

**\*\*\*ATTACHMENTS\*\*\***

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** R.O. No. 220-18-19 accepting the 2019 Long Term Financial Plan.

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**REPORT PREPARED BY:** Darrell Hofland, City Administrator

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**REPORT DATE:** February 7, 2019

**MEETING DATE:** February 25, 2019

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**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: N/A

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**BACKGROUND / ANALYSIS:**

The City of Sheboygan recognizes a long term financial plan will be a valuable tool combining financial forecasting with the Strategic Plan. The process combines future scenarios to assist in the navigation of challenges. The Long Term Financial Plan forecasts projected revenue and expenses using assumptions about economic conditions and future spending to align with long term objectives.

**STAFF COMMENTS:**

Governments utilize a comprehensive long term financial plan to stimulate discussion and engender a long range perspective for decision makers. It can be used as a tool to prevent financial challenges while it stimulates long term strategic thinking. In addition, it can give consensus on long term financial direction and is a useful tool for communications with internal and external stakeholders.

Attached is an update to the Long Term Financial Plan which was approved by the Common Council in September, 2018.

**ACTION REQUESTED:**

Motion to recommend the Common Council accept and file R.O. No. 220-18-19 by the City Administrator accepting the 2019 Long Term Financial Plan.

**ATTACHMENTS:**

- I. R.O. No. 220-18-19
- II. Long Term Financial Plan

II

3.2

R. O. No. 220 - 18 - 19. By CITY ADMINISTRATOR. February 18, 2019.

Submitting the City of Sheboygan 2019 Long Term Financial Plan to the Common Council.

Finance +  
Personnel

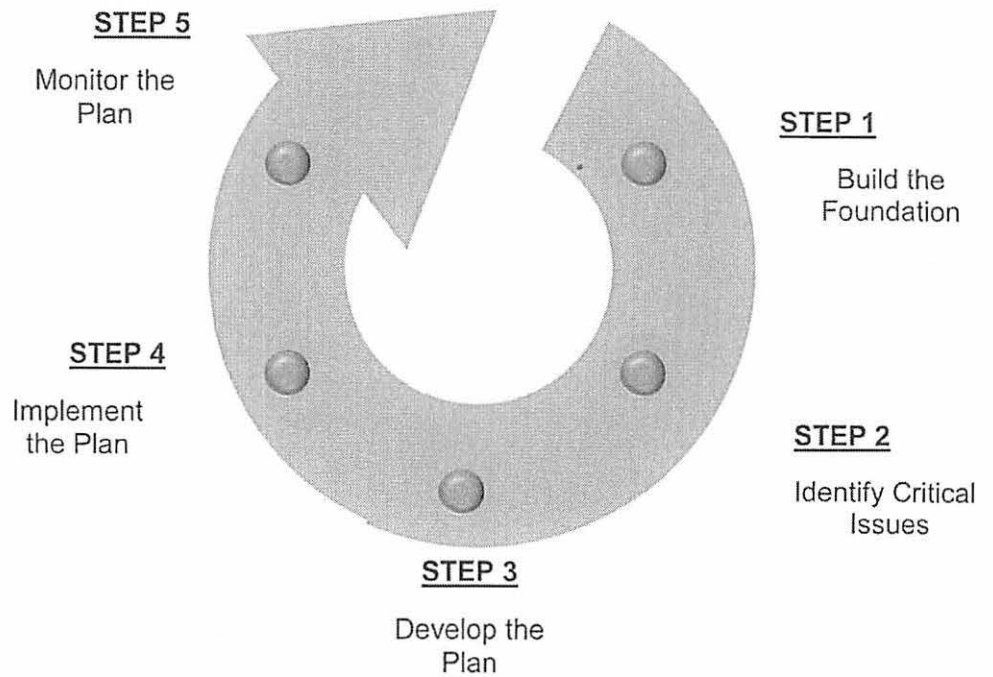
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City Administrator

# LONG TERM FINANCIAL PLAN

*The LTFP is a financial strategic plan*

The City of Sheboygan, at the Common Council direction, annually prepares a comprehensive Long Term Financial Plan (LTFP), consistent with the City's Strategic Plan focus area of Governing and Fiscal Management. The LTFP is intended to serve as a tool, providing Common Council and the public with the insight required to address issues impacting the city's financial condition.



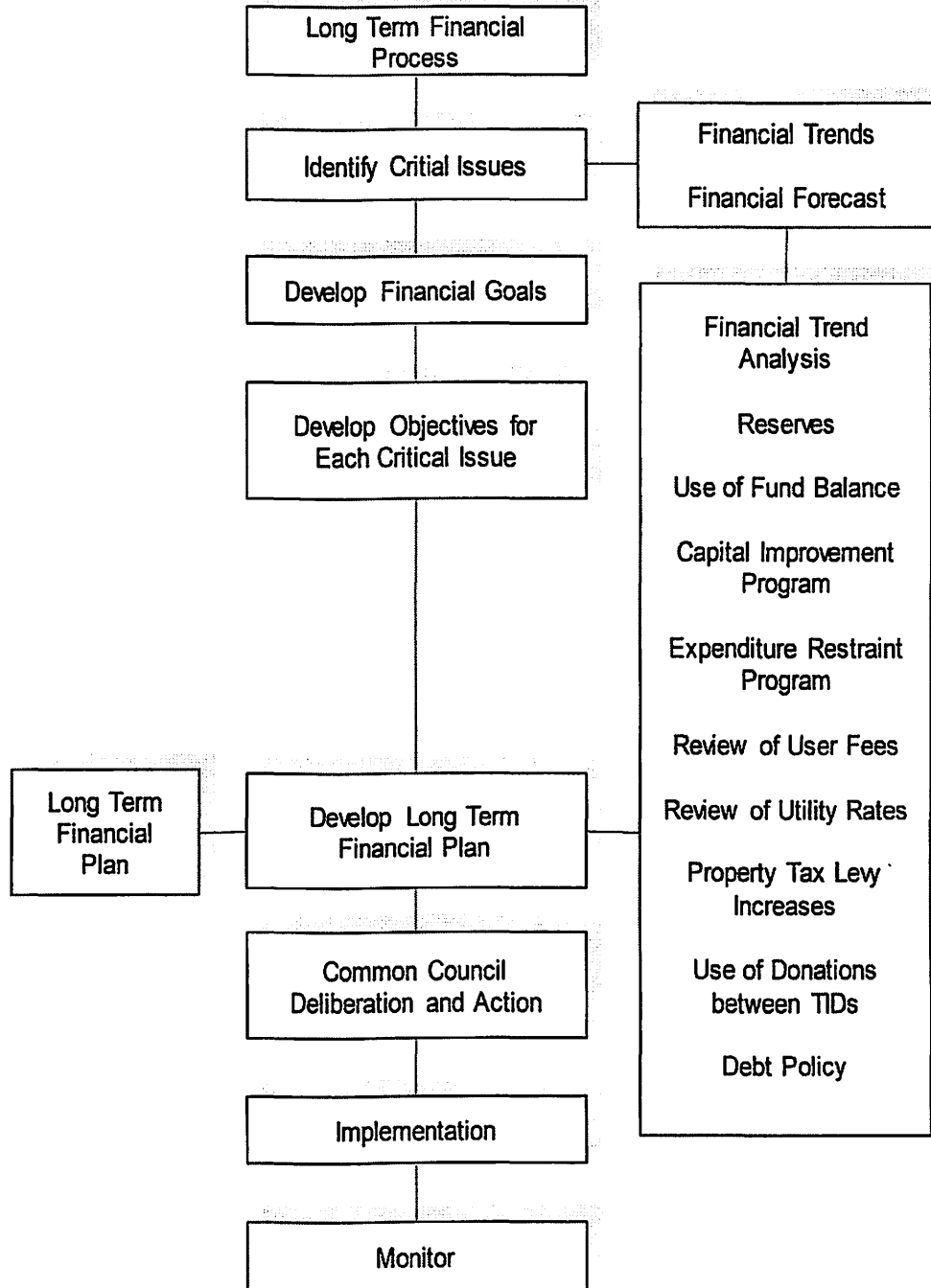
## Long Term Financial Plan Process

*The Long Term Financial Plan process*

The city's LTFP begins by identifying several critical areas which have, or are expected to have, an impact on the financial condition of the city over the next five years. Once the critical issues are identified, specific goals and objectives are developed for each project designed to meet the overall goal of the project.

*To provide a clear and concise Long Term Financial Plan, identifying the city's current and projected financial condition, and proposing specific alternatives to address identified problems.*

The chart below graphically describes the process that went into developing the city's LTFP. This project was conducted largely by city management team.



The Management Team is responsible for keeping the projects on track and on schedule. The Team also identifies when their goals and objections are met. The key message expressed to the Management Team is that the LTFP has to be clear and concise while providing very specific and practical recommendations that addressed the issue at hand.

The LTFP is presented in detail to the Common Council. The Finance and Personnel Committee will review the initial proposal in February, 2019. Following is the schedule that will be followed by the Common Council as they develop or update an action plan that the city will implement as a part of the upcoming budget process:

**Schedule**

February or March: LTFP provided to the Finance and Personnel Committee.

March or April: Public input and Common Council adoption

***The LTFP represents elements of the City's fiscal policy.***

The LTFP for the City of Sheboygan represents the ongoing commitment to implement its Strategic Plan focus area of Governing and Fiscal Management. LTFP have been incorporated on an annual basis into the development, deliberation and approval of the Annual Program Budget. The plan is intended to be a well thought-out analysis of the issues that may affect the finances of the City of Sheboygan.

***Trends & Forecast are the foundation of the LTFP***

The LTFP uses financial trends and forecasts to identify future financial challenges and opportunities, and then identifies strategies to secure financial sustainability within these same challenges and opportunities. The trends and forecast must identify how, from a financial perspective, the city will provide a consistent level of public services and also addresses special issues of concern to the community.

***Financial Sustainability***

Financial sustainability extends beyond the ability to raise sufficient revenue to meet expenditures by ensuring that the level and types of service expected from the community can be delivered while assessing and managing associated risk at acceptable levels of sources of revenue.

The goal is to ensure financial sustainability through flexibility, efficiency, sufficiency, integration and credibility.

**Flexibility:** ability to effectively respond to changing circumstances. The capacity to be able to respond to significant atypical conditions or events needs to be considered as part of this goal.

**Efficiency:** using public funds to provide the highest level of needed services possible within the funding available. There are two components of this goal: strive to use the least resources to provide a given level of service and to target resources at those services most valued by citizens and only providing services that provide sufficient value to justify the costs.

**Funding sufficiency:** having sufficient resources to support the delivery of services. This goal not only refers to the amount of funding but also to the consistency in funding level changes relative to changes in expenditures and the diversity of funding sources.

**Integration:** ensuring that the financial constraints under which the city operates are fully considered when engaged in policy-making and decision-making.

**Credibility:** achieving financial performance in a way that maintains public confidence in the city's ability to provide services and infrastructure at expected levels. Financial decisions should be consistent with the overall goal of financial sustainability. Services must be valuable to citizens and the benefits provided must be perceived that the services are in proportion to the taxes and fees paid.

## ***Financial Strategies***

Financial strategies have been identified to contribute to the five financial goals.

**Ensure adequate funding:** obtain adequate funding from multiple sources for requirements related to day-to-day operating commitments, capital equipment life cycle and infrastructure needs, as well as managing growth and development. This would encompass a balanced approach between understanding the timing and nature of operating expenditures to ensure they are matched with reliable and stable funding sources and capital funding related to infrastructure needs and maintaining capital assets. This strategy includes identifying costs and maintaining or increasing funding from existing and new revenue sources.

**Achieving diverse sources of funding:** identify actions related to alternative and innovative funding sources that will help the city respond to the pressures of growth and redevelopment and reduce the reliance on property taxes. Property taxes, user fees and intergovernmental revenue are the traditional inelastic revenue sources used to meet

expenditure requirements that are continually under upward pressure which can place stress on the city's financial position.

**Managing expenditures:** containing costs in order to limit pressure on revenue requirements maintain market competitiveness and/or reserve capacity to maintain service levels. This can be accomplished by increasing efficiencies in service delivery, setting spending priorities to ensure the most important areas are funded, and positioning the city as an efficient provider of services and infrastructure.

**Providing for contingencies:** prepare the city to manage risk and to be resilient when dealing with unforeseen circumstances while limiting the impact on services. This can be accomplished by monitoring economic and operational factors and forecasts in order to be able to respond to changing circumstances and ensuring that the city has access to enough funds to meet unforeseen urgent needs and manage risk appropriately.

**Using debt strategically:** providing capital funding flexibility by allowing infrastructure to be built and used before sufficient revenue has accumulated to offset needed investment. This can be accomplished by managing the level of debt and strategically making essential assets available as well as examining a wider range of debt financing instruments.

**Operating with foresight:** taking into account the current and future impacts of decisions on services and infrastructure. This includes maintaining or extending existing practices regarding a long-term approach in decision making.

**Maintaining sufficient cash flow:** allowing the city to pay the costs of supplying services and infrastructure throughout the year to match expenditure requirements, including debt service.

**Promoting and enabling integration of priorities and resources:** identifying and encouraging awareness of the financial implications of policy making and decision making on the city's financial position. This can be accomplished by linking needs and actions to resources, responsibilities and timeliness among stakeholders, promoting greater efficiency by reducing duplication of effort or working at cross purposes and managing growth and development.

***Input from Multi-Year  
City Plans***

Common Council-approved multi-year Capital Improvements Program is included in the Long Term Financial Plan as it will impact the finances of the city over the next five years.

From a fiscal perspective, the city's financial picture is positive. The General Fund's fund balance exceeds the city's policy of a minimum 25 percent of expenditures, largely due to significant expenditure savings experienced over the last few years.

Due to the Common Council's 2018 decision to utilize \$5.5 million of General Fund uncommitted fund balance to reduce the amount of borrowed funds for the \$10.5 million City Hall Renovation Project, the percent of uncommitted fund balance will decrease from 60 percent to 40 percent of expenditures.

Overall, the City is in excellent financial shape and should be able to accommodate the expenditure growth that is anticipated over the next ten years.

***State of Wisconsin  
restrictions on local  
governments***

External factors imposed by the State of Wisconsin have played a key role in shaping the city's financial picture. These factors include restrictions on property tax levy increases and restrictions on new or increase in existing user fees without corresponding reductions in property tax level.

Several city funds are tied directly to development and consequently, are expanding. The active Tax Incremental Districts all have a positive financial outlook, as the increment is sufficient to meet obligations, or serve to donate funds to other districts. The city also has capacity to develop additional tax incremental districts within the 12 percent capacity limit established by the WI Department of Revenue.

The LTFP provides a framework from which the Common Council and Staff can frame future financial decisions.

As outlined in the 2019 Annual Program Budget the recommendations from the city's multi-year plans are included in the LTFP as they impact the finances of the city. All of the plans were utilized in LTFP analysis of the General Fund, tax levy and TID's. The fiscal related issues include:

- *Financial Trend Analysis* - All operating position and debt indicators were favorable.
- *Reserves* - The General Fund target is maintaining a minimum of 25 percent uncommitted fund balance. The LTFP indicates that a 25 percent uncommitted fund balance is attainable through the ten year period.
- *Use of Fund Balance as a revenue source* – The city policy restricts the amount of undesignated fund balance for the General Fund that is applied to the budget for the

- ensuing year shall not reduce the undesignated fund balance below an amount equal to 25 percent of the ensuing year's General Fund expenditures.
- *Capital Improvements Program* – The Five Year Capital Improvements Program includes requests from all city departments for assets and infrastructure improvements, including tax increment districts. The Five Year Capital Improvements Program is funded from tax levy, debt issuance, contributions and federal, state and local grant funding.
  - *Expenditure Restraint Program* – The analysis presumes the city will remain eligible for this State of Wisconsin program which rewards operating (funds affected by the tax levy) budgets who budget annually at or below inflation plus a percentage of net new construction. The LTFP projects expenditures based on projected inflation.
  - *Review of User Fees* – The city's Management Team reviews existing fees for consideration of increases annually.
  - *Review of Utility User Fee Rates* – Rates are reviewed annually for possible adjustments. Rates were increased for water on May 1, 2018, and sewer on January 1, 2018, by 4.92 and 10.00 percent respectively. Sewer rates increased by 7 percent on January 1, 2019. Water rates will be reviewed in 2019 for a possible rate increase in late 2019 or early 2020.
  - *Property Tax Levy Increases* – Increases in the property tax levy should not result in an equalized tax rate increase more than inflationary levels. The city's equalized tax rate in 2018 (to fund the 2019 budget) of \$8.97 is a decrease of 4.32 percent over the previous year's rate of \$9.37.
  - *Use of Donations between TIDs* – The city has a number of well performing Tax Incremental District (TID) with capacity to donate to other underperforming TIDs.
  - *Debt Policy* – This policy establishes parameters for issuing and managing debt. No more than 60 percent of the State of Wisconsin's limit of 5 percent of equalized value.

A financial projection of the General Fund, Debt Service Fund and tax levy requirements is included in the LTFP. An analysis of the TIDs is conducted annually.

An analysis of General Fund revenues and expenditures as well as the General Fund's fund balance is conducted annually. Based on actual and current budgeted revenues and

expenditures as well as annual CPI changes, a five year forecast was developed.

**General Fund  
Revenue Assumptions**

Revenue Assumptions:

- Property Tax Levy – Current State limits continue. Tax levy increases for all funds limited to net new construction (floor of zero percent), adjustments to debt service, and additional adjustments due to annexations, transfer of services to/from another municipality, adjustments due to increases of fees for tax levy supported services and amounts approved by referendum. The levy is projected to increase slightly due to a majority of net new construction development occurring in TIDs. For the benefit of the 2019 debt service expenses, \$225,000 of additional property taxes was included in the 2019 budget.
- Intergovernmental Revenue – Current State funding continued. Mostly stable continuation of transportation aids, expenditure restraint program, state shared revenue program and recycling grant. This revenue category is projected to remain stable. The exception is Transportation Aids which will continue to increase based upon the State formula which recognizes the city's increase in transportation-related expenses.
- All Other Revenue – Includes Permits and Licenses, Fines and Forfeitures, Charges for Services, and Miscellaneous Income. Slight increase anticipated in construction-related permits due to construction activity of multi-family housing units. All other revenues in this classification anticipated to remain stable.
- Other Financing Sources – Conservatively estimated with slight change or no change.

**General Fund  
Expenditures Assumptions**

Expenditure Assumptions

- Personnel Expenditures - Wages and benefits, including Wisconsin Retirement System (rates determined by the state) and health insurance (self-insured by the City of Sheboygan). A major portion of expenditures are wage related. Consistent with collective bargaining agreements for wage increases, a 2.25 percent wage increase is included in the 2019 budget. For the second consecutive year, a 10 percent increase in health insurance rates is included in the 2019 budget.
- Non-Personnel Expenditures – Contracted services, office supplies, utilities, gasoline, liability and property insurance, training and conferences and communication are the main expenses.

Based upon these assumptions, the 2019 General Fund budget will utilize approximately \$1,165,778 in fund balance. Due to conservation budget assumptions, it is anticipated that little to no actual use of these funds will be necessary. Regardless, the General Fund budget projects a fund balance which will exceed the fund balance policy of maintaining a minimum of 25 percent.

## ***Tax Levy Revenue***

Tax Levy Revenue – Tax levy revenue is the largest revenue source for city services and projects.

Tax levy revenue is collected for the following funds:

- General – Largest tax levy portion is allocated to this fund which is the operating fund of the city. Increases in the property tax allocation are expected to increase slightly.
- Library – Tax levy portion allocated to Mead Public Library Fund will increase in 2019 slightly for the second consecutive year.
- Park, Forestry and Open Space – Tax levy funding, which was first allocated in 2017, will continue to be \$110,000 to fund capital items.
- G.O. Debt Service – Tax levy portion allocated to G.O. Debt Service Fund will continue to increase to accommodate the increase in annual debt service payments, which are the result of an aggressive street improvement plan.
- Capital Projects – Tax levy for capital projects has been allocated to the Capital Project Fund, starting with the 2017 Annual Program Budget. In the 2019 budget, the amount allocated has declined slightly.
- Transit – Tax levy portion allocated to the Transit Utility Fund has remained stable for the past seven years.

Tax levy limits under current state law may change with future legislation. Changes to the law will require adjustments to future long-range forecasts as necessary. Future limitations could impact the ability of the city to deliver services.

## ***Summary***

The LTFP is designed to be a dynamic document that is modified based on current or new conditions. External factors play a key role in determining the financial picture of the city. The external factors include legislation approved by the State of Wisconsin, development and the economy. These factors may impact the financial picture positively or negatively.

The current financial situation reflects a strong financial position, prudent fiscal practices and solid reserves for the funds included on the LTFP.

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** General Ordinance 42-18-19 by Alderperson Rindfleisch and Bohren amending Section 82-33 of the Sheboygan Municipal Code to delete the Budget Analyst position and add Assistant to the City Administrator position.

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**REPORT PREPARED BY:** Sandy Rohrick, Director of Human Resources and Labor Relations

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**REPORT DATE:** February 21, 2019

**MEETING DATE:** February 25, 2019

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**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: Chapter 82

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**BACKGROUND / ANALYSIS:**

As the city continues to provide a detailed budget document, a greater skillset is required to move the city forward, including a shift to the MUNIS budget module. This position was originally created to assist the Finance Director during the budget process. On a go-forward basis, however, the position is now responsible for working directly with individual departments throughout the year in creating and managing the department budgets.

**STAFF COMMENTS:**

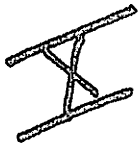
This action supports both the current and future needs within the Office of the City Administrator and the Finance Department.

**ACTION REQUESTED:**

Motion to recommend the Common Council approve Gen. Ord. 42-18-19 to delete Budget Analyst position and add Assistant to the City Administrator position.

**ATTACHMENTS:**

- I. General Ordinance 42-18-19 identifying changes to the Office of the City Administrator
- II. Job Purpose (previously known as Job Description): Assistant to the City Administrator



Gen. Ord. No. 42 - 18 - 19. By Alderpersons Rindfleisch and Bohren.  
February 18, 2019.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to modify the City Administrator's Department Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled "List of Classes and Class Specifications" is hereby amended so that Section A.7.b. of section 82-33 of the supplement to the Code on file in the city clerk's office is amended as follows:

Class Title	Class Grade	NO. of Employees
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A. CITY HALL DEPARTMENTS

7. MAYOR / COMMON COUNCIL

DELETE:

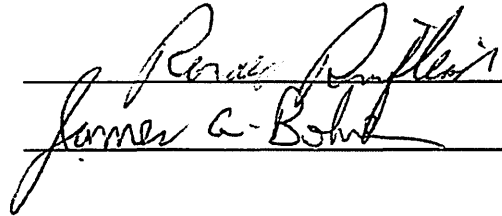
7.b. Budget Analyst	I	1.0
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ADD:

7.b. Assistant to the City Administrator	M	1.0
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*Finance Personnel*

Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached revised job description shall be in effect from and after its passage and publication.

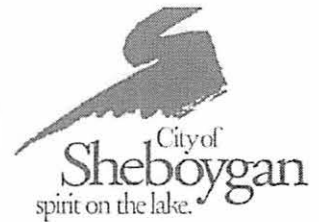
  
\_\_\_\_\_  
James A. Bohm

I HEREBY CERTIFY that the foregoing Ordinance was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

# ASSISTANT TO THE CITY ADMINISTRATOR POSITION PURPOSE



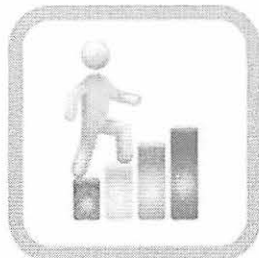
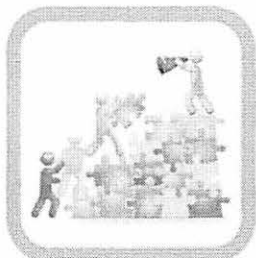
## CITY OF SHEBOYGAN

**Our Mission** is to provide residents, the business community and visitors with fiscally responsible municipal services in an effective and responsive manner to meet the needs of our diverse community.

**Our Vision** is to be a family-oriented and prosperous community with a wide variety of housing, business, cultural and recreation opportunities in safe and attractive neighborhoods.

**Our Values** guide all actions and reflect what we require of our employees and expect from our elected officials. These core values set the high standard to which we expect to be measured.

**Our Culture** promotes an experience that is relaxed, casual, unpretentious and fun while providing high-quality, meaningful services for the citizens of the City of Sheboygan.



## GENERAL PURPOSE OF POSITIONS

City of Sheboygan employees uphold and promote the mission, vision and core values of the City of Sheboygan, and work to fulfill the six main principles of the Strategic Plan through these essential competencies:

- Respect
- Accountability
- Teamwork
- Innovation
- Fiscal Responsibility
- Service

**Respect:** Treating people with dignity and an attitude of caring and understanding. Showing genuine consideration for others. Valuing each individual as an individual.

**Accountability:** This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, accountability, and integrity.

**Teamwork:** We are a team that emphasizes high levels of trust, full cooperation, and a commitment to thorough, effective communications within our city organization. We encourage employees to exercise independent judgment in meeting customer needs through professional behavior always consistent with our values.

**Innovation:** We acknowledge the weaknesses within government and create ethical, forward thinking solutions to overcome them. We identify, develop and deploy leading edge technology, employee development programs and process improvement tools.

**Fiscal Responsibility:** Proper use of public resources is a trust we continually guard. In management of this trust, we must avoid even the appearance of impropriety. In management of public funds, we constantly strive for the greatest possible efficiency, effectiveness, and quality outcome.

**Service:** Our primary duty is to the people we serve. We are accessible, consistent, responsive, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

# ASSISTANT TO THE CITY ADMINISTRATOR POSITION PURPOSE



## OFFICE OF THE CITY ADMINISTRATOR

Working with the Common Council, the community and city staff, the Office of the City Administrator's responsibility is to professionally implement all Common Council policy decisions and efficiently direct the city operation and activities in accordance with sound management principals. In addition, the City Administrator prepares, reviews, and monitors the annual operating budget for the city. The City Administrator also collaborates with the Mayor, City Attorney, and City Clerk.

### Statement of Purpose

The function of the Office of the City Administrator is to professionally implement all Common Council policy decisions, efficiently direct the city operations, and creates an organizational culture that results in the delivery of excellent municipal services to constituents of Sheboygan.

### Culture

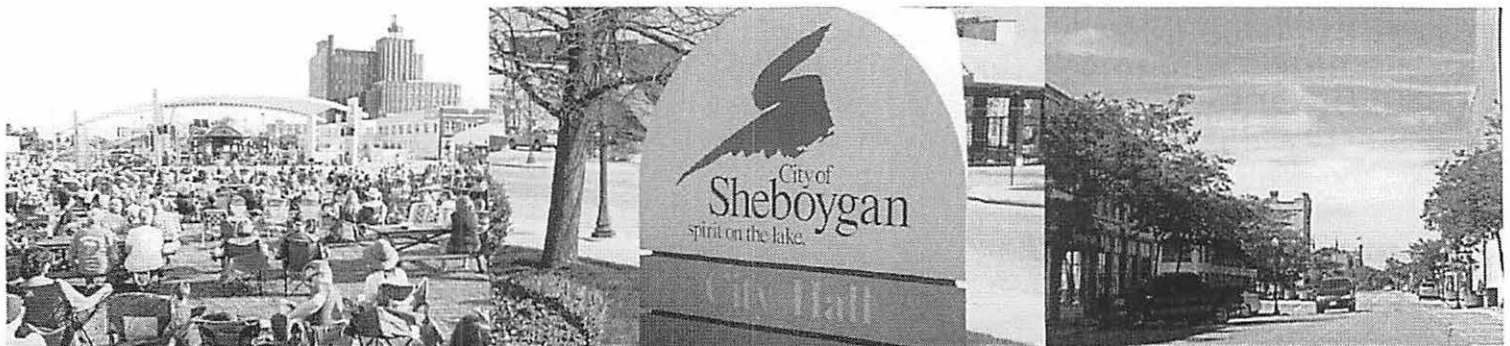
The atmosphere throughout the city, as well as in the Office of the City Administrator, should be like getting together with friends or family. This means staff needs to provide an experience that is relaxed, casual, unpretentious, and fun while at the same time providing services that are high-quality, meaningful, and excellent.

### Staff Expectations

The foremost item in every employee's job description is to handle problems and adversity with a positive attitude. That includes personal conflicts with others in the organization, design flaws in procedures, system breakdowns and all the other many mess ups and frustrations that can happen in this agency. All staff needs to help smooth the rough spots instead of making them worse through negativity. Staff needs to figure out a way to be in control, composed and genuinely friendly. Never treat customers as if they were one more problem or as if you are not pleased to have them here.

### Equal Opportunity Employer

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



For more about Sheboygan, visit [www.sheboyganwi.gov](http://www.sheboyganwi.gov)

# ASSISTANT TO THE CITY ADMINISTRATOR

## POSITION PURPOSE



### POSITION DESCRIPTION



<b>Title:</b>	Assistant to the City Administrator
<b>Direct Supervisor:</b>	City Administrator
<b>Version Date:</b>	1/30/19
<b>Salary Grade:</b>	M
<b>FLSA Status:</b>	Exempt (Non-represented)

#### Position Summary

The Assistant to the City Administrator is a highly technical position responsible for completing various projects assigned by the City Administrator, as well as assisting and/or championing the development, design and implementation of the annual budget. Work primarily involves managing the timely flow of the budgeting process, providing leadership and assisting departments with budgetary problems and concerns; developing, designing and monitoring performance measures; long range trend analysis; compiling and leading the efforts needed to prepare the annual budget. Additional projects and/or assignments as needed, including projects unrelated to finance. The incumbent works under the general supervision of the City Administrator.

#### Essential Duties & Responsibilities

1. In conjunction with the Director of Finance, manages the development, review and publication of the annual budget in conformance with the long-range goal of the Long Term Financial Plan and annual budget parameters. Coordinate, with Department Heads, the development of useful performance measures and assists in the assimilation of those measures into department operation. Submits for award consideration.
2. Performs research and development of various projects, reports, periodic surveys, grant applications, and miscellaneous projects as needed throughout City operations, both related and unrelated to finance.
3. Assists Department Heads in the identification and resolution of budgetary opportunities and concerns throughout the year.
4. Assists the City Administrator in the development and monitoring of departmental budget.
5. In conjunction with the Director of Finance, creates and distributes Popular Annual Financial Report.
6. Oversees the coordination and publication of annual performance measurement report. Develops annual scorecard and award application. Participate in comparative benchmarking effort including electronic format.
7. Provides and presents long range trend analysis and other reports to identify concern areas of spending and the basis for long-term policy decisions.
8. Analyzes revenue trends and identifies concern areas; identifies service areas which may be possibly revenue supportive, monitor existing rates and recommend rate changes to reflect current cost of services.
9. Manage the development and update of capital improvements program.
10. Participates in the implementation and/or upgrades of budget-related MUNIS software system, particularly in integrating the account code structure with the budget categories and training of users.
11. Meets with and presents budgeting and financial issues to public groups and individuals.
12. Oversee the development, analysis and presentation of the annual community survey.
13. Oversee the development, presentation and publication of strategic plan and quarterly benchmark reports.
14. Develops and updates documents for the promotion of the department and the city, including social media and city website.
15. Provide support services for various committees including new member orientation.

# ASSISTANT TO THE CITY ADMINISTRATOR

## POSITION PURPOSE



### **Supervisory Responsibilities**

There are no supervisory responsibilities required of this position. Periodically, perform lead role in directing and coordinating projects for interns.

### **Qualification Requirements**

- Friendly, positive, cooperative professional, able to work with internal and external employees, vendors, and citizens in a professional capacity.
- Knowledge of rules and regulations of the Common Council relative to financial disbursements.
- Knowledge of performance measure budgeting and analysis.
- Ability to maintain financial records and accounts.
- Ability to prepare financial reports.
- Ability to close books and make necessary adjustments.
- Ability to assist in various aspects of budget preparation.
- Ability to work effectively under tight time constraints.
- Ability to communicate effectively, both orally and in writing with individuals both inside and outside the organization.
- Ability to perform various trend analysis, identify concerns and recommend long term solutions.
- Professional-level knowledge of Microsoft Office and Adobe products and the ability to work at a personal computer terminal for extended periods of time.
- Ability to adapt to financial software products.

### **Education & Experience**

A Bachelor's degree in Public Administration, Political Science, Accounting, Business or a related field preferred. A minimum of three to five years of professional work experience in budget development and analysis and general accounting, and/or any equivalent combination of experience and training which provides the equivalent education, knowledge, abilities and skills, preferably in the public sector. A valid driver's license is also required.

### **Pre-Employment**

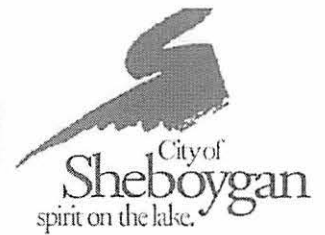
Job offers for this position are contingent on the individual passing a pre-employment drug screen and background investigation.

### **Language Skills**

Position requires the ability to work cooperatively and communicate effectively in written and verbal form. Prepare and maintain accurate and complete reports and records. Ability to prepare and present reports and make presentations as needed or required. Ability to work with all demographics preferred.

# ASSISTANT TO THE CITY ADMINISTRATOR

## POSITION PURPOSE



### **Mathematical Skills**

Knowledge of principles and practices of accounting, budgeting and finance in municipalities.

### **Reasoning Ability**

Ability to act, make decisions and justify action based on rational thought, good judgment and logical thought.

### **Physical Demands**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions. Work performed is primarily in a standard office environment that includes exposure to computer screens. Primary functions include sufficient physical ability and mobility to work in an office setting, sit and answer phones, and use of computer equipment on a continuous basis.

On a frequent basis, must have the ability to stand, walk, sit, talk, and reach with hands and arms and occasionally lift, bend, stoop and retrieve files and boxes weighing up to 25-30 pounds. Position requires the operation of office equipment and required repetitive hand movement and fine coordination including use of a computer keyboard.

Work with employees and/or the public that may be angry or upset. Maintains regular punctual and predictable attendance, works overtime and extra hours as required.

### **Work Environment**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

### **Other Information**

This job description includes the major duties and responsibilities of the job and is not to be construed as all-inclusive. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or is a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgement of my understanding of the purpose of my position, as well as my commitment to uphold and promote the mission, vision and core values of the City of Sheboygan, and work to fulfill the six main principles of the Strategic Plan.

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

# ASSISTANT TO THE CITY ADMINISTRATOR POSITION PURPOSE



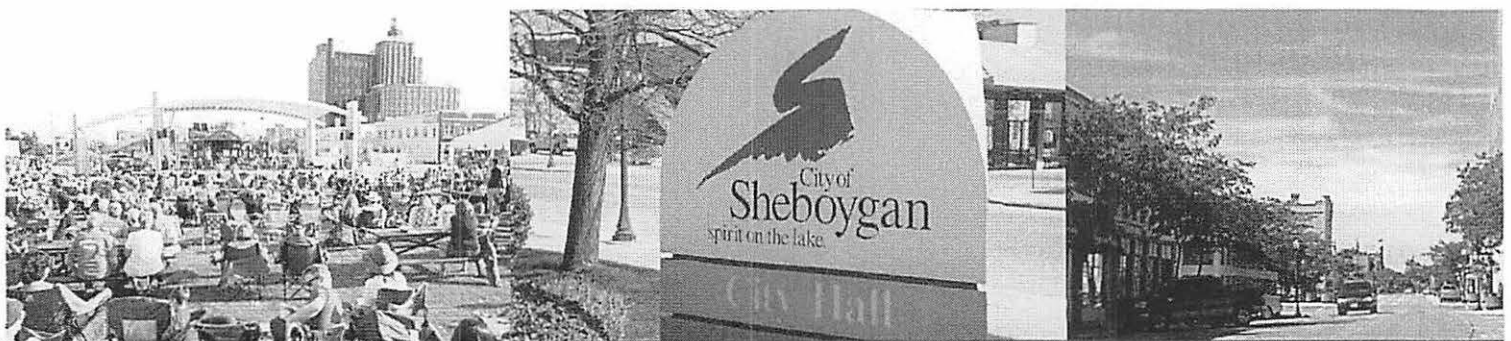
## YEARLY PERFORMANCE EVALUATION



Employee Name:

Performance Period:

1. Employee to review the following by reading (aloud):
  - a. City's Mission, Vision and Values
  - b. Six essential competencies needed to fulfill the purpose of the position
  - c. Your department's Mission, Vision, and Values
2. Do you understand the purpose of your position?
3. Does your performance meet the expectations identified in the six main principles of the city's strategic plan and these essential competencies:
  - a. Respect
  - b. Accountability
  - c. Teamwork
  - d. Innovation
  - e. Fiscal Responsibility
  - f. Service
4. If yes, what actions are you going to continue? If no, what modifications are you going to make in order to meet the expectations of your position?



For more about Sheboygan, visit [www.sheboyganwi.gov](http://www.sheboyganwi.gov)

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

---

**ITEM DESCRIPTION:** General Ordinance 43-18-19 by Alderperson Rindfleisch and Bohren amending Section 82-33 of the Sheboygan Municipal Code to delete the Senior Activity Center Supervisor position and add Director of Senior Services position

---

**REPORT PREPARED BY:** Sandy Rohrick, Director of Human Resources and Labor Relations

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**REPORT DATE:** February 21, 2019

**MEETING DATE:** February 25, 2019

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**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: Chapter 82

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**BACKGROUND / ANALYSIS:**

Current and future needs of the department and city, as well as recent retirements have resulted in an evaluation of the needs for senior services within the City of Sheboygan. In consideration of the desire to make this community "senior friendly", a focus for this position will include services and programs outside of the Senior Activity Center.

**STAFF COMMENTS:**

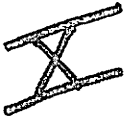
This action supports both the current and future needs of the Senior Activity Center, but adds support to the increase in a strategic focus to improve services available for seniors throughout the community.

**ACTION REQUESTED:**

Motion to recommend the Common Council approve Gen. Ord. 43018-19 to delete the Senior Activity Center Supervisor position and add the Director of Senior Services position.

**ATTACHMENTS:**

- I. General Ordinance 43-18-19 identifying changes to the Senior Activities Center Table of Organization
- II. Job Purpose (previously known as Job Description): Director of Senior Services



6.2

Gen. Ord. No. 43 - 18 - 19. By Alderpersons Rindfleisch and Bohren.  
February 18, 2019.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to modify the Senior Activity Center Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled "List of Classes and Class Specifications" is hereby amended so that Section A.10. of section 82-33 of the supplement to the Code on file in the city clerk's office is amended as follows:

Class Title	Class Grade	NO. of Employees
-------------	-------------	------------------

A. CITY HALL DEPARTMENTS

10. SENIOR ACTIVITY CENTER

DELETE:

Senior Activity Center Supervisor	I	1.0
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ADD:

Director of Senior Services	K	1.0
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*Finances  
Personnel*

Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached revised job description shall be in effect from and after its passage and publication.

James A. Bohde  
James A. Bohde

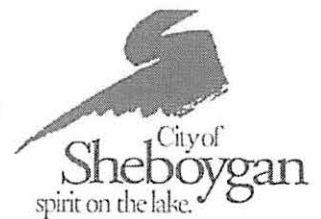
I HEREBY CERTIFY that the foregoing Ordinance was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor

# DIRECTOR OF SENIOR SERVICES

## POSITION PURPOSE



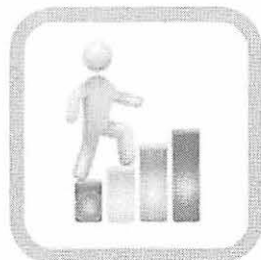
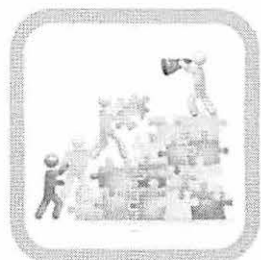
### CITY OF SHEBOYGAN

**Our Mission** is to provide residents, the business community and visitors with fiscally responsible municipal services in an effective and responsive manner to meet the needs of our diverse community.

**Our Vision** is to be a family-oriented and prosperous community with a wide variety of housing, business, cultural and recreation opportunities in safe and attractive neighborhoods.

**Our Values** guide all actions and reflect what we require of our employees and expect from our elected officials. These core values set the high standard to which we expect to be measured.

**Our Culture** promotes an experience that is relaxed, casual, unpretentious and fun while providing high-quality, meaningful services for the citizens of the City of Sheboygan.



### GENERAL PURPOSE OF POSITIONS

City of Sheboygan employees uphold and promote the mission, vision and core values of the City of Sheboygan, and work to fulfill the six main principles of the Strategic Plan through these essential competencies:

- Respect
- Accountability
- Teamwork
- Innovation
- Fiscal Responsibility
- Service

**Respect:** Treating people with dignity and an attitude of caring and understanding. Showing genuine consideration for others. Valuing each individual as an individual.

**Accountability:** This value reflects our first and most important responsibility. Our competence is measured and, in fact, reinforced through active engagement of those we serve. We maintain an organizational reputation for openness, accountability, and integrity.

**Teamwork:** We are a team that emphasizes high levels of trust, full cooperation, and a commitment to thorough, effective communications within our city organization. We encourage employees to exercise independent judgment in meeting customer needs through professional behavior always consistent with our values.

**Innovation:** We acknowledge the weaknesses within government and create ethical, forward thinking solutions to overcome them. We identify, develop and deploy leading edge technology, employee development programs and process improvement tools.

**Fiscal Responsibility:** Proper use of public resources is a trust we continually guard. In management of this trust, we must avoid even the appearance of impropriety. In management of public funds, we constantly strive for the greatest possible efficiency, effectiveness, and quality outcome.

**Service:** Our primary duty is to the people we serve. We are accessible, consistent, responsive, and understanding. We provide assistance beyond our customers' expectations, and we find effective solutions to problems that they bring to our attention.

# DIRECTOR OF SENIOR SERVICES POSITION PURPOSE



## SENIOR SERVICES

To encourage all citizens, especially older adults, to remain active and engaged in their community.

- The vibrancy and health of our organization depends upon the investment of each individual.
- We believe in the inherent value of ALL people.
- We believe in building collaborative relationships.
- We believe that older adults have talent and wisdom to share and are an important community resource.

### Statement of Purpose

The function of the Senior Services Department is to serve our customers in a way that establishes a relationship of mutual gratitude- our gratitude for our customer's patronage, and our customer's gratitude for the quality and value they receive. To build this relationship, we regularly ask our customers if their expectations are met and if they find value in the activities offered and services received.

### Culture

The atmosphere throughout the city, as well as in the Senior Services Department, should be like getting together with friends or family. This means staff members need to provide an experience that is relaxed, casual, unpretentious, and fun while providing services that are high-quality and meaningful for all.

### Staff Expectations

The foremost item in every employee's job purpose is to be pro-active in providing programs and services yet be able to handle problems and adversity with a positive attitude. That includes personal conflicts with others in the organization, design flaws in procedures, system breakdowns and all the other many mess ups and frustrations that can happen in this agency. All staff members need to help smooth the rough spots instead of making them worse through negativity. Staff needs to figure out a way to be in control, composed and genuinely friendly. Never treat customers as if they were one more problem or as if you are not pleased to have them here.

### Equal Opportunity Employer

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



For more about Sheboygan, visit [www.sheboyganwi.gov](http://www.sheboyganwi.gov)

# DIRECTOR OF SENIOR SERVICES

## POSITION PURPOSE



### POSITION DESCRIPTION



**Title:** Director of Senior Services  
**Version Date:** 02/05/2019  
**Salary Grade:** K

#### Position Summary

The Director of Senior Services actively develops or participates in city-wide activities for citizens of all ages, as well as oversees the operation and maintenance of the Activity Center and ensures all programs meet the needs of those 55 and over in the City of Sheboygan. The position works under the limited supervision of the City Administrator.

#### Essential Duties & Responsibilities

1. To enhance the quality of life for citizens, with emphasized focus on seniors within the community, by developing programs and/or participating in various community-sponsored events in an effort to increase engagement and participation of citizens.
2. Prepares and oversees the annual budget for the Senior Services Department.
3. Assists in the preparation and oversees the Friends of SACS annual budget.
4. Coordinate, oversee and make public presentations for the work of the Sheboygan For All Livability Task Group.
5. Manages the daily operation of building services, HVAC, gas, electricity, alarms, emergency procedures and security issues and troubleshoots problems.
6. Oversees the preparation and distribution of monthly agendas, Supervisor's reports, financial reports and quarterly benchmark reports for SACS Commission and the Board of the Friends of the Senior Activity Center.
7. Purchases and manages the utilization of all center equipment including computers, copy machine, telephone system, video, electronic and sound equipment, office supplies, decorations, furniture, household and janitorial supplies.
8. Increases public awareness of the center's programs and services through public speaking, presentations, community networking and development of business and community partnerships.
9. Regularly evaluates Senior Activity Center services and programs and recommends improvements.
10. Coordinates community groups' utilization of the Senior Activity Center and obtains building use agreements from outside groups and organizations.
11. Provides leadership and direction in the development of short and long term plans.
12. Prepares various legal documents, vouchers, letters, memos and other correspondence pertaining to Senior Services Department.
13. Maintains and updates contracts with outside vendors, guest presenters, sponsors and program leaders.
14. Oversees marketing and communication efforts for SACS programs and events.
15. Attends Senior Services Commission meetings and sub-committee meetings and delivers ongoing reports.
16. Attends Friends of SACS Board meetings and sub-committee meetings and makes recommendations for the enhancement of the facility and programs offered at their request.

# DIRECTOR OF SENIOR SERVICES

## POSITION PURPOSE



### **Supervisory Responsibilities**

Trains, supervises and evaluates Senior Services Department staff hired by the City of Sheboygan, those hired by the Friends of the Senior Activity Center, voluntary program leaders and volunteers.

Sets up daily work schedules for adequately staffing the operations of the center and complies with the City of Sheboygan and Friends Memorandum of Understanding for supervision of the building.

Directs and enforces compliance with all City personnel and safety policies and regulations and department policies and regulations.

### **Qualification Requirements**

Position requires knowledge of principles and practices of effective employee supervision, including selection, training, evaluation and discipline and skills in planning, organizing, assigning, directing, reviewing and evaluating the work of assigned staff and volunteers.

Ability needed to motivate staff and implement goals, objectives, policies, procedures, work standards and internal controls.

Ability needed to plan, organize and implement multi-faceted senior programs and activities.

Experience and the ability to work cooperatively and effectively with, and make presentations to, older adults, staff and other City personnel, members of the Senior Services Commission, Common Council, Friends of the Senior Activity Center and other community organizations.

PC literacy including working knowledge of software including: Internet Explorer, Microsoft Word, Microsoft Publisher, Excel, Munis and Quikbooks Accounting systems.

Position requires a high sense of responsibility and initiative to work independently and productively without direct supervision and to work effectively from written and verbal instructions. Must champion and/or oversee a monthly newsletter and professionally correspond with organizations such as the Sheboygan Press, AARP, etc.

### **Education & Experience**

A Bachelor's degree is required in a field relating to business, non-profit or related, plus a minimum of three years of professional work experience, including direct supervisory experience. Experience in planning/conducting activities/ programs in a senior adult recreation environment preferred.

### **Pre-Employment**

Job offers for this position are contingent on the individual passing a pre-employment drug screen, background check and psychological review.

### **Language Skills**

Ability to communicate effectively and professionally in both written and verbal form. Prepare and maintain accurate and complete reports and records. Ability to prepare and present Annual Report to Common Council and make presentations and requests before the Common Council as needed.

# DIRECTOR OF SENIOR SERVICES

## POSITION PURPOSE



### Mathematical Skills

Knowledge of basic budgeting principles.

### Reasoning Ability

Ability to act, make decisions and justify action based on rational thought, good judgment and logical thought.

### Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to sit. The employee is occasionally required to stand and walk.

The employee must regularly lift and/or move up to 10 pounds.

### Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

### Other Information

This job description includes the major duties and responsibilities of the job and is not to be construed as all-inclusive. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or is a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

My signature below is both an acknowledgement of my understanding of the purpose of my position, as well as my commitment to uphold and promote the mission, vision and core values of the City of Sheboygan, and work to fulfill the six main principles of the Strategic Plan.

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

# DIRECTOR OF SENIOR SERVICES POSITION PURPOSE



## YEARLY PERFORMANCE EVALUATION



Employee Name:

Performance Period:

1. Employee to review the following by reading (aloud):
  - a. City's Mission, Vision and Values
  - b. Six essential competencies needed to fulfill the purpose of the position
  - c. Your department's Mission, Vision, and Values
  
2. Do you understand the purpose of your position?
  
3. Does your performance meet the expectations identified in the six main principles of the city's strategic plan and these essential competencies:
  - a. Respect
  - b. Accountability
  - c. Teamwork
  - d. Innovation
  - e. Fiscal Responsibility
  - f. Service
  
4. If yes, what actions are you going to continue? If no, what modifications are you going to make in order to meet the expectations of your position?



For more about Sheboygan, visit [www.sheboyganwi.gov](http://www.sheboyganwi.gov)

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

---

**ITEM DESCRIPTION:** General Ordinance 44-18-19 by Alderperson Rindfleisch and Bohren amending Section 82-33 of the Sheboygan Municipal Code to delete the Electrical/Housing Inspector position and add the Licensing Inspection Specialist position

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**REPORT PREPARED BY:** Sandy Rohrick, Director of Human Resources and Labor Relations

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**REPORT DATE:** February 21, 2019

**MEETING DATE:** February 25, 2019

---

**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: Chapter 82

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**BACKGROUND / ANALYSIS:**

The Building Inspection Department has traditionally employed an Electrical/Housing Inspector (Pay Grade K) and an Electrical Heating Inspector (Pay Grade M). Due to a shortage of available talent in this field, the city has been unsuccessful recruiting a qualified candidate for the open Electrical/Housing Inspector position. A work-around has been established to provide greater support through the administrative staff, which has resulted in a recommendation to modify the table of organization.

**STAFF COMMENTS:**

This action is budget neutral or a reduction, and the modifications support both the current and future needs of the department.

**ACTION REQUESTED:**

Motion to recommend Common Council approve General Ordinance 44-18-19, deleting the position of Electrical/Housing Inspector and adding the position of Licensing Inspection Specialist.

**ATTACHMENTS:**

- I. General Ordinance 44-18-19 identifying changes to the Department of City Development/Building Inspection Division
- II. Job Description: Licensing Inspection Specialist

~~X~~

6.3

Gen. Ord. No. 44-18-19. By Alderpersons Rindfleisch and Bohren.  
February 18, 2019.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to modify the City Development Department/Building Inspection Division Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled "List of Classes and Class Specifications" is hereby amended so that Section A.3.b. of section 82-33 of the supplement to the Code on file in the city clerk's office is amended as follows:

Class Title	Class Grade	No. of Employees
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A. CITY HALL DEPARTMENTS

3. CITY DEVELOPMENT DEPARTMENT

DELETE:

3.b. Electrical/Housing Inspector	K	1.0
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ADD:

3.b. Building Inspection Licensing Clerk	E	1.0
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*Finance and Personnel*





## **Job Description**

**Job Title:** Building Inspection Licensing Clerk    **Department:** City Development/  
Building Inspection Division

**Date Issue:** January 2019    **Reports To:** Director of Planning and Development

**Classification:** Non-Exempt    **Wage:** Salary Grade E

## **Position Summary**

Under the general direction of the Director of Planning and Development, performs a wide range of diverse and responsible duties pertaining to a variety of building inspection services requiring individual judgment, initiative, and specialized knowledge in carrying out procedures and applying laws and regulations.

## **Essential Duties & Responsibilities**

1. Issues permits, collects fees, issues receipts, and provides assistance to the general public, contractors, developers, realtors, architects, and designers who visit, call, or write about building and construction services.
2. Confers with planners, building inspectors, engineers and staff on developmental plans, policies, specifications or construction documents for compliance with City Ordinances, State Building Codes and other regulations.
3. Determines compliance with rules and regulations affecting accessory residential buildings.
4. Ascertains whether or not proposed alterations and repairs conform to zoning requirements.
5. Responsible for the complete licensing process relative to the application, receipt of fees and issuances of building trades contractor licensing, maintaining insurance database, and correspondence with the State of Wisconsin Department of Professional Services.
6. Reviews applications for fence permits, retaining walls, decks, etc.
7. Performs various receptionist/clerical activities including: greeting customers, telephone receptionist duties, processing mail, composing and typing letters and memoranda from general instructions, preparation of agendas, and assistance with the preparation of contractor license applications, etc.
8. Maintains computerized cash receipts and other records as required.
9. Schedules appointments, issues certificates, and maintains customer contact log for Clearwater Program.
10. Processes municipal court citations issued by Inspectors including: reviewing for accuracy, entering into division's recordkeeping system, transmission to Municipal Court, and submission of pertinent documents to City Attorney's Office.
14. Maintains records of projects reviewed and inspection records.
15. Schedules appointments and processes paperwork/certificates for the Inspectors.
16. Orders and maintains division office forms and supplies.
17. Performs other related work as assigned.

## **Qualification Requirements:**

1. Ability to communicate effectively both orally and in writing.
2. Extensive knowledge of the laws, codes, principles, practices, methods, and techniques as applied to and pertaining to the various aspects of building inspection, building code, code enforcement, zoning, planning, etc.
3. Ability to read and interpret plans, specifications, construction documents, codes and municipal ordinances.
4. Ability to obtain a satisfactory grade on clerical examinations involving English, spelling, business math, clerical accuracy, etc., and high level of proficiency in typing and transcription accurately.
5. Extensive knowledge of computers and programs (Microsoft Word, Outlook, Excel, PowerPoint, AS 400, MUNIS etc.)
6. Ability to exercise good judgment, courtesy, and tact in dealing with the general public, property owners, contractors, architects, engineers, and designers.
7. Ability to answer a variety of questions and make appropriate referrals to inspectors and/or the division director.
8. Ability to establish and maintain efficient working relationships with City officials, boards and committees, and City staff.

## **Education and/or Experience**

High school diploma or a GED Certificate recognized by the Wisconsin Department of Public Instruction, in addition to post high school courses relating to business and/or bookkeeping and/or other job-related course work.  
Four years of progressively responsible office experience, including experience in the building trades or construction background.

## **Pre-employment Requirement**

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

---

**ITEM DESCRIPTION:** Gen. Ord. 46-18-19 by Alderpersons Rindfleisch and Bohren amending Section 82-33 of the Sheboygan Municipal Code so as to add a position in the Finance Department Table of Organization.

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**REPORT PREPARED BY:** Marty Halverson, Finance Director

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**REPORT DATE:** February 20, 2019

**MEETING DATE:** February 25, 2019

---

**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: N/A

---

**BACKGROUND / ANALYSIS:**

Since posting the limited-term employee (“LTE”) senior accountant position on January 24, 2019, there has been limited interest with no applicants that have been pursued for an interview. The belief is that the “LTE” designation, which is a one year limit, is preventing the City of Sheboygan from receiving quality applicants.

**STAFF COMMENTS:**

To better prepare the Finance Department for the short-term as well as the long-term it is believed that the “LTE” designation should be removed with the goal of receiving stronger candidates. The long-term component belief is connected to the department staff and the opinion that there will be retirements coming in the next couple years. This will then allow for a transition plan that will allow for better transfer of knowledge than the department has experienced recently. Developing a more efficient and operational department is an important aspect of creating a finance department that is better prepared to meet the needs of the City of Sheboygan and it’s residents.

**ACTION REQUESTED:**

Motion to recommend the Common Council approve Gen. Ord. 46-18-19 to remove the terminology “limited-term employee” from the recently added position in the Finance Department Table of Organization.

**ATTACHMENTS:**

- I. Gen. Ord. 46-18-19

~~II~~

Other Matters

73

Gen. Ord. No. 46 - 18 - 19. By Alderpersons Rindfleisch and Bohren.  
February 18, 2019.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to modify the Department of Finance Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled "List of Classes and Class Specifications" is hereby amended so that Section A.5.a. of section 82-33 of the supplement to the Code on file in the city clerk's office is amended as follows:

<u>Class Title</u>	<u>Class Grade</u>	<u>No. of Employees</u>
--------------------	------------------------	-----------------------------

A. CITY HALL DEPARTMENTS

5. Department of Finance

a. Accounting Division

DELETE:

Finance / Accounting Specialist (Temp/1 Year)	K	1.0
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ADD:

Finance / Accounting Specialist	K	1.0
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Finance  
Personnel



**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

---

**ITEM DESCRIPTION:** DIRECT REFERRAL: Res. No. 177-18-19, by Alderpersons Rindflesch and Bohren to enter into a letter agreement with GRAEF-USA for professional planning services.

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**REPORT PREPARED BY:** Chad Pelishek, Director of Planning and Development

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**REPORT DATE:** February 21, 2019

**MEETING DATE:** February 25, 2019

---

**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: N/A

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**BACKGROUND / ANALYSIS:**

In 2014, the City and then Sheboygan Squared Business Improvement District (BID) completed a downtown master plan. This plan included approximately 100 action items to be implemented by the city, BID and additional partners. Almost 90 percent of the action items in the plan are completed and city staff thought it is necessary to work with a consultant to develop a new list of the place-making action items to continue to build on the successes of downtown to date and develop a new priority listing of the action items.

The city released a request for proposals in late 2018 and received three proposals. Staff interviewed the planning consultants and chose GRAEF to lead this planning process. This planning process will focus on four key districts: Michigan Avenue, Uptown, Downtown and Indiana Avenue. The study will develop economic profiles for each of these districts and specific projects to give each of the districts their own identity. City staff and BID staff will then be able to use this information to create branding strategies of the districts. Also the past planning efforts focused on North 8<sup>th</sup> Street corridor. Little planning efforts have encompassed Michigan Avenue and Indiana Avenue and with recent developments along the Indiana Avenue having a more comprehensive plan for streetscaping, public art and place making is overdue.

Funding for this planning process of \$35,000 was included in the 2018-2019 Community Development Block Grant program.

Work Order No. 2 of this agreement includes developing a master plan for an area currently known as "River South". This includes the area from Glas Coffee House and the former Boat Doctors south to Pennsylvania Avenue including the former Mayline plant along the Sheboygan River. The city to date has completed no planning for this larger area and given the redevelopment opportunities in this area, city staff recommends proceeding with GRAEF to assist with developing this master plan to guide future redevelopment opportunities that

exist in this area. This plan will ultimately be used to expand TID 19 to include the area around the former Mayline plant on the Sheboygan River.

This planning effort is a TID eligible expense and funding will come from TID 19 to cover the costs of this plan development.

**STAFF COMMENTS:**

Staff feels both of the projects are critical to the long-term success of our central business district and with recent redevelopment activity in both locations, staff encourages the Common Council to approve the contract with GRAEF-USA.

**ACTION REQUESTED:**

Motion to recommend to the Common Council approval of Res. No. 177-18-19, to enter into a letter agreement with GRAEF-USA for professional planning services.

**ATTACHMENTS:**

- I. DIRECT REFERRAL - Res. No. 177-18-19

III

Revised

**DIRECT REFERRAL TO FINANCE AND PERSONNEL COMMITTEE**

Res. No. 177 - 18 - 19. By Alderpersons Rindfleisch and Bohren.  
February 25, 2019.

A RESOLUTION authorizing entering into a letter agreement with Graef-USA, Inc. for professional planning services.

RESOLVED: That the Common Council hereby approves and authorizes the Director of Planning and Development to enter into a letter agreement with Graef-USA, Inc. for professional planning services, a copy of which is attached hereto.

BE IT FURTHER RESOLVED: That the Director of Planning and Development is hereby authorized to add additional services to be performed by Graef-USA, Inc., as long as the "not to exceed" amount is not exceeded.

*Finance  
Personnel*

\_\_\_\_\_  
\_\_\_\_\_

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Dated \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, City Clerk

Approved \_\_\_\_\_ 20\_\_\_\_. \_\_\_\_\_, Mayor



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January 29, 2019

Chad Pelishek  
City of Sheboygan  
828 Center Ave.  
Sheboygan, WI 53081

SUBJECT: Planning Services

Dear Mr. Pelishek:

Per your request, Graef-USA Inc. (GRAEF) is pleased to provide this proposal for services to the City of Sheboygan (Client). An executed copy of this proposal will become our Agreement.

This proposal is for professional planning services to the City of Sheboygan (Project). This proposal is subject to GRAEF's Standard Terms and Conditions, a copy of which is attached and incorporated by reference. For each effort commissioned within this Agreement, the City shall request of GRAEF and authorize a scope, schedule, and fee. For this Project, GRAEF proposes to provide the following Basic Services:

- Carry out the work efforts requested by the City Director of Planning & Development
- Prepare scopes, schedules, and fees for specific projects as requested by the City

For this Project, it is our understanding Client will provide the following services, items and/or information:

- Coordinate with the City Council on specific project proposals
- Carry out approvals for the scope, schedule, and fee of each specific project prior to authorizing work
- Provide logistics and secure space for meetings in the community

For all Basic Services, Client agrees to compensate GRAEF on a lump sum or time and materials basis per the attached hourly rates as listed in each work order, plus reimbursable expenses. Hourly rates and reimbursable expenses will be adjusted annually in April. Reimbursable expenses include express mail and delivery charges, existing mapping purchase costs, plan reproduction and mileage.



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The total not-to-exceed amount for this proposal is \$65,000. Work Order 01 (Harbor Centre District Master Plan) has a not-to-exceed amount for the Basic Services of \$33,734.00. Work Order 02 (River South Neighborhood Plan) has a not-to-exceed amount for the Basic Services of \$29,937.00. The difference between the total not-to-exceed amount for this proposal and the amounts actually expended on the Basic Services on Work Orders 01 and 02 may be used for additional services related to Work Orders 01 and 02 or one or more additional Work Orders.

To accept this proposal, please sign and date this agreement and return a copy to us. Upon receipt of an executed copy, GRAEF will commence work on the Project. Graef-USA Inc. looks forward to providing services to the City of Sheboygan.

Sincerely,

Graef-USA Inc.

Accepted by: City of Sheboygan

Kristan Grygiel Sanchez, AICP, Assoc. AIA  
Project Manager

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Name Printed)

Lawrence Witzling  
Principal

\_\_\_\_\_  
(Title)

Date: \_\_\_\_\_



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## Graef-USA Inc.'s STANDARD TERMS AND CONDITIONS

These Standard Terms and Conditions are material terms of the Professional Services Agreement proposed on January 29, 2019 (Agreement) by and between Graef-USA Inc. (GRAEF) and City of Sheboygan (Client):

**Standard of Care:** GRAEF shall exercise ordinary professional care in performing all services under this Agreement, without warranty or guarantee, expressed or implied.

**Client Responsibilities:** Client shall at all times procure and maintain financing adequate to timely pay for all costs of the PROJECT as incurred; shall timely furnish and provide those services, items and/or information defined in Agreement, as amended, and shall reasonably communicate with and reasonably cooperate with GRAEF in its performance of this Agreement. GRAEF shall be entitled to rely on the accuracy and completeness of any services, items and/or information furnished by Client. These terms are of the essence. Client shall indemnify, defend and hold GRAEF, its present or former officers, employees and subconsultant(s), fully harmless from any liability or loss, cost or expense (including attorney's fees and other claims expenses) in any way arising from or in connection with errors, omissions or deficiencies in the services, items and/or information Client is obliged to furnish in respect of this Agreement.

**Additional Services:** Client may request or it may become necessary for GRAEF or its subconsultant(s) to perform Additional Services in respect of this Agreement. Client shall pay for such Additional Services above and beyond charges for Basic Services set forth in this Agreement. GRAEF will notify Client in advance of GRAEF's intention to render Additional Services. Client shall have fifteen (15) days to accept or reject any Additional Services proposed by GRAEF. In the event that Client does not respond within fifteen (15) days, Client shall be deemed to have rejected the Additional Services. Client's acceptance of Additional Services and agreement to pay for such Additional Service in accordance with the Invoicing & Payment terms of this Agreement.

**Collection Costs:** Client shall pay all collection costs GRAEF incurs in order to collect amounts due from Client under this Agreement. Collection costs shall include, without limitation, reasonable attorney's fees and expenses, collection agency fees and expenses, court fees, collection bonds and reasonable GRAEF staff costs at standard billing rates for GRAEF's time spent in efforts to collect. Client's obligation to pay GRAEF's collection costs shall survive the term of this Agreement or the earlier termination by either party.

**Invoicing & Payment:** GRAEF shall issue invoices for services on a monthly basis. Client shall remit payment within thirty (30) days of receipt of the invoice. Prompt and full payment of all periodic invoices or other billings issued by GRAEF pursuant to this Agreement is of the essence of this Agreement. In the event that Client fails to promptly and fully pay any invoice as and when due, then, and in addition to any other remedies allowed by law, GRAEF, may, in its sole discretion, suspend performance of all services under this Agreement upon seven (7) calendar days' written notice to Client, and immediately invoice Client for all unbilled work-in-progress rendered and other expenses incurred. Upon GRAEF's receipt of full payment, in good funds and without offset, of all sums invoiced in connection with any such declaration of suspension, GRAEF shall resume services, provided that the time schedule and compensation under this Agreement shall be equitably adjusted in a manner acceptable to GRAEF to compensate GRAEF for the period of suspension plus any other reasonable and necessary time and expenses GRAEF suffers or incurs to resume services. No failure by GRAEF to exercise its right to suspend work and accelerate sums due shall in any way waive or abridge Client's obligations to GRAEF or GRAEF's rights to later suspend work and accelerate terms. Client agrees GRAEF shall incur no liability whatsoever to Client, or to any other person, for any loss, cost or expense arising from any such suspension by GRAEF, either directly or indirectly. In addition, simple interest shall accrue at the lower of 1.5% per month (18% per annum), or the maximum interest rate allowable by law, on any invoiced amounts remaining unpaid for more than 60 days from the date of the invoice. Payments made shall be allocated as follows: (1) first to unpaid collection costs; (2) second to unpaid accrued interest; and (3) last to unpaid principal of the oldest invoice.

**Latent Conditions:** Client acknowledges that subsurface or latent physical conditions at the site that differ materially from those indicated in the project documents, or unknown or unusual conditions that materially differ from those ordinarily encountered may exist. If such latent conditions require a change in the design or the construction phase services, GRAEF shall be entitled to a reasonable extension of time to evaluate such change(s) and their impact on the project and to prepare such additional design documents as may be necessary to address or respond to such latent conditions. Client shall pay GRAEF for all services rendered and reimbursable expenses incurred by GRAEF and its subconsultant(s), if any, to address, respond to or repair such latent conditions. Such services by GRAEF or its subconsultant(s) shall constitute Additional Services.



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## Graef-USA Inc.'s STANDARD TERMS AND CONDITIONS (continued)

**Insurance:** GRAEF shall procure and maintain liability insurance policies, including professional liability (of at least \$1,000,000 per claim), commercial general liability (of at least \$1,000,000 per occurrence and \$2,000,000 in the aggregate), automobile liability (of at least \$1,000,000), and workers' compensation insurance (in accordance with statutory limits) for the duration of this Agreement and shall, upon execution of the Agreement, produce certificates evidencing the maintenance of such coverages. Should Client desire additional insurance, GRAEF shall endeavor reasonably to procure and maintain such additional insurance, but Client shall reimburse GRAEF for any additional premiums or other related costs that GRAEF incurs.

**Instruments of Service:** Under this Proposal, the expectation is that GRAEF will provide Client with professional planning services, such as updating an existing Master Plan and development of a new Neighborhood Plan. Documents prepared for Client that relate to professional planning services shall become the property of Client. The Parties recognize that GRAEF has the capacity to handle engineering services as well. Although the Parties do not expect this Project to include engineering services, if engineering services are incorporated into this Project, no engineering documents prepared for Client by GRAEF or GRAEF's independent professional associate(s) and subconsultant(s) pursuant to this Agreement (including computer files, drawings, specifications, and reports) ("Engineering Documents") are intended or represented to be suitable for reuse by Client, unless GRAEF specifically consents to such reuse. Client's reuse of Engineering Documents shall be at Client's sole risk and responsibility.

**Contractor Submittals:** The scope of any review or other action taken by GRAEF or its subconsultant(s) in respect of any contractor submittal, such as shop drawings, shall be for the limited purpose of determining if the submission generally conforms with the overall intent of the design of the work that is the subject of this Agreement, but not for purposes of determining accuracy, completeness or other details such as dimensioning or quantities, or for substantiating instructions or performance of equipment or systems. GRAEF shall not be liable or responsible for any error, omission, defect or deficiency in any contractor submittal.

**Pricing Estimates:** Neither GRAEF nor Client has any control over the costs of labor, materials or equipment, over contractors' methods of determining bid prices, or over competitive bidding, market or negotiation conditions. Accordingly, GRAEF cannot and does not warrant or represent that bids or negotiated prices will not vary from any projected or established budgetary constraints.

**Construction Observation:** The Parties do not expect the Project to include construction. Unless expressly stated in this Agreement, GRAEF shall have no responsibility for Construction Observation. If Construction Observation services are performed, GRAEF's visits to the construction site shall be for the purpose of becoming generally familiar with the progress and quality of the construction, and to determine if the construction is being performed in general accordance with the plans and specifications. Unless expressly stated in a Scope of Work, GRAEF shall have no obligation to "inspect" the work of any contractor or subcontractor and shall have no control or right of control over and shall not be responsible for any construction means, methods, techniques, sequences, equipment or procedures (including, but not limited to, any erection procedures, temporary bracing or temporary conditions), or for safety precautions and programs in connection with the construction. Also, unless as expressly stated in a Scope of Work, GRAEF shall have no obligation for any defects or deficiencies or other acts or omissions of any contractor(s) or subcontractor(s) or material supplier(s), or for the failure of any of them to carry out the construction in accordance with the contract documents, including the plans and specifications. Unless expressly stated in a scope of work, GRAEF is not authorized to stop the construction or to take any other action relating to jobsite safety, which are solely the contractor's rights and responsibilities.

**Dispute Resolution:** GRAEF and Client shall endeavor to resolve all disputes first through direct negotiations between the parties' informed and authorized representatives, then through mediation. If mediation fails to fully resolve all disputes within 120 calendar days of the first written request for mediation, either party may pursue any remedy it deems appropriate to the circumstances.

**No Assignment:** This Agreement is not subject to assignment, transfer or hypothecation without the written consent of both parties expressly acknowledging such assignment, transfer or hypothecation.

**Governing Law:** This Agreement, as amended, and any disputes or controversies arising in connection with this Agreement shall be governed and resolved by the laws of the State of Wisconsin, without regard to said state's choice of law rules.

**Severance of Clauses:** In the event that any term, provision or condition of this Agreement is void or otherwise unenforceable under the law governing this Agreement, then such terms shall be stricken and the balance of this Agreement shall be interpreted and enforced as if such stricken terms never existed.

**Integrated Agreement:** The parties' final and entire agreement is expressed in the attached proposal letter and these Standard Terms and Conditions. All prior oral agreements or discussions, proposals and/or negotiations between the parties are merged into and superceded by this Agreement. No term of the parties' Agreement may be orally modified, amended or superceded.



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## EXHIBIT B

### Project Understanding for Harbor Centre District Master Plan

Note: The Study Area has been described within the diagram "Exhibit A."

#### 1. Initiation | SWOT and district discussions

Our team begins the project with a data collection request with the City and a "soft kick-off" conference call with City staff. During the kick-off call, the team will discuss the overall project schedule and identify key milestones and public meeting dates. The GRAEF project manager will update the proposed project schedule which the team may use as a guide throughout the project.

The planning team will work with the City to generate a series of base maps based on the data request and available information. The data collection from the City and the maps will become the base for the meeting materials with the committee. It is our understanding that the committee will be selected and organized by the City, and will consist of City staff, the BID district, and key individuals (business and/or property owners; community organizations). The committee will not follow a formal meeting schedule and may be called upon from time to time throughout the project during review periods to participate in discussions and/or review concepts.

At the committee meeting, the GRAEF team will facilitate a discussion related to opportunities and weaknesses of the Study Area, known as a "SWOT" analysis. The group will also review precedents for placemaking (public space concepts and tactical activation concepts) to assist the team during the project. Following the meeting, the GRAEF team will use the information from the data collection and interpret the committee discussion into a graphic SWOT analysis diagram to summarize findings.

- a. Meetings: up to two (2) meetings with committee or City staff, one in-person and one teleconference
- b. Deliverables: SWOT analysis diagram

#### 2. Market Profiles | Existing conditions and district identities

This task takes what we learned from the committee and combines it with market/economic data analysis, interviews with development and real estate professionals, and a site visit to begin uncovering the site-specific social, physical and economic elements of the district subareas. The team begins to identify the social spaces that are critical to the districts and tactical activation opportunities. A review of these findings are summarized in a meeting with City staff; results from this meeting will be incorporated into the remaining work. It is envisioned that Tasks 2 and 3 will overlap each other in the schedule, and the two tasks will rely on and inform the other.

- a. Meetings: up to one (1) meeting with City staff, via teleconference

#### 3. Activation | Public place and tactical activation recommendations

While Task 2 focuses on market analysis, Task 3 will dive into the activation concepts for the subareas. Within each subarea, the team will review the site conditions and what we've learned throughout the project and identify 1-2 activation concepts for each subarea. The activation concepts are thought to be either physical place design concepts and/or "tactical activation." The GRAEF team is using the term "tactical activation" as a play on the



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better-known tactical urbanism, but is meant to refer to temporary or permanent initiatives that meet City standards and regulations.

During this task the team will meet with stakeholders in a workshop or charrette style meeting. Following the meeting the team will revise the activation concepts as needed and then review with City staff. The place design concepts may be sketch-level concepts that may include a site plan sketch, a cross-section diagram, and/or a sketch over a street-level photo (elevation or perspective). The tactical activation concepts may be precedent examples combined with bulleted summaries.

- a. Meetings: up to two (2) meetings with City staff, stakeholders, or committee one in-person and one teleconference
- b. Deliverables: interim memo of progress, if needed

#### 4. Interactive Tool | Development of the tool and regulatory discussions

The intent of this task is to create a tool to deploy the activation tactics to community partners, and create a framework for decision-making for City staff/officials (thought of as a decision-making matrix). The team will establish a structure for the document and work with City staff and the BID Director to integrate the new district brand standards to the degree determined feasible at that point in the project. The brand standards will be provided to the team by the City.

The tool is meant to provide ease of access to the concepts developed in this project for the public (business/property owners, community organizations, etc.). It is not meant to replace or update the City's zoning ordinance or site development standards currently in place. The team will use information provided to us by the City related to relevant ordinances and standards.

A mock-up of a portion of the document may be used during this task to guide these discussions and the final development of the deliverable.

- a. Meetings: up to two (2) working meetings with City staff, via teleconference

#### 5. Final Deliverables | Final review and round of edits

With the development stage completed in Task 4, the team moves into the final task: delivering a final tool to City staff for review and comment. During this task we envision a review period with City staff to provide a set of comments and/or a markup. After a round of edits, the GRAEF team will provide a final deliverable back to the City.

The district identities that are developed during Task 2 will be summarized in a memo format to City staff. The memo is expected to be an internal document that the City staff and BID may use to help guide future economic development efforts in the subareas.

Note: the scope does not include public meetings (other than what is described above), and does not include the adoption and/or approval process.

- a. District profile summaries (memo, meant as an internal staff tool)
- b. Deliverable: Activation PDF tool



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**WORK ORDER:** 001

**DATE:** 1/31/2019

**SERVICES PERFORMED AT:**  
City of Sheboygan, Wisconsin, downtown

**POINT OF CONTACT AT GRAEF:**  
Kristan Grygiel Sanchez  
Project Manager

**BILL TO:**  
Chad Pelishek  
Director of Planning & Development  
City of Sheboygan  
828 Center Ave.  
Sheboygan, WI 53081

This work order amends the agreement dated January 29, 2019 and is subject to the GRAEF Standard Terms and Conditions attached to that Agreement.

**PROJECT NAME:** Harbor Centre District Master Plan

**PROJECT NUMBER:** 2019-1050.01

**DETAILED PROJECT DESCRIPTION:**  
Develop an update to the Harbor Centre District Master Plan, with services expected through August 30, 2019.

**DETAILED DESCRIPTION OF SERVICES:**  
It is our understanding that the nature of the Project is to provide an update the Harbor Centre District Master Plan through the focus of a study area of four (4) subareas generally described as Downtown, Michigan Avenue corridor, Uptown district and Indiana Avenue corridor, and graphically depicted the attached diagram, Exhibit A.

- TASKS:**
1. Initiation | SWOT and district discussions
    - a. Meetings: up to two (2) meetings with committee or City staff, one in-person and one teleconference
    - b. Deliverables: SWOT analysis diagram
  2. Economic Profiles | Existing conditions and district identities
    - a. Meetings: up to one (1) meeting with City staff, via teleconference
  3. Activation | Public place and tactical activation recommendations
    - a. Meetings: up to two (2) meetings with City staff, stakeholders, or committee one in-person and one teleconference
    - b. Deliverables: interim memo of progress, if needed
  4. Interactive Tool | Development of the tool and regulatory discussions
    - a. Meetings: up to two (2) working meetings with City staff, via teleconference
  5. Final Deliverables | Final review and round of edits
    - a. District profile summaries (memo summary, meant as an internal staff tool)
    - b. Deliverable: Activation PDF tool

A more detailed outline of the Project Understanding and Basic Services is included in Exhibit B. The scope of work does not include approval and/or adoption with the City Council. It is understood that the City staff will take this up if desired or necessary.



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The GRAEF team's work is to be considered complete whether or not the project work is brought to the City Council for approval or adoption and is considered outside the scope of this project work.

For this Project, it is our understanding the Client will provide the following services, items and/or information:

- Convening space, outreach, invitations, and logistics for any meetings associated with this Project.
- Relevant files, data, and maps as it relates to the Project area.
- Prior plans, in an editable format (if available).
- Brand standards for the BID district in appropriate native file formats.
- Access and make all provisions necessary for GRAEF to enter public and/or private property as needed.
- Feedback, comments, and any necessary decisions or direction for the plan updates and designs.
- Regulatory and ordinance review and/or analysis as needed, specifically within Task 4.
- Public Notices for Public Meetings, if needed.
- Plan adoption/approval process as needed.

For all Basic Services, Client agrees to compensate GRAEF the not to exceed amount of \$33,734.00.

Please sign and date this copy and return a scanned fully-executed copy to us. Our team at GRAEF looks forward to providing services to the City of Sheboygan.

**PROJECT APPROVAL:**

Graef-USA Inc.

ACCEPTED BY: City of Sheboygan

Kristan Grygiel Sanchez, AICP, Assoc. AIA  
Project Manager

\_\_\_\_\_  
(Signature)

Lawrence Witzling  
Principal

\_\_\_\_\_  
(Name Printed)

\_\_\_\_\_  
(Title)

Date: \_\_\_\_\_



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**WORK ORDER:** 002

**DATE:** 2/1/2019

**SERVICES PERFORMED AT:**

City of Sheboygan, Wisconsin, River South Neighborhood

**POINT OF CONTACT AT GRAEF:**

Kristan Grygiel Sanchez  
Project Manager

**BILL TO:**

Chad Pelishek  
Director of Planning & Development  
City of Sheboygan  
828 Center Ave.  
Sheboygan, WI 53081

This work order amends the agreement dated January 29, 2019 and is subject to the GRAEF Standard Terms and Conditions attached to that Agreement.

**PROJECT NAME:** River South Neighborhood Plan

**PROJECT NUMBER:** 2019-1050.02

**DETAILED PROJECT DESCRIPTION:**

Develop a River South Neighborhood Plan, with services expected through August 30, 2019.

**DETAILED DESCRIPTION OF SERVICES:**

It is our understanding that the nature of the Project is to provide a neighborhood plan for the River South area, studying the area for current neighborhood characteristics with a focus on potential future land uses, density and intensity of uses, and catalytic site redevelopment opportunities. The area of study is generally described as south of the Sheboygan River to Pennsylvania Avenue along N. 14<sup>th</sup> Street, and graphically depicted the attached diagram, Exhibit A.

**TASKS:**

1. Initiation | SWOT and open house listening sessions
  - a. Meetings: up to three (3) meetings total, one (1) with City staff via teleconference and up to two (2) public open house style in-person
  - b. Deliverables: SWOT analysis diagram and memo of open house
2. Physical and Social Characteristics | Existing conditions and future land uses
  - a. Meetings: none
3. Catalytic Site(s) | Recommendations about redevelopment opportunities
  - a. Meetings: up to two (2) meetings with City staff, teleconference
4. Final Deliverables | Final review and round of edits
  - a. Meetings: up to three (3) meetings, one (1) public open house style in-person and two (2) review meetings with City staff via teleconference
  - b. Deliverables: One (1) sketch-level color rendering of a selected development site, and final master plan PDF

A more detailed outline of the Project Understanding and Basic Services is included in Exhibit B. The scope of work does not include approval and/or adoption with the City Council. It is understood that the City staff will take this up if desired or necessary. The GRAEF team's work is to be considered complete whether or not the project work is brought to the City Council for approval or adoption and is considered outside the scope of this project work.



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For this Project, it is our understanding the Client will provide the following services, items and/or information:

- Convening space, outreach, invitations, and logistics for any meetings associated with this Project.
- Relevant files, data, and maps as it relates to the Project area.
- Prior plans, in an editable format (if available).
- Access and make all provisions necessary for GRAEF to enter public and/or private property as needed.
- Feedback, comments, and any necessary decisions or direction for the plan updates and designs.
- Public Notices for Public Meetings, if needed.
- Plan adoption/approval process as needed.

For all Basic Services, Client agrees to compensate GRAEF the not to exceed amount of \$29,937.00.

Please sign and date this copy and return a scanned fully-executed copy to us. Our team at GRAEF looks forward to providing services to the City of Sheboygan.

**PROJECT APPROVAL:**

Graef-USA Inc.

ACCEPTED BY: City of Sheboygan

Kristan Grygiel Sanchez, AICP, Assoc. AIA  
Project Manager

\_\_\_\_\_  
(Signature)

Lawrence Witzling  
Principal

\_\_\_\_\_  
(Name Printed)

\_\_\_\_\_  
(Title)

Date: \_\_\_\_\_



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## EXHIBIT B

### Project Understanding for River South Neighborhood Plan

Note: The Study Area has been described within the diagram "Exhibit A."

#### 1. Initiation | SWOT and open house listening sessions

Our team begins the project with a data collection request with the City and a "soft kick-off" conference call with City staff. During the kick-off call, the team will discuss the overall project schedule and identify key milestones and public meeting dates. The GRAEF project manager will update the proposed project schedule which the team may use as a guide throughout the project. During this meeting the planning team will work with City staff to begin to understand the current conditions of the study area and the opportunities/challenges related to future growth.

The planning team will work with the City to generate a series of base maps based on the data request and available information. The data collection from the City and the maps will become the base for the meeting materials at the public open house listening sessions. The GRAEF team will facilitate up to two (2) public open house style meetings. Our idea is to host the meetings at a spot in the neighborhood, if feasible. In the scheduling, our aim would be to provide two alternate times of day to encourage participation.

At the City staff meeting, the GRAEF team will facilitate a discussion related to opportunities and weaknesses of the Study Area, known as a "SWOT" analysis. At the public open house, similar materials and structure will be used. The GRAEF team will then develop a graphic SWOT analysis diagram to summarize findings.

- a. Meetings: up to three (3) meetings total, one (1) with City staff via teleconference and up to two (2) public open house style in-person
- b. Deliverables: SWOT analysis diagram and memo of open house

#### 2. Physical and Social Characteristics | Existing conditions and future land uses

This step in the process expands on the base knowledge gained in the initial SWOT analysis, building base information on the demographics, physical and social characteristics of the neighborhood. Mapping, analysis, and infographics of various types will be generated as the team work towards the integration into the final deliverable.

It is envisioned that Tasks 2 and 3 will overlap each other in the schedule, and the two tasks will rely on and inform the other.

- a. Meetings: none

#### 3. Catalytic Site(s) | Recommendations about redevelopment opportunities

While Task 2 focuses on the neighborhood characteristics, Task 3 will explore redevelopment opportunities within the study area, and how those sites interact with the surrounding neighborhood. Up to three (3) sites (up to 5 acres in size each) will be selected in cooperation with City staff direction. Part of this work will be to discuss broader strategies for neighborhood reinvestment, as we look at and discuss the future growth and changes expected and desired in this part of the city over the next 5-10 years. In light of these findings, a



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discussion with City staff will highlight the existing site development concepts that either support or inhibit the type of desired growth in the neighborhood. This is expected to be a higher-level review and will include a matrix of regulatory changes needed to support desired future neighborhood growth and change, and use typologies and visual preference-type images to illustrate the preferred type of growth. These findings will be integrated into the final deliverable.

- a. Meetings: up to two (2) meetings with City staff, teleconference

#### 4. Final Deliverables | Final review and round of edits

With the analysis completed in Tasks 2 and 3, the team moves into the final task: delivering a final document to City staff for review and comment. During this task we envision a public open house style meeting to present some of the findings from Tasks 2 and 3, and includes a review period with City staff to provide a set of comments and/or a markup. After a round of edits, the GRAEF team will provide a final deliverable back to the City.

Note: the scope does not include public meetings (other than what is described above), and does not include the adoption and/or approval process.

- a. Meetings: up to three (3) meetings, one (1) public open house style in-person and two (2) review meetings with City staff via teleconference
- b. Deliverables: One (1) sketch-level color rendering of a selected development site, and final master plan PDF



One Honey Creek Corporate Center  
 125 South 84<sup>th</sup> Street, Suite 401  
 Milwaukee, WI 53214-1470  
 414 / 259 1500  
 414 / 259 0037 fax  
[www.graef-usa.com](http://www.graef-usa.com)

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## PROFESSIONAL SERVICES 2018 FEE SCHEDULE

CLASSIFICATION	RATE
Senior Group Manager (P9)	\$ 192.00
Group Manager (P8)	\$ 179.00
Senior Professional (P7)	\$ 169.00
Professional (P6)	\$ 159.00
Professional (P5)	\$ 149.00
Professional (P4)	\$ 139.00
Professional (P3)	\$ 126.00
Professional (P2)	\$ 113.00
Professional (P1)	\$ 100.00
<hr/>	
Senior Technician/Inspector (T6)	\$ 126.00
Senior Technician/Inspector (T5)	\$ 119.00
Senior Technician/Inspector (T4)	\$ 110.00
Technician/Inspector (T3)	\$ 98.00
Technician/Inspector (T2)	\$ 87.00
Technician/Inspector (T1)	\$ 70.00
Survey Crew - 1 Person	\$ 130.00
Survey Crew - 2 Person	\$ 190.00
Administrative	\$ 70.00

Automobile travel will be billed at the current federal rate of 54.5 cents per mile.  
 Survey vehicles will be billed at 75 cents per mile.  
 LIDAR scanner will be billed at \$150/hour.  
 Unmanned Aircraft System (UAS) will be billed at \$75/hour.  
 Expenses such as travel and supplies will be billed at actual cost.  
 Contracted services and consultants will be billed at cost plus 5 percent.

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** Benchmark Measurements for Information Technology (IT) Department, for period commencing January 1, 2018 and ending December 31, 2018

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**REPORT PREPARED BY:** Eric Bushman, Director of Information Technology

---

**REPORT DATE:** February 15, 2019

**MEETING DATE:** February 25, 2019

---

**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: N/A

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**BACKGROUND / ANALYSIS:**

These are the benchmark measurements as defined in the 2018 strategic plan for IT.

**STAFF COMMENTS:**

The following are the YTD measurements and 2018 goals.

<b>Measurements</b>	<b>2016 Actual</b>	<b>2017 YTD</b>	<b>2017 Actual</b>	<b>2018 YTD</b>	<b>2018 Goals</b>
<b><u>Efficiency</u></b>					
Average close time of Critical/High IT Help Tickets (Days)	N/A	N/A	N/A	4.8	5
<b><u>Effectiveness</u></b>					
Percent closed within timeframe	N/A	N/A	N/A	75%	90%
<b><u>Efficiency</u></b>					
Maintain core server/network at current -1 firmware	N/A	N/A	N/A	98%	100%
<b><u>Workload</u></b>					
Percentage of Computers Installed with FortiGate Client Installed	75%	98%	99%	100%	100%
Number of Security Audits Performed	1	0	0	1	2
Internal System Availability	N/A	N/A	N/A	97%	99%
External Availability	N/A	N/A	N/A	100%	99%

**ACTION REQUESTED:**

For informational purposes only.

**ATTACHMENTS:**

None

**CITY OF SHEBOYGAN**

**REQUEST FOR FINANCE AND PERSONNEL COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** Benchmark Measurements for Cable TV (WSCS) Department, for period commencing January 1, 2018 and ending December 31, 2018.

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**REPORT PREPARED BY:** Eric Bushman, Director of Information Technology

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**REPORT DATE:** February 15, 2019

**MEETING DATE:** February 25, 2019

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**FISCAL SUMMARY:**

Budget Line Item: N/A  
Budget Summary: N/A  
Budgeted Expenditure: N/A  
Budgeted Revenue: N/A

**STATUTORY REFERENCE:**

Wisconsin Statutes: N/A  
Municipal Code: N/A

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**BACKGROUND / ANALYSIS:**

These are the benchmark measurements as defined in the 2018 strategic plan for WSCS

**STAFF COMMENTS:**

The following are the YTD measurements and 2018 goals.

<b>Measurements</b>	<u>2016 Actual</u>	<u>2017 YTD</u>	<u>2017 Actual</u>	<u>2018 YTD</u>	<u>2018 Goals</u>
<b><u>Workload</u></b>					
Number of Programs Produced	474	480	480	622	500
Number of Broadcast Channels	5	5	5	5	8
<b><u>Effectiveness</u></b>					
On-Demand Viewing	8,210	8,298	8,298	3,778	9,500
On-Demand Unique Visitors	3,394	3,252	3,252	3,254	3,500
Number of Film Awards	3	3	3	8	3

**ACTION REQUESTED:**

For informational purposes only.

**ATTACHMENTS:**

None