. PLYMOUTH, WI 53073**

AGENDA

6:45 PM Committee of the Whole Meeting

- 1. Call to order and roll call**
- 2. Approve the minutes from June 10, 2022**
- 3. Sugar Shack Structure in City Park – Conceptual Review – John Nelson / Tim Blakeslee**
- 4. Adjourn**

7:00 PM Common Council Meeting

- 1. Call to order and roll call**
- 2. Pledge of Allegiance.**
- 3. Approval of the Consent Agenda (Alderspersons may request removal of item(s), or part thereof without debate or vote):**
 - A. Approve minutes of the meeting held Tuesday, March 14, 2023**
 - B. Approve City and Utility Reports:**
 - I. Electric, Water and Sewer Sales Report – February 2023**
 - II. Utility Related Write Offs for March - \$975.02**
 - C. Minutes acknowledged for filing —Library Board: January 9 and February 8 –Plymouth Community Television: February 20 - Police and Fire Commission: March 7 - Finance and Personal: March 14**
 - D. Approve Temporary 4th Dog Request 419 N Milwaukee St.**
- 4. Audience Comments: Citizens comments must be recognized by the mayor or presiding officer and are limited to three minutes per person from those signed in on the registration sheet located at the back of the Council Chambers prior to the start of the meeting.**
- 5. Items removed from Consent Agenda:**
- 6. Proclamation:**
 - A. Recognition of Maple Week in the City of Plymouth during the first week of April – Mayor Pohlman**

7. **New Business:**
 - A. **Approval of Mike Olig to Housing Authority – Mayor Pohlman**
 - B. **Approval of Engineering Services Agreement with Ayres Associates to assist the City in making the decision on whether to remove the Mullet River Dam completely or make necessary upgrades/replace the dam to meet DNR regulations – City Administrator/Utilities Manager, Tim Blakeslee**
 - C. **Approval of an Agreement for Strategic Planning Services with CP Squared Consulting – City Administrator/Utilities Manager, Tim Blakeslee**

8. **Entertain a motion to go into closed session for the following:**

Pursuant to Wis. Stat. 19.85 (1) (e) deliberating or negotiating the purchasing of public properties, the investing of public funds or conducting other specified public business, whenever competitive or bargaining reasons require a closed session – Purchase portion of parcel 59012158040 for new Electric Utility Substation

9. **Entertain a motion to go into open session**

10. **Discussion and possible action on closed session item**

11. **Adjourn to 7:00 PM on Tuesday, April 11, 2023**

It is likely a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice.

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, please contact the City of Plymouth ADA Coordinator Leah Federwisch, located in the Plymouth Utilities office at 900 County Road PP, Plymouth, WI or call 920-893-3853.

CITY OF PLYMOUTH, WISCONSIN
FRIDAY, JUNE 10, 2022 COMMITTEE OF THE WHOLE MEETING
8:00 AM, COUNCIL CHAMBERS
CITY HALL, 128 SMITH STREET

MINUTES

1. **Call to order and roll call:** Mayor Pohlman called the meeting to order at 8:00 AM. On call of the roll the following were present: John Nelson, Jim Wilson, Diane Gilson, Amy Odekirk, Greg Hildebrand, Bob Schilsky Charlie Hansen and Angie Matzdorf. Also present were: HR Specialist Leah Federwisch and Lee Szymborski from GovHR.
2. **Approve the minutes from May 19, 2022:** Motion was made by Nelson/Hildebrand to approve the minutes from May 19, 2022. A unanimous aye vote was made. Motion carries.
3. **Entertain a motion to go into closed session pursuant to Wis. Stat. 19.85 (1)(c) considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility regarding candidates for the City Administrator/Utilities Manager Position:** Motion was made by Hildebrand/Hansen to go into closed session. Upon the call of the roll, all voted aye. Motion carries.
4. **Entertain a motion to go into open session:** Motion was made by Nelson/Odekirk to go into open session. Upon the call of the roll, all voted aye. Motion carries.
5. **Adjourn:** Motion was made by Wilson/Matzdorf to adjourn at 8:45 PM. A unanimous aye vote was made. Motion carries.



DATE: March 23, 2023
TO: Committee of the Whole
FROM: Tim Blakeslee, City Administrator/Utilities Manager
RE: Discussion regarding Sugar Shack Structure in City Park – Conceptual Review

Background: City Park has an abundance of Sugar Maple trees that provide natural beauty and shade to the Park. Pure maple syrup is made by concentrating the slightly sweet sap of the Sugar Maple tree. The process starts with drilling a tap hole into a maple tree. A spout is inserted to direct the sap to either a bucket or into tubing that sends the sap to a large collection tank. After harvesting in the trees, the sap is transported to a Sugar Shack where it boils down to become maple syrup.

Alder Nelson would like to discuss his concept of building a Sugar Shack in City Park to provide a permanent location for maple syrup production as part of the annual Maple Festival and also to provide a location for educational demos for children and adults. A sample Sugar Shack is pictured to the right. Pending discussion tonight, Alder Nelson intends form a non-profit in order to raise funds to for the structure. Alder Nelson also intends to work with the school district to provide opportunities for students to help in the development of the project.



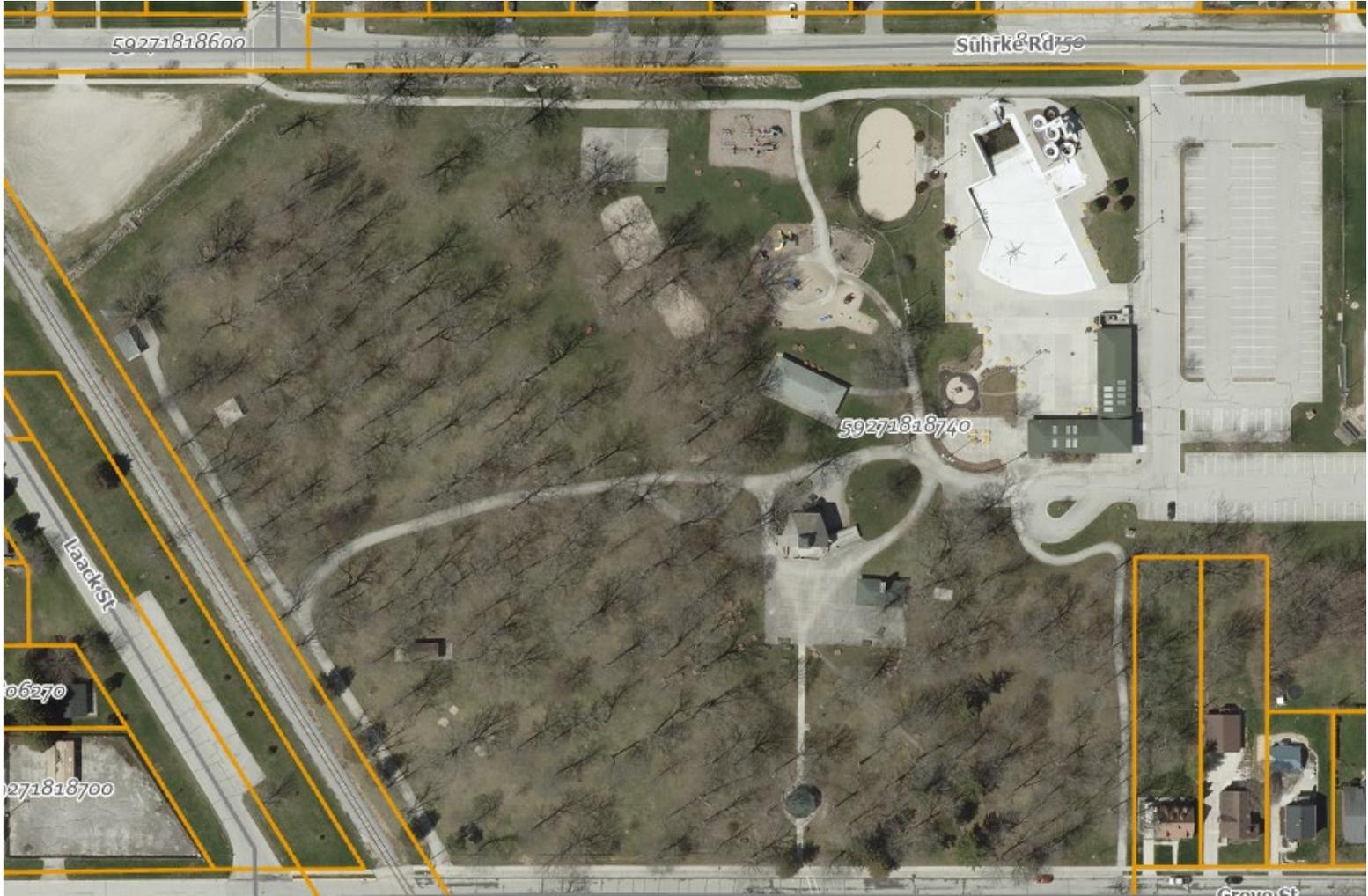
Should the project move forward, staff recommends that any donation to the City from the non-profit be tied to indefinite maintenance and operations agreement between the City and the non-profit to restrict City expenses related to the structure. Formal review would be required by the Common Council to approve the plan/location and accept the donation. Plan Commission would review and approve the design of the building. The building inspector will require the structure to be built to code and adhere to all permit requirements.

Prior to begin raising funds and organizing logistics for the project, Alder Nelson would like to present the concept to the Committee of the Whole and receive feedback.

Recommendation: Discussion regarding Sugar Shack Structure in City Park – Conceptual Review

Attachment: Map of City Park

Map of City Park



**CITY OF PLYMOUTH, WISCONSIN
TUESDAY, MARCH 14, 2023 COMMON COUNCIL MEETING
128 SMITH ST. PLYMOUTH, WI 53073**

UNOFFICIAL MEETING MINUTES

1. **Call to order and roll call:** Mayor Donald Pohlman called the meeting to order at 7:00 PM. On call of the roll, the following Alderpersons were present: Charles Hansen, Diane Gilson, Bob Schilsky, Amy Odekirk, Angie Matzdorf and John Nelson. Also present were: City Administrator/Utilities Manager Tim Blakeslee, City Attorney Crystal Fieber, Director of Public Works Cathy Austin, Interim Police Chief Matt Starker, and Clerk/Treasurer Anna Voigt.
2. **Pledge of Allegiance.**
3. **Approval of the Consent Agenda (Alderpersons may request removal of item(s), or part thereof without debate or vote):** Motion was made by Nelson/Gilson to approve the consent agenda. Upon the call of the roll, all voted aye. Motion carried.
 - A. **Approve minutes of the meetings held Tuesday, February 28, 2023**
 - B. **Approve City and Utility Reports:**
 - I. **List of City & Utility Vouchers dated 2/1/23 – 2/28/23**
 - C. **Minutes acknowledged for filing – Finance and Personal: March 28 –Police & Fire Commission: February 20**
 - D. **Building Report for February 2023 – 17 permits at \$215,864.00**
 - E. **Approve Parade Request & Street Use Permit from VFW Post for the annual Memorial Day Parade on Monday, May 29th from 8 AM to 1 PM**
 - F. **Approve Temporary Change of Premise for 52 Stafford to include the parking lot owned by the American Legion on March 17, 2023 expiring March 20, 2023**
 - G. **Approve Parade Request & Street Use Permit from 52 Stafford for the annual St. Patrick’s Day Parade on Friday, March 17th from 10:30AM to 11:30 AM**
 - H. **Approve change of agent for “Class A Combo” Alcohol License for Ultimate Mart, LLC / Pick ‘n Save to Andrew Grainger – Approved by Clerk’s Office and Police Department**
 - I. **Full Time Records Clerk Description and Salary Range**
4. **Audience Comments:** Citizens comments must be recognized by the mayor or presiding officer and are limited to three minutes per person from those signed in on the registration sheet located at the back of the Council Chambers prior to the start of the meeting: Charlie Hansen thanked Attorney Fieber for all the work she does for the City. Jackie Pottratz, President of the Plymouth Downtown Arts Merchants, came to speak about the Downtown Design Guide. Pottratz suggested reaching out to the downtown businesses more. Mary Christel’s, from Christel’s Pet Supplies, also came to speak about

the Downtown Design Guide. She also would like more input from the downtown businesses.

5. **Items removed from Consent Agenda:** None

6. **Ordinances**

A. **No. 4 - An Ordinance Amending Schedule A of Section 10-1-25 of the Municipal Code of the City of Plymouth, Wisconsin, Regarding Yield Intersections:** City Administrator/Utilities Manager Blakeslee explained the intersection at Elizabeth St. and Division St. is currently uncontrolled. Alderperson Matzdorf requested that staff review the intersection to determine if adding a yield sign would be appropriate. Upon review, Staff determined that having a yield sign at that location would be appropriate and would improve traffic flow. Motion was made by Nelson/Hildebrand to approve Ordinance No. 4 as stated. Upon the call of the roll, all voted aye. Motion carried.

7. **New Business:**

A. **Second Amendment to Development Agreement with Hillcrest Plymouth, LLC and associated Escrow Agreement with Hillcrest Plymouth, LLC and National Exchange Bank and Trust -** City Administrator/Utilities Manager Blakeslee explained Hillcrest is currently developing the Greystone Settlement residential subdivision in Plymouth. The City and Hillcrest entered into a Development Agreement on December 27, 2018. Per the Development Agreement the Developer is required to maintain a letter of credit for the estimated cost of improvements for the development. The letter of credit with National Exchange Bank is set to expire March 26, 2023. Hillcrest has requested to escrow funds with the City equal to the amount of improvements in lieu of maintaining a letter of credit. In return for accommodating the request for the Escrow Agreement, staff recommends the second amendment of the Development agreement be adjusted to include a revised completion schedule for remaining improvements. Council had questions about the amount to cover the completion of projects. Director of Public Works stated that the amount would cover most of the projects but we can't get an exact amount because nothing has been bid out. The goal is to have Hillcrest finish the projects they have a deadline of June 30 for most of the projects and can't pull anymore building permits. Motion was made by Hildebrand/Matzdorf to approve the second Amendment to Development Agreement with Hillcrest Plymouth and associated Escrow Agreement with Hillcrest and National Exchange Bank and Trust. Upon the call of the roll, all voted aye. Motion carried.

B. **Licensing Agreement for Communications Attachments To Utility Poles with TDS Metrocom, LLC –** City Administrator/Utilities Manager Blakeslee explained TDS Fiber is currently completing a fiber optic installation in Plymouth. The project is expected to take approximately three

years to complete. Over the past few month Staff has been negotiating on terms for a Pole Contract. Per the agreement TDS will pay \$18.91 per pole annually to Plymouth Utilities with a 3% increase per year. Motion was made by Hildebrand/Odekirk to approve the licensing agreement for communication attachments to utility poles with TDS Metrocom, LLC. Upon the call of the roll, all voted aye. Motion carried.

C. Purchase of Truck Equipment from Monroe Truck Equipment in the amount of \$135,120– Director of Public Works Austin explained that part of the 2023 Capital Improvement Plan dollars were allocated to replace a 5-yard dump truck with snow removal equipment in the Public Works Department. Director Austin stated that we can lock in the pricing for the truck body and the snow removal equipment from Monroe Truck Equipment. This is part of the \$250,000 budgeted over 2023-2024. Motion was made Nelson/Odekirk to approve the purchase of truck equipment from Monroe Truck Equipment in the amount of \$135,120. Upon the call of the roll, all voted aye. Motion carried.

8. Entertain a motion to go into closed session for the following: Motion was made by Hildebrand/Matzdorf to go into closed session. Upon the call of the roll, all voted aye. Motion carried.

Pursuant to Wis. Stat. 19.85 (1)(c) considering employments, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility regarding the Police Chief

AND

Pursuant to Wis. Stat. 19.85 (1) (e) deliberating or negotiating the purchasing of public properties, the investing of public funds or conducting other specified public business, whenever competitive or bargaining reasons require a closed session – Sale of 59271821073

9. Entertain a motion to go into open session: Motion was made by Odekirk/Hansen to go into open session. Upon the call of the roll, all voted aye. Motion carried.

10. Discussion and possible action on closed session item

A. Resolution No. 5 2023 Salary Resolution Amendment: Motion was made by Hildebrand/Nelson to approve Resolution No. 5 of 2023 Salary Resolution Amendment. Upon the call of the roll, all voted aye. Motion carried.

11. Adjourn to 7:00 PM on Tuesday, March 28, 2023: Motion was made by Hansen/Odekirk to adjourn the meeting. A unanimous aye vote was cast. Motion carried.

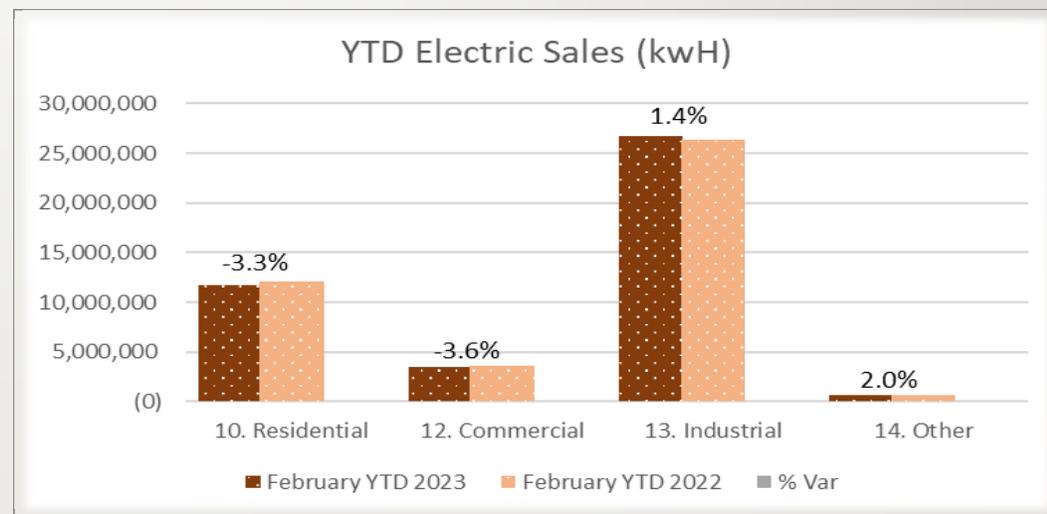
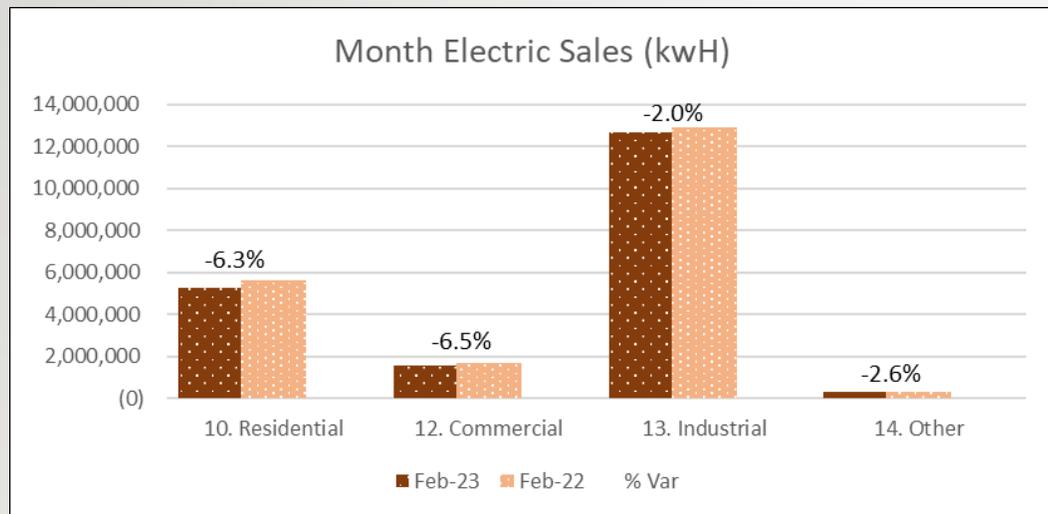


Plymouth Utilities

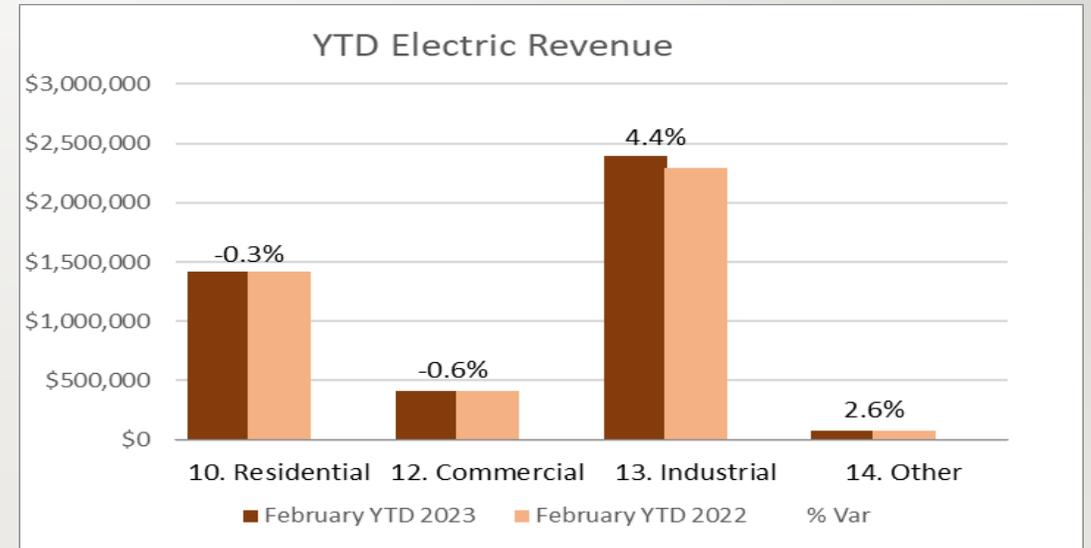
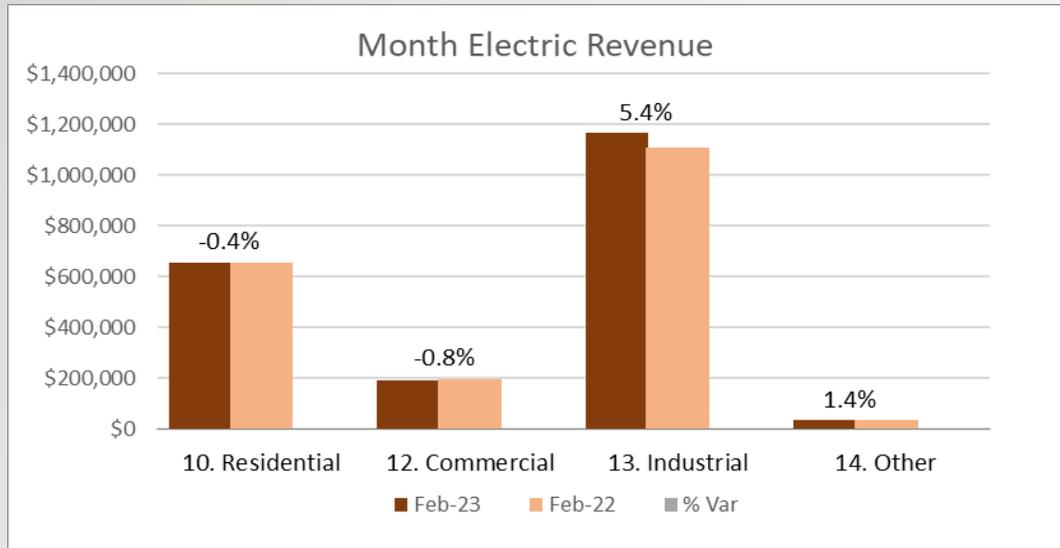
FEBRUARY 2023

SALES & REVENUE

February 2023 Electric Sales

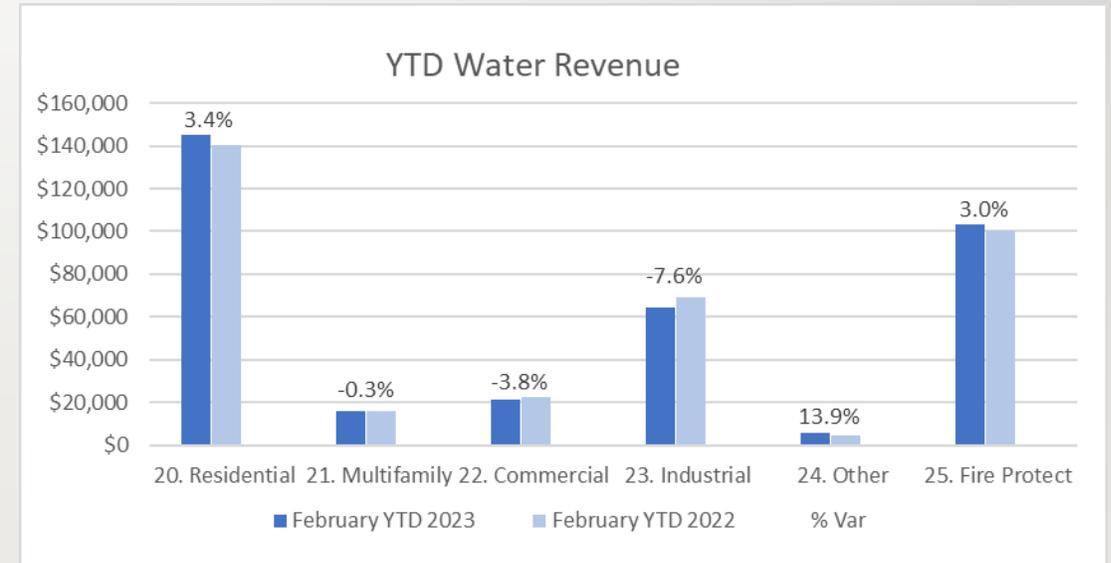
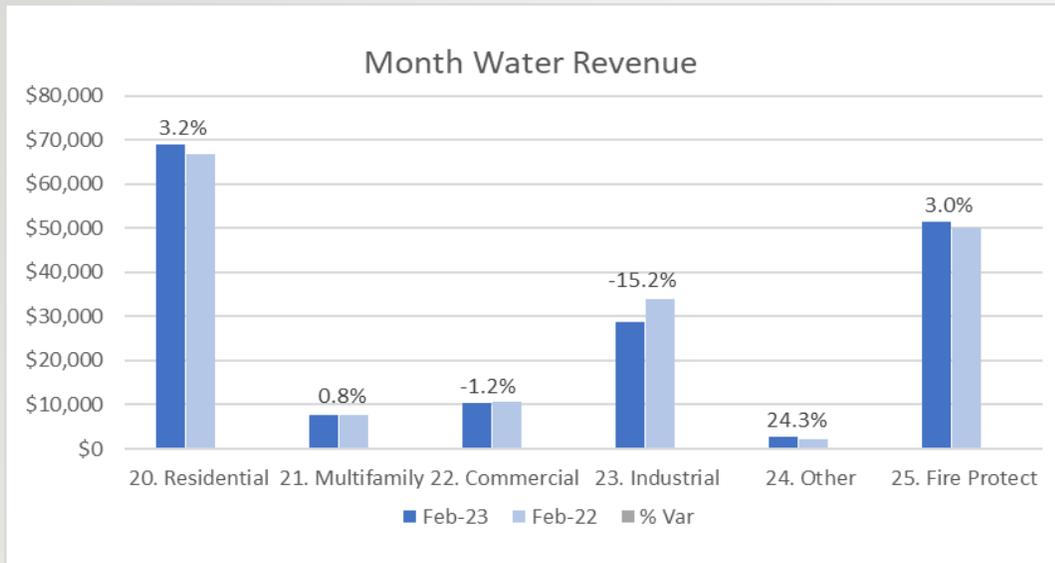


February 2023 Electric Revenue

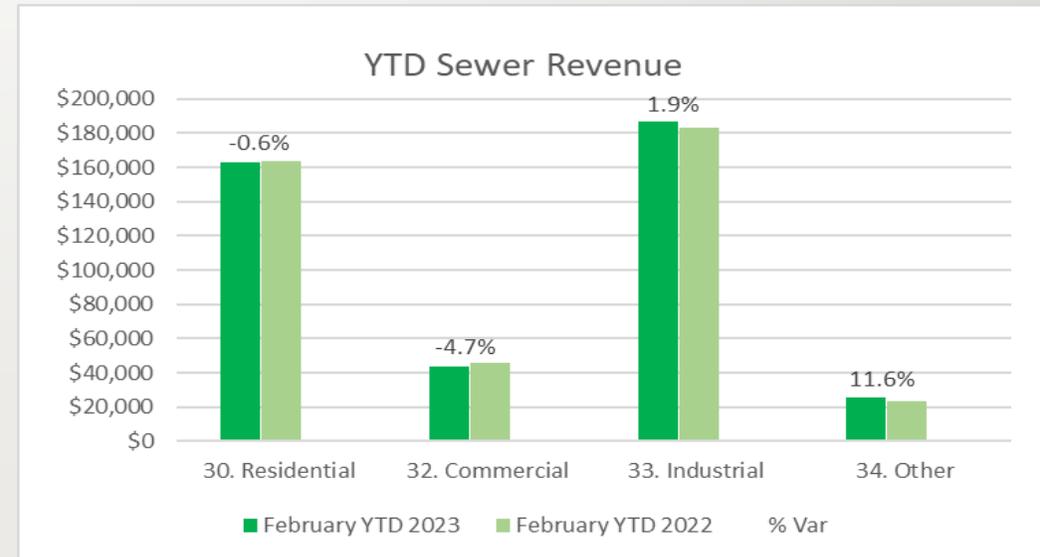
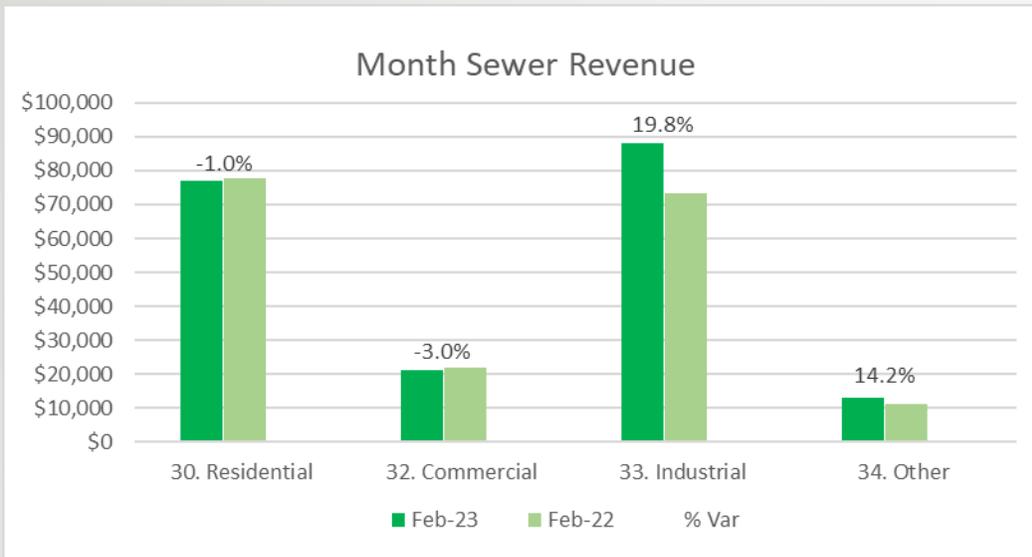


2023 Electric Revenue is up 2.3% over 2022, driven mainly by continued increased purchased power costs in 2023.

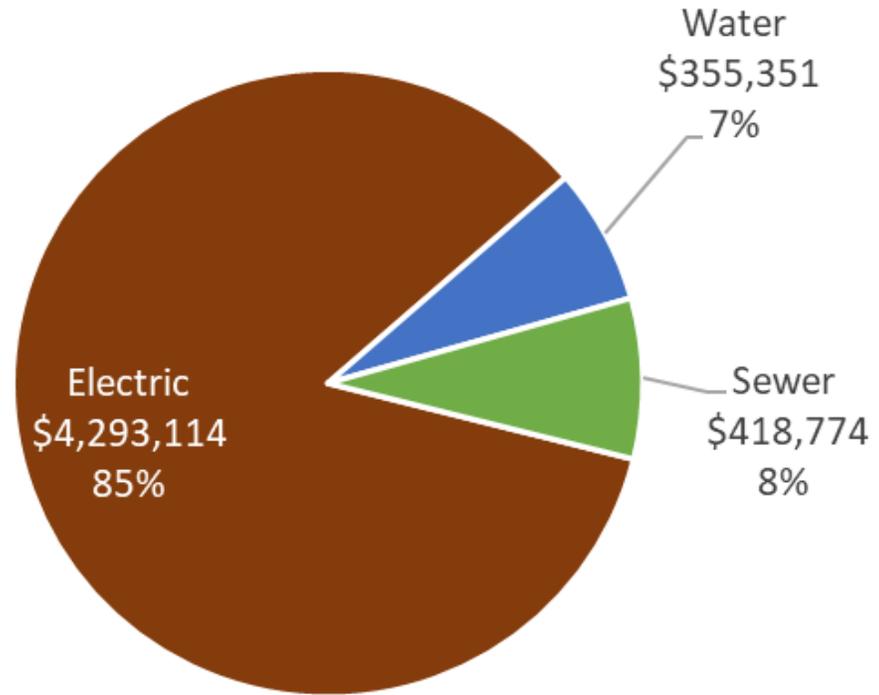
February 2023 Water Revenue



February 2023 Sewer Revenue



2023 Utility Revenue



Report Criteria:

Selected types: Write Off

Name	Customer Number	Type	Reference Number	Description	Source ID	Check Number	Amount	Msg	Service
Write Off									
03/16/2023									
ANDERSON, NICK	17.87.15424.24	Write	1	WRITE-OFF SDC			283.68-	M	Multiple
FOSTER, STEPHANIE	6.88.69154.29	Write	2	WRITE-OFF SDC			168.21-	M	Multiple
GUERNSEY, DENNIS	15.87.30513.19	Write	3	WRITE-OFF SDC			293.09-	M	Multiple
JORSCH, THOMAS	17.87.04974.22	Write	4	WRITE-OFF SDC			69.38-	M	Multiple
LISOWE, RYAN	15.87.02500.09	Write	5	WRITE-OFF SDC			129.97-	M	Multiple
SCHUERER, MITCHELL	12.87.19650.26	Write	6	IN-HOUSE WRITE-OFF			30.69-	M	Multiple
Total 03/16/2023:							<u>975.02-</u>		
Total Write Off:							<u>975.02-</u>		
Grand Totals:							<u>975.02-</u>		



**PLYMOUTH PUBLIC LIBRARY BOARD OF TRUSTEES
MEETING MINUTES
January 9, 2023**

Meeting was called to order by President J. Van Norwick at 6:35 pm. Present were: J. Van Norwick, S. Britt, K. Murray, P. Norlander and A. Odekirk. Absent were: B. McKnight and S. Gloede. Also present: Library Director L. Jochman and Matt Kaczkowski.

Matt Kaczkowski, nominated to replace L. Tolman, introduced himself to the Library Board.

Motion by K. Murray, second by P. Norlander to approve the minutes of the December 5, 2022 meeting. Motion passed unanimously.

Motion by P. Norlander second by A. Odekirk to approve the financial report for December 2022. Motion passed unanimously.

Director L. Jochman reviewed some highlighted items on her monthly report. This included end of year finances, the timing for a potential space needs study, problems with the elevator, and the wallpaper in the meeting room.

Old Business

The Library Board discussed the strategic plan activities for 2023 which were presented at the last meeting. Director L. Jochman will update the board on progress quarterly.

New Business

Director L. Jochman started a discussion on possible murals in the Children's area on some of the columns. The board discussed the potential project and the process for working with the artist. Director L. Jochman will

work with the artist to bring back a design to the board at next month's meeting.

Director L. Jochman presented the timeline for the annual report to the Department of Instruction. She shared last year's report to remind the board what information is collected. The report should be ready for the regularly scheduled meeting in February but in case of any technical issues, a special meeting may need to take place the following Monday, February 13.

Director L. Jochman reminded the board members of their term end dates to verify that those with expiring terms in 2023 are interested in being renewed. She will forward the recommendations to the appropriate governing authorities before the term ending in April.

Announcements

J. Van Norwick shared that she attended the City's Open House for the Plymouth Downtown Design Strategy. Because the library is located in the downtown district any proposed guidelines would affect future outdoor renovations.

Motion by S. Britt, second by K. Murray to adjourn. Motion passed.
Meeting was adjourned at 7:32 pm.

Submitted by, Leslie Jochman
Library Board Secretary



**PLYMOUTH PUBLIC LIBRARY BOARD OF TRUSTEES
MEETING MINUTES
February 6, 2023**

Meeting was called to order by President J. Van Norwick at 6:32 pm. Present were: J. Van Norwick, S. Britt, K. Murray, P. Norlander, M. Kaczkowski, B. McKnight, and S. Gloede. Absent were: A. Odekirk. Also present: Library Director L. Jochman.

Motion by K. Murray, second by P. S. Britt to approve the minutes of the January 9, 2023 meeting. Motion passed unanimously.

Motion by S. Britt second by P. Norlander to approve the financial report for Final Expenses in 2022 and January 2023. Motion passed unanimously.

Director L. Jochman reviewed some highlighted items on her monthly report. This included wallpaper in the meeting room, the annual report, Digital Sign Update, Strategic Plan updates, and teen/tween after school behavior.

Old Business

The Library Board discussed the design for the proposed Children's Mural. They directed Director L. Jochman to work with the artist to come up with dimensions, materials, and cost. Motion by S. Gloede to pay the design invoice, second by M. Kaczkowski. Motion passed unanimously.

Director L. Jochman walked the board through the 2022 annual report. Motion by S. Britt to approve the annual report as submitted, second by B. McKnight. Motion passed unanimously.

New Business

Director L. Jochman presented a policy for the new Outdoor Digital Sign. Motion by S. Gloede to approve the policy, second by P. Norlander. Motion passed unanimously.

Announcements

There were no announcements.

Motion by S. Britt, second by S. Gloede to adjourn. Motion passed. Meeting was adjourned at 7:25 pm.

Submitted by, Leslie Jochman
Library Board Secretary

**Plymouth Community Television
Board meeting 02/20/2023**

Checking: 216.65
Unrestricted: 1,877.05
Restricted: 7,239.45

Attendance: Kurt Zolp, Virginia Stemper, Amy Odekirk, Pat Cadman, Gary Kaiser, Mike Briggs
And Konrad Kaczkowski

No report on Equipment updates

Mike reported that wrestling filming was completed and paid out. Last Girls basketball game will be 02/21/2023 and Boys basketball will end 02/23/2023. School Board meeting will be 02/21/2023 starting at 5:30 PM

Action-14 lineup for 02/21/2023: Mayor Pohlman, Donna Hahn and Dan Mella. Veteran to veteran will also be filmed on 02/21/2023

**Next Board meeting is scheduled for
March 20th, 2023 at the High School**

Respectfully submitted

Konrad Kaczkowski

City of Plymouth
Police and Fire Commission Meeting
Tuesday, March 7, 2023 @ 1:00 P.M.
Room 210, Plymouth City Hall
128 Smith Street, Plymouth, WI 53073

Members Present: Warren Wieser, Sam Suchon, James Flanagan, Mark Melcher, Lieutenant John Primising, Fire Chief Ryan Pafford, Deputy Police Chief Matthew Starker, newly appointed Police Chief Ken Ruggles. Absent: Chairperson Kathy Halloran.

Meeting was call to order at 1:01 P.M. at Room 210 @ City Hall, Room 210 located at 128 Smith Street by acting Chairperson Warren Wieser.

Reading of last minutes of the February 20, 2023 of the Police and Fire Commission meeting by Secretary Sam Suchon. Motion made to approve by Warren Wieser and seconded by Mark Melcher. Motion carried.

Entertain a motion to go into closed session pursuant to Wis. Statures 19.85 (1) to consider employment, promotion, compensation, or performance evaluation data o any employee over which the commission has jurisdiction or exercise responsibility – Lieutenant vacancy and Police Chief hiring. Motion made by Warren Wieser and seconded by Mark Melcher. Motion carried.

Entertain a motion to go into open session. Motion made by Sam Suchon and seconded by Mark Melcher. Approve the promotion of Plymouth Police Officer Tracy Thom to the position of Lieutenant and motion made to proceed with background checks on two candidates for possible hiring of open Lieutenant position with the department. Motion made by Mark Melcher and seconded by Warren Wieser. Motion carried.

Motion for adjournment at 3:03 P.M. Motion made by Mark Melcher and seconded by Warren Wieser. Motion carried.

Submitted this 9th day of March, 2023.

Samuel M. Suchon--- Secretary

UNOFFICIAL MINUTES

FINANCE & PERSONNEL COMMITTEE OF THE PLYMOUTH COMMON COUNCIL

TUESDAY MARCH 14, 2023

- 1. Call to order and roll call:** Finance & Personnel Committee Chair Nelson called the meeting to order at 6:45 PM. On call of the roll, the following members were present: Mayor Pohlman, John Nelson, Amy Odekirk and Mike Penkwitz. Also present were: Alder. Angie Matzdorf, Alder. Charlie Hansen, Alder. Diane Gilson, Alder. Bob Schilsky, City Administrator/Utilities Manager Tim Blakeslee, Director of Public Works Cathy Austin, Interim Police Chief Matt Starker and Clerk/Deputy Treasurer Anna Voigt.
- 2. Approval of meeting minutes for February 28, 2023 meeting:** Motion was made by Odekirk/Hildebrand to approve minutes from February 28, 2023. A unanimous aye vote was cast. Motion carried.
- 3. Revolving Loan Fund:** City Administrator/Utilities Manager Blakeslee explained the City of Plymouth currently has a Business Revolving Loan Fund that has gone defunct as a result of changes in state/federal guidelines. Currently, the City has three outstanding loans established under the prior program guidelines. In 2019, the City was notified that it was not subject to the restrictions so the CBDG-CLOSE program and as a result has discretion for the use of the funds in the RLF. Staff recommends the reestablishment of a Business Revolving Loan Fund to support business attraction and retention. Staff is looking for direction from the committee. Members were in favor of starting the Revolving Loan since the City has been successful with the program in the past. Staff is going to look at different ways to structure the program and come back to Council.
- 4. Adjournment:** Motion was made by Pohlman/Hildebrand to adjourn the meeting. A unanimous aye vote was cast. Motion carried.

City of Plymouth
128 Smith St. - P.O. Box 107
Plymouth, WI 53073-0107



Telephone: (920) 893-3745
Facsimile: (920) 893-0183
Web Site: plymouthgov.com

DATE: March 23, 2023
TO: Mayor and Common Council
FROM: Tim Blakeslee, City Administrator/Utilities Manager
RE: Approve Temporary 4th Dog Request 419 N Milwaukee St.

Background: The maximum number of dogs at a residential lot is three per ordinance 7-1-14-C. A resident at 419 N. Milwaukee St. currently has three dogs. As a result of a medical condition, the resident requests to obtain a fourth dog as a service animal. The Police Department completed a home visit and provided the attached report, in which they did not see any reason why a fourth dog could not be supported at the property. Staff recommends that if approved, the ability for the resident to have four dogs be temporary. This means that if the resident gives away an animal, fails to renew their animal licenses, or when one of their other dogs passes on the resident will again be limited to three dogs.

Recommendation: Approve Temporary 4th Dog Request 419 N Milwaukee St.

Attachment:

- Police Department Report

Matthew T. Starker

Deputy Chief of Police



Phone 920-893-6541 Fax 920-892-6143 Web www.plymouthgov.com

128 Smith Street P.O. Box 218 Plymouth WI 53073

03-22-23

RE: Approval of a 4th dog

Dear Council Members,

On 03-08-23 the Plymouth Police Department was asked by the Mayor of Plymouth to conducted a home visit. The purpose of the visit was to inspect the residence and yard area to see if the property could support of fourth dog at that location. Officer met with the residents, and was given a tour of the home and yard. The home was cluttered, but not to the extreme. The yard was fenced in and of adequate size.

The residents currently own a chihuahua-dachshund mix, an Australian Shepherd mix and a beagle mix. The male resident is hoping to get approval for a medium-sized dog to be his service dog. The residents were explained that based upon the inspection, we did not see any reason why they could not care for a fourth dog.

M. Starker

A handwritten signature in black ink, appearing to read "M. Starker". The signature is fluid and cursive, with a horizontal line drawn underneath it.

Deputy Chief of Police, Director of Public Safety,
Emergency Management Director
City of Plymouth Police Department

CITY OF PLYMOUTH PROCLAMATION

WHEREAS, Maple trees are common and abundant in the Plymouth and surrounding areas; and

WHEREAS, Maple syrup has been a source of sweetness to Native Americans, Settlers, and current day citizens; and

WHEREAS, Maple syrup is made regionally on a commercial basis as well as by hobbyists; and,

WHEREAS, The maple syrup production season runs concurrent with the coming of Spring which is worth celebrating;

NOW THEREFORE BE IT RESOLVED, that I, Donald Pohlman, Mayor of the City of Plymouth, hereby proclaim the first week of April each year as Maple Week throughout the City of Plymouth.

MAPLE SYRUP WEEK

In encourage all community members and businesses to take advantage of the coming spring weather to celebrate Maple Week.

IN WITNESS THEREOF, I have set my hand and caused the seal of the City of Plymouth to be herein affixed.

Donald O. Pohlman, Mayor
City of Plymouth



**THE HOUSING AUTHORITY
OF THE
CITY OF PLYMOUTH
WISCONSIN**

1214 Reed St.
Plymouth, WI 53073
920-893-5133
Fax 920-893-6117

**City Hall
128 Smith Street
Plymouth, WI 53073**

Date; 3/9/2023

Mayor Pohlman,

The Board of Commissioners unanimously voted to approve the nomination of Mike Olig, 408 Mulberry LN, Plymouth, Wisconsin, to be appointed by you, to serve his first term at The Housing Authority of the City of Plymouth, effective 3/29/2023.

Mr. Olig will replace Judy Kapellen, 1214 Riverview Drive, who has graciously served on the Board of Commissioners for one term.

Respectfully submitted,

A handwritten signature in black ink that reads "Robert F. Hemauer".

**Robert F. Hemauer
Executive Director**

A handwritten signature in blue ink that reads "Linda Opitz".

**Linda Opitz
Chairperson**



DATE: March 23, 2023

TO: Mayor and Common Council

FROM: Tim Blakeslee, City Administrator/Utilities Manager

RE: Approval of Engineering Services Agreement with Ayres Associates to assist the City in making the decision on whether to remove the Mullet River Dam completely or make necessary upgrades/replace the dam to meet DNR regulations

Background: In 2015, the City of Plymouth received a notice from the Wisconsin Department of Natural Resources (WDNR) that required the spillway capacity of the Mullet River Dam be brought into compliance with NR333.06 within 10 years (2025). As part of the 2023 Budget, the City included funding to hire an engineering firm to provide services to assist the City in making the decision on whether to remove the dam completely or make necessary upgrades/replace the dam to meet DNR regulations. The City issued a Request for Qualifications (RFQ) in early 2023 and received proposals from Kapur & Associates and Ayres Associates. Staff recommends the selection of Ayres Associates after a review of the provided qualifications. Ayres Associates has significant experience in both dam removal and dam upgrade/replacement. The cost of services from Ayres is \$28,883 which is within the 2023 Budget allotment for this project.

In summary, Ayres will provide the following services:

1. Organize and attend an onsite kickoff meeting with City staff.
2. Develop three (3) dam modification alternatives and one (1) dam removal alternative to satisfy the WDNR's spillway capacity directive. To do this, we will utilize available hydraulic model(s) of the study area provided to us by the City.
3. Analyze and comment on potential floodplain issues arising from implementing the modification and removal alternatives.
4. Develop conceptual 2-D drawings and 3-D renderings of the alternatives.
5. Estimate total project costs for each of the alternatives, including construction and engineering services.
6. Research potential funding opportunities which may offset the costs of the alternatives.
7. Summarize work completed, alternatives, and findings in a report to be provided to the City.
8. Present the report at a City Council meeting and up to two (2) additional public information meetings.

The full project scope and RFQ submission are attached for review.

Staff believes it is important to complete the study so the Common Council can:

- Know the alternative options available for consideration.
- Know the cost estimates of the alternative options and associated grant availability.
- Know the potential floodplain issues arising from implementing the various alternatives.
- Provide education to the public regarding each alternative.

Future Steps: Following the report and public information sessions provided by Ayres, the Common Council would need to decide how to proceed with the Mullet River Dam. Based on discussions with Ayres, it is probable that the City would be granted an extension from the WDNR provided that the City is working toward a solution.

In addition, it is possible to conduct a non-binding advisory referendum to get feedback from the voting public to provide additional direction to the Common Council on this item. The City of Burlington recently did this for their dam project. If the Common Council is interested in this route, Staff would recommend it be conducted after the study is completed so residents have the information provided by the engineering study available to them. Staff would also research when and how an item is placed on the ballot. After the April primary, there are no additional elections scheduled in 2023.

Recommendation: Approval of Engineering Services Agreement with Ayres Associates to assist the City in making the decision on whether to remove the Mullet Review Dam completely or make necessary upgrades/replace the dam to meet DNR regulations.

Attachment:

- Proposal from Ayres Associates
- DNR Notice Letter

March 21, 2023

Cathy Austin, PE
Public Works Director/City Engineer
City of Plymouth
900 CTH PP
PO Box 277
Plymouth, WI 53073

Re: Mullet River Dam Engineering Services Proposal

Dear Ms. Austin:

Thank you for the opportunity to submit this proposal for professional services for Mullet River Dam Engineering Services. This letter presents our proposed scope of services, time schedule, fee, and contract terms and conditions. Our qualifications have been submitted to you separately.

Project Description

The City of Plymouth has received a directive from the Wisconsin Department of Natural Resources (WDNR) to increase the Mullet River Dam's spillway capacity by 2025. As an alternative to increasing the spillway capacity at the dam, the City may also elect to remove the structure. To provide the City and community with information that can be used to decide the most appropriate course of action, Ayres proposes a feasibility study to develop and present alternatives for modifying or removing the dam to achieve the WDNR's spillway capacity requirement.

Scope of Services

Our feasibility study will include the following scope of services:

1. Organize and attend an onsite kickoff meeting with City staff.
2. Develop three (3) dam modification alternatives and one (1) dam removal alternative to satisfy the WDNR's spillway capacity directive. To do this, we will utilize available hydraulic model(s) of the study area provided to us by the City.
3. Analyze and comment on potential floodplain issues arising from implementing the modification and removal alternatives.
4. Develop conceptual 2-D drawings and 3-D renderings of the alternatives.
5. Estimate total project costs for each of the alternatives, including construction and engineering services.
6. Research potential funding opportunities which may offset the costs of the alternatives.
7. Summarize work completed, alternatives, and findings in a report to be provided to the City.
8. Present the report at a City Council meeting and up to two (2) additional public information meetings.

Responsibilities of Owner and Others

The City shall provide:

- Pertinent information, past reports, and data.
- The HEC-RAS hydraulic model of the study area developed for the 2015 dam failure analysis.

Additional Services

If additional services become needed to complete the scope above, we can negotiate those with the City at that time. Examples of additional services include, but are not limited to, topographic and bathymetric survey, sediment sampling and testing, attendance at additional meetings, development of a new HEC-RAS model, or significant updates to the existing HEC-RAS model needed to accurately model existing conditions.

Time Schedule

We will provide to the City a draft report within 150 calendar days of authorization to proceed. Following receipt of the City's review comments, we will provide a final report within 15 calendar days. Final meetings and presentations will be scheduled to occur thereafter.

Fee

We will perform the above services for an amount based on a standard hourly rate for each class of employee, plus reimbursable expenses and subconsultant charges. The estimated cost of services is \$28,883. We will not exceed an amount of \$28,883 without your prior approval. The Reimbursable Expenses Schedule and Standard Hourly Rates Schedule are attached as Appendices 1 and 2, respectively. Reimbursable expenses and hourly rates are updated annually.

Contract Terms and Conditions

Attached are "Contract Terms and Conditions" which will apply to the services and which are incorporated into this proposal by reference.

Acceptance

If this proposal and terms and conditions are acceptable to you, a signature on the enclosed copy of this letter will serve as our authorization to proceed.

This proposal is valid until April 30, 2023 unless extended by us in writing.

Proposed by Consultant:

Ayres Associates Inc



Rex Bell
Vice President



Adam Schneider, PE
Senior Project Manager

Accepted by Owner:

Owner's Name

Signature

Name

Title

Date

Ms. Cathy Austin
March 21, 2023
Page 3 of 3

Attachments: Contract Terms and Conditions
Appendix 1 - Reimbursable Expenses Schedule
Appendix 2 - Standard Hourly Rates Schedule

715.834.3161 | 3433 Oakwood Hills Parkway | Eau Claire, WI 54701-7698

www.AyresAssociates.com



**AYRES ASSOCIATES
CONTRACT TERMS AND CONDITIONS**

- 1. Performance of Services:** Consultant shall perform the services outlined in its proposal to Owner in consideration of the stated fee and payment terms.
- 2. Billing and Payment:** Invoices for Consultant's services shall be submitted to Owner on a monthly basis. Invoices shall be due and payable within 30 days from date of invoice. If any invoice is not paid within 30 days, Consultant may, without waiving any claim or right against Owner, and without liability whatsoever to Owner, suspend or terminate the performance of services. Accounts unpaid 30 days after the invoice date will be subject to a monthly service charge of 1.5% on the unpaid balance, or the maximum rate of interest permitted by law, if less. The amount of any excise, value-added, gross receipts, or sales taxes that may be imposed on payments shall be added to Consultant's compensation. No deductions or offsets shall be made from Consultant's compensation or expenses on account of any setoffs or back charges.
- 3. Access to Site:** Owner shall furnish right-of-entry on the project site for Consultant and, if the site is not owned by Owner, warrants that permission has been granted to make planned explorations pursuant to the scope of services. Consultant will take reasonable precautions to minimize damage to the site from use of equipment, but has not included costs for restoration of damage that may result and shall not be responsible for such costs.
- 4. Location of Utilities:** Consultant shall use reasonable means to identify the location of buried utilities in the areas of subsurface exploration and shall take reasonable precautions to avoid any damage to the utilities noted. However, Owner agrees to indemnify and defend Consultant in the event of damage or injury arising from damage to or interference with subsurface structures or utilities which result from inaccuracies in information or instructions which have been furnished to Consultant by others.
- 5. Hazardous Materials:** In the event that unanticipated potentially hazardous materials are encountered during the course of the project, Owner agrees to negotiate a revision to the scope of services, time schedule, fee, and contract terms and conditions. If a mutually satisfactory agreement cannot be reached between both parties, the contract shall be terminated and Owner agrees to pay Consultant for all services rendered, including reasonable termination expenses.
- 6. Insurance:** Consultant shall maintain Workers' Compensation, General Liability, and Automobile Liability Insurance during its services for Owner. Consultant shall furnish a Certificate of Insurance to Owner upon written request. Owner agrees that Consultant shall not be liable or responsible to Owner for any loss, damage, or liability beyond the amounts, limits, exclusions, and conditions of such insurance.
- 7. Limitation of Professional Liability:** Owner agrees to limit Consultant's professional liability for any and all claims for loss, damage or injury, including but not limited to, claims for negligence, professional errors or omissions, strict liability, and breach of contract or warranty, to an amount of \$50,000.00 or Consultant's fee, whichever is greater. In the event that Owner does not wish to limit Consultant's professional liability to this sum, Consultant agrees to raise the limitation of liability to a sum not to exceed \$1,000,000.00 for increased consideration of ten percent (10%) of the total fee or \$500.00, whichever is greater, upon receiving Owner's written request prior to the start of Consultant's services.
- 8. Opinions of Probable Costs:** Consultant's opinions of probable project costs are made on the basis of Consultant's experience, qualifications and judgment; but Consultant cannot and does not guarantee that actual project costs will not vary from opinions of probable cost.
- 9. Construction Review:** Consultant does not accept responsibility for the design of a construction project unless the Consultant's contract includes review of the contractor's shop drawings, product data, and other documents, and includes site visits during construction in order to ascertain that, in general, the work is being performed in accordance with the construction contract documents.
- 10. Construction Observation:** On request, Consultant shall provide personnel to observe construction in order to ascertain that, in general, the work is being performed in accordance with the construction contract documents. This construction observation shall not make Consultant a guarantor of the contractor's work. The contractor shall continue to be responsible for the accuracy and adequacy of all construction performed. In accordance with generally accepted practice, the contractor will be solely responsible for the methods of construction, direction of personnel, control of machinery, and falsework, scaffolding, and other temporary construction aids. In addition, all matters related to safety in, on, or about the construction site shall be under the direction and control of the contractor and Consultant shall have no responsibility in that regard. Consultant shall not be required to verify any part of the work performed unless measurements, readings, and observations of that part of the construction are made by Consultant's personnel.
- 11. Standard of Performance:** The standard of care for all professional services performed or furnished by Consultant under this contract will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Consultant does not make any warranty or guarantee, expressed or implied, nor is this contract subject to the provisions of any uniform commercial code. Similarly, Consultant will not accept those terms and conditions offered by 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.

12. Ownership of Documents: All documents produced by Consultant under this contract are instruments of Consultant's professional service and shall remain the property of Consultant and may not be used by Owner for any other purpose without the prior written consent of Consultant.

13. Electronic Files: Owner and Consultant agree that any electronic files furnished by either party shall conform to the specifications agreed to at the time this contract is executed. Electronic files furnished by either party shall be subject to an acceptance period of 60 days during which the receiving party agrees to perform appropriate acceptance tests. The party furnishing the electronic file shall correct any discrepancies or errors detected and reported within the acceptance period. After the acceptance period, the electronic files shall be deemed to be accepted and neither party shall have any obligation to correct errors or maintain electronic files. Owner is aware that differences may exist between the electronic files delivered and the printed hard-copy documents. In the event of a conflict between the hard-copy documents prepared by Consultant and electronic files, the hard-copy documents shall govern.

14. Financial and Legal Services: Consultant's services and expertise do not include the following services, which shall be provided by Owner if required: (1) Accounting, bond and financial advisory (including, if applicable, "municipal advisor" services as described in Section 975 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (2010) and the municipal advisor registration rules issued by the Securities and Exchange Commission), independent cost estimating, and insurance counseling services; (2) Legal services with regard to issues pertaining to the Project as Owner requires, Contractor(s) raises, or Consultant reasonably requests; and (3) Such auditing services as Owner requires to ascertain how or for what purpose any Contractor has used the money paid.

15. Termination of Services: This contract may be terminated at any time by either party should the other party fail to perform its obligations hereunder. In the event of termination for any reason whatsoever, Owner shall pay Consultant for all services rendered to the date of termination, all reimbursable expenses incurred prior to termination, and reasonable termination expenses incurred as the result of termination.

16. Controlling Law: This contract is to be governed by the law of the place of business of Consultant at the address in its proposal to Owner.

17. Assignment of Rights: Neither Owner nor Consultant shall assign, sublet or transfer any rights under or interest in this contract (including, but without limitation, moneys that may become due or moneys that are due) without the written consent of the other, except to the extent mandated or restricted by law. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this contract. Nothing contained in this paragraph shall prevent Consultant from employing such independent subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

18. Third Party Benefits: This contract does not create any benefits for any third party.

19. Dispute Resolution: Owner and Consultant agree to negotiate all disputes between them in good faith for a period of 30 days from the date of notice prior to exercising their rights under the following dispute resolution provision. If direct negotiations fail, Owner and Consultant agree that they shall submit any and all unsettled claims, counterclaims, disputes, and other matters in question between them arising out of or relating to this contract or the breach thereof to mediation in accordance with the Construction Industry Mediation Rules of the American Arbitration Association effective on the date of this contract prior to exercising other rights under law.

20. Exclusion of Special, Indirect, Consequential, and Liquidated Damages: Consultant 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. Betterment: If, due to Consultant's negligence, a required item or component of the project is omitted from the construction documents, Consultant's liability shall be limited to the reasonable cost 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 Consultant will not be responsible for any cost or expense that provides betterment, upgrade, or enhancement of the project.

22. Amendments: This contract may only be amended, supplemented, modified, or canceled by a duly executed written instrument.



Reimbursable Expense Schedule (Effective October 01, 2022)

Policy: It's the policy of Ayres Associates Inc that costs associated with equipment and supplies identified as having been used on a specific project be charged to that project and not to general overhead. All equipment rates are based on actual costs and are reviewed/updated annually.

Company-Owned Equipment

ENVIRONMENTAL MONITORING, SAMPLING, TESTING:

FID/PID/OVA	\$91.85 Day
Groundwater Sampling	\$10.10 Sample
Interface Probe	\$9.40 Day
Nuclear Density	\$105.00 Day
Soil Sampling	\$13.55 Sample
Vapor Sampling	\$12.10 Sample
Water Level Meter	\$22.05 Day

CONSTRUCTION TESTING AND SAMPLING:

Concrete/Testing Equipment	\$120.00 Day
----------------------------	--------------

PHOTOGRAMMETRIC AND SURVEYING:

360 Camera	\$49.15 Day
Depth Sounder Meter	\$200.00 Day
Geospatial Workstation	\$7.70 Hour
Drone - Common	\$365.00 Day
Drone - Inspection	\$1,270.00 Day
Drone - LiDAR	\$1,495.00 Day
GPS	\$66.15 Day
High Precision Digital Level	\$4.60 Day
Laser/Automatic Level	\$26.55 Day
Phase One Camera	\$1,260.00 Day
Terrestrial LiDAR System	\$730.00 Day
Total Station (Robotic)	\$68.00 Day
True View UAS LiDAR System	\$2,000.00 Day

STRUCTURAL ABOVE/UNDER WATER INSPECTION :

Air Tank	\$11.35 Tank
NDT/Testing Equipment	\$300.00 Day
Resistograph	\$29.90 Day

SUBSURFACE UTILITY EQUIPMENT:

RD Electronic Locating Device	\$35.05 Day
VAC Truck	\$1,365.00 Day

TRAFFIC DATA COLLECTION:

Miovision Scout VCU	\$39.55 Day
Traffic Counter	\$76.50 Day

TRANSPORTATION:

All-Terrain Utility Vehicle (ATV/UTV)	\$445.00 Day
Boat/Motor/Trailer	\$430.00 Day
Company Trucks	\$1.05 Mile
Personal Auto	Current IRS Rate

Rented Equipment

Employee-owned Dive Gear	\$15.00 Day
Employee-owned Wet Suit	\$10.00 Day
Rental Bucket Lift Truck	\$1,220.00 Day

Meals and Lodging (as of October 01, 2022)

Traveler reimbursement is dependent upon where the project is located, not the accommodations nor where the office is located. Meal and lodging rates are consistent with rates posted on the US Government's Federal Travel Regulations website at: www.gsa.gov/perdiem

The following table shows the breakdown of the Basic (CONUS) rate for lodging, breakfast/continental breakfast, lunch, and dinner. Ayres Associates current CONUS per diem rate is \$150 for lodging and meals (less incidental expenses.)

Rate Description	Explanation	Basic Rate Continental U.S (CONUS)
Lodging	Standard Rate (excluding taxes)	\$98
M & IE	Meals and incidentals as listed on federal website	\$59
Less incidental expenses (not reimbursed)		
Company reimbursement excluding incidentals		(\$5)
Ayres Associates daily meals rate (Net reimbursement rate)		\$54
Rates for meals segregated by type		
Breakfast/Continental Breakfast		\$13
Lunch		\$15
Dinner		\$26
First & Last Day of Travel (Meals @ 75%)		
Ayres meals "Net reimbursement rate" @ 75%		\$40.50

Project Location Look-up:

1. Meal and lodging rates differ by location.
2. For a map of the continental United States go to: www.gsa.gov/perdiem
3. Search the projects location by City, State, or Zip Code.
4. Cities not appearing on the website may be located within a county for which rates are listed.
5. To determine what county a city is located in, go to: www.naco.org and choose "County Explorer".



Reimbursable Expense Schedule (Effective October 01, 2022)

Vendor Supplies - Actual Cost

Aerial mapping	Geotechnical testing/lab services	Presentation materials
Aerial Photography	GIS data	Printing/Reproduction/Plots
55 gallon drums	Gloves (rubber or cloth)	Public notice fees
Airfare	GPS equipment	Publications
Aluminum cap domes	Hammer drill & accessories	Rebar
Aluminum caps	Haz Matls Site Database Research	Recording fees
Asphalt lab test	Hub flags	Reference materials
All terrain vehicles	Hubs	Research fees
Audience response devices	Hydrolift pump	Review Fees
Augering devices	Ice	Robotic survey equipment
Baggage fees	Interface probing devices	Rope
Batteries	Internet services, faxes	Safety equipment
Bentonite	Lab services, testing, supplies	Safety supplies
Bid notice fees	Laser level	Sampling Jars
Binders	Lath	Scans
Binding	Legal document costs	Sediment sampling
Bluelines/blueprints	Legal notice fees	Shelby tubes
Bleach	LiDAR/HD Scanning Equipment	Shipping fees
Boat rental	Light rail fees	Shipping/postage (mass mailings)
Boat ramp fees	Locking caps, caps	Shuttles and taxis
Boundary posts/markers	Locking well caps, well caps	Smoke bombs
Camera	Lodging/extended stay	Software – project specific
Car rentals/ fuel	Locks	Soil sample liners
Carbon dioxide tubes	Lumber crayons	Spatulas
Casing	Magic markers	Spikes
Climbing gear	Maps	Stake chasers
Computer flash drives	Marking paint	Stake tack
Concrete	Materials testing (cylinders/aggregate)	Survey markers
Concrete coring	Meals	Syringes
Concrete testing/equipment	Medical monitoring	T posts
Concrete cylinder molds	Medical testing	Teflon bailers
Corner marker pipe	Meeting room rental	Telephone (employee reimb)
Data research/services/materials	Methanol	Temporary help agencies
Decontamination materials	Micron filters	Temporary housing/lodging
Depth-sounder meters	Models	Testing kits
Disposable bailers	Monuments	Tide gauges
Disposable cameras	Multi-spectral scanner	Toll fees
Disposable gloves	Mylar	Total station
Distilled water	Nail marker tabs	Traffic control/protection
Dividers and tab stock	Nails	Traffic counting equipment
Drill bits	Nuclear Density Meter	Traffic data fee
Drone	On-line access fees	Tubing
Dry-lock fast plugs	On-line survey research	Tyvek Suit
Duct tape	Oxygen meter	Ultrasonic/weld testing
Equipment rental	Paper towels	Utility exploration trenching
Fees/permits/licenses titles	Parking fees	Vapor sampling
Fence posts	Permit fees	Vellum
Field books	Pipe	Vials
Filler paper	Pipettes	Video recording equipment
Film/development/photos	Plan fees	Washers
Flagging tape	Plastic bags	Water filters
Flags	Plastic-coated line	Water/Sewer testing equip, sup
Flow & FLOW 3D testing equipment	Plats/recording fees	Water level recording devices
flow meters	Plots	Well materials
Gaskets	Polyethylene bailers	Well seals
Generator rental	Public info meetings/costs	Whiskers



2023 FEE SCHEDULE

Billing Category	(\$)
Principal	\$ 230.00
Senior Professional V	\$ 210.00
Senior Professional IV	\$ 200.00
Senior Project Manager	\$ 190.00
Project Manager II	\$ 175.00
Project Manager I	\$ 150.00
Senior Professional II	\$ 190.00
Senior Professional I	\$ 160.00
Professional III	\$ 140.00
Professional II	\$ 130.00
Professional I	\$ 120.00
Staff Engineer	\$ 92.00
Engineering Technician	\$ 85.00
Senior Designer	\$ 135.00
SUE Lead	\$ 130.00
SUE Technician	\$ 97.00
Field Technician	\$ 82.00
Project Administrator	\$ 86.00
Administrative Assistant	\$ 78.00

DIRECT PROJECT CHARGES

Actual costs incurred. Includes subcontractors, analytical services, printing/graphic services, freight and courier services and use of outside vendors for supplies and materials.

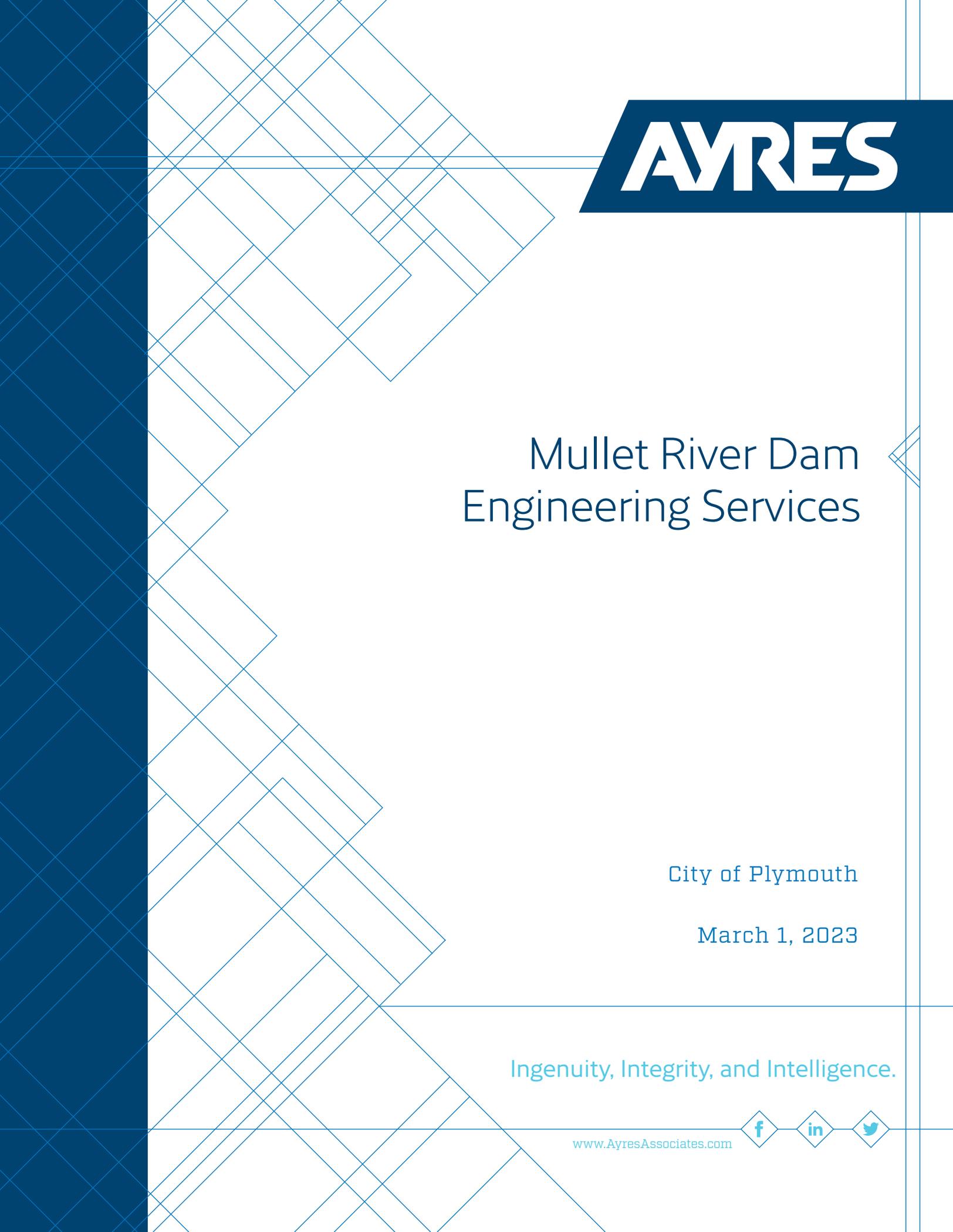
ASSOCIATED PROJECT CHARGES

Associated Project Costs (APC) based on labor fees.....3.85%
 APC includes PPE, construction monitoring software, in-house supplies, telecommunications charges, postage (excluding freight costs and courier service), and routine in-house reproduction. Printing and large volume reproduction costs will be invoiced as an outside service.

OTHER COSTS

Ayres Reimbursable Expense Schedule for company owned equipment, vehicles, and software is included as Appendix 1. In addition, reasonable employee's expenses, including meals and lodging incurred during authorized travel, are billed at actual cost or the current CONUS per diem rate. Automobile rental and airfare costs will be invoiced at actual cost.

An administration fee of ten (10) percent will be applied on all direct charges (including subcontractors, travel, direct costs, and service providers).



AYRES

Mullet River Dam Engineering Services

City of Plymouth

March 1, 2023

Ingenuity, Integrity, and Intelligence.

www.AyresAssociates.com



March 1, 2023

Cathy Austin, PE, Director of Public Works/City Engineer
City of Plymouth
900 CTH PP
Plymouth, WI 53073

Re: Mullet River Dam Engineering Services

Dear Ms. Austin:

We are excited to provide you with our proposal for Mullet River Dam Engineering Services. Ayres has a well-established track record of dam safety engineering service in Sheboygan County, and we are well-equipped to assist you with this project. Because I grew up in Sheboygan County, project opportunities like this always excite me. One of the reasons I became an engineer was to leave a lasting and positive impact in the area in which I was raised. Recent and ongoing dam projects nearby in Hingham, Waldo, and up the road at Sheboygan Marsh have afforded me this opportunity. I hope Ayres can do the same for your dam in Plymouth.

With our established track record of designing dam repairs, dam removals, and dam replacements both in Wisconsin and throughout the country, we have the tools and staff to assist your community in deciding what is next for Mullet River Dam. Our involvement in dam repair and removal projects often starts in the early planning stages, when the dam owner is faced with a tough decision: invest in dam improvements to get the dam into regulatory compliance, or remove the dam and eliminate the ongoing need for dam maintenance and operational costs. We have recently assisted the City of Burlington with analyzing rehabilitation and removal options for its Echo Lake Dam, and the Hingham Dam project mentioned above also commenced with a feasibility study analyzing different spillway alternatives. More project examples are included in this proposal.

We are a full-service engineering firm capable of looking at your project from multiple angles. Not only are we able to analyze your situation from a strictly dam safety engineering standpoint, but we also have on staff landscape architects, experts in community engagement, specialists in stream rehabilitation, floodplain managers, grant writers, and so on. We also have recent local project experience that will help us to provide good cost estimates for the options developed as part of your study.

Ayres is a Wisconsin-based engineering firm, large enough to get work done but small enough to give you and your project the attention it needs and deserves. We appreciate your consideration of our proposal, and we hope that we can be of service to you.

Sincerely,
Ayres Associates Inc



Adam Schneider, PE
Project Manager
920.327.7842
SchneiderA@AyresAssociates.com

Firm Qualifications

Company Overview

In the late 1950s when former World War II pilot Owen Ayres started as a structural engineer in a one-room office in Wisconsin, one of the main company assets was an old Plymouth station wagon. Instead of a raise, Owen was offered a chance to one day buy the company. He did just that, and decades later that tiny office and beat-up Plymouth have turned into multiple offices and hundreds of employees across the country. Ayres was founded in Wisconsin in 1959.

With a team of 350+ innovative problem-solvers nationwide, we stand with integrity behind thousands of projects that strengthen communities and our country's infrastructure, economy, and environment.

AYRES' SERVICES

Water Resources + River Engineering	Architecture
Structural Design + Inspection	Transportation
Surveying + Aerial Mapping	Landscape Architecture
Civil + Municipal Engineering	Planning + Development
Environmental	Telecommunications + SUE

Water Resources Engineering

We have been privileged to work with municipal, county, and utility clients throughout Wisconsin and the United States on a variety of water control structure projects. Our project manager and structural engineer are based in our Green Bay office, with additional staff in Eau Claire and Fort Collins, Colorado.

We have designed dam improvements, complete dam replacements, and dam removals. We also provide our clients with assistance during bid letting and construction observation/administration.

AREAS OF EXPERTISE

Dam rehabilitation and design	FERC inspection and compliance
Dam removal design	Hydraulic structures
Stream restoration	River engineering
Bridge hydraulics and scour evaluations	Floodplain mapping and regulatory compliance
1-D, 2-D, and 3-D (CFD) hydraulic modeling	Hydrologic modeling

“I think this was absolutely a unique project. We had some bumps along the way. That’s for sure. But we were able to work through them, and now we have something great to show for it. I think what Ayres came up with was a great solution; it was the best compromise possible. They were able to address the very real safety concerns we had about the dam while still maintaining the beauty and historic charm that we love so much.”

Michele Peterson
City Administrator/Clerk
City of Lanesboro, MN



Pete Haug, PE

Principal-in-Charge

Pete serves as a project leader for Ayres' water resources group with a primary focus on dam inspection, hydraulic structure design, and spillway construction observation. Pete joined Ayres in 2010 after serving more than a decade at the University of Iowa's Institute of Hydraulic Research (now IHR Hydroscience & Engineering).

Pete has inspected hundreds of river structures, including FERC dams, state dams under the Owner Responsible Inspection Program, highway bridges for the Wisconsin Department of Transportation bridge inspection program, interstate bridges, and coolant water intakes overseen by the Nuclear Regulatory Commission. His peer-reviewed papers include spillway discharge uncertainty, dam removal, spillway performance, and other hydraulic topics. He is an instructor for Federal Highway Administration National Highway Institute classes (Highway Hydraulics, Culvert Design, and Urban Hydrology) and has presented multiple university seminars on spillway hydraulics.

Total Experience

24 Years

Registrations

Registered Professional Engineer, WI, CO, IA, ID, MI, MN, MT, OH, NE, WA

Education

MS, Civil and Environmental Engineering, University of Iowa

BS, Civil Engineering, Rose-Hulman Institute of Technology

Memberships

Association of State Dam Safety Officials, Speakers Bureau

American Society of Civil Engineers

United States Society on Dams, Dam Decommissioning Committee

Engineers Without Borders

National Society of Professional Engineers

Select Experience

- Medford Dam Repair 2016, Medford, WI
- Xcel Energy Superior Falls Dam Apron and Scour Repairs, WI
- Clintonville Dam Repairs, Clintonville, WI
- Galesville Mill Dam Repairs, Galesville, WI
- Friendship Dam and Powerhouse Final Design through Construction, Friendship, WI
- Hickory Lake Dam Ownership Transfer, Yorkville, WI
- Village of Grafton Bridge Street Dam Scour, Grafton, WI
- Eau Claire County Dam Repairs, WI
- Adams County Fawn Lake Dam Outlet Structure Repairs, Friendship, WI
- Mondovi Mirror Lake Dam Spillway Upgrade, Mondovi, WI
- Clam Falls Dam - 2019 Owner Responsible Inspection Program Inspection, Polk County, WI
- Bloomer Dam 2020 ORIP, Bloomer, WI
- Xcel Menomonie Dam Comprehensive Assessment, Menomonie, WI
- Powell Falls Dam Ramp Stability and FERC Modification Request, River Falls, WI
- Powell Falls Dam Removal Planning Assistance, River Falls, WI



Adam Schneider, PE

Project Manager

Born and raised in Sheboygan County, Adam manages and contributes to a variety of water resources projects. His responsibilities include project management and design for dam replacements and rehabilitations, dam removals, and dredging projects. Adam is also experienced in hydrologic and hydraulic analyses and dam inspections.

Adam has led numerous hydrology updates for dams in support of Federal Energy Regulatory Commission (FERC) and state relicensing. This includes Oroville Dam in California, which has been subject to a complete reassessment after its well-publicized spillway failure in 2017. Adam prides himself on seamless communications with clients and regulators throughout a project's duration to keep them on schedule and on budget.

Adam's technical strengths include:

- Hydraulic structure design
- Embankment and filter design
- Watershed modeling
- Dam removal design
- Reservoir system modeling
- Hydraulic modeling
- Flood flow-frequency analysis
- Contract documents
- Construction administration and observation

Select Experience

- Sheboygan Marsh Dam Replacement, Sheboygan County, WI
- Hingham Dam Spillway Improvements, Sheboygan County, WI
- Hingham Dam Spillway Feasibility Study, Sheboygan County, WI
- Echo Lake Dam Feasibility Study, Burlington, WI
- Waldo Dam 2020 ORIP Inspection, Waldo, WI
- Hemlock Dam Repair, Sauk County, WI
- Tomahawk Hydro Left Detached Dike Stability and Improvements, Tomahawk, WI
- Miller Dam Sluice Gate Replacement, Taylor County, WI
- Dam 12 Removal, Clark County, WI
- Stiles Hydro Left Embankment Stability and Improvements, Stiles, Oconto County, WI
- Pine Lake Outlet Dam Spillway Feasibility Study, Town of Hiles, WI
- Pine Lake Outlet Dam Replacement, Town of Hiles, WI
- Camp 8 Dam Repairs, Taylor County, WI
- Chelsea Lake Dam Repairs, Taylor County, WI

Total Experience

16 Years

Registrations

Registered Professional Engineer, WI, CA, MI, MN, MO

Education

MS, Civil Engineering, University of California-Davis

BS, Civil and Environmental Engineering, University of Wisconsin-Madison

Memberships

Association of State Dam Safety Officials (ASDSO)

Training

ASDSO Embankment Seepage

ASDSO Concrete Construction

ASDSO Construction Dewatering



Todd Rudolph, PE

Structural Engineer

Todd joined Ayres in 1997. He performs a variety of engineering tasks, including hydraulic and hydrologic computations; design and inspection of hydraulic structures, such as gate design and inspection; and related structural design. He also provides construction inspection support. Todd is an approved Part 12D inspector for Federal Regulatory Energy Commission (FERC) dams. He is Ayres' lead structural engineer for the design of hinged floating bulkheads, which have been used nationwide for dewatering hydro project spillways during rehabilitation, construction, and testing of spillway gates.

Total Experience

25 Years

Registrations

Registered Professional Engineer, WI, NC, MN, PA, MI, WV, VA, SC, CO

Education

BS, Civil Engineering, University of Minnesota

Memberships

Association of State Dam Safety Officials (ASDSO)

Society of American Military Engineers

Select Experience

- Hingham Dam Spillway Improvements, Sheboygan County, WI
- Sheboygan Marsh Dam Replacement, Sheboygan County, WI
- Melrose Dam Replacement and Construction, Melrose, WI
- Bloomer Mill Dam Replacement, Bloomer, WI
- Hogchute Dam Rehabilitation, Grand Junction, CO
- Hemlock Dam Repair, Sauk County, WI
- Taylor County Chelsea Dam Repairs, Medford, WI
- Barron County Chetek Dam Gate and Scour, Chetek, WI
- Lanesboro Dam Design and Construction, Lanesboro, MN
- Little Tamarack Flowage Dam Rehabilitation, Conover, WI
- Xcel Chippewa Falls 2022 CSIR, Chippewa Falls, WI
- Xcel Dells Powerhouse, Eau Claire, WI
- Xcel Thornapple Sheet Pile Wall, Rusk County, WI
- Taylor County Chelsea Dam Repairs, Medford, WI
- Clintonville Dam Repairs, Clintonville, WI
- Oconomowoc Lac La Belle Dam, Oconomowoc, WI
- Barron County Cumberland Dam Design, Cumberland, WI
- Balsam Row Dam Fish Passage Design, Shawano County, WI
- Washburn County Spooner Dam Spillway Replacement, Spooner, WI



Ethan Smith, EIT

Structural Engineering Staff

Ethan joined Ayres' water resources engineering staff in 2021 with experience on projects involving dam and breakwater reconstruction, dredging, and river restorations. He is responsible for assisting engineers on a range of projects, including dam and bridge replacements, dam embankment slope stability analysis, spillway improvements, and dam inspections.

Ethan assists in the structural analysis and design of water resources projects. His duties involve hydrologic and hydraulic analysis, structural design and analysis, preparation of preliminary and final plans and specifications, quantity calculations, cost estimating, and construction observation.

Total Experience

4 Years

Registrations

Engineer-in-Training, WI

Education

BS, Civil Engineering, emphasis in Structures, University of Wisconsin- Milwaukee,

BS, Mathematics; Minor in Business Administration, Hillsdale College- Hillsdale, MI

Select Experience

- Sheboygan Marsh Dam Replacement, Sheboygan County, WI
- Hingham Dam Spillway Improvements, Sheboygan County, WI
- Echo Lake Dam Spillway Feasibility Study, Burlington, WI
- Delavan Dam Spillway Replacement, WI
- Pine Lake Outlet Dam Replacement, Town of Hiles, WI
- Hemlock Dam Replacement, Sauk County, WI
- Xcel Menomonie Hydro – STID Update to New Guidelines, Dunn County, WI
- Green Bay Water Utility – Jackson Street, Green Bay, WI
- Potter Lake Dam Replacement East Troy, East Troy, WI
- Stiles Hydro Left Embankment Stability and Improvements, Oconto County, WI
- Stiles Right Embankment Retaining Wall, Stiles, Oconto County, WI
- Polk County Clam Falls Dam Replacement, Clam Falls, WI



Ellen Faulkner, PE

Hydrology and Hydraulics Lead

Ellen joined Ayres in 2005, bringing 19 years of experience in developing and executing studies in watershed hydrology and river hydraulics, with an emphasis on floods and dam safety. Her work supports dam safety assessment, spillway design, reservoir analysis, emergency action planning, and floodplain management. Ellen has performed studies at hydro projects nationwide; developed and performed technical analyses in support of hydropower license applications, including instream flow studies and analyses of alternative hydropower operation rules; and developed and presented training seminars in watershed and dam break modeling for the Association of State Dam Safety Officials.

Total Experience

36 Years

Registrations

Registered Professional Engineer, WI, MI, MO

Education

MS, Civil/Environmental Engineering, University of Wisconsin-Madison

MS, Water Resources Management, University of Wisconsin-Madison

BA, Geology, Bryn Mawr College,

Select Experience

- Sheboygan Marsh Park Flood Zone Studies, Sheboygan County, WI
- Hogchute Dam Rehabilitation, Grand Junction, CO
- Washburn County Birch Lake Dam Low Level Outlet Abandonment, Spooner, WI
- Lanesboro Dam Design and Construction, Lanesboro, MN
- Trout Lake Dam Design, Wisconsin Dells, WI
- Xcel Energy Moose Lake Dam Spillway Replacement, Hayward, WI
- Bronson Dam Modeling and Rehabilitation Design, Lake Bronson, MN
- Barron County Cumberland Dam Design, Cumberland, WI
- USFS Waupee Dam Coleman Engineering, Oconto, WI
- WWIC High Hazard Dam Failure Analyses, Various Dams, WI
- Wisconsin Public Service Green Bay – WEC Energy Group Owner's Dam Safety Program External Audit, Various Locations, WI
- Pixley and Crowley Dams IDF Review, Park Falls, WI
- Hickory Lake Dam Ownership Transfer 2020, Yorkville, WI
- Whitewater Stone Mill Dam Failure Analysis, Whitewater, WI
- WWIC South Pelican Dam Failure Analysis, Oneida County, WI
- Sheboygan Marsh Dam IOMP, WI
- Xcel Energy Moose Lake 2019 Dam Failure Analysis, Moose Lake Dam, WI
- East Troy Dam Failure Analysis, East Troy, WI
- Mondovi Mirror Lake Dam Spillway Upgrade, Mondovi, WI



Chris Silewski, PLA

Landscape Architect

As a project manager in Ayres' landscape architecture group, Chris brings creative and thoughtful input into the design process from conception to construction. Over the past 10+ years, he has focused on creating dynamic, place-specific designs that incorporate a sense of wonder. His innate interests in community outreach, local typology, art, ecology, and regional design make him a valuable resource to any project aimed at engaging the public in creating a place-specific destination. This creative approach is balanced by his priority of analyzing existing conditions and discovering how a site's assets can accentuate and dovetail with the project goals and objectives. You can rest assured no opportunities are overlooked in Chris' engaging design process.

Total Experience

15 Years

Registrations

Professional Landscape Architect, WI, MN, FL

Education

BS, Environmental Design, North Dakota State University

BLA, Landscape Architecture, North Dakota State University

Memberships

American Society of Landscape Architects, Treasurer

Wisconsin Parks and Recreation Association

Select Experience

- Echo Lake Park Master Planning, Burlington, WI
- Wick Playfield Public Engagement, Milwaukee, WI
- Emigh Playfield Public Engagement, Milwaukee, WI
- Lincoln Park North Pond Playground, Chicago, IL
- Irvine Park Flag Hill, Chippewa Falls, WI
- River Prairie Playspace, Altoona, WI
- L.E. Phillips Library Site Design, Eau Claire, WI
- Boyd Park Master Plan, Eau Claire, WI
- Westlawn Revitalization Phase 2, Milwaukee, WI
- Park Master Plan, Star Prairie, WI
- Eau Claire County Parks Master Plan, Eau Claire, WI
- Carson Park Stadium and Bleacher Improvements, Eau Claire, WI
- Mary Fitz Park Master Plan, Eau Claire County, WI
- Jones Park Plan & Animation, Algoma, WI
- Petenwell Park Graphic Visualization, Friendship, WI
- Jones Park Development, Town of Algoma, WI
- Erickson Park Improvements, Chippewa Falls, WI
- Lake Altoona County Park Plan Updates, Altoona, WI
- Lake Front Pine Park, Phelps, WI
- Roberts Rolling Meadows Park Master Plan, Roberts, WI
- Buchner Park Pool Design & Construction, Waukesha, WI
- Torpy Park ADA Trails Project, Minocqua, WI
- Railroad Park and Visual Enhancement, Wildwood, FL
- Malone Park Design, New Berlin, WI
- River Falls School District Referendum Services, Landscape Architecture, River Falls, WI



Dusty Robinson, PE

River Engineer

Dusty joined Ayres in 1998 as a civil engineer in the field of water resources engineering. His primary focus is on river engineering studies, with a variety of experience related to floodplain mapping, flood mitigation, bank protection design, river restoration, aquatic habitat analysis, grade control design, channel stability analysis and design, transportation hydraulics, hydraulic bridge design, and scour analysis. He has extensive experience with collecting geographic data within the riverine environments and managing and applying this data. He has a broad range of experiences involving hydraulic modeling – both 1- and 2-dimensional modeling throughout the United States. He has experience with multiple software applications to aid in project organization, understanding, and communication. He also is regularly involved in and guides project design and preparation of plans, specifications, and reports for various projects.

Total Experience

24 Years

Registrations

Registered Professional Engineer, CO, MS, SC

Education

BS, Civil Engineering, Colorado State University

Select Experience

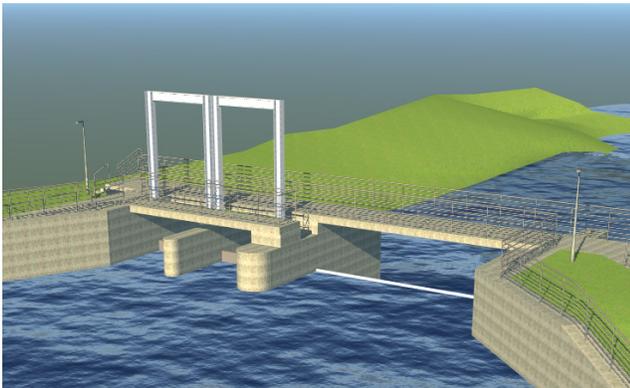
- Hogchute Dam Rehabilitation, Grand Junction, CO
- NRCE Kinzua Dam Flood Studies, CO
- Bronson Dam Modeling and Rehabilitation Design, Lake Bronson, MN
- US 17 Bridge Replacements over Edisto River, Charleston & Colleton Counties, SC
- GLIC Lake Dr. Stabilization, Loveland, CO
- Stream Restoration and Habitat Enhancement CIP, Fort Collins, CO
- Hwy 287 Flood Mitigation Feasibility Study, Loveland, CO
- Arapaho Bend, Fort Collins, CO
- ICE-SC State Wide Scour Assessment, SC
- South Fork Payette River Highway 21 Hydraulic Analysis and Mapping Support Boise, ID
- Big Thompson River Wilson to Taft Avenue Reach Flood Recovery Project, Loveland, CO

Similar Experience

Sheboygan Marsh Dam Replacement

Client: Ducks Unlimited, Inc., and Sheboygan County Planning and Conservation Department

Key Staff: Adam Schneider, PE, Ethan Smith, EIT, Todd Rudolph, PE, Ellen Faulkner, PE, Peter Haug, PE



Rendering of the replacement dam at Sheboygan Marsh, to be constructed in 2023.

The Sheboygan Marsh Dam impounds the Sheboygan River in southeastern Wisconsin to form the Sheboygan Marsh. The Sheboygan Marsh consists of approximately 14,000 acres of land, and surface water and is prized for both its ecological and recreational benefits.

The existing concrete dam consists of an uncontrolled ogee-crest spillway and a gated low-level culvert outlet. Constructed in 1938, the existing dam has numerous operational shortcomings, chief among them the lack of spillway capacity to pass flood flows without causing a large increase in upstream water levels. Increased water levels uproot cattails, causing them to form large mats, which float to the dam and block the flow of water. These mats cause operational challenges, inhibit access for recreation, and also pose a safety concern because they can potentially block the passage of flood flows. Currently, Sheboygan County, the owner and operator of the dam, spends tens of thousands of dollars every year mechanically removing floating cattail mats and disposing of them offsite.

Ducks Unlimited, under an arrangement with Sheboygan County, hired Ayres to design a complete replacement dam with a greater spillway capacity so that flood flows may be passed through the dam without causing

detrimental upstream water level rise. This, in turn, will mitigate against the development of problematic floating cattail mats and will decrease maintenance costs, improve dam safety, and enhance recreational opportunities at the marsh.

Ayres completed design of the replacement dam in summer 2022, the project was let for bids in winter 2023, and bids received were within the planned budget amount for the project. Construction is planned for 2023, and Ayres has been retained for construction administration and observation services.

Hingham Dam Spillway Feasibility

Client: Hingham Millpond Sanitary District

Key Staff: Adam Schneider, PE



New labyrinth spillway at Hingham Dam, constructed in 2022.

Hingham Dam impounds the Onion River in Sheboygan County, Wisconsin. According to a dam failure analysis (DFA) that we completed in 2019, Hingham Dam was incapable of passing the 100-year flood without overtopping. To be classified as a low-hazard dam in Wisconsin, among other criteria, the dam must pass the 100-year flood without overtopping its embankment.

We were hired by the Hingham Millpond Sanitary District to investigate three options for increasing the capacity of the dam, through either adding a new spillway or modifying existing spillways, to pass the 100-year flood without overtopping. Using the HEC-RAS hydraulic model of the lake, dam, and tailwater area that was developed

for the DFA, we investigated three spillway options and estimated probable construction costs. Having only 2 feet of operating head between the lake's normal pool elevation and the top of dam resulted in a challenging situation for increasing spillway capacity. Nonetheless, we presented three creative options that balanced required function with reasonable expected construction costs.

The District also hired Ayres to prepare and submit a WDNR Municipal Dam Grant Application for their chosen spillway alternative in 2020. The District was awarded this grant, which ultimately resulted in a 50-percent reimbursement in total project costs from the WDNR.

Hingham Dam Spillway Improvements

Client: Hingham Millpond Sanitary District

Key Staff: Adam Schneider, PE, Ethan Smith, EIT, Todd Rudolph, PE, Peter Haug, PE

Based on the results of our prior feasibility study and a commitment from the WDNR to fund a Municipal Dam Grant for the project, the Hingham Millpond Sanitary District decided to move forward with designing and constructing a fixed-crest labyrinth spillway to be located on the north side of the existing dam. The District retained Ayres for design, bidding assistance, and construction observation and administration for the project. Construction of the labyrinth spillway project was completed in 2022, and the total project costs were within close range of those that we estimated during the 2019 feasibility study.

Echo Lake Dam Spillway Feasibility Study

Client: City of Burlington

Key Staff: Adam Schneider, PE, Ethan Smith, EIT, Ellen Faulkner, PE

In 2015, a dam failure analysis (DFA) was completed for Echo Lake Dam, which impounds the Fox River in Burlington, Wisconsin. The DFA, which has been approved by WDNR, resulted in a hazard classification of Significant for the dam. The study also found that the

dam, as currently configured, does not pass the 500-year flood without overtopping the embankment. WDNR requirements for Significant-hazard dams are that they must pass the 500-year flood without overtopping. Therefore, changes to the spillway are needed to increase spillway capacity.

The City of Burlington retained Ayres to complete a spillway feasibility study to analyze different alternatives for increasing the spillway capacity at Echo Lake Dam. The study included hydraulic modeling to define conceptual spillway design alternatives, estimation of probable construction costs, as well as an assessment of a dam-removal option.

Echo Lake Dam Master Planning Study

Client: City of Burlington

Key Staff: Adam Schneider, PE, Chris Silewski, PLA



Rendering of proposed gated spillway at Echo Lake Dam.

As a follow-up to the spillway feasibility study, completed in 2021, Ayres was hired by the City to lead a dynamic community engagement and master planning process to establish a vision for the park moving forward.

The Ayres team focused on two design alternatives – modify the dam and restore the lake or remove the dam and free the river. Led by the design team and an active steering committee composed of local community members, the goal was to develop two plans for community members to vote on during a fall referendum. The community participated in a series of engagement events that brought together passionate local advocates on all sides of the debate. These meetings fostered

important conversations and built community consensus that resulted in two viable park plans grounded in community ideals. Highlights of the plans include a canoe/kayak launch, flexible performance area, extensive trail systems with lighting improvements, shoreline restoration and native habitat establishment, and pedestrian bridges or an observation deck. The plans were put to an advisory referendum vote in November 2022 in which the community selected the lake restoration plan for the future of Burlington. Costs to bring Echo Lake Dam into WDNR compliance as part of this project will be partially offset by a Municipal Dam Grant.



Waldo Dam 2020 ORIP Inspection

Client: Village of Waldo

Key Staff: Adam Schneider, PE

Waldo Dam is a 200 acre-foot significant hazard dam located on the Onion River in Sheboygan County, Wisconsin. Ayres has served as the on-call engineer for Waldo Dam for the past 10+ years. We prepared the DFA for Waldo Dam in 2015, and we complete required inspections of the structure every two years. In 2023, we are planning on assisting the Village with preparing an application for a Municipal Dam Grant, which is intended to offset the cost of a planned spillway project.



Onion River Waldo Dam.

Pine Lake Dam Gated Spillway Feasibility

Client: Pine Lake Protection and Rehabilitation District, Hiles, WI

Key Staff: Adam Schneider, PE

Pine Lake Dam impounds the Wolf River in Forest County, Wisconsin – it's a popular recreational destination, and most of its shoreline consists of residential property. The current dam and water control structure is integral with a failing 70-year-old bridge structure, of which Ayres has been retained by the Town of Hiles to design a replacement. The Lake District retained Ayres to complete a spillway feasibility study for a new dam, which will be upstream of the proposed replacement bridge structure. For this study, Ayres investigated three spillway options for the proposed water control structure. The options featured movable gates, which will allow the dam's operator to maintain suitably high lake levels in the summer months for recreation but will allow for flexibility to release water in the event of spring snowmelt and flooding.

Ultimately, the Lake District chose a replacement dam alternative that includes a movable crest gate to control flows. Ayres is under contract for design, bidding assistance, and construction administration and observation for this chosen alternative. Design is under way, and construction is planned for 2024. This project is also receiving funding from the WDNR Municipal Dam Grant Program.



Existing gated spillway at Pine Lake Dam.

Grimh Dam Removal

Client: North Central Power Company

Key Staff: Pete Haug, PE

Ayres proposed and evaluated several alternatives for rehabilitating Grimh Dam, a 30-foot-tall hydroelectric dam in northwestern Wisconsin. Based on the alternatives evaluation, North Central Power Company decided to remove the dam. Ayres developed plans and specifications for staged removal of the concrete powerhouse, concrete spillway structures, and earthen embankments.

The project required coordination with WDNR for permits and fisheries issues. The physical removal of Grimh Dam was completed in 2011 with native species and bank restoration continuing through 2012. Project obstacles included discovery of contaminated soils and a 10-year flood overtopping the cofferdam.

References

Aaron Brault

Sheboygan County Planning and Conservation Department
Director

aaron.brault@sheboygancounty.com

920.459.3060

Brian Glenzinski

Ducks Unlimited
Manager of Conservation Planning for the Great Lakes
Initiative

bglenzinski@ducks.org

262.347.6962

Steve Oppeneer

Hingham Millpond Sanitary District
President

soppeneer@wi.rr.com

920.377.1823

Peter Riggs

City of Burlington
Director of Public Works

priggs@burlington-wi.gov

262.539.3770

Project Approach

TASK 1: Kickoff Meeting with City Staff

At project commencement, we will schedule and plan a site visit and kickoff meeting with City staff. The most important outcomes of the meeting will be to understand:

- The existing dam's physical components and operational/maintenance requirements.
- The existing dam's overall condition.
- The importance of the dam and Mill Pond to the surrounding community.
- Goals for a potential dam improvement project.
- Goals for a potential dam removal project.
- Previous studies that have been completed.
- The City's expected project schedule (feasibility study through construction).
- The City's expectations for project budget.

TASK 2: Prepare Preliminary Budget Costs for Both Options

Armed with information obtained during the kickoff meeting, we will prepare conceptual designs for both dam improvement and dam removal alternatives.

To create a conceptual design for a dam improvement project, we will first develop a hydraulic model of the study area to determine what type of spillway improvements are needed to provide Mullet River Dam with the capacity needed to be compliant with Wisconsin Department of Natural Resources (WDNR) regulations. We will tailor our design to meet the dam safety requirements set forth by the WDNR while, at the same time, meeting the operational needs of the City.

To develop a conceptual design for a dam removal project, we will rely on our in-house expertise in stream stabilization and rehabilitation, as well as the City's goals for the site should the dam and mill pond no longer be in place. Information obtained during the kickoff meeting will help us to put forth a conceptual dam removal design that meets the City's objectives for the project. For example, is the City interested in a natural stream

rehabilitation, more developed park space, or some combination of the two?

After developing conceptual designs for dam improvement and dam removal, we will calculate total project cost estimates for each alternative and present those to the City. We base our construction cost estimates on available databases (e.g., RSMeans), as well as recent comparable projects that we have designed and let out for bids. Two recent and nearby projects with bid results available to inform our construction cost estimates include the Hingham Dam Labyrinth Spillway project (construction completed in 2022) and the Sheboygan Marsh Dam Replacement project (construction planned for 2023). Both projects are near Plymouth and will help us to nail down construction cost estimates for the alternatives put forward.

TASK 3: Identifying Potential Grant/Funding Opportunities for Both Options

We assist dam owners in identifying and obtaining funding for their repair and removal projects. The WDNR Municipal Dam Grant is a logical funding opportunity, and we expect the next application cycle for this grant will open up in the summer or fall of this year, with applications due in winter 2024. If awarded, a Municipal Dam Grant can cover up to 50% of a dam repair project or 100% of a dam removal project, depending on the total project cost. To be well-prepared to apply for this grant, the City will want to have in hand a conceptual design and a cost estimate for the planned project. The deliverables from Task 2 will be of sufficient detail to meet this objective. Since the onset of the Municipal Dam Grant program, Ayres has helped our clients secure over \$10 million in funding for the repair or removal of their dams.

The WDNR, U.S. Army Corps of Engineers, and U.S. Fish and Wildlife Service may have other funding opportunities that may be applicable for dam removals, habitat restoration, and recreational improvements that we can explore for the City.

TASK 4: Evaluate Potential Floodplain Changes for Both Options

Using the hydraulic model developed for the dam improvement and dam removal options, we will be able to inform the City whether the project alternatives may encounter floodplain regulation issues that will need to be addressed before and after construction. Our floodplain managers will be able to determine whether the CLOMR/LOMR process will likely be needed, or if there are ways to design the projects to avoid possible floodplain issues. Our recent design work at Sheboygan Marsh is an example of such an application. Here, we designed a gated spillway with specified operating rules that allowed Sheboygan County, the owner, to proceed with the project without needing to obtain a CLOMR/LOMR. As the CLOMR/LOMR process can be both time consuming and expensive to carry out, exploring conceptual design alternatives that could possibly avoid this can be a great benefit to the City early on in the planning process.

TASK 5: Prepare Renderings for Both Options

At a minimum, we will provide 2-D CAD drawings for all dam improvement and dam removal alternatives analyzed. If the City desires, we can also provide 3-D renderings, which are often useful to present in public information meetings so interested residents can get a “full picture” of what the various alternatives may look like. For a planning study recently completed for the City of Burlington, our landscape architecture staff prepared detailed 3-D renderings and animations showing potential project outcomes for both a dam improvement and a dam removal alternative at Echo Lake Park in the downtown heart of the City. These renderings were

presented at public information meetings and helped residents decide during a fall 2022 referendum whether they wanted to improve or remove the Echo Lake Dam. We will work with the City to provide the level of detail in the renderings that they find most beneficial to their needs.

TASK 6: Public Meetings

At the tail end of the project, there will be decisions to be made, and the City will need to determine whether improving or removing the Mullet River Dam is in the best interest of the community. These important decisions can often be emotionally charged. In these situations, it is important to have an engineer on board that can provide clear alternatives, accurate cost estimates, and (most importantly) answers to stakeholder questions. We often wrap up feasibility studies with a written report and a presentation to the community to describe our findings and answer questions. We anticipate doing the same in Plymouth.

We also can facilitate deeper, interactive community involvement through public outreach and engagement meetings. In Burlington, for example, we hosted a series of community events where interested people could provide insight on goals for the project should Echo Lake Dam be upgraded or removed. Ideas gathered during these meetings helped us put together two solid alternatives for the community to consider – one which included the dam being improved and remaining in place, and another with the dam removed and the lake bed being converted to park space. This level of community engagement is not always necessary, but if so, we have the people and the resources available to make it happen.

“I cannot thank you enough for the work you, your staff, and your firm did on our behalf. The dam design that you and Wisconsin DNR thought of saved us a significant chunk of change.”

Karl Jennrich

Chairman, Little Tamarack Spring Baker Lake District

State of Wisconsin
DEPARTMENT OF NATURAL RESOURCES
101 S. Webster Street
Box 7921
Madison WI 53707-7921

Scott Walker, Governor
Cathy Stepp, Secretary
Telephone 608-266-2621
FAX 608-267-3579
TTY Access via relay - 711



July 7, 2015

William Immich, Director of Public Works
City of Plymouth
128 Smith Street
Plymouth, WI 53073

Subject: Dam Failure Approval and Hazard Rating Assignment, Plymouth Dam, Field File 59.07, Key Sequence #626, Sheboygan County.

Dear Mr. Immich:

We are sending you this approval of the dam failure analysis and setting the hazard rating for the Plymouth Dam. The hydrologic and hydraulic analyses, including the dam failure analysis prepared by Kapur & Associates, entitled Technical Report for Dam Break Study, Plymouth Dam are hereby approved. The hazard rating being assigned by this document is low hazard. As a dam having an assigned low hazard rating, the structure must be capable of passing the 100-year flood without overtopping. The dam, as currently configured is not able to safely pass the required flows before overtopping occurs.

In this particular case, the floodplain zoning below the dam will change as a result of the study. The inundation area identified in the study as the hydraulic shadow is the same as the currently adopted flood insurance maps for the city. The undersized dam overtops and fails in the computer model before the peak of the flood reaches the dam. The City of Plymouth is required to bring the dam into compliance with Wisconsin Administrative Code NR 333.07, by upgrading the spillway capacity, within 10 years from the date this document was mailed.

If you have questions about this document, please give me a call at 608-266-8033. If you have other questions pertaining to the operation and maintenance of your dam please contact Nathan Zoch at 262-574-2188, or email at Nathan.Zoch@wi.gov.

Thank you for your continued cooperation.

Sincerely,

William D. Sturtevant, P.E.
State Dam Safety Engineer
Bureau of Watershed Management
William.Sturtevant@wi.gov

cc. Nathan Zoch - Waukesha
Richard Schneider, P.E., Kapur & Associates

**BEFORE THE
DEPARTMENT OF NATURAL RESOURCES**

IN THE MATTER of the Assignment of the Hazard Rating for the Plymouth Dam, Located on the Mullet River, in Sheboygan County. FF #59.07

FINDINGS OF FACT

1. The Department of Natural Resources has examined the dam failure analysis, for the Plymouth Dam, located in Section 22, Township 15 North, Range 21 East, Sheboygan County, on the Mullet River.
2. The Plymouth Dam is owned and operated by the City of Plymouth.
3. The analyses entitled "Technical Report for Dam Break Study, Plymouth Dam" was performed by Kapur & Associates (Kapur) and dated March 17, 2015.
4. Kapur has determined that a Rating of Low Hazard would be appropriate for the dam and the area downstream of the dam.
5. There are structures within the floodplain downstream of the dam that would not be inundated to a greater depth than during the 100 year flood should the dam fail.
6. There is floodplain zoning downstream of the dam within the hydraulic shadow (currently mapped as the 100 year flood).
7. The dam is not able to safely pass the required flow through its spillways as defined by NR 333, for a low hazard dam.
8. The analyses were performed in compliance with Wisconsin Administrative Codes NR 333, and NR 116.
9. The Department has determined that the project complies with Section 1.11, Wisconsin Statutes, and Section NR 1.95, Wisconsin Administrative Code.
10. The hazard rating meets the standards of Section NR 333.06, Wisconsin Administrative Code.

CONCLUSIONS OF LAW

1. The review has been conducted in accordance with Chapter 31, Wisconsin Statutes, and Chapters NR 333 and NR 116, Wisconsin Administrative Codes.
2. The Department has authority under Chapter 31, Wisconsin Statutes, and Chapter NR 333, Wisconsin Administrative Code, to assign a hazard rating.

ASSIGNMENT OF THE HAZARD RATING

1. The hazard rating of Low Hazard is hereby assigned to the dam.
2. Have your consultant provide one additional copy of the study to Nathan Zoch in our Waukesha office.
3. The spillway capacity of the dam must be brought into compliance with NR 333.06, Wisconsin Administrative Code, within 10 years from the date this document was mailed.

4. All home and business within the mapped floodplain downstream of dam must be identified and included in the notification chart in the emergency action plan for the dam.

NOTICE OF APPEAL RIGHTS

If you believe that you have a right to challenge this decision, you should know that the Wisconsin statutes and administrative rules establish time periods within which requests to review Department decisions must be filed. For judicial review of a decision pursuant to sections 227.52 and 227.53, Wis. Stats., you have 30 days after the decision is mailed, or otherwise served by the Department, to file your petition with the appropriate circuit court and serve the petition on the Department. Such a petition for judicial review must name the Department of Natural Resources as the respondent.

To request a contested case hearing pursuant to section 227.42, Wis. Stats., you have 30 days after the decision is mailed, or otherwise served by the Department, to serve a petition for hearing on the Secretary of the Department of Natural Resources. All requests for contested case hearings must be made in accordance with section NR 2.05(5), Wis. Adm. Code, and served on the Secretary in accordance with section NR 2.03, Wis. Adm. Code. The filing of a request for a contested case hearing does not extend the 30 day period for filing a petition for judicial review.

This decision was mailed on July 9, 2015.

STATE OF WISCONSIN DEPARTMENT OF NATURAL RESOURCES
For the Secretary

By



William D. Sturtevant, P.E.
State Dam Safety Engineer
Bureau of Watershed Management



DATE: March 23, 2023

TO: Mayor and Common Council

FROM: Tim Blakeslee, City Administrator/Utilities Manager

RE: Approval of an Agreement for Strategic Planning Services with CP Squared Consulting

Background: Strategic Planning was identified as a priority in the City Administrator/Utilities Manager's 2023-2025 Work Plan. In 2023, funds were budgeted to hire a consultant to assist Staff in the facilitation of a strategic planning workshop and to prepare a Strategic Plan report that can be used and updated on a yearly basis. Strategic planning, at its core, is establishing a clear direction forward for the organization in alignment with its mission and core values.

Staff interviewed five strategic planning consultants and recommends approval of an Agreement for Strategic Planning Services with CP Squared Consulting. Cory Plasch will be the lead consultant for this project, and her career has been focused on roles either in local government or those serving local government, including as the former Executive Director of the Wisconsin City County Management Association. In summary, the proposal from CP2 Consulting addresses the following needs:

- Review and modify if needed the organization's mission and long-term vision to set organizational priorities and the City's overall strategic direction;
- Conduct internal stakeholder engagement activities including two focus groups;
- Facilitate strategic planning workshops with the City's elected officials and senior leadership to develop organizational goals that can be monitored;
- Facilitate an implementation strategy including quarterly updates with staff to deliver progress reports on organizational goals and initiatives;
- Provide a final summary report of the strategic planning process and outcomes for use by the City Council, staff, and broader community.

The intention would be to kick this project off mid-summer prior the start of preparations for the 2024 budget. The cost of the agreement is \$10,500 plus lodging, which is slightly above the budgeted amount of \$8,500. The Capital Project Fund has available funds to cover the difference as several other city capital projects have come in underbudget this year.

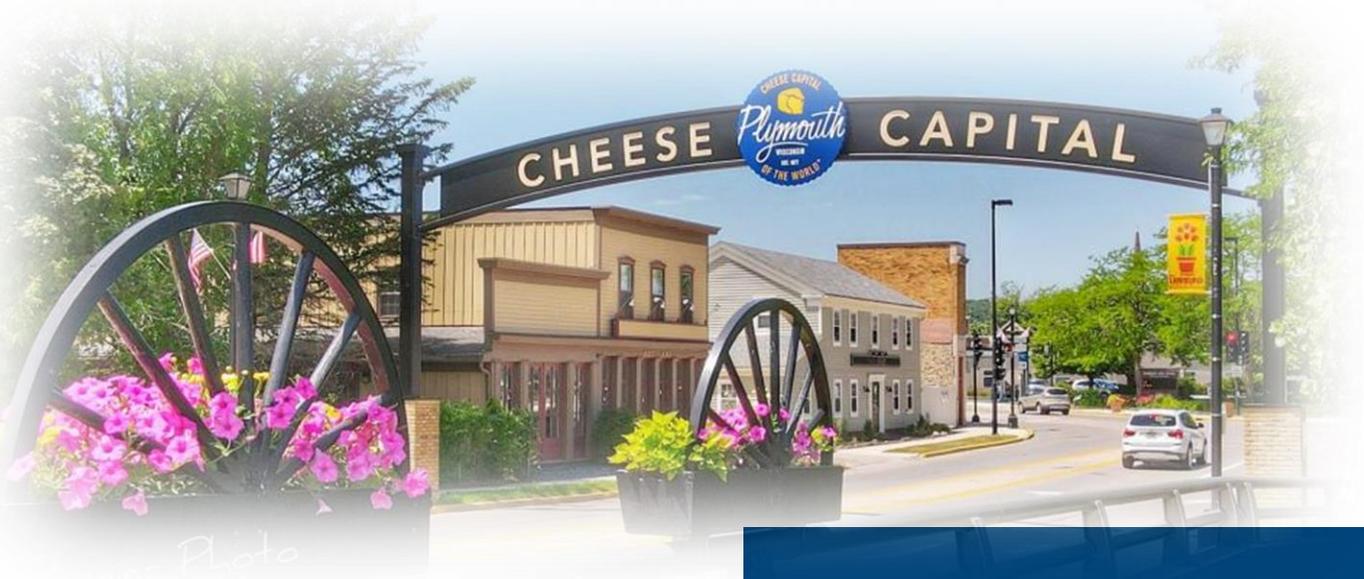
Recommendation: Approval of an Agreement for Strategic Planning Services with CP Squared Consulting.

Attachment:

- Strategic Plan Proposal for Plymouth, WI - CP Squared Consulting

City of Plymouth, WI.

Proposal for Comprehensive
Strategic Planning Services



MARCH 2023

Prepared by: CP² Consulting

February 10, 2023

Tim Blakeslee, City Administrator
City of Plymouth, WI.
128 Smith Street
Plymouth, WI. 53073

RE: Comprehensive Strategic Plan Services Proposal

Dear Tim,

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

- Review and modify if needed the organization's mission and long-term vision to set organizational priorities and the City's overall strategic direction;
- Conduct internal stakeholder engagement activities including two focus groups;
- Facilitate strategic planning workshops with the City's elected officials and senior leadership to develop organizational goals that can be monitored;
- Facilitate an implementation strategy including quarterly updates with staff to deliver progress reports on organizational goals and initiatives;
- Provide a final summary report of the strategic planning process and outcomes for use by the City Council, staff, and broader community.

As the attached proposal reflects, we have considerable experience facilitating strategic planning and stakeholder engagement processes like the one envisioned for City of Plymouth. CP² Consulting specializes in serving public sector clients. Cory Poris Plasch will be the lead consultant for this project, and her career has been focused on roles either in local government or those serving local government, including as the former Executive Director of the Wisconsin City County Management Association. She started her career as a 911 dispatcher and has served in several roles, including in the city manager's office, in Illinois communities. Her Master of Public Administration (MPA) degree includes a specialization in public leadership and strategic management. The CP² Consulting team has a long-standing commitment to strategic thinking, cultivating leadership, transparent practices, and measurable results.

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

Sincerely,



Cory Poris Plasch
CP² Consulting, Inc.

Table of Contents

Project Approach	4
Phase 1: Project Launch	4
Phase 2: Stakeholder Engagement	4
Phase 3: Understanding the Operating Environment	5
Phase 4: Strategic Planning Workshops	6
Phase 5: Implementation Strategy and Plan	6
Project Timeline	7
Sample Project Plan	7
Vendor Information	8
Previous Experience	8
Project Lead	8
Contact Information	8
History	8
Product/service Information	9
References	9
Budget	10
Breakdown of Costs	10

Project Approach

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

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

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

Phase 1: Project Launch

This phase involves project start-up activities which include:

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

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

Phase 2: Stakeholder Engagement

Stakeholder engagement is a key component of the strategic planning effort as it allows you to understand your organization from a variety of perspectives. This effort seeks to understand community needs and expectations as well as the needs and expectations of internal stakeholders, who have an “insider view” of the organization.

- Internal stakeholders—refers to individuals or groups who are within the organization by virtue of being elected to or employed/appointed by the organization. This includes employees or groups at all levels, the governing Council and Councils and Commissions. Internal stakeholders are essential to successful implementation of the strategic plan and their input should
- External stakeholders—refers to individuals or groups who are outside the organization but are affected by the actions of the organization and the quality of life in the community. These include, but are not limited to businesses, neighborhoods, residents of all ages, historically marginalized populations, special interest groups, educational facilities including K-12 schools and higher ed, and other taxing jurisdictions.

For this project, internal stakeholder data only is anticipated based on our understanding of the needs of the City; internal stakeholder data will be collected through two invitational focus groups:

- **Invitational Focus groups.** These groups are facilitated by the consulting team with groups identified and invited by the client. Sessions run approximately 90 minutes and consist of 8-12 individuals from each of the selected stakeholder groups. Groups can be either internal or external stakeholders. *For this project, two focus groups are recommended, both consisting of city staff.*
- **Online survey of stakeholders.** These surveys can be targeted to internal or external stakeholder groups, a subsection of internal or external stakeholder groups, and/or the entire community. A semi-custom survey is developed collaboratively between the Administrator and/or other key staff and the consultant. The survey is administered by the consultant and the raw data is owned by the consultant but upon request will be anonymized and shared with the client. *This not recommended at this time based on our understanding of the needs of the City.*
- **Interviews.** Interviews with members of the governing Council will be conducted to introduce the consultant(s) and acquire the perspective of the elected officials regarding the current environment, challenges, and issues.

All stakeholder engagement activities include:

- a. Discussion and finalization of methods to be used (e.g., focus groups – number and types, type of survey, etc.).
- c. Facilitation of the process with selected approaches.
- d. Summarization and presentation of thematic results derived from the raw data.

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

Phase 3: Understanding the Operating Environment

The introductory step in the strategic planning process is to understand the operating environment. This is accomplished in three ways: (1) an Environmental Scan; (2) an Organizational Profile; and (3) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

- **Conduct Environmental Scan**
An environmental scan is a thoughtful analysis and evaluation of the strategic environment facing the organization. Environmental factors affecting the organization's operative environment should be reviewed, including financial and economic conditions, demographics, political and intergovernmental relations, citizen and stakeholder issues, technology changes, environmental sustainability, and the regulatory environment.
- **Develop Organizational Profile**
An organizational profile is a snapshot of your organization, the key influences on how it operates and the key challenges it faces. It is prepared by staff with guidance from the consultant. Specifics regarding governance, organizational structure, work processes, staff capacity and capabilities, and the strategic environment are included.

➤ SWOT Analysis

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

Phase 4: Strategic Planning Workshops

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

This session includes the governing Council and leadership team and is dedicated to reviewing the results of the internal and external stakeholder feedback, the environmental scan, financial analysis, and the organizational profile. The consultants will present focus group and survey results (if applicable), environmental scan, and financial analysis; the staff presents the organizational profile. The session concludes with a facilitated discussion amongst the governing Council regarding issues raised.

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

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

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

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

Phase 5: Implementation Strategy and Plan

Achieving strategic goals can be a daunting challenge unless deadlines and accountability measures are put into place. Therefore, CP² Consulting in collaboration with the City, will focus on building buy-in throughout the organization. CP² Consulting will also work to develop an implementation strategy that clearly demonstrates how each employee throughout the organization plays a role in breathing life into the strategic goals and overall strategic plan that is intended to guide the community forward over the next 3-5 years.

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

Strategic Plan Implementation Session—Develop Strategic Initiatives/Project Plans

This session is conducted with the Implementation Team and focuses on cascading the strategic plan throughout the organization through the development of initiatives and project plans. Project plans will be developed to include milestones to measure progress on initiatives, providing accountability. Options to manage the Strategic Plan progress, including internal tracking or using external software, will be determined with the leadership team. A Strategic Plan Final Report that includes an Executive Summary will be submitted to the Administrator once Initiatives are established.

Quarterly Check-ins

Three one-hour sessions are conducted remotely with the Implementation Team to discuss progress on strategic goals and building of organizational culture. The sessions are conducted remotely via Zoom with the Implementation Team and focus on sharing successes and finding solutions for obstacles. Progress on both Strategic Plan Implementation and the development of a Learning Culture will be discussed.

Project Timeline

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

Sample Project Plan

STEP	POTENTIAL DATES*	ACTIVITIES
Project Initiation	February 27 th	Project planning, interviews, Kick-off senior management session
Development of Environmental Scan, Organizational Profile	February 27 th – March 17 th	Environmental Scan, Organizational Profile
Stakeholder Engagement	February 27 th – March 17 th	Environmental Scan, Financial Review, Stakeholder Engagement
Data review, preparation	March 17 th - March 24 th	Synthesis of stakeholder data, Internal SWOT
Strategic Planning Session #1-	TBD – end of march/early April	Review Stakeholder Feedback, Environmental Scan, Organizational Profile
Strategic Planning Sessions #2 and #3**	TBD – early/mid-April	Strategic planning sessions including review and updating of mission, vision, and values as appropriate
Strategy implementation Session	TBD – late April	Management & staff sessions Initiatives, action plans, performance management
Summary Report including Executive Summary	May	Report submitted for client review
Quarterly Check-Ins	TBD	Consultant-client review, strategy session

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

**Option to have one full day or two half days

Vendor Information

Previous Experience

CP² Consulting has worked with numerous municipalities and nonprofits to develop strategic plans with measurable results. Cory Poris Plasch would be working directly with City leadership on this project, and she has been assisting local governments with stakeholder engagement, developing performance measures, and establishing a learning culture since 2015.

Project Lead

Cory Poris Plasch, MPA, President/CEO of CP² Consulting. Cory has served in variety of leadership positions in the public and private sector including Executive Director of the Wisconsin City/County Management Association, Membership Director for the Alliance for Innovation, and most recently as Vice President of Strategic Development at POLCO. Her local government experience ranges from 911 Dispatcher to the City Manager's Office in Illinois communities. She speaks across the country on topics including the use of data, civic engagement, engaging hard-to-reach populations, and innovation in local government. She has a master's degree in public administration from Northern Illinois University.

Contact Information

CP² Consulting
25 N River Lane, Suite 25431
Geneva, IL 60134
cory@cp2consulting.net
630-476-0763

History

CP² Consulting was founded by Cory Poris Plasch, an experienced local government and 501(c)3 nonprofit leader passionate about helping the public sector and nonprofits achieve significant impact and results. Cory has a master's degree in public administration with an emphasis on leadership and strategic management from Northern Illinois University. She started her career as a 911 dispatcher and has served in several roles, including in the city manager's office, in Illinois communities. In addition to public sector experience, she has worked as the Membership Director for the Alliance for Innovation, Executive Director of the Wisconsin City/County Management Association, and Vice President of Strategic Development at POLCO. Since 2015 she has worked with municipalities in several states, assisting them in stakeholder engagement, developing measurable and impactful strategic plans, and designing implementation plans that inspire the entire organization.

Product/service Information

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

References

CP² Consulting worked with 16 clients on strategic plans, organizational development, and/or strategic plan implementation in 2022. Relevant references include:

Mike Sable, Assistant City Manager, Bloomington, MN
E-mail: msable@BloomingtonMN.gov, 612-227-6823 (C)

Erin Hirn, Support Services Manager, Germantown, WI.
E-mail: ehirn@germantownwi.gov, 262-250-4750 (O)

Mark Maloney, City President, Weston, WI
E-mail: mmaloney@westonwi.gov, 715-410-2756 (C)

Budget

Breakdown of Costs

The fee for this project (not including travel or stakeholder engagement) is: \$14,000

Small Community Discount: **-\$5000**

- In recognition of the difficulty small communities have in affording professional services, a discount is included to provide access to strategic planning services for communities with less than 8500 residents.

-Travel (lodging only) billed at cost

Stakeholder Engagement Options:

Focus groups (up to 2) \$2000

-\$500

- In recognition of the difficulty small communities have in affording professional services, a discount is included to provide access to strategic planning services for communities with less than 8500 residents

Total: **\$10,500 plus lodging**

Payments shall occur according to the following schedule:

1. Twenty-five percent (25%), upon execution of this agreement.
2. Twenty-five percent (25%) upon completion of stakeholder engagement
3. Twenty-five percent (25%) upon completion of strategic planning sessions
4. Twenty-five percent (25%) upon submittal of final report
5. Payments shall be made upon receipt of an itemized invoice
6. Travel shall be included on appropriate invoices

If this proposal is acceptable, please sign below and return one copy to Cory Poris Plasch at cory@cp2consulting.net



Cory Poris Plasch,

Date

Approval:

for Plymouth WI

Date