

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

III

5.2

Res. No. 120 - 16 - 17. By Alderperson Belanger. October 17, 2016.

A RESOLUTION authorizing the Purchasing Agent to enter into contract for the complete replacement of Ash trees affected by the Emerald Ash Borer along and in the vicinity of South Pier Drive.

WHEREAS: The Emerald Ash Borer has impacted all of the (85) Ash trees bordering South Pier Drive. A Request for quotes was issued for complete replacement of the affected trees and;

WHEREAS: The quotes were reviewed with the low quote from Johnson's Nursery Inc of Menomonee Falls WI and the quote includes complete removal and disposal of the affected trees and a two year warranty, and;

WHEREAS: The funding for this project will is being provided by the TID # 6 Capital Fund with the new trees to be planted in Early Spring of 2017. The TID # 6 Expenditure period is slated to end on December 31, 2017.

RESOLVED: That the Purchasing Agent is hereby authorized to enter into contract with Johnson's Nursery Inc. of Menomonee Falls, WI in the amount of \$50,407.21 including removal and disposal of the affected trees.

BE IT FURTHER RESOLVED: That the appropriate City Officials are hereby authorized to draw orders on the TID #6 Capital Fund Account # 41161100-530295 in payment of same.

*f.w.*

*John B. [Signature]*

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

**CITY OF SHEBOYGAN**

**REQUEST PUBLIC WORKS COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** Resolution Regarding a Request authorizing the Purchasing Agent to enter into a contract with Johnson’s Nursery Inc. of Menomonee Falls, WI, in the amount of \$50,407.21 for the complete replacement of 85 Ash Trees in the vicinity of South Pier Drive.

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**REPORT PREPARED BY:** Joseph L. Kerlin, Superintendent of Parks and Forestry

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**REPORT DATE:** October 19, 2016

**MEETING DATE:** October 25, 2016

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**FISCAL SUMMARY:**

**STATUTORY REFERENCE:**

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

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

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**BACKGROUND / ANALYSIS:**

As part of the City of Sheboygan’s Urban Forestry Management Plan, all Ash trees less than 12”DBH will be removed over the course of the next three years and replaced with a diverse species of trees. The Ash trees in the South Pier Drive vicinity are less than 12” DBH; most are in poor health and may already be affected by the Emerald Ash Borer.

A request for quotes was issued for complete replacement of the 85 Ash trees in the vicinity of South Pier Drive. Quotes were reviewed with the low quote is from Johnson’s Nursery Inc. of Menominee Falls, WI.

**STAFF COMMENTS:**

The Urban Forestry Management Plan estimates that 5,000 Ash trees will die over the next four to six years if not treated or removed. It is an objective of the City to find alternative ways to financially fund the replacement of these trees.

**ACTION REQUESTED:**

Motion to recommend the Common Council authorize the Purchasing Agent to enter into contract with Johnson’s Nursery Inc., in the amount of \$50,407.21 and that the appropriate City Officials are authorized to draw orders on the TID #6 Capital Fund Account # 41161100-530295 in payment of the same.

**ATTACHMENTS:**

- I. Resolution 120-16-17

**CITY OF SHEBOYGAN**

**REQUEST FOR PUBLIC WORKS COMMITTEE CONSIDERATION**

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**ITEM DESCRIPTION:** Review Proposals for Park Impact Fee Study for the City of Sheboygan, Wisconsin

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**REPORT PREPARED BY:** David H. Biebel, Director of Public Works

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**REPORT DATE:** October 19, 2016

**MEETING DATE:** October 25, 2016

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**FISCAL SUMMARY:**

**STATUTORY REFERENCE:**

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

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Wisconsin Statutes: 66.0617  
Municipal Code: N/A

**BACKGROUND / ANALYSIS:**

The City of Sheboygan has a newly adopted Comprehensive Outdoor Recreation Plan for years 2016 – 2020 that provides an assessment of park and recreation facilities and needs in the city. In an effort to financially address these needs without increasing the general fund, the Public Works department sought request for proposals for a Park Impact Fee Study, as authorized by the Marina, Park & Forestry Commission, Public Works Committee and the Common Council Resolution 71-16-17.

**STAFF COMMENTS:**

The impact fee study will provide recommendations on the feasibility of parks and other impact fees in the City, development of detailed park impact fees, and a five year financial plan for the city of Sheboygan’s park funds as well as recommendations for the future fee adjustments.

**ACTION REQUESTED:**

Motion to approve staff to enter into contract with Ruekert-Milke for the Needs Assessment and Impact Fee Study for the proposed fee of \$13,603.

**ATTACHMENTS:**

- I. Resolution 71-16-17
- II. Ruekert-Milke Proposal
- III. Ehlers Proposal

September 29, 2016

Proposal for a Park Impact Fee Study for

City of Sheboygan, Wisconsin



**Ehlers Contacts:**

Jon Cameron, CIPMA  
Municipal Advisor

Phil Cosson, CIPMA  
Senior Municipal Advisor/Director

September 29, 2016

Bernard R. Rammer  
City of Sheboygan  
Sheboygan, WI 53081

Re: Proposal for the City of Sheboygan Park Impact Fee Study

Dear Bernard,

On behalf of Ehlers, I am pleased to present this proposal to provide an Impact Fee Study for City of Sheboygan. We are confident that our proposal will demonstrate our team's collective qualifications to deliver the full scope of services as requested – and will surpass your expectations for quality and value.

#### In-House Expertise

Ehlers' team consists of professionals familiar with the City of Sheboygan, as well as those with extensive experience in conducting impact fee studies, including numerous park impact fee studies. Ehlers previously served as the City's Municipal Advisor and is very familiar with the City's capital improvement planning efforts.

#### Wisconsin Roots

Ehlers focuses on Wisconsin. Our firm not only knows impact fee law, but understands the engineering, financial and policy challenges that go along with setting impact fees. Our impact fee studies are designed to be fair, transparent, and easy to understand and implement.

#### Our Promise

You should expect that your consultant will evaluate the full range of options, including an analysis of all viable park funding mechanisms, and help the City implement new impact fees. **At its core, this is what we propose to provide: ongoing dialogue and idea-sharing, independent analysis, presentation of customized options for the City's circumstances, and a competitive, value-oriented fee structure.**

Respectfully submitted,

Jon Cameron, CIPMA  
Municipal Advisor  
(262) 796-6179  
[jcameron@ehlers-inc.com](mailto:jcameron@ehlers-inc.com)

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APPENDIX A: Resumes

APPENDIX B: Materials to Be Provided by City

## SECTION 1: Firm Identification

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Ehlers & Associates, Inc. (“Ehlers”) is a trusted municipal advisor to public officials who work every day to make prudent decisions regarding public resources. We represent only the interests of our municipal issuer clients; Ehlers has not and will not work for developers or the private sector. This approach has helped Ehlers grow to be consistently ranked among the top independent municipal advisors in the nation.

Firm Name: Ehlers & Associates, Inc. (“Ehlers”)

Address: N21W23350 Ridgeview Parkway West, Suite 100  
Waukesha, WI 53188-1015

Ehlers offices are also located in Roseville, MN; Chicago, IL and Denver, CO.

Telephone: (262) 785-1520  
(800) 552-1171

Fax: (651) 697-8555

Contact Person: Jon Cameron  
[jcameron@ehlers-inc.com](mailto:jcameron@ehlers-inc.com)  
(262) 796-6179

Internet Address: [www.ehlers-inc.com](http://www.ehlers-inc.com)

MSRB Registration: K0165

SEC Registration: 866-00266-00

## SECTION 2: Statement of Qualifications

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Ehlers & Associates, Inc. (“Ehlers”) is a trusted advisor for public officials who work every day to make prudent decisions regarding public resources. Our experienced advisors work in four basic service areas:

- Financial Planning
- Debt Planning and Issuance
- Economic Development and Redevelopment
- Strategic Communications

Each client works directly with a Municipal Advisor, supported by specialists, and guided by a thorough quality control process. Ehlers has a long-standing reputation for developing solutions designed to meet the individual needs of our clients. As your municipal advisor, our job is to work with you, the client, to add value, to explain the options available and to offer advice so that solid informed decisions are made that benefit the City.

Ehlers has “on the ground” experience in working with impact fees across Wisconsin and other states, and will provide you with information about how other communities are achieving financial stability in their park funds and ensuring impact fees are equitable, competitive, and meeting local policy objectives.

**The result of an Ehlers impact fee study will be fee recommendations and a solid financial plan to maintain and improve the physical infrastructure for the park system while preserving the financial health of the park funds.** An integral part of the Ehlers impact fee study is our engagement with staff and policymakers.

Ehlers just celebrated its 60th anniversary as a full-service, independent financial advisory firm that serves local, regional, state governments primarily in Wisconsin, Minnesota, Colorado, and Illinois. Today we have over eighty professionals. In 2015, Ehlers was ranked *third nationally* in the number of competitive bond issues advised, based on data from Bloomberg. In the past five years, we have advised almost 600 of our clients on over 2,000 bond sales totaling almost \$9.5 billion. Our bond experience and the fact that we are registered municipal advisors can be a significant asset to completing the project. If future capital projects will require financing, our analysis will incorporate financing options. Firms that are not registered municipal advisors cannot provide advice on the terms, timing, or structure of a municipal security.

### Municipal Advisor Registration

Ehlers as a firm and our municipal advisors are registered with the SEC (Registration No. 866-00266-00) and the MSRB (Registration No. K0165). Ehlers’ registration can be viewed on the agencies’ respective websites. Ehlers is also a Charter member of the National Association of Municipal

Advisors (NAMA), formerly known as the National Association of Independent Public Finance Advisors (NAIPFA). This professional association is dedicated to high ethical standards and is committed to providing independent advice when serving as advisors to municipal entity clients.

## Outcomes of an Impact fee Study

The impact fee study will provide recommendations on the feasibility of park and other impact fees in the City, development of detailed park impact fees, and a five year financial plan for the City of Sheboygan's park funds as well as recommendations for future fee adjustments. This flexible planning tool will give the City the ability to respond to changing circumstances or assumptions about growth, the timing of capital investments, and the options to fund them.

The impact fee study will result in:

- A review of the City's Comprehensive Outdoor Recreation Plan (the "Plan"), including an evaluation of whether the improvements are needed to serve new development;
- A preliminary feasibility analysis to determine if impact fees are a viable funding mechanism for the Plan, given the nature of the improvements, state statutes and anticipated development patterns;
- A long-term financial plan for the Park Department and its parks and recreational facilities that will include financing options, if appropriate, and will segregate costs and revenues associated with new development;
- Options and recommendations for structuring a new impact fee in 2017; and
- User charges and Impact Fee adjustments through 2021 so that, over time, the City will have sufficient funds to undertake the projects in the Plan, while providing sufficient revenues for operations and debt service.

An integral part of the Ehlers impact fee study is our engagement with staff and policymakers. The result of an Ehlers impact fee study will be a solid financial plan to maintain and improve the physical infrastructure for the park system while preserving the financial health of the general fund and implementing fair and equitable fees.

## SECTION 3: Personnel

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We have thoroughly enjoyed previous opportunities to be part of your team as the City's Municipal Advisor and welcome the opportunity to assist the City with this study. Projects are managed by a team of two municipal advisors who bring in other firm professionals to tailor the work to the needs of our clients. The project manager will be Jon Cameron who will complete the numerical analysis, prepare the report, and attend all meetings. Phil Cosson will also assist in providing analysis and

project support, attend key meetings, and bring institutional knowledge of the City. By having a team work with you, we are always accessible to meet your needs. The project team works out of the Ehlers' Wisconsin office, located in Waukesha.



**Jon Cameron, CIPMA, Municipal Advisor**

Jon has been a Municipal Advisor in Ehlers' Wisconsin office since 2013 assisting cities, public utilities and special districts with the design and implementation of impact fees and user rates. Prior to joining Ehlers Jon was an Economic Consultant with Municipal Economics and Planning, a Division of Ruckert/Mielke, and then was a founding member of Trilogy Consulting, LLC as a Principal and Senior Consultant. Altogether, Jon has been preparing impact fee studies for over 10 years.



**Phil Cosson, CIPMA, Senior Municipal Advisor/Director**

Phil brings over 20 years of municipal advisory experience to his Wisconsin clients. Since 2006 he has advised clients on over 320 debt issuances totaling over \$860 million. He also assists clients with long range financial planning and funding strategies for their capital improvement plans. Phil provides his clients with sound financial solutions while building strong mutually beneficial relationships.

Complete resumes can be found in Appendix A.

## SECTION 4: Impact Fee Assessment Experience

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Ehlers has a track record of completing impact fee studies that:

- Undergo rigorous internal quality control processes;
- Pass the scrutiny of the development community; and
- Fairly and equitably assign costs of the park systems to existing residents and new development.

Ehlers has not undertaken any impact fee studies that have resulted in any action initiated against the firm by a client, was the subject of a legal proceeding against the client, or that resulted in significant revenue losses for the client.

### Relevant Project Experience and References

Ehlers brings relevant experience throughout Wisconsin and the country in developing long-term, sustainable plans to pay for parks, utilities, capital plans, and general government. Jon Cameron has a substantial amount of experience in preparing impact fee studies for numerous Wisconsin

municipalities while with Ehlers as well as with previous employers. We are currently conducting impact fee assessments for two clients.

### Impact Fee Studies In Progress

Client	Status of Project
Town of Fraser, Colorado	Ehlers is evaluating Plant Impact Fees for sewer and water utilities. We provided the policymakers with six options for structuring impact fees and are now developing an implementation recommendation and financial projection with the selected options.
City of Hastings, MN	Ehlers is conducting a rate study for this suburb of St. Paul, MN that includes an analysis of its connection charges for sewer and water. The City is a growing suburb that needs to expand its water treatment facilities due in part to growth and in part to nitrate contamination of their water that affects existing residents. The study will determine what portion of the new treatment facility should be paid from connection fees. The study was initiated recently and we had the kick-off meeting, are setting up the financial model and analyzing usage data.

### Completed Impact Fee Studies

The list below shows several of the communities where Ehlers has provided impact fee studies. Our experience will allow the City to establish an impact fee that is equitable, sufficient, and easy to administer.

- Lake Mills, WI
- Richfield, WI
- Waukesha, WI
- Lodi, WI
- Chanhassen, MN
- Inver Grove Heights, MN
- Metropolitan Council, MN
- Minnetonka, MN
- Otsego, MN

The most recently completed impact fee assessment project is highlighted below.

Name of Project: City of Lake Mills, WI Sewer Impact Fee Update

Client Contact: Steve Wilke, City Manager. 920-648-2344, swilke@ci.lake-mills.wi.us

Initial Budget: \$9,000

Total Project Cost: \$9,000

Date Project Initiated: April, 2015

Scheduled Completion Date: January, 2016

Actual Completion Date: January, 2016

In addition to our latest impact fee study completed, Ehlers has performed many similar studies to the one requested by the City of Sheboygan. In particular, we would like to highlight four additional projects as references.

**Impact Fee Study Update  
Village of Richfield, WI  
(population 11,460)**

Ehlers completed a Fire and Parks Facilities Impact Fee Study Update in early 2015. The Village initially adopted Fire and Parks Impact Fees in 2006. Since the original impact fee study the Village has updated its Comprehensive Plan, Comprehensive Outdoor Recreation Plan and Facilities Plan for a new Fire Station. The update calculated new impact fees taking into consideration the updated planning documents. The study was presented to the Village Board and a public hearing was held on the proposed impact fees, which were adopted by the Village in March, 2015.

**Richfield, WI  
Project Relevance**

- Fee collection methods
- Developed sound methodology for fee calculation
- Projection of fee revenues in future years

Contact: Jim Healy  
Village Administrator  
262-628-2260

**Sanitary Sewer Connection Fee Study  
City of Waukesha, WI  
(population 71,489)**

Ehlers worked with the City of Waukesha to review City’s sewer connection charge which is billed to developers at the time of connection to the City sanitary sewer system. Originally established in 1984 and modified in 2002, the sewer connection charge needed to be updated to ensure it was reflective of current costs and was fair and equitable to new connections to the sanitary sewer system.

**Waukesha, WI  
Project Relevance**

- Deficiency/growth analysis for all facilities
- Land use basis for fee
- Detailed Public Facilities Needs Assessment.

Ehlers completed an analysis which established new connection charges for the sewer collection system based upon a “buy-in” basis, which quantified the excess capacity in the sanitary sewer system. A new fee schedule was then established based upon the size of a new customer’s water meter. The new connection fees were adopted by the Common Council in early 2015.

Contact: Dr. Fred Abadi  
Director of Public Works  
262-524-3596

**Developer Impact Fee Comparative Analysis  
Metropolitan Council Environmental Services  
(serves Mpls./St. Paul region with nearly 3 million people)**

The Metropolitan Council Environmental Services (MCES) hired Ehlers in 2013 to complete a comparative analysis of regional sewer systems that cover multijurisdictional areas. The survey provided information about how excess (or reserve) capacity and interceptors are being funded around the country. Ehlers also researched the allocation of costs and collection methods for fees, in order to address MCES' questions about equity between new development and redevelopment, and administrative concerns related to the calculation and collection of fees. The second part of the project was a Financial Analysis of Land Use Assumptions. Ehlers explored the intersection of density, site location, and cost of infrastructure to serve new areas. For illustrative purposes, we created three development scenarios and analyzed whether each one paid for its share of excess capacity.

**Metropolitan Council, MN  
Project Relevance**

- Fee collection methods
- Land use basis for fee
- Evaluated long-term sustainability of funding mechanisms.

Contact: Jason Willet  
Finance Director  
651-602-1196

**Development Fee Study and Tax Impact Analysis  
City of Inver Grove Heights, MN  
(population 34,000)**

The City of Inver Grove Heights, a suburb of St. Paul, needed a financing mechanism to extend city water and sewer services through the rolling hills in its Northwest Area, a quadrant of the City that had remained unsewered because of its rural character and difficult topography. Ehlers worked with the City to explore development fee structures that would limit the City's financial risk while avoiding special assessments on land owners who were not ready to develop their property. Over time, the City will recover its cost of extending trunk lines and lift stations through connection charges that are paid both when land is platted and when the building permit is pulled. When development slowed and the market shifted, Ehlers updated the study to ensure the fees will be adequate to pay for the system, and equitable across development types. Ehlers recently completed a third update to reflect new land use patterns.

**Inver Grove Heights, MN  
Project Relevance**

- Fee collection methods
- Comparison to other utilities
- Equitable collection of fees for development and redevelopment

In addition, as the City of Inver Grove Heights has developed its CIP for new streets in the Northwest Area, we have developed funding options and measured tax impacts. To the extent development services cannot be supported with fees in the City of Sheboygan and will have to be moved to the General Fund, our experience with measuring tax impacts of development related costs will be useful.

Contact: Joe Lynch  
City Administrator  
651-450-2511

## SECTION 5: Impact Fee Assessment Consulting Services

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Based upon our existing workload and the City's desire to complete the project as quickly as possible we are prepared to commence the City of Sheboygan's Impact Fee Study immediately and complete it within nine weeks, depending on meeting schedules.

### Scope of Work

We propose the following Scope of Services for this project:

1. Information Request and Review
  - a. Prior to conducting kickoff meetings with City staff we will request and review the information listed in Appendix B to ensure we have a thorough grasp of the financial needs of the City and park system.
2. Project Kickoff Meeting with City Staff
  - a. Conduct a project kickoff meeting with City staff to specifically discuss:
    - i. Desired outcomes of the impact fee study.
    - ii. The projects in the Comprehensive Outdoor Recreation Plan (CORP).
    - iii. New facilities to include in the impact fee calculation as well as existing facilities that may see higher levels of use.
    - iv. Identify any issues that staff sees with implementing impact fees, including the methodology for deficiency/growth allocations.
    - v. Discuss current non-growth related fee schedules, and identify from staff current issues with existing fees, if any.
    - vi. Discuss the project timeline and establish target dates for Council meetings.
3. Perform feasibility analysis for park and other impact fees
  - a. Review the CORP and work with City staff to understand the nature of the proposed capital improvement projects to determine the nature of the projects and growth related components as applicable.
  - b. Review the City's Comprehensive Plan for future growth and population projections.
  - c. Review the City's Capital Improvement Plan for identification of capital improvement projects outside of parks that may be suitable candidates for impact fee recovery.
  - d. Prepare a memo to City staff outlining the feasibility of a park impact fee as well as an initial feasibility analysis for other impact fees in the City of Sheboygan.
4. Develop Public Facilities Needs Assessment and Impact Fee Methodology
  - a. Develop a methodology for proper allocation of deficiency and growth related costs for a park impact fee, and review with City staff.
    - i. The development of proper methodologies for impact fee recovery will include identifying capital facilities and associated costs subject to impact fee recovery, identifying proper service level standards for each facility by which to measure

existing deficiencies in capital facilities, and the allocation of deficiency and growth related costs.

5. Impact Fee Calculation
  - a. Based on the methodology developed above, calculate impact fees for residential development for parks.
  - b. Develop detailed schedules for park impact fees for residential growth.
  
6. Develop a financial projection for the Parks Department
  - a. Prepare a five-year cash flow projection for the Parks Department that models projected development, operating and maintenance costs.
  - b. Determine adequacy of current non-capital fees.
  - c. Determine whether financing will be required for future capital improvements, and provide financing options.
  - d. Measure tax impact of Parks Department and how it may be reduced by implementing an Impact Fee.
  
7. Prepare Impact Fee Report
  - a. Prepare a draft written impact fee report that meets the requirements of Wisconsin Statute 66.0617 detailing the methodology and calculations of all impact fees.
  - b. Produce and electronic version (PDF) of both written reports and submit to the City. We will also submit all supporting worksheets that are in the report to the City in an Excel format.
  - c. We will produce paper copies of the reports upon request.

The project scope will include meeting with City staff as necessary, one meeting with the City Council to present the results of the study and attendance at the required public hearing for impact fee adoption.

## Project Schedule

Description		Weeks										
		1	2	3	4	5	6	7	8	9	10	
Step 1	Information Request and Review	█	█	█								
Step 2	Kickoff Meeting with City Staff			█								
Step 3	Develop Public Facilities Needs Assessment				█	█	█	█	█	█		
Step 4	Impact Fee Calculation						█	█	█	█	█	
Step 5	Develop Financial Projection						█	█	█	█		
Step 6	Prepare Impact Fee Report								█	█		
Step 7	Presentation to City Council											█

In order to maintain the proposed project schedule we will devote adequate staff resources. In addition, we focus on getting all of the required information from the City up front, even prior to the kick-off meeting. We review the information prior to the first meeting so that if we have any questions, we can address them early in the process.

In addition to the schedule shown above, please note that State Statutes require the completed impact fee study be placed in the office of the Clerk for a 20-day period for review by the public. There is also a required public hearing for the imposition of new impact fees at the completion of the 20-day period. There is a Class 1 hearing notice required for the public hearing.

## Methodology for Impact Fee Analysis

Park impact fees generally are charged to residential development only, as those are the primary beneficiaries of new parks, or upgraded or expanded parks and park facilities. The methodology for determining deficiencies in existing park facilities is to use the service level standards established in the CORP in terms of number of acres of parkland per 1,000 residents by park type, and park facilities per 1,000 in population. From the established service level standards, deficiencies can be calculated based upon the existing facilities and population levels. Growth related percentages for new or expanded parks or park facilities can be calculated as well from the same standards.

## Problems Encountered and Solutions

Two of the largest problems we typically encounter with park impact fees are 1) adopting impact fees too soon in advance of a project(s), and 2) the changing nature of facilities listed in the CORP vs what is actually developed into parkland and/or park facilities. Wisconsin Statutes require the municipality specify in the Public Facilities Needs Assessment the parkland, and park facilities that will be funded with impact fees. In some cases land that was identified for park development in a CORP eventually is developed into a development, so it is necessary that a municipality follow through with the plans outlined in the impact fee study, or modify the plans and the impact fee study appropriately. Municipalities also do not want to adopt an impact fee too far in advance of projects to risk having to refund impact fees under the periods outlined in the Statute for refunding the fees collected.

## How Ehlers' Can Add Value

Ehlers' client-centered mission and corporate culture is strategically designed to deliver value to our clients. We focus on:

- **Expertise** – We believe our advisors are among the most knowledgeable in Wisconsin in both finance and economic development. Our expertise can guide the City in making cost effective decisions.
- **Responsiveness** – We like to serve as an extension of staff, available to make a presentation to the Council, answer a phone call to clarify a term, or serve as a trusted resource to bounce ideas off of.

- **Team Approach** – We will continue to assign multiple people to serve the City of Sheboygan to ensure that someone who knows your community can respond immediately to your questions and concerns.
- **Financial Feasibility** – We have seen instances where impact fees are justifiable based on costs, but not competitive with other communities. In these cases, the Council will be pressured to “cut a deal” with a developer to lower fees in order to attract development. We will propose impact fees that work for both the City and the development community. We will look at the funding needs for parks holistically, including all funding sources, and measure the tax impact of various funding options.

Because Ehlers is a registered municipal advisor, the impact fee study can serve as a feasibility study for issuing debt to finance major improvements in the Plan, should the City choose to do so.

Our commitment to value extends to our billing practices. If at any time you feel our services do not live up to your value expectations, we encourage discussion and adjustment to the bill. We strive to work together with the City as a team, to deliver services that exceed your expectations for value, quality, and creativity.

## SECTION 6: Legal Concerns

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No court or administrative agency has ruled against our firm in any matter related to our professional activities. No current or pending litigation involves our firm or its services.

Neither Ehlers nor any of its employees has been or is currently the subject of an SEC, NASD, MSRB, federal state, or local government inquiry, investigation, litigation or sanction.

Ehlers’ certificate of insurance will be provided to the City if selected for this study.

## SECTION 7: Fees

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Ehlers will perform the Impact Fee Study for the City of Sheboygan’s park system for the following not-to-exceed costs:

Impact Fee Study	\$ 13,400
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The project is estimated to take approximately 67 hours. The project will be billed hourly, **for actual hours worked, and the final cost may be less.** The not-to-exceed contract amount will include the

deliverables, travel, copies required for the draft and final report. The contract amount also includes meetings as necessary with staff, and up to two meetings with the Council.

### **Charges for Services Not Identified in the Scope of Services**

Any additional services requested by Client that are not identified in this "Scope of Services" will be charged on an hourly basis according to the following rates:

Senior Municipal Advisor	\$225/hour
Municipal Advisor	\$200/hour
Financial Specialist	\$200/hour

Hourly rates typically increase no more than \$5 per year. We do not charge for mileage or regular business expenses except for messenger and overnight services.

Ehlers will invoice monthly for work completed in the prior month. If, upon opening the invoice, the City feels that it did not receive value equal to or greater than the amount of the invoice, call us. Ehlers is committed to delivering value in all of our work.

## APPENDIX A: Resumes

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Please see the following pages for complete resumes.

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## Jon Cameron *Municipal Advisor*

Jon has been a Municipal Advisor in Ehlers' Wisconsin office since 2013 assisting cities, villages, townships, public utilities and special districts with the design and implementation of customized financial solutions. Prior to joining Ehlers Jon was an Economic Consultant with Municipal Economics and Planning, a Division of Ruekert/Mielke, and then was a founding member of Trilogy Consulting, LLC as a Principal and Senior Consultant. One of Jon's greatest contributions to Ehlers and his clients is to be able to present complex analysis in an easy to understand format to allow elected officials and other decision makers to make sound financial decisions.



**Jon Cameron**  
Direct: (262) 796-6179  
jcameron@ehlers-inc.com



### Areas of Expertise

#### Special Financial Studies

- Utility Rate Study/Analysis
- Fiscal Impact Study/Analysis
- Joint Service Studies
- Merger/Consolidation Studies

#### Debt Planning and Issuance

- Analysis & Presentation of Alternative Financing Options, Funding Sources, Plans And Tools
- General Obligation and Revenue Debt
- Environmental Improvement Fund Loans
- CDA/RDA Lease Revenue Bonds
- Special Assessment Bonds
- Refundings/Cash Defeasances
- Representation to Bond Market & Credit Rating Agencies

#### Strategic and Financial Planning

- Capital Improvements Planning
- Project Feasibility Studies
- Financial Goals & Objectives Facilitation
- Project Impact Analysis
- Financial Management Plans
- Impact Fee Studies

#### Economic Development

- Tax Increment District Creation & Amendment
- CDA/RDA Creation
- Developer *Pro forma* Analysis
- Development Agreement Negotiation
- Developer Performance Evaluation

#### Public Participation

- Public Participation Process
- Community Goals & Objectives Facilitation
- Project Planning
- Referendum Services

### Professional Memberships

- Wisconsin City/County Management Association
- American Water Works Association – Wisconsin Chapter

### Education

- Bachelor of Science (Criminal Justice), University Wisconsin–Milwaukee.
- Master of Public Administration, University of Wisconsin-Milwaukee.

### Notable Projects

- City of Waukesha, WI Annual Sewer Rate Study
- City of Brillion, WI Water Rate Study & Financial Management Plan
- Village of Lena, Water Rate Study & Safe Drinking Water Fund Loan Assistance
- City of Weyauwega TID 6 creation
- Village of Wrightstown Water Supply Financial Feasibility Analysis



**Phil Cosson, CIPMA**  
**Senior Municipal Advisor/Director**



**Phil Cosson**  
Direct: (262) 796-6161  
pcosson@ehlers-inc.com

Phil has been a Municipal Advisor in the Ehlers' Wisconsin office since 1996 assisting Wisconsin cities, townships, counties, public utilities, and special districts design and implement financial solutions. Prior to joining Ehlers he had eight years of local government experience working at the Southeastern Wisconsin Regional Planning Commission and for the City of Ocala Florida. One of Phil's greatest contributions to Ehlers and our clients is his ability provide sound financial solutions that have led to the financial success of his clients while building strong mutually beneficial relationships.



**Areas of Expertise**

**Debt Planning and Issuance**

- Analysis & Presentation of Alternative Financing Options, Funding Sources, Plans And Tools
- General Obligation and Revenue Debt
- CDA/RDA Lease Revenue Bonds
- Special Assessment Bonds
- Refundings/Cash Defeasances
- Representation to Bond Market & Credit Rating Agencies

**Strategic and Financial Planning**

- Capital Improvements Planning
- Project Feasibility Studies
- Financial Goals & Objectives Facilitation
- Project Impact Analysis
- Financial Management Plans

**Economic Development**

- Tax Increment District Creation & Amendment
- CDA/RDA Creation
- Developer Pro forma Analysis
- Development Agreement Negotiation
- Developer Performance Evaluation
- Redevelopment Plan Creation

**Public Participation**

- Public Participation Process
- Community Goals & Objectives Facilitation
- Project Planning
- Referendum Services

**Licenses and Certifications**

- Series 50 License
- Certified Independent Professional Municipal Advisor (CIPMA) by the National Association of Municipal Advisors (NAMA)
- National Development Council – Economic Development Finance Professional

**Professional Memberships**

- WI City/County Management Association
- Wisconsin Economic Development Authority
- Wisconsin Government Finance Officers Association
- WI Clerks, Treasurers Finance Officers Association
- Municipal Treasurers Association of Wisconsin
- WI Municipal Clerks Association
- National Government Finance Officers Association
- National Association of Independent Financial Advisors

**Education**

- Bachelor of Science (Geography), University of Wisconsin-Milwaukee, WI
- Master's Degree (City Planning), Georgia Institute of Technology-Atlanta, GA

**Notable Projects**

## APPENDIX B: Materials to Be Provided by City

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- The City of Sheboygan Comprehensive Outdoor Recreation Plan;
- The Comprehensive or Master Plan for the City of Sheboygan
- 2016 detailed operating budget for culture and recreation line items in general fund;
- Estimated new development per year and any available information on upcoming developments and population growth over the study planning period that would increase the demand on the park system, or conversely any information on reduced recreational demand or population moving out of the service area (i.e., a corporation sponsoring a softball league is relocating its offices);
- Financial statements for most recent year (audited or unaudited), plus four years prior;
- Current year budget;
- Current annual debt service schedules for existing park related debt;
- Other information as necessary.

Ehlers already has some of this information and may obtain some from the City's website.



# CITY OF SHEBOYGAN

**Request for Proposals 1911-16  
Needs Assessment and Impact Fee Study**

*September 29, 2016*

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W233 N2080 Ridgeview Parkway • Waukesha, WI 53188-1020 • Tel. (262) 542-5733

September 29, 2016

City of Sheboygan  
Mr. Bernard Rammer, Purchasing Agent  
City Hall  
828 Center Avenue, Suite 205  
Sheboygan, WI 53081

RE: Needs Assessment and Impact Fee Study

Dear Mr. Rammer:

Ruekert & Mielke, Inc. (R/M) appreciates this opportunity to help Sheboygan establish impact fees to support the costs of new development while protecting current taxpayers. As described in the following proposal, R/M has been actively involved with impact fees for many years, including the initial impact fee establishment and subsequent updates. We have significant experience. Our project approach emphasizes communication through frequent updates at pre-determined intervals. We also emphasize accountability to the project budget and schedule through periodic conference calls to share progress and receive feedback.


Our project manager, Andrew Behm, is new to R/M, however he brings a tremendous amount of accounting type experience with him paired with practical experience with the PSC and many municipalities and utilities. William Mielke will work closely with Andrew along with City staff to offer decades of experience and insight with impact fees. In addition, this partnership may foster other creative ideas for Sheboygan to sustain its funding for the many utility, infrastructure, and other services it provides to its citizens and neighboring communities that benefit from all the City offers.

Our approach, together with R/M's experience with impact fees and the knowledge and experience of our project team, positions us well to assist the City of Sheboygan. We look forward to helping you improve and expand opportunities for outdoor recreation in Sheboygan.

You can reach me at [abehm@ruekert-mielke.com](mailto:abehm@ruekert-mielke.com) or 262.953.4156. You can find Ruekert & Mielke, Inc. online at [www.ruekertmielke.com](http://www.ruekertmielke.com).

Very truly yours,

RUEKERT & MIELKE, INC.



Andrew Behm  
Economic Consultant  
[abehm@ruekert-mielke.com](mailto:abehm@ruekert-mielke.com)

# FIRM INFORMATION

## TABLE OF CONTENTS:

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- 30 Fees

## CONTACT INFORMATION:

**Ruekert & Mielke, Inc.**  
W233 N2080 Ridgeview Pkwy  
Waukesha, WI 53188

**Contact:**

Andrew J. Behm

**Phone:**

262.953.4156

**Fax:**

262.542.5631

**Email:**

abehm@ruekert-mielke.com

**Internet Address:**

www.ruekertmielke.com



## SERVING LOCAL PEOPLE. SOLVING LOCAL PROBLEMS.

Ruekert & Mielke, Inc. established its roots in 1946. Since then we have become a local leader by **helping municipalities** achieve balance with fiscal responsibilities, infrastructure to support daily life and the extras that make a community a desirable place to live. Our goal is to create **long-term client relationships** through personalized service and tailored solutions that save your community both time and money.

Our offices are within driving distance of our clients and we take pride in the **personal attention** we can offer since our employees live, work and play in local communities.

This first-hand knowledge of your region, coupled with our **local commitment**, helps us better serve you.

For 70 years, our reputation has continued to grow. Dedication, energy and a tested approach has gone hand-in-hand with our ability to deliver your projects **on-time and on-budget**. Teamwork is what we're about in and outside of the office. It's because we firmly believe in **working with you** and not just for you. This collaborative thinking is what helps us give you the best results through the right specialists and team leaders.

# STATEMENT OF QUALIFICATIONS

# STATEMENT OF QUALIFICATIONS

Ruekert & Mielke, Inc. (R/M) celebrated our 70th anniversary of providing engineering, land surveying, geographic information systems, and consulting services to local governments and municipal utilities. For more than 35 years, R/M's economic consulting staff has provided financial analysis and planning that promotes quality urban development and cost-effective public infrastructure and services. Our economics, financial analysis, public administration, public utility regulation, and urban development backgrounds bring knowledge and a forward-looking perspective to local government issues.

We provide consulting services in the following areas: water and wastewater cost of service and rates; water, wastewater, and storm water utility creation; public utility acquisitions and mergers; litigation support and expert witness services; infrastructure capital planning; impact fee studies; economic feasibility studies; government operation and services consolidation feasibility studies; municipal incorporation studies; tax incremental finance planning and implementation; municipal planning services; intermunicipal agreements; fiscal impact analysis; and grant writing.

R/M is proud to be wholly-owned by our employees.



# MUNICIPAL ENGINEERING

## OVERVIEW

In a time when economic development, orderly growth, sound infrastructure, sustainable rates, and balanced budgets are hurdles every municipality faces, expertise and unparalleled dedication to progress are integral parts to keeping a municipality moving forward. Today's challenging times have led to limited resources, making already tough decisions an even larger struggle.

Ruekert & Mielke, Inc. (R/M), a local Midwestern civil engineering firm backed by six decades of experience, partners with municipalities to aid them in building better communities. Our team of experts are steeped in the knowledge of your area. Our employees aren't just engineers, financial analysts, or support staff. We live, work, and play in local communities. Our understanding of your daily challenges and citizen expectations give us an authentic perspective to create the best strategies for tackling a wide range of problems.

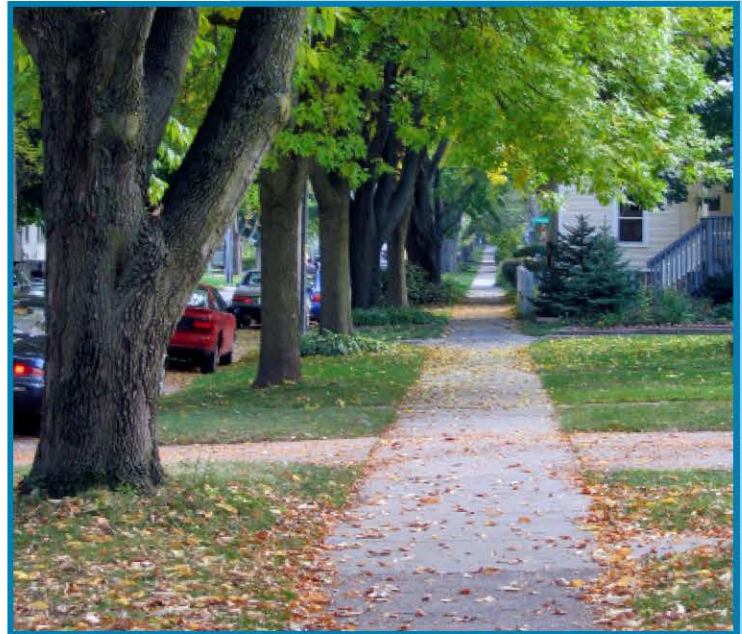
Our team embraces technology to provide your community with technology-driven engineering solutions. This approach, rooted in digital construction reporting, a cloud GIS portal, a file sharing intranet, SCADA, long-range capital improvement planning and asset management tools demonstrates our firm's evolution towards providing efficient and cost-effective municipal engineering solutions.

## PROJECT SPOTLIGHT

- Village of Dousman, WI - Village Engineer since 1983
- Village of Elm Grove, WI - Village Engineer since 1986
- Village of Thiensville, WI - Village Engineer since 1986
- City of Oconomowoc, WI - City Engineer since 1995
- Village of Hartland, WI - Village Engineer since 2009
- City of Columbus, WI - City Engineer since 2010

*"The most valuable service I get from R/M is personal attention. Our City Engineer lives here. He is a taxpayer with ties to the community. He is one of us, above and beyond the professional qualifications."*

*-City of Columbus, WI*



## SERVICES

- Development Review
- Infrastructure Planning
- Pavement Management
- Capital Improvement Planning
- GIS
- Surveying
- Road/Utility Design
- Construction Administration

# MUNICIPAL ENGINEERING

Ruekert • Mielke

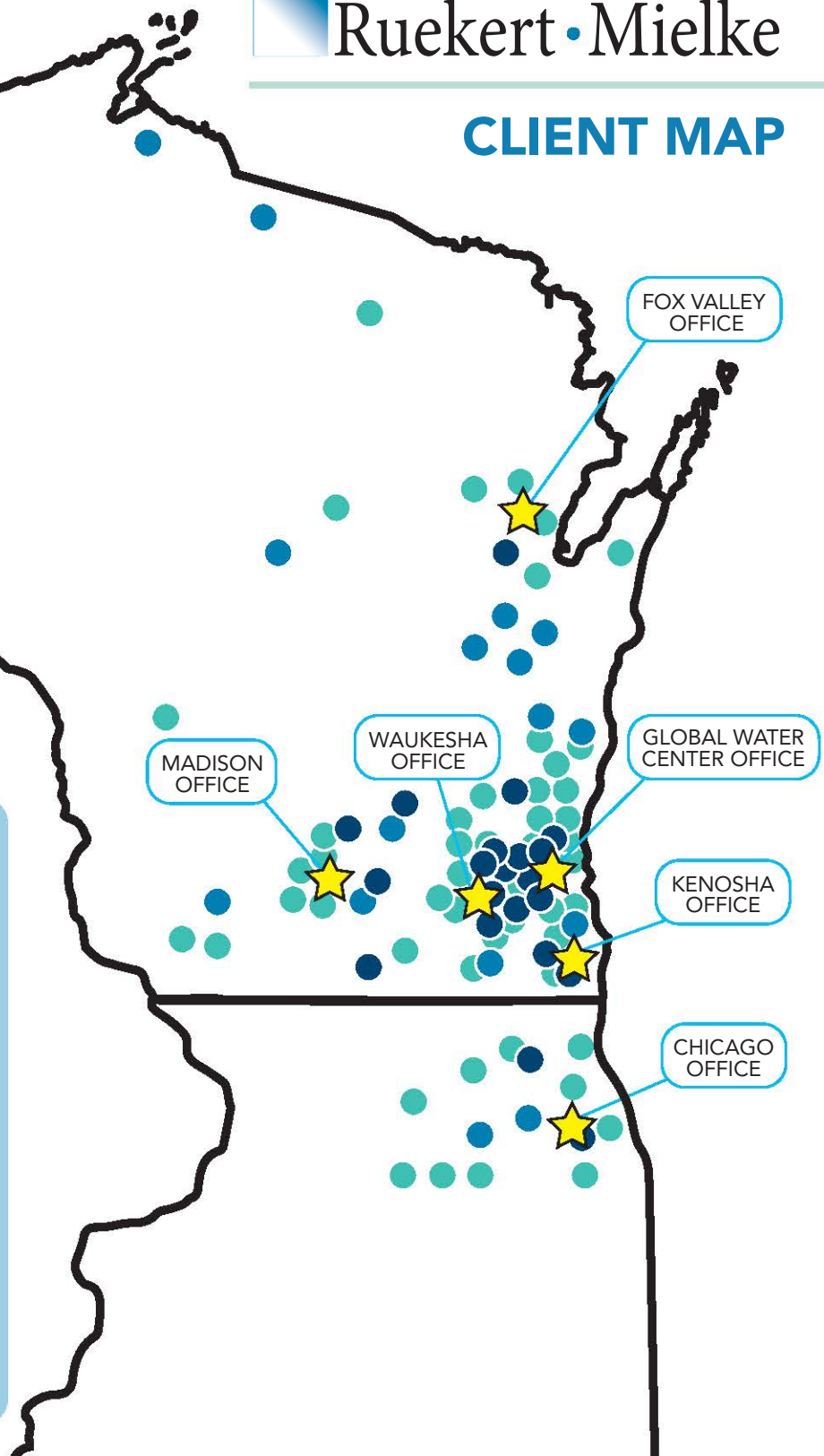
## CLIENT MAP

### KEY

- - Municipal
- - GIS
- - Other

Ruekert & Mielke, Inc. serves as Town, City or Village Engineer (or augments existing staff) for many long-term clients including:

- City of Columbus
- City of Greenfield
- City of Oconomowoc
- Town of Merton
- Town of Mukwonago
- Town of Ottawa
- Town of Norway
- Town of Randall
- Town of Raymond
- Town of Waukesha
- Village of Bonduel
- Village of Dousman
- Village of Eagle
- Village of Elm Grove
- Village of Fontana
- Village of Hartland
- Village of Kewaskum
- Village of Merton
- Village of Mukwonago
- Village of Oregon
- Village of Thiensville



# SERVICE LISTING

The following information represents our firm's ability to cover the variety of services requested by municipalities. Ruekert & Mielke, Inc.'s service listing represents our depth and experience to serve your community.

## CIVIL

### Development Review

- Land Divisions
- Development Agreement Negotiations Review
- Construction and Specification Plans
- Construction Review of New Developments

### Sanitary Sewer and Water Supply Systems

- Planning, Design, and Construction Administration
- Service Area Studies
- Development of New Systems
- Extensions of Existing Systems
- Replacement of Existing Facilities
- Rehabilitation of Existing Facilities
- Infiltration/Inflow Analysis and Rehabilitation

### Storm Water Management

- Facility Planning and Design (Flood Control, Local Drainage, Water Quality)
- Local and Watershed-Based Plans
- Erosion Control Plans
- NPDES Compliance
- Green Infrastructure Design
- TMDL Planning and Compliance
- Floodplain Analysis
- Biological Shoreline Restoration
- Streambank Stabilization
- Boat and Canoe Launch Designs
- Grading and Drainage Plans

### Municipal Streets and Roads

- Planning, Design, and Construction Administration
- Transportation System Upgrades
- Pedestrian Bridges
- Utility Crossings
- Business Parks
- Site Engineering Plans
- WISLR Program Assistance
- WisDOT Coordination
- Pavement Design
- Traffic Counts

### Municipal Services

- Staff Meetings
- Plan Commission Support
- Engineering Support
- Infrastructure Master Plans
- Capital Improvement Program Management
- Facilitate Special Assessment Process
- TIF/TID Development
- Public Informational Meetings

## WATER

### Supply Facilities

- Planning Studies
- Computer Modeling

- Well Design
- Water Treatment and Filtration
- Storage
- Booster Stations
- Water System Design
- Construction Oversight
- Identify System Deficiencies
- Water Audits and Loss Prevention
- Financial Analysis
- Funding Assistance
- SDWA Compliance Assistance
- Operations
- Training
- Energy Efficiency Auditing
- Asset Management Programs
- Wellhead Protection
- Well siting

## WASTEWATER

### Treatment Facilities

- Facility Planning
- Future Growth Analysis
- Facility Troubleshooting
- Financial Analysis
- Rate Analysis
- Treatment Facilities Design
- Existing Facility Upgrades and Modifications
- Septage Receiving Stations
- Energy Efficiency Auditing
- Asset Management Programs
- Web-Based, Electronic Operation and Maintenance Manual Systems

### Collection and Pumping Systems

- Planning and Design
- Remote Storage Facilities
- Pump Station Design
- Force Main Design

## SCADA/ELECTRICAL

### Water and Wastewater Facilities

- Design, Program, and Support for State-of-the-Art, Open Architecture SCADA Systems
- Field Instrumentation Required for Automatic Equipment Control and Process Monitoring
- Real Time Data on Flows, Levels, Pressures, Amps, Dissolved Oxygen, Run Times, and Alarms

### Power Distribution and Lighting Systems

- Electrical Systems Design
- Power Distribution Equipment
- Standby Generator Systems
- Indoor and Outdoor Lighting Systems
- Motor Controls
- Interconnecting Wiring
- Street Lighting
- Traffic Signals

# SERVICE LISTING

## PLC Programming and Control Software

- Custom Programming of Field Mounted Controllers
- Custom Configuration of Central Operator Interface Computer Screens

## FIELD SERVICES

### Construction Review

- Water Supply and Treatment Facilities
- Water Distribution Systems
- Storm Sewer and Storm Water Management Facilities
- Sanitary Collection Systems
- Wastewater Treatment Facilities
- Streets
- Public, Private, and Commercial Developments

### Inspections and Monitoring

- Erosion Control Measures
- Flow Monitoring and Smoke Testing for SSES
- Manhole Inspections and Evaluation
- Sewer Rehabilitation Survey
- Private Property I/I

### Survey

- ALTA Land Title Surveys
- Assessors Plats
- As-Built Surveys
- Boundary Surveys
- Cadastral Mapping
- Certified Survey Maps (CSM)
- Construction Staking
- Construction Administration Services
- Easement Preparation
- Engineering Surveys
- Field Inventory Surveys
- GPS surveys
- Land Division Review
- Land Record Search
- Location Surveys
- Mortgage Surveys
- Remonumentation Surveys
- Subdivision/Business Park Platting
- Sag Line Surveys for Electric Utilities

## MUNICIPAL FINANCE

### Economics

- Sewer, Water and Storm Water Cost of Service Rate Studies
- Water, Sewer and Storm Water Utility Creation
- Transportation Utility Creation
- Litigation Support/ Expert Witness Services for Disputed Utility Rate Cases
- Public Utility Acquisitions and Mergers
- Sewer and Water System Development Charges
- Impact Fees
- Tax Incremental Finance Planning and Implementation
- Economic Development
- Intergovernmental Cooperation Agreements
- Municipal Service Consolidation Studies

- Fiscal Impact Analysis
- Capital Project Planning and Budgeting
- Infrastructure Capital Cost Allocation Studies and Agreements
- Landfill Siting Negotiations
- Grant Writing

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

### Data Conversion (Utility and Parcel Mapping)

- Parcel Description Interpretation and Mapping
- Utility Records Conversion
- Utility Field Inventory Coordination
- Scanning Services

### Needs Assessments and Implementation Plans

- Determine Benefits and Impact of Implementing Enterprise-Wide GIS
- Evaluate Data and Application Needs
- Recommend Cost Saving Solutions
- Develop Schedules and Cost Estimates

### Web Applications

- Develop Web Applications With ESRI ArcGIS Server
- Hosting Services
- Maintenance Services

### Databases

- Database Design
- Custom or Pre-Configured (Standard) Database Models
- Simplify Data Entry and Management
- Includes Asset Management Solutions
- VUEWorks Asset Management Software

## SUBCONSULTANTS

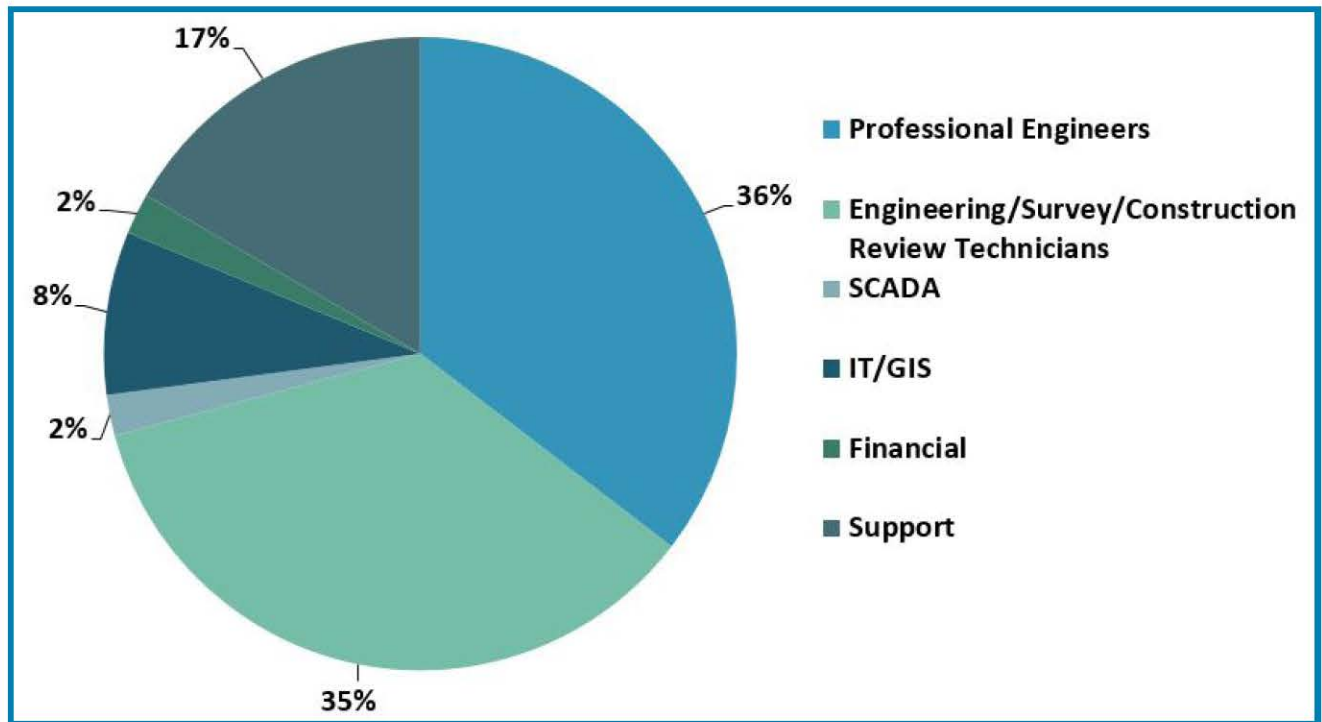
The following services are provided by subconsultants. R/M will work closely with Municipal Staff to select the most suitable subconsultant for each given task.

- Park Master Plans
- Landscaping/Streetscape Designs
- Wayfinding
- Land Acquisition
- Environmental Remediation
- Wetland Delineations
- Geotechnical Engineering
- Traffic Signal Design
- Traffic Engineering
- Structural Design

# PERSONNEL

# PERSONNEL BREAKDOWN

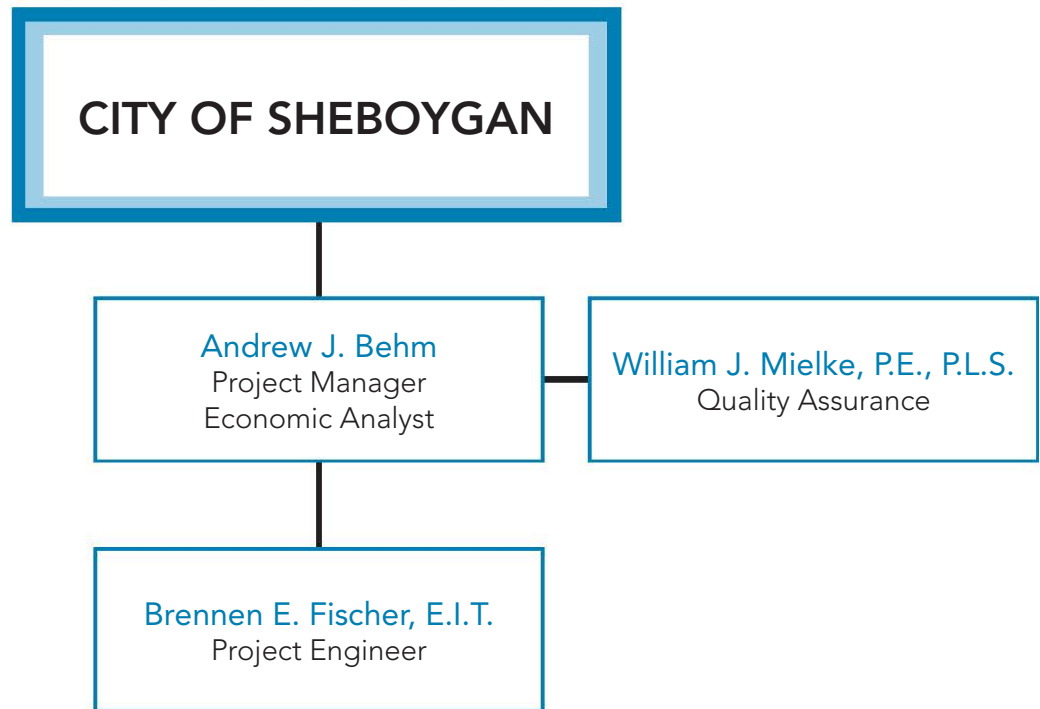
## A. PROFESSIONAL & SUPPORT POSITIONS



PROFESSIONAL CLASSIFICATION	NO.
(P.E.) Professional Engineer	29
(E.I.T.) Engineer-in-Training	5
(P.L.S.) Professional Land Surveyor	3
Environmental Coordinator	1
Economic Consultant	2
Engineering/Survey/Construction Review Technician	34
(GISP) Geographic Information Systems Professional	8
Geographic Information System Programmer	4
(CPA) Certified Public Accountant	1

# PERSONNEL

## B. ORGANIZATIONAL CHART



## B. REFERENCE PROJECTS

### CITY OF FRANKLIN

**Mark Luberda**

*Director of Administration*

414.858.1100

mluberda@franklinwi.gov

### CITY OF WAUKESHA

**Steve Crandell (Retired)**

*Director of Community Development*

262.524.3754

scrandell@ci.waukesha.wi.us

### RACINE WATER AND WASTEWATER UTILITY

**Keith Haas**

*General Manager*

262.636.9181

keith.haas@cityofracine.org

### VILLAGE OF RICHFIELD

**Jim Healy**

*Administrator*

262.628.2260

administrator@richfieldwi.gov

### CITY OF OCONOMOWOC

**Mark Frye**

*Director of Public Works*

262.569.2184

mfrye@oconomowoc-wi.gov

# ANDREW J. BEHM

**FINANCIAL ANALYST**, Madison Location  
abehm@ruekert-mielke.com • 608.819.2600

## PROFILE

Andrew joined Ruekert & Mielke, Inc. (R/M) in 2016 as a Financial Analyst. Before joining R/M, he worked providing management and financial assistance to municipal water, wastewater, and energy utilities in Wisconsin and around the country, including work as an analyst at the Wisconsin Public Service Commission. At R/M, he continues to help municipalities find financial and management solutions for public utilities.

## EDUCATION

- B.S. Economics  
- University of Wisconsin - Madison
- Master of Public Affairs  
- University of Wisconsin - Madison

## EXPERIENCE

### Cost Sharing Agreements

Andrew updated license fees and contractual capital cost sharing calculations through which Oconomowoc, WI shares costs with its neighbors. He updated tax revenue sharing calculations and connection fees that Racine, WI uses to recover costs from neighboring communities.

Andrew audited an inter-municipal water cost sharing arrangement for the City and Township of Marquette, MI and another for the Cities of Holland and Zeeland, MI. Andrew audited cost sharing bills twice between Xcel Energy and Southern Minnesota Municipal Power Agency. He also twice audited cost sharing bills among the three joint owners of the Redbud Generating Plant in Oklahoma.

### Water Cost of Service & Rate Design

Andrew analyzed cost of service and designed rates for approximately 80 municipal water utilities in Wisconsin and around the country. In 2009, Andrew designed conservation rates for the City of Janesville, WI that were among the first in the state. Andrew helped the City of Beloit, WI and the Town of Menasha, WI communicate water rate increases to industrial customers and collaborate with those customers.

### Wastewater Cost of Service & Rate Design

Andrew has analyzed cost of service and designed wastewater rates in multiple municipalities in Lake County, IL as well as in New London, WI, facilitating proactive meetings with industrial customers to explain the need for rate changes and discuss the impact on customers

### Electric & Natural Gas Cost of Service & Rate Design

Andrew prepared cost of service analysis and designed rates for municipal utilities around the country, aiding municipalities in Missouri, California, and Iowa. Andrew was a key communicator when performing a rate study for Gainesville Regional Utilities (GRU) in Florida, which included analysis for wholesale customers and electric generation owned by GRU. Andrew also prepared electric rate applications to the Wisconsin Public Service Commission for Richland Center, WI and New London, WI.

# WILLIAM J. MIELKE, P.E., P.L.S.

**CHIEF EXECUTIVE OFFICER**, Waukesha Location  
wmielke@ruekert-mielke.com • 262.542.5733

## EDUCATION

- B.S. Civil Engineering  
-University of Wisconsin,  
Madison

## REGISTRATIONS & AFFILIATIONS

- Professional Engineer- WI, IL
- Professional Land Surveyor- WI
- American Consulting Engineers Council- Fellow
- Environmental Engineering- Diplomat
- American Public Works Association
- American Water Works Association
- National Society of Professional Engineers
- Water Environmental Federation
- American Council of Engineering Companies of Wisconsin
- Wisconsin Society of Professional Engineers

## EXPERIENCE

Bill has been with Ruekert & Mielke, Inc. since 1971. His experience relevant to State and the southeastern Wisconsin issues includes:

- Served on the Great Lakes Water Resource Compact Legislative Study Committee to develop legislation to implement the compact in Wisconsin
- Served on Governor's Task Force on state and local government, which reviewed options for consolidating municipal services and financing new development
- Served as Vice Chairman of the Wisconsin Land Use Council to review and recommend to the legislature changes in the current Land Use Laws to better plan future growth including future utility expansions to service existing and future growth areas
- Worked with the Wisconsin Department of Natural Resources to develop administrative rules to control construction site erosion and to provide storm water management
- Served on Governor Thompson's Clean Water Fund Task Force, which developed the present revolving Clean Water Loan Fund for financing pollution abatement projects
- Served on a three-person legislatively appointed body to review the method of financing the capital costs of Milwaukee's \$3 billion water pollution abatement project
- Frequently serves as an expert witness in court cases on behalf of various municipalities. Qualified as an expert witness on rates, user charges, special assessments, cost of service studies, and impact fees
- Appeared before the Public Service Commission (PSC) on various rate case and user charge disputes. Qualified as an expert witness relative to cost of service studies and user charges for both sewer and water utilities
- Served on the Wisconsin Special Committee on Land Use Policies Committee regarding Wisconsin's land use policies
- Coordinated and managed the financial and intergovernmental implementation sections of the Kenosha County Sewer and Water Master Plan which R/M produced
- Coordinated and managed the financial and intergovernmental implementation sections of the Kenosha County Sewer and Water Master Plan which R/M produced

# WILLIAM J. MIELKE, P.E., P.L.S.

CHIEF EXECUTIVE OFFICER, Waukesha Location  
wmielke@ruekert-mielke.com • 262.542.5733

## EXPERIENCE *(continued)*

- Technical consultant to the suburban communities outside of Milwaukee County who are served by MMSD. Prepared all the financial models and analyses as to MMSD's capital budgeting, community impact models, and growth prediction models. Acted as the expert witness for all of the court cases and PSC proceedings
- Currently serving on the Board of Directors of the Wisconsin Local Government Institute addressing Government cooperation initiatives

## LOCAL PROJECTS

### Racine Water and Wastewater Utility

Acted as the project manager and lead negotiator to prepare and implement a regional water supply system. This included negotiations to purchase the Village of Sturtevant water system to allow for retail water service and wholesale water service to Caledonia. Also involved was the development of an innovative Master Service Agreement, which included cost recovery mechanisms for new growth related capital expenditures.

### City of Pewaukee/Village of Pewaukee

Prepared a comprehensive analysis and study of the costs and benefits of consolidating the Village and the City and the effects on all departments and their budgets. Lead negotiator for developing an intermunicipal agreement to accomplish a consolidation of the two municipalities.

### Racine County

Prepared cost of service analysis for the new (\$80,000,000 +) facilities for the Racine Water and Wastewater Utility. Developed user charges and cost allocations to extraterritorial communities, assisted in the negotiations of new 66.0301 Service Agreements, and acted as an expert witness in the PSC case. Prepared an in-depth

analysis of the municipal services serving the region, including the sheriff's department, joint dispatch, library services, Racine Zoo, museum, jurisdictional highway study, sewer service, and water service. From this analysis, recommended methods for resolving the current inequities in the services. A major element included tax based revenue sharing between all the eastern Racine County communities, which incorporated analyses of the County's and local communities budgets and costs of municipal services. The agreement also involved the incorporation of Caledonia and Mt. Pleasant.

### City of Oconomowoc

Developed a financial planning model for the sewer utility, drafted user charge ordinances, developer agreements, TIF #2 financial planning (\$24 million), and established sewer impact fees. Lead negotiator for developers agreement for new Pabst Farms shopping center.

### City of New Berlin

Lead negotiator for the water service agreement between the City of Milwaukee and the City of New Berlin lands west of the sub continental divide.

### City of Mequon

Lead negotiator for the purchase of the water utility serving Mequon, Thiensville and Bayside from WE Energies. Negotiator for the water service agreements with City of Milwaukee and the North Shore Water Commission.

### City of Muskego

Appeared as an expert witness for the city before the waste siting board to testify on the cost of service aspects of solid waste disposal and the adequacy of revenue sharing with the landfill operator. Acted as one of the negotiators for the contract between the City and the landfill operator to obtain one of the most comprehensive agreements in Wisconsin.

# WILLIAM J. MIELKE, P.E., P.L.S.

CHIEF EXECUTIVE OFFICER, Waukesha Location  
wmielke@ruekert-mielke.com • 262.542.5733

## SELECTED PUBLICATIONS

- *Case Study—Racine Area Intergovernmental Agreement for Property Tax Revenue Sharing*—Presented to the East Central Planning Commission Conference, April 2004.
- *Storm Water Management—The Planning Approach Versus The Regulatory Approach.* Presented to the 15th Wisconsin Regional Planning Conference in November 1988.
- *Non-Point Source Pollution—Can Professional Engineers Be Part Of The Solution?* Published in *PROFESSIONAL ENGINEER*, July/August 1986.
- *How to Prepare Impact Fees Under the New Statute*, presented to the Wisconsin League of Municipalities 1995 Attorneys Convention.
- *Which Delivery System is Best for Your Next Project?* Presented to the American Public Works Association in Philadelphia, September 2001.
- *Resolving Municipal Boundaries and Turf Battles to Facilitate Cooperation for Shared Services and Economic Development.* Presented to the Comprehensive Approach to Land Use Planning in Wisconsin Seminar, December 2002, and to statewide municipal officials and planners, December 2003.
- *Intergovernmental Cooperation for Racine County*, presented to the League of Wisconsin Municipality's Chief Executive Workshop. August 2002.
- *Establishing TIF Districts and Vacant Land TIFs vs. Redevelopment TIFs.*—Presented to the 27th Annual Corporate Practice Institute for the Wisconsin State Bar, December 2003.
- *Intergovernmental Agreements: The Changing Face of Local Government—* Presented to Southeastern Wisconsin Local Elected Officials, March 2004.
- *What is the Design/Contract—Build Method of Project Delivery*—Presented to the ACEC National Convention in Colorado Springs, May 2004.
- *The Design Professional's Handbook on Design/Contract—Build.* Co-author and editor published by the American Council of Engineering Companies, February 2005

# BRENNEN E. FISCHER, E.I.T.

**PROJECT ENGINEER**, Waukesha Location  
bfischer@ruekert-mielke.com • 262.542.5733

## PROFILE

Brennen joined Ruekert & Mielke, Inc. (R/M) in 2013. During his time he has gained extensive experience in both design and construction review of street reconstruction, street rehabilitation, and utilities such as storm sewer, sanitary sewer, and water main. Brennen's attention to detail and communication skills offers a fresh perspective into a municipality's wants and needs.

## EDUCATION

- B.S. Civil Engineering  
- Marquette University
- Waukesha Engineering  
Preparatory Academy

## REGISTRATIONS & AFFILIATIONS

- Engineer in Training - WI

## EXPERIENCE

### Racine Water/Wastewater Utility Intermunicipal Agreements

Cost of Service Studies - Brennen assisted with allocating water/wastewater project costs to communities that have project benefits based upon intermunicipal agreements.

Revenue Sharing/Utility Payments - Brennen worked to apportion revenue sharing payments for participating communities. Revenue sharing payments are based upon things such as municipal budgets, populations, and equalized property values.

### Impact Fee Updates

City of Franklin, City of Oconomowoc

### City of Pewaukee - Green Road Reconstruction

The approximately 2 mile Green Road reconstruction project consisted of converting the rural cross section into an urban cross section with storm sewer to improve drainage, widening of the road with curb and gutter to promote safe pedestrian usage and water main and sanitary sewer utility adjustments. Residents along the corridor had strong interest in the project. Efficient communication between residents, contractors, and City staff was critical to keep all parties informed during the construction process.

### Road Reconstruction and Rehabilitation Design

City of Pewaukee; City of Oconomowoc; Village of Fontana-on-Geneva Lake; City of Greenfield; Village of Mukwonago; City of Greenfield-Howard Avenue Pavement Rehabilitation; Village of Bonduel-Capital Improvement Projects; Village of Fontana-on-Geneva Lake-Church Drive and Van Slyke Drive Reconstruction

# IMPACT FEE ASSESSMENT

# PROJECT EXPERIENCE

## A. IMPACT FEE ASSESSMENT RELATED PROJECTS

CLIENT	Dates	Park Fee	Water Fee	Sewer Fee	Police Fee	Fire & Emergency Fee	Library Fee	Facilities Plan	Status c - completed o - ongoing
Waukesha, City of	1995 - 2012	X		X	X	X	X		C
Richfield, Village of	2005 - 2009	X				X			C
Franklin, City of	2002 - 2015	X	X	X	X	X	X		C
Middleton, City of	2006 - 2010	X			X	X	X		C
Oak Creek, City of	1996 - 2009	X			X	X	X		C
Stoughton, City of	2008 - 2009	X							C
Bellevue, Village of	2006	X	X			X			C
Racine, City of	2002 - 2016		X					X	O
Kenosha, City of	2007			X					C
Fitchburg, City of	2004 - 2009		X						C
Oconomowoc, City of	1991 - 2014	X	X	X		X	X	X	C
Menomonee Falls, Village of	1991 - 2011	X	X	X		X			C
Genesee, Town of	2007	X							C
Fredonia, Village of	2003	X			X	X			C
Summit, Town of	2005 - 2007	X			X	X			C
Saukville, Village of	2006 - 2008	X			X		X	X	C
Kewaskum, Village of	2003 - 2006	X	X	X					C
Hartland, Village of	2007	X	X			X	X		C
Eagle, Village of	2006				X		X		C
Germantown, Village of	2008		X						C
Dousman, Village of	2007 - 2009	X	X	X				X	C
Plover, City of	2006	X							C
Lannon, Town of	2005	X	X	X				X	C

# PROJECT EXPERIENCE



## CITY OF FRANKLIN, WI

### 2002 PUBLIC FACILITY NEEDS ASSESSMENT & IMPACT FEE STUDY/2015 PARK IMPACT FEE UPDATES

#### Project Description

In 2002, Ruekert & Mielke, Inc. (R/M) worked with the City of Franklin to prepare a Public Facilities Needs Assessment and Impact Fee Study. The work included an inventory of public facilities and identification of new public facilities or improvements necessary to existing facilities to maintain a level of service for the developing City. The study identified the construction of law enforcement, municipal court, fire protection, and emergency medical facilities in addition to the analysis of library, park and recreation, transportation, and water system facilities.

#### Key R/M Staff

- William J. Mielke, P.E., P.L.S.
- Brennen E. Fischer, E.I.T.
- Joe Eberle, P.E.

#### Owner Representative

- Mark Luberda  
Director of Administration,  
City of Franklin  
414.858.1100  
mluberda@franklinwi.gov

#### 2015 Park Impact Fee Update

- Initial Budget: \$5,000
- Total Project Cost: \$6,680\*
- Project Start Date: 03/25/15
- Scheduled Completion: 06/30/15
- Actual Completion: 06/15/15

*\*Project budget exceeded due to additional services requested to update park CIP*

#### Project Highlights

Since the 2002 study, the impact fees have been subsequently updated in 2004, 2013, and most recently in 2015. The 2015 Park and Recreation Impact updates included updates to projected land use, population and development projections, updating the park impact fee project lists, costs, and identification of any new park projects or improvements that may be necessary due to new development.

# PROJECT EXPERIENCE



## CITY OF RACINE, WI

### PUBLIC FACILITIES NEEDS ASSESSMENT AND WATER CONNECTION FEE STUDY

#### Project Description

The Racine Water and Wastewater Utility provides water service to the City of Racine, the Village of Mount Pleasant and the Village of Sturtevant on a retail basis and the Villages of Caledonia and Wind Point on a wholesale basis. The Water Utility has made significant improvements to its water system infrastructure in recent years to support new development throughout the water service area. Since 2002, Ruckert & Mielke, Inc. (R/M) has worked with the Utility to develop and implement a plan to fund these improvements without negative impacts to existing water utility customers. This plan includes the use of deferred front-foot charges to properties

adjacent to new water mains and impact fees to all new connections to recover the cost of system-wide improvements such as elevated storage tanks, booster pump stations and improvements to the water treatment facilities. The fees are collected as impact fees within the City of Racine and by intergovernmental agreement within the Villages of Mount Pleasant, Sturtevant, and Caledonia. These charges allow the Utility to finance the projects needed to support growth without burdening existing ratepayers.

#### Key R/M Staff

- William J. Mielke, P.E., P.L.S.
- Andrew J. Behm
- David Sheard, P.E.
- Brennen E. Fischer, E.I.T.

#### Owner Representative

- Keith Haas  
General Manager,  
Racine Water and Wastewater  
Utility  
262.636.9181  
keith.haas@cityofracine.org

#### 2014 Water Connection Fee Update

- Initial Budget: \$15,000
- Total Project Cost: \$13,165
- Project Start Date: 10/01/13
- Scheduled Completion: 12/30/14
- Actual Completion: 11/30/14

#### Project Highlights

- \$89 million in total project costs
- Racine Utility finances projects both inside and outside of the City of Racine
- Combination of front-foot charges and impact fees to recover growth-related costs
- Gained PSC approval of fee structure to outside communities
- Same front-foot and impact fee charge structure implemented throughout the Utility's retail service area—charges outside of City limits are implemented via intermunicipal agreement
- Fee structure designed to shield existing ratepayers from the costs of new development
- Impact fees and capital plan are updated every three years, 2016 update is currently being worked on

# PROJECT EXPERIENCE



## CITY OF OCONOMOWOC, WI PUBLIC FACILITIES NEEDS ASSESSMENT AND IMPACT FEE STUDY

### Project Description

Since 1991, Ruekert & Mielke, Inc. (R/M) has worked with the City to prepare a variety of impact fees for sanitary sewer and water facilities.

In 2003, R/M worked with the City on a Comprehensive Impact Fee Study for the library, fire protection and emergency medical services, police protection, park and recreation and transportation facilities. This study was completed in the fall of 2003 and the City adopted the fees in 2004. The recommended fees received significant opposition from developers so R/M worked with the City to evaluate the potential impacts on nonresidential development and determine a reasonable level at

which to set the fees. With the adopted fees, the City will collect nearly half of its capital costs for new facilities over the next 20 years through impact fees, saving existing taxpayers over \$19.3 million.

More recently in 2014, R/M performed updates to the park needs assessment and corresponding impact fees.

### Key R/M Staff

- William J. Mielke, P.E., P.L.S.
- Stanley R. Sugden, P.E.
- Brennen E. Fischer, E.I.T.

### Owner Representative

- Mark Frye  
Director of Public Works,  
City of Oconomowoc  
262.569.2184  
mfrye@oconomowoc-wi.gov

### 2014 Park Impact Fee Update

- Initial Budget: \$7,000
- Total Project Cost: \$7,000
- Project Start Date: 08/15/13
- Scheduled Completion: 04/30/14
- Actual Completion: 3/30/14

### Project Highlights

Unlike most impact fee studies, which simply compute a recommended fee based on existing facility plans, the 2003 Comprehensive Impact Fee Study doubled as a facility plan. Prior to this study, the City had not prepared any facility plans for library, police or fire and EMS facilities. R/M worked closely with Plunkett Raysich Architects to carefully review the City's existing facilities, desired service levels, and growth projections. Based on projected future increases in demand for services, Plunkett Raysich Architects prepared preliminary facility plans, which were incorporated into the impact fee study. Not only was the City able to use this study to implement impact fees, but also to plan for future facility needs.

When the fees were adopted, the City of Oconomowoc became one of only a handful of communities in Wisconsin to implement a transportation impact fee. According to a statewide impact fee survey conducted by R/M in 2008, transportation impact fees are the least common impact fees, with only 4% of the respondents reporting use of transportation impact fees.

# PROJECT EXPERIENCE

## CITY OF WAUKESHA, WI IMPACT FEE STUDY

### Project Description

In 1995 the City worked with Ruekert & Mielke, Inc. (R/M) to establish impact fees for parks, storm water facilities, and sanitary sewer facilities. Due to changes in Wisconsin impact fee law, development patterns and the City's plans for future parks and sanitary sewer facilities, the City retained R/M to update the public facilities needs assessment and the City's ordinance, as well as prepare new impact fees for fire protection, police and library facilities. The public needs assessment, updated impact fees, and public hearing were completed in 2012 to allow for the City's critical facilities to be updated to accommodate future growth.



### Key R/M Staff

- William J. Mielke, P.E., P.L.S.
- Stanley R. Sugden, P.E.
- David Sheard, P.E.

### Owner Representative

- Steve Crandell (Retired)  
Director of Community  
Development,  
City of Waukesha  
262.524.3754  
scrandell@ci.waukesha.wi.us

### Impact Fee Study

- Initial Budget: \$34,905
- Total Project Cost: \$32,625
- Project Start Date: 02/15/10
- Scheduled Completion: 07/30/11
- Actual Completion: 07/30/11\*

*\*R/M was engaged for additional services to update the City's impact fee ordinance. Final impact fee study/ordinance completed on 05/05/12.*

### Project Highlights

The proposed fire impact fee is for relocating two existing fire stations and constructing one additional fire station to deliver a level of service that provides a seven minute response time to any fire or emergency related incident in the City. The impact fee analysis was done on an area specific basis and will only be charged to property owners that benefit from the new stations. A detailed spatial analysis was conducted to determine the share of costs for the stations related to future growth based upon properties currently not served within a seven minute response time. From the analysis, R/M was able to quantify the number of parcels both developed and undeveloped that currently are not served within the seven minute response time, but would be after the relocation of the two existing stations and the construction of the new fire station.

The police, parks, library, fire and emergency, and sewer impact fees were completed and presented to the City council where they were unanimously approved.

# PROJECT EXPERIENCE



## VILLAGE OF RICHFIELD, WI PUBLIC FACILITIES NEEDS ASSESSMENT AND IMPACT FEE STUDY

### Project Description

In early spring of 2005, the then Town of Richfield requested that Ruekert & Mielke, Inc. (R/M) prepare a Public Facilities Needs Assessment and Impact Fee Study for fire protection and park and recreation facilities. The Town of Richfield is experiencing significant residential growth, and must expand their fire and park and recreational facilities to accommodate the population increase. R/M completed both needs assessments and drafted an impact fee ordinance. The Town adopted the Impact Fees in February 2006.

In 2009 the now Village of Richfield hired R/M to update the original study for fire protection facilities.

The Village has experienced higher than anticipated amounts of growth in the northeast area of the Village and needs to expand an existing fire station to add new vehicles, equipment and staff. The impact fee study was adopted by the Village Board in late summer of 2009.

### Project Highlights

R/M assisted the Village in preparing the necessary impact fee ordinance, amending the ordinance as part of the study update to be in compliance with recent changes to Statute §66.0617 dealing with impact fees and meet with Village officials to present the study and answer questions. Finally R/M was present at the public hearing to adopt the proposed impact fees.

### Key R/M Staff

- William J. Mielke, P.E., P.L.S.

### Owner Representative

- Jim Healy  
Administrator,  
Village of Richfield  
262.628.2260  
administrator@richfieldwi.  
gov

# IMPACT FEE ASSESSMENT CONSULTING SERVICES

# IMPACT FEE ASSESSMENT CONSULTING SERVICES

## A. CURRENT WORK LOAD

R/M is committed to completing the project in accordance with the schedule set forth by the City. As noted in the table below, our staff have the availability required to partner with the City, producing a high quality study that will be delivered on time.

TEAM AVAILABILITY		
2016	Q3	Q4
Andrew Behm	30%	40%
William Mielke	25%	30%
Brennen Fischer	40%	60%

## B. PROCESS FROM PROJECT BEGINNING TO COMPLETION

Our project process is designed to finish on-schedule and on-budget, while ensuring that impact fees comply with Wisconsin Statute § 66.0617. We will keep the project on track by proactively updating Sheboygan staff on progress and maximizing opportunities for Sheboygan to give feedback and ask questions throughout the project.

**Kickoff Meeting:** Before starting the project, we will meet with city staff to discuss the work plan and schedule. We will establish roles and responsibilities for each member for the project team, including city staff. We will agree on a frequency and means of sharing progress updates with city staff.

**Existing Deficiencies:** We will review Sheboygan's Comprehensive Outdoor Recreation Plan. We will inventory existing facilities, define service areas and standards, and estimate the cost of addressing existing deficiencies. After completing these tasks, we will email an update to Sheboygan summarizing our conclusions and recommendations regarding existing deficiencies. We will be available for a conference call with city staff to discuss the update.

**Development Forecast:** We will review the development forecast in Sheboygan's CORP. We will gather population and land use forecasts from the CORP and other sources and develop our own forecasts.

**Future Needs:** We will identify necessary new facilities and improvements to existing facilities by reviewing the CORP and comparing defined service standards to the development forecast prepared above. We will estimate the cost of future needs. At this point, we will email a summary and hold a conference call to update Sheboygan staff, answer questions, and receive feedback.

**Impact Fee Calculation:** We will allocate costs between existing deficiencies and new development. We will allocate development costs among sizes and types of developments, and we will calculate fee schedules.

**Housing Affordability:** We will gather information on Sheboygan home prices and incomes. We will assess how impact fees affect affordability and whether exemptions or reductions are appropriate for low-cost housing. We will hold a conference call to update and receive feedback from Sheboygan staff on the impact fee calculation and affordability analysis.

**Financial Impact of Capital Improvements:** Based on the cost estimates and impact fees prepared above, we will analyze the impact of needed improvements on debt service, cash flow, borrowing capacity, and operation and maintenance expenses. We will also talk to Sheboygan staff about alternative approaches for financing infrastructure, such as tax base sharing, differential user charges, and connection fees.

**Report & Presentation:** After we have completed all the above, we will prepare and send a draft report describing our conclusions and recommendations. We will travel to Sheboygan to present our conclusions and receive feedback, which we will incorporate into our final report.

# IMPACT FEE ASSESSMENT CONSULTING SERVICES

**Public Hearing:** If Sheboygan wishes, we will attend the public hearing on impact fees. This is an optional, additional service.

## E. & F. IMPACT FEES LESSONS LEARNED

Impact fees can present some additional issues if a community provides services outside their borders. R/M has worked with various communities to develop innovative ways to achieve equivalent results with charging outside communities what would be considered equivalent impact fees similar to what is charged to new growth within the host communities. Some of the lessons learned while assisting various communities are as follows:

### City of Racine

R/M was hired by the Racine Water and Wastewater Utilities to solve the funding problem with a new required wastewater treatment facility. Upon reviewing the proposed facilities and the amount of new growth the facilities were being designed to accommodate, R/M recommended a negotiation strategy to solve both the funding issues and the current lawsuits between all the communities requesting service from Racine.

The 5+ year task resulted in an Intergovernmental Cooperation Agreement which covered allowing Mount Pleasant and Caledonia to incorporate, agreeing to provide water and sewer service, developing a Cost of Service Study which allocated the future growth related costs to the growth communities, developed the Capacity Purchase Agreements and also developed a property tax base sharing formula to have funds going to the City of Racine based on the level of economic growth in the outlying communities.

R/M also developed the Regional Master Plan for Water Service. This involved developing impact fees for the City of Racine and charges per residential equivalent users connecting in the outlying communities. This charge is equivalent to the impact fees in Racine, but was negotiated

into the Water Service Agreements with the outlying wholesale and retail service areas which required approval from the PSC.

### City of Oconomowoc

While R/M was preparing the impact fees for new growth in the City of Oconomowoc, the question was raised as to how to get some equity with the service to outlying areas. The impact fees were established as Reserve Capacity Assessments and were negotiated into the service area contracts. These fees to the outside area are paid to the City at the time of Building Permit issuance.

The City was also reluctant to serve areas outside its City Limits as that would reduce the opportunity for annexation. R/M developed a concept of establishing a license fee that would be paid to the City annually for every household receiving sewer service. The fee is adjusted yearly at a fixed percent to cover cost increases.

### City of Franklin

While the City of Franklin was one of the early communities to adopt impact fees which R/M prepared, they had enjoyed significant growth and a good amount of fees that were collected because of the rapid growth. Franklin revisited some of their master plans including their park plans. R/M was retained to perform an audit on the impact fees collected and spent to date and to then report on if initially planned projects were constructed and what the projects cost. The new projected costs were also added to any unfunded projects to develop new and updated impact fees. The analysis did show that there were some funds collected that needed to be expended immediately to avoid any refunding issues.

# IMPACT FEE ASSESSMENT CONSULTING SERVICES

## C. PROJECT SCHEDULE

TASK	MONTH WEEK	OCTOBER				NOVEMBER					DECEMBER				JANUARY			
		1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4
1 - Kick Off Meeting		█																
2 - Existing Deficiencies			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3 - Development Forecast					█	█	█	█										
4 - Future Needs			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5 - Impact Fee Calculation							█	█	█	█								
6 - Housing Affordability			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
7 - Report & Presentations										█	█	█	█	█	█	█	█	█
8 - Financial Impact of Capital Improvements			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
9 - Public Hearing - Optional																		

# LEGAL CONCERNS

# LEGAL CONCERNS

## A. EXPLAIN THE CIRCUMSTANCES AND OUTCOME OF ANY LITIGATION, ARBITRATION, OR CLAIMS FILED AGAINST YOUR COMPANY BY A GOVERNMENT AGENCY ON A MUNICIPAL PROJECT OR ANY OF THE SAME YOU HAVE FILED AGAINST A CLIENT

None

## B. EXPLAIN THE CIRCUMSTANCES AND OUTCOME OF ANY LITIGATION, ARBITRATION, OR CLAIMS FILED AGAINST YOUR COMPANY BY ANY CLIENT OR ANY OF THE SAME YOU HAVE FILED AGAINST A CLIENT

None

## C. EXPLAIN YOUR GENERAL LIABILITY INSURANCE COVERAGE

\$1 million per occurrence, \$3 million aggregate

## D. EXPLAIN YOUR PROFESSIONAL LIABILITY INSURANCE COVERAGE

\$2 million per claim, \$2 million aggregate on a claims made basis



# FEES

# FEES

TASK DESCRIPTION	EMPLOYEE HOURS BY CLASSIFICATION			
	BILL MIELKE <i>Quality Assurance</i>	ANDREW BEHM <i>Project Manager</i>	BRENNEN FISCHER <i>Project Engineer</i>	TOTAL
	\$220	\$125	\$111	
<b>Task 1 - Kickoff Meeting</b>				
Initial data request	-	1.0	-	\$125
Travel	3.0	4.0	3.0	\$1,493
Meeting	1.5	1.5	1.5	\$684
<b>Task 2 - Existing Deficiencies</b>				
Review CORP for existing facilities	-	1.0	0.5	\$181
Define services areas & standards	-	0.5	0.5	\$118
Identify existing deficiencies	-	4.0	1.0	\$611
Estimate cost to remedy existing deficiencies	-	2.0	1.0	\$361
Email update & conference call with Sheboygan staff	0.5	1.0	0.5	\$291
<b>Task 3 - Development Forecast</b>				
Review CORP for development forecast	-	0.5	-	\$63
Gather population & land use forecasts	-	2.0	2.0	\$472
Forecast population & land use	-	4.0	2.0	\$722
<b>Task 4 - Future Needs</b>				
Review CORP for future needs	-	0.5	-	\$63
Compare future development forecast to service standard	-	2.0	0.5	\$306
Identify new facilities & improvements to existing facilities	-	4.0	2.0	\$722
Estimate cost of future needs	-	4.0	2.0	\$722
Email update & conference call with Sheboygan staff	0.5	1.0	0.5	\$291
<b>Task 5 - Impact Fee Calculation</b>				
Allocate between existing deficiencies & new development	-	2.0	0.5	\$306
Allocate cost among development sizes, types, etc.	-	1.0	0.5	\$181
Calculate fee schedules	-	4.0	2.0	\$722

<b>Task 6 - Housing Affordability</b>					
Obtain Sheboygan home prices & incomes	-	1.0	0.5	\$181	
Analyze housing affordability	-	1.0	0.5	\$181	
Low-cost housing reduction or exemption	-	0.5	-	\$63	
Email update & conference call with Sheboygan staff	0.5	1.0	0.5	\$291	
<b>Task 7 - Report &amp; Presentation</b>					
Draft report & presentation	-	4.0	2.0	\$722	
Quality assurance	1.0	-	-	\$220	
Send draft report	-	0.5	-	\$63	
Travel	-	4.0	-	\$500	
Present & receive feedback	-	1.5	-	\$188	
Send final report	0.5	1.0	-	\$235	
<b>Task 8 - Financial Impact of Capital Improvements</b>					
Analyze impact of on debt service, cash flow, & borrowing capacity	-	2.0	1.0	\$361	
Analyze impact on operations & maintenance expenses	-	2.0	1.0	\$361	
Discuss alternatives for financing infrastructure improvements (e.g. tax base sharing, user charges, & connection fees)	1.0	2.0	1.0	\$581	
<b>Public Hearing - Optional</b>					
Travel	-	4.0	-	\$500	
Public hearing	-	1.0	-	\$125	
<b>Other Expenses</b>					
Mileage				\$390	
Printing				\$80	
Administrative Assistant time				\$134	
<b>ESTIMATED HOURS</b>	<b>8.5</b>	<b>65.5</b>	<b>26.5</b>		
				<b>ESTIMATED BASE FEE</b>	<b>\$12,978</b>
				<b>ESTIMATED FEE INCLUDING PUBLIC HEARING</b>	<b>\$13,603</b>
<i>*R/M will not charge overtime.</i>					