

FINANCE AND PERSONNEL COMMITTEE

City of Kaukauna
Council Chambers
Municipal Services Building
144 W. Second Street, Kaukauna



Monday, May 16, 2022 at 6:10 PM

AGENDA

In-Person

1. Correspondence.
2. Discussion Topics.
 - [a.](#) ARPA Project presentation and discussion on what projects to fund.
 - [b.](#) Permission to enter into agreement for an Analysis of current status of Information Technology
 - [c.](#) Approval to enter into contract with Human Resources Consulting, LLC for completion of a classification and compensation analysis.
 - [d.](#) Approval to fill Administrative and Communications Coordinator position due to retirement of Karen Koch.
 - [e.](#) Notification of resignation of Travis Teesch, Assistant Chief.
 - [f.](#) Wages & Incentives for Seasonal Life Guard Staff.
3. General Matters.
4. Adjourn.

NOTICES

Notice is hereby given that a majority of the City Council will be present at the meeting of the Finance and Personnel Committee scheduled for Monday, May 16, 2022 at 6:10 P.M. to gather information about a subject over which they have decision making responsibility.

IF REQUESTED THREE (3) DAYS PRIOR TO THE MEETING, A SIGN LANGUAGE INTERPRETER WILL BE MADE AVAILABLE AT NO CHARGE.

ARPA Funding



May 16, 2022

Overview

- City was allocated \$1.7 million from the Coronavirus State and Local Fiscal Recovery Funds
- Received half of the funds in June 2021
- Expected to receive the other half May 2022
- Funds must be allocated by December 2024
- Funds must be spent by December 2026
- Project must meet eligible program spend categories



Main Spend Categories

- Lost Revenue (Page 9) *Standard Allowance or Itemized*
- Capital Expenditures (Page 30)
- Public Sector Capacity (Page 26)
- Negative Economic Impacts (Page 16)
 - Small businesses
 - Specific industries that were impacted
 - Class of People (Income, home value, etc.)
- Water & Sewer Infrastructure (Page 38)
 - This is an eligible category for use of funds. Again, we will need to identify the need for the projects. Also keeping in mind, the lasting impact of the project.

Restricted Use

- May not deposit into pension fund
- Cannot offset a reduction in net tax revenue
- Can't be used for debt service
- May not use it to satisfy a settlement or judgement

Requirements of the City

- Reporting and Compliance
 - Initial reporting of any expenditures through March 2022, was due in April 2022
- Separate Fund 223 for accounting has been created
- Annual Reporting on all expenditures going forward
- Possible Audit follow up upon program completion
 - Provide a project overview

Final Ruling Program Guidelines

- More Detail at the below Website
 - <https://home.treasury.gov/system/files/136/SLFRF-Final-Rule-Overview.pdf>



Project List Generation

Key thought Process in developing Project list

- Projects that will have a lasting impact on community
- Projects that might help City residents remember COVID in a positive way.
- Select projects that will affect a larger group of people rather than individuals
- Projects that can be completed by December 2026
- Considering any ongoing cost implications each project have that will impact future budgets.

Process up to this point

- Money was allocated to the City from the Government
- Waited on Final Ruling from US Treasury on how funds can be spent
- Memo sent to ARPA Fund Committee (Internal Department Managers) and Council
- Thoughts and ideas were gathered in a list
- Each project was assigned to the appropriate area for review, comment, and ranking of the project's impact.
- Committee met to discuss the list.
- Narrowed the list to the top impactful projects to recommended review and approval by Council

Project List Overview

- The list grew to over 50+ projects
- Projects include things like Operations, capital improvements within parks and equipment, and some one-time items that will improve the City
- List was narrowed to 20 projects based on committee review and impact, planning, and other factors

Committee Discussion points during list review

- Will projects actual cost come close to estimated
- Will the project be completed by deadline of December 2026
- If the City's list of program exceeds our allocation, we will be ready for any additional allocation if funds become available.
- Have additional projects to be prepared to spend the money if a project doesn't happen.

Impactful Project Recommended for Consideration 1 of 2

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact
1	Upgrade boardwalk trail to address safety issues and meet accessibility guidelines	1000 Islands	\$200,000	Debbie Nowak	Debbie Nowak, Mayor Penterman	Yes	2
2	Hwy 55 and Hwy 96 Intersection Control	DPW	\$40,000	John Neumeier/Jamie Graff	Police Department, Mayor Penterman	Yes	2
3	City Core Façade Grants (Uptown and Downtown areas older buildings in the CCD Zone) & "Live Downtown Program" grants to finish or update second floor City Core residential units	Community Development	\$300,000	Joe Stephenson	Joe Stephenson, Mayor Penterman	Yes	1
4	Portable Radios - These are the replacements that have been previously discussed. The actual amount needed would likely be at the low end of this estimate. And if necessary, we could spend even less, but then we would need to add a capital project for the remainder.	Fire Department	\$300,000	Chief Carrel	Chief Carrel	Yes	2
6	Large Park Update in an economically distressed neighborhood (visioning sessions for the neighborhood to make it their own) (maybe part ARPA and part CIP funded)	Parks	\$400,000	Joe Stephenson	Joe Stephenson/ Alder Thiele/ Alder Moore/Mayor Penterman	Yes	1
19	2021 Risk & Resilience Assessment of the Water Supply System found some weaknesses and it was directed towards physical security. There is a need for safety switches and/or card readers on all doors for documentation who is in and out of plants. This also includes the need for upgrade and moving of cameras.	Kaukauna Utilities	\$125,000	Andy VandenHeuvel	Michael Avanzi	Yes	2
21	Looping Water Main on Kavanaugh Road before city and town paves the road. Right now if there was a fire in the section it would pretty much turn the water off to the homes.	Kaukauna Utilities	\$120,000	Andy VandenHeuvel	Michael Avanzi	Yes	2

Impactful Project Recommended for Consideration 2 of 2

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact
23	Support Library in various ways such as Social Service Worker (Ongoing expense)	Library	\$87,000	Ashley Thiem-Menning	Alder Thiele	Yes	2
42	Defibrillator - This is for our 3 rd ambulance. This has been ordered, but it has not arrived or been paid for yet.	Fire Department	\$34,200	Chief Carrel	Chief Carrel	Yes	1
49	Safe drinking water account to offset costs to those well owners in the city who now have to adhere to the current ordinance regarding wells with an income of over \$65,000/year, not covered by current DNR grants. 54 Private Wells in the city that either need to be tested or abandoned. Need to offer some kind of funding for residents that don't qualify for DNR Funding. This is to protect the safety of our groundwater supply.	Kaukauna Utilities	\$75,000	Andy VandenHeuvel	Alder Moore/Michael Avanzi	Yes	1
50	Looping Water Main on Loderbauer before city paving. Right now it's a long dead end with very low chlorine residual and lower pressure because of not being looped.	Kaukauna Utilities	\$275,000	Andy VandenHeuvel	Michael Avanzi	Yes	1
51	System Study looking for best treatment options to enhance water quality (Hard Water) for Kaukauna Utilities Residential and Commercial Customers. Includes a complete system Asset Management Plan.	Kaukauna Utilities	\$50,000	Andy VandenHeuvel	Michael Avanzi/Alder Moore, Alder Antoine	Yes	1
52	2023 Relay on Park, Klein, 4 th , 5 th , Hendricks Ave. Utilities has 92 public side Lead Services at an estimated cost \$2,500 per service on the public side.	Kaukauna Utilities	\$230,000	Andy VandenHeuvel	Michael Avanzi/Alder Moore/Mayor Penterman	Yes	1
53	Cellebrite Machine and Computer allowing investigation to extract data from phones when involved in a situation	Police Department	\$18,500	Chief Graff	Chief Graff	Yes	1
54	Technology Current State Assessment (City and Utility)	Information Technology	\$15,000	Don Krause	Michael Avanzi	Yes	2
55	Badger Election Books	Clerk	\$45,000	Sally Kenney	Mayor Penterman	Yes	2

Secondary Impactful Projects for Consideration

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact
10	High Rise Rope Rescue System - We have been eyeing this and looking to add in the next 1-2 years, and figured it might be a good ARPA purchase.	Fire Department	\$4,600	Chief Carrel	Chief Carrel	Maybe	5
14	Broadband access to key parks in the city	Information Technology	TBD	Don Krause	Alder Moore	Maybe	5
16	Broadband light poles at key roads exiting the city to include cameras.	Information Technology	TBD	Don Krause	Alder Moore	Maybe	5
18	Replace door controllers	Information Technology	\$40,000	Don Krause	Don Krause	Maybe	5
20	Replace Video Surveillance Cameras	Information Technology	\$50,000	Don Krause	Don Krause	Maybe	5
26	Update parks with ADA Accessible equipment and include Inside the Park development.	Parks	TBD	Terri Vosters	Alder Thiele, Alder Moore	Maybe	2
27	Emerald Ash Borer Damaged Tree Removal - Tree Removal for Terrace Ash Trees - Approximately 600 Trees.	DPW	\$420,000	John Neumeier	John Neumeier	Maybe	3
28	City Park Tree Replacement - Due to Ash Borer Removals - Grignon, 1000 Islands, Other parks?	DPW	\$50,000	John Neumeier	John Neumeier	Maybe	3
38	Installation of Garbage/Recycle Collection Areas for Downtown Business district - In conjunction with Downtown Revitalization Efforts (Façade, Alley Design)	DPW	\$200,000	John Neumeier	John Neumeier	Maybe	4
39	Power Load System - This is an amazing tool to help prevent back injuries when loading patients. Virtually all new ambulances have this as standard equipment, but our existing ambulance did not include it (it should have). This would be to retrofit our current 1st out ambulance.	Fire Department	\$34,100	Chief Carrel	Chief Carrel	Maybe	4
40	Connect Kaukauna's Fiber Network to WisNet's Appleton Pop	Information Technology	\$300,000	Don Krause	Don Krause	Maybe	4

Projects Amounts by Area

- Includes all Yes and Maybe Projects

Area	Amount	# of Projects
1000 Islands	\$200,000	1
Clerk	\$45,000	1
Community Development	\$300,000	1
DPW	\$710,000	4
Fire Department	\$372,900	4
Information Technology	\$405,000	6
Kaukauna Utilities	\$875,000	6
Library	\$87,000	1
Parks	\$400,000	2
Police Department	\$18,500	1
Grand Total	\$3,413,400	27

Percent of Allocated fund by Area

- Only showing the recommended projects from the list as a percentage of the total allocated funds

Area	Amount	# of Projects	% of Allocated
1000 Islands	\$200,000	1	11.8%
Clerk	\$45,000	1	2.6%
Community Development	\$300,000	1	17.6%
DPW	\$40,000	1	2.4%
Fire Department	\$334,200	2	19.7%
Information Technology	\$15,000	1	0.9%
Kaukauna Utilities	\$875,000	6	51.5%
Library	\$87,000	1	5.1%
Parks	\$400,000	1	23.5%
Police Department	\$18,500	1	1.1%
Grand Total	\$1,700,000	16	136.2%

Project Explanation form

- Each project that is requesting fund approval has an explanation form.
- Helps explain the project
- Will aid in the event of a program audit

Project Name:	
Project List #:	
Project Cost:	
Ongoing Cost:	
Start/Finish Date:	
Description:	Describe the harm or need to be addressed and why it was exacerbated or caused by the public health emergency. You can provide quantitative information on the extent and the type of harm such as number of individuals or entities affected.
Explanation of Why Capital Expenditure is appropriate:	For example, why existing equipment and facilities, or policy changes or additional funding to pertinent programs or services would be inadequate

Things to consider when approving projects

- Consider approving project as presented
- Consider modifying project scope
- Consider combination of funding sources
- Know that some projects depend on a different project
- Consider Ongoing expenses of project and the next budget cycle.
- Will it be more Memorable to have:
 - Many projects
 - A few larger projects
- Operations expense vs. community enhancing expense
- Better to plan for expense vs. using ARPA now expense

Challenges to consider with Project Approval

- What do we do for project that overspend
- Tiered projects to ensure funds get spent
 - Once first tier is done what priority is used for second tier project
- Setting a completion deadline for first tier projects so second tier has a chance to spend funds by ARPA deadline
- Without enough ARPA funds to cover all projects, what CIP consideration is given for the unfunded projects

Discussion on Projects

- Review Spreadsheet with Projects
- Each project has an explanation form in meeting packet
- Staff who submitted projects are here to answer questions

Suggested Action

- Review and discuss project on the recommended list.
- Make approval of projects for ARPA funding at the June 7th meeting.



THANK YOU



Full Project List

Full ARPA Project List

Updated: 5/10/2022

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact	Notes
1	Upgrade boardwalk trail to address safety issues and meet accessibility guidelines	1000 Islands	\$200,000	Debbie Nowak	Debbie Nowak, Mayor Penterman	Yes	2	this only includes materials
2	Hwy 55 and Hwy 96 Intersection Control	DPW	\$40,000	John Neumeier/Jamie Graff	Police Department, Mayor Penterman	Yes	2	
2	First 5 Fox Valley - Program Service that Support Young Children and Families (Organization is requesting 10% of Funds)	Civic Promotions	\$170,000	Mayor	Mayor	No	5	no
3	City Core Façade Grants (Uptown and Downtown areas older buildings in the CCD Zone) & "Live Downtown Program" grants to finish or update second floor City Core residential units	Community Development	\$300,000	Joe Stephenson	Joe Stephenson, Mayor Penterman	Yes	1	redevelopment authority match funding?
4	Portable Radios - These are the replacements that have been previously discussed. The actual amount needed would likely be at the low end of this estimate. And if necessary, we could spend even less, but then we would need to add a capital project for the remainder.	Fire Department	\$300,000	Chief Carrel	Chief Carrel	Yes	2	applied for grant with other communities, if not approved need funding elsewhere
5	Lost Revenues across the General fund for 2022, 2023, 2024 years	Finance	TBD	William Van Rossum	William Van Rossum	No	5	no
6	Large Park Update in an economically distressed neighborhood (visioning sessions for the neighborhood to make it their own) (maybe part ARPA and part CIP funded)	Parks	\$400,000	Joe Stephenson	Joe Stephenson/ Alder Thiele/ Alder Moore/Mayor Penterman	Yes	1	
7	Replace existing WIFI Access Points	Information Technology	\$8,000	Don Krause	Don Krause	No	2	
8	Set aside a dollar amount that equals the lose of monies for ambulance transportation/supplies and apply it the purchase of a new ambulance. Offset costs for replenishing materials due to the covid requirements in transporting covid patients.	Fire Department	TBD	Chief Carrel/ William Van Rossum	Alder Moore	No	5	no
9	Upgrade Microsoft Windows Licenses to Datacenter	Information Technology	\$20,000	Don Krause	Don Krause	No	2	
10	High Rise Rope Rescue System - We have been eyeing this and looking to add in the next 1-2 years, and figured it might be a good ARPA purchase.	Fire Department	\$4,600	Chief Carrel	Chief Carrel	Maybe	5	
11	Conversion of all head-end system to cloud (Keyless Entry Fob System) (\$3,600 Ongoing)	Information Technology	\$3,600	Don Krause	Don Krause	No	2	
12	Monies used to go from part-time to full time human resources.	Human Resources	TBD	William Van Rossum	Alder Moore	No	5	no
13	Internet Scanner – Albert Scanner	Information Technology	\$10,000	Don Krause	Don Krause	No	2	

Full ARPA Project List

Updated: 5/10/2022

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact	Notes
14	Broadband access to key parks in the city	Information Technology	TBD	Don Krause	Alder Moore	Maybe	5	future capital plan project, Outagamie County top 5 project category
15	Office365 Migration to Government Cloud	Information Technology	\$18,000	Don Krause	Don Krause	No	2	
16	Broadband light poles at key roads exiting the city to include cameras.	Information Technology	TBD	Don Krause	Alder Moore	Maybe	5	Tied to project #14
17	Office365 Malicious Activity Monitoring (Ongoing expense)	Information Technology	\$3,000	Don Krause	Don Krause	No	2	
18	Replace door controllers	Information Technology	\$40,000	Don Krause	Don Krause	Maybe	5	MSB getting to end of life, budget cycle?
19	2021 Risk & Resilience Assessment of the Water Supply System found some weaknesses and it was directed towards physical security. There is a need for safety switches and/or card readers on all doors for documentation who is in and out of plants. This also includes the need for upgrade and moving of cameras.	Kaukauna Utilities	\$125,000	Andy VandenHeuvel	Michael Avanzi	Yes	2	
20	Replace Video Surveillance Cameras	Information Technology	\$50,000	Don Krause	Don Krause	Maybe	5	MSB/library getting to end of life, budget cycle?
21	Looping Water Main on Kavanaugh Road before city and town paves the road. Right now if there was a fire in the section it would pretty much turn the water off to the homes.	Kaukauna Utilities	\$120,000	Andy VandenHeuvel	Michael Avanzi	Yes	2	
22	Use monies to off-set Kaukauna's share of the Interceptor project planned by the HOVMSD.	Sanitary	TBD	John Neumeier/William Van Rossum	Alder Moore	No	5	no
23	Support Library in various ways such as Social Service Worker (Ongoing expense)	Library	\$87,000	Ashley Thiem-Menning	Alder Thiele	Yes	2	
24	Use monies to hire an additional ambulance personnel with the acquisition of a new vehicle. (on going)	Fire Department	TBD	Chief Carrel	Alder Moore	No	4	budget cycle
26	Update parks with ADA Accessible equipment and include Inside the Park development.	Parks	TBD	Terri Vosters	Alder Thiele, Alder Moore	Maybe	2	CIP with 1-2 parks per year
27	Emerald Ash Borer Damaged Tree Removal - Tree Removal for Terrace Ash Trees - Approximately 600 Trees.	DPW	\$420,000	John Neumeier	John Neumeier	Maybe	3	roughly 180 trees within utilities lines
28	City Park Tree Replacement - Due to Ash Borer Removals - Grignon, 1000 Islands, Other parks?	DPW	\$50,000	John Neumeier	John Neumeier	Maybe	3	city park, central park
29	Rail crossing quiet zone	DPW	TBD	John Neumeier/William Van Rossum	Alder Coenen	No	3	no
30	Replace core switch in DF101A	Information Technology	\$10,000	Don Krause	Don Krause	No	3	budget cycle
31	Upgrade all workstations to Windows 11	Information Technology	\$12,000	Don Krause	Don Krause	No	3	budget cycle
32	2023 Cathodic Protection for the Industrial Tower. Tower was painted in 2018 and needs to have cathodic Protection installed.	Kaukauna Utilities	\$35,000	Andy VandenHeuvel	Michael Avanzi	No	3	in KU 2023 budget cycle
33	Book Mobile - Increases Circulation and brings books to communities that are underserved	Library	\$205,000	Ashley Thiem-Menning	Ashley Thiem-Menning	No	3	5-10 year plan, would help with county aid
34	Bicycle Check Out Hub	Recreation	TBD	Joe Stephenson	Alder Thiele	No	3	
35	Develop a BID and fund a staff position to help create/manage the BID (Outgoing expense)	Community Development	\$100,000	Joe Stephenson	Joe Stephenson	No	4	

Full ARPA Project List

Updated: 5/10/2022

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact	Notes
36	Vehicle for Code Enforcement Officer	Community Development	\$35,000	Joe Stephenson	William Van Rossum	No	4	budget cycle
37	The difference in Full vs Part-time wages of Code enforcement Officer for 2022 and 1/4 of the wages for 2023 to allow the budget to slowly assume the full cost of this position	Community Development	\$40,000	William Van Rossum	William Van Rossum	No	4	budget cycle
38	Installation of Garbage/Recycle Collection Areas for Downtown Business district - In conjunction with Downtown Revitalization Efforts (Façade, Alley Design)	DPW	\$200,000	John Neumeier	John Neumeier	Maybe	4	
39	Power Load System - This is an amazing tool to help prevent back injuries when loading patients. Virtually all new ambulances have this as standard equipment, but our existing ambulance did not include it (it should have). This would be to retrofit our current 1st out ambulance.	Fire Department	\$34,100	Chief Carrel	Chief Carrel	Maybe	4	
40	Connect Kaukauna's Fiber Network to WisNet's Appleton Pop	Information Technology	\$300,000	Don Krause	Don Krause	Maybe	4	increase internet speed
41	Add an additional firewall	Information Technology	\$6,000	Don Krause	Don Krause	No	4	
42	Defibrillator - This is for our 3 rd ambulance. This has been ordered, but it has not arrived or been paid for yet.	Fire Department	\$34,200	Chief Carrel	Chief Carrel	Yes	1	transfer to new ambulance
43	Replace existing firewall	Information Technology	\$5,000	Don Krause	Don Krause	No	1	
44	Upgrade one of the existing Hosts	Information Technology	\$10,000	Don Krause	Don Krause	No	1	
45	Upgrade VMware Licenses to Essentials	Information Technology	\$2,000	Don Krause	Don Krause	No	1	
46	Upgrade the existing Video Surveillance Server	Information Technology	\$10,000	Don Krause	Don Krause	No	1	affects many departments
47	Multi-Factor Authentication and Password Management (\$3,600 on going)	Information Technology	\$7,200	Don Krause	Don Krause	No	1	
48	Chief Information Officer / Director Resource (\$15,000 on going)	Information Technology	\$20,000	Don Krause	Don Krause	No	1	contract vs hiring
49	Safe drinking water account to offset costs to those well owners in the city who now have to adhere to the current ordinance regarding wells with an income of over \$65,000/year, not covered by current DNR grants. 54 Private Wells in the city that either need to be tested or abandoned. Need to offer some kind of funding for residents that don't qualify for DNR Funding. This is to protect the safety of our groundwater supply.	Kaukauna Utilities	\$75,000	Andy VandenHeuvel	Alder Moore/Michael Avanzi	Yes	1	
50	Looping Water Main on Loderbauer before city paving. Right now it's a long dead end with very low chlorine residual and lower pressure because of not being looped.	Kaukauna Utilities	\$275,000	Andy VandenHeuvel	Michael Avanzi	Yes	1	
51	System Study looking for best treatment options to enhance water quality (Hard Water) for Kaukauna Utilities Residential and Commercial Customers. Includes a complete system Asset Management Plan.	Kaukauna Utilities	\$50,000	Andy VandenHeuvel	Michael Avanzi/Alder Moore, Alder Antoine	Yes	1	last study in 2003
52	2023 Relay on Park, Klein, 4 th , 5 th , Hendricks Ave. Utilities has 92 public side Lead Services at an estimated cost \$2,500 per service on the public side.	Kaukauna Utilities	\$230,000	Andy VandenHeuvel	Michael Avanzi/Alder Moore/Mayor Penterman	Yes	1	

Full ARPA Project List

Updated: 5/10/2022

Project Number	Project Name	Department	Amount	Project Lead	Submitted By	Recommended	Project Impact (1-5) 1 Being High Impact	Notes
53	Cellebrite Machine and Computer allowing investigation to extract data from phones when involved in a situation	Police Department	\$18,500	Chief Graff	Chief Graff	Yes	1	
54	Technology Current State Assessment (City and Utility)	Information Technology	\$15,000	Don Krause	Michael Avanzi	Yes	2	
55	Badger Election Books	Clerk	\$45,000	Sally Kenney	Mayor Penterman	Yes	2	



Summary Pages of Recommend Projects



ARPA Project Explanation Form

Project Name:	Upgrade boardwalk trail to address safety issues and meet accessibility guidelines
Project List #:	1
Project Cost:	\$200,000
Ongoing Cost:	N/A
Start/Finish Date:	Fall 2022/Fall 2024
Description:	<p>The boardwalk section of the trail at 1000 Islands is one of the most heavily used trail sections within the Conservancy Zone. Throughout the pandemic, people started seeking out trails and natural areas in large numbers. Time spent outdoors and nature has been shown to have a positive impact on physical as well as mental health and 1000 Islands provided an important resource for our community to get through some of the hardest months of the pandemic. The large number of visitors created additional wear and tear on our natural areas.</p> <p>In addition to extra wear and tear on our boardwalk through the pandemic, especially through the Safer at Home initiative, it became apparent that the structure is not adequate to handle high volumes of visitors and is especially inadequate to allow the safe passing of wheelchairs, strollers and other wheeled devices.</p> <p>The boardwalk is currently only 4 feet wide and is unsafe in many areas to step to the side to let other visitors pass. For better accessibility, a 60" boardwalk is recommended. In addition, the boardwalk has shifted in many sections creating significant cross slopes creating hazardous conditions especially when wet or icy. In the past few years we have had two visitors in wheelchairs roll off the boardwalk when trying to navigate these sections. USDA Accessibility Guidelines determine that cross slope should</p>

	<p>not exceed 2% on boardwalk surfaces. The cross slope exceeds this in a number of areas, including sections along the river.</p> <p>The current boardwalk structure has no toe rails and has very few sections of railings. During a site inspection in 2021, Safety Coordinator Randy Quaintance identified additional sections that should include railings for staff and visitor safety.</p>
<p>Explanation of Why Capital Expenditure is appropriate:</p>	<p>Total cost estimations for completing the boardwalk replacement project is approximately \$200,000 for materials. Using treated lumber, the boardwalk is expected to last 20-40 years and will be utilized by the majority of our 40,000 annual visitors. This size project would not be able to be accomplished within our standard operating budget and would need to be added to the City's Capital Improvement Plan if not funded with available ARPA funds.</p>



ARPA Project Explanation Form

Project Name:	Hwy 55 and Hwy 96 Intersection Improvements
Project List #:	2
Project Cost:	\$40,000
Ongoing Cost:	Dependent on maintenance of solutions provided.
Start/Finish Date:	Fall 2022 / Fall 2023
Description:	Proposed financing traffic and specifically pedestrian safety improvements for the intersection of STH 55(Lawe Street) and STH 96 (Taylor/Catherine Street). Could include intersection geometric improvements, signal timing changes, or the addition of warning lights for pedestrian crossings. Project cost would include intersection study and improvement implementation.
Explanation of Why Capital Expenditure is appropriate:	Financing this project would provide a service to the residents of low-moderate income neighborhoods impacted by COVID-19, to have safer walking routes to get to Park School, local convenience stores, restaurants, downtown area, and crossing to get to the public library. Residents may have lost income causing more children and families to walk to destinations near their homes; these improvements would improve safety for these residents.



ARPA Project Explanation Form

Project Name:	Renew Kaukauna
Project List #:	#3
Project Cost:	\$300,000
Ongoing Cost:	none
Start/Finish Date:	2022 – 2025 (or until funds run out)
Description:	<p>Renew Kaukauna is a program that will provide facade and code compliance matching grants for historic commercial buildings within the Commercial Core District (downtown and uptown). During Covid 19 small businesses were disproportionately affected by closures, bankruptcies, and reduced revenue. Small businesses are the heart of a City's economy and the driving force behind creating a vibrant city core for all residence to enjoy. Due to the decreased revenues and increased vacancies during Covid 19, many businesses and buildings owners have very little extra income to devote to fixing and improving the structure of their building. Providing matching grants to these businesses will not only increase the appearance of the City but also provide a quality image/branding for business owners to attract and retain patrons. Quality buildings and aesthetically appealing facades have been linked to increased revenue in numerous downtown studies. In a world where we can get everything online the customer experience is the utmost important. Having a downtown that</p>

	looks and feels welcoming is key to getting shoppers back to our City's Core and back to supporting our small businesses.
Explanation of Why Capital Expenditure is appropriate:	<p>Fixing facades and getting older buildings up to code is extremely costly. Many businesses will opt to not improve or leave a space vacant simply because the cost to renovate that space out ways the revenue they project to gain from it. Due to the costly nature of these renovations, it is rare that cash strapped businesses or building owners will fix crumbling facades or update residential and commercial spaces to be once again occupied. Capital Expenditure is vital to offsetting those costs and without it many buildings will continue to go underutilized, remain vacant, or worst-case scenario, and result in demolition by neglect. Capital expenditure for revitalizing our city's core and propping up small businesses will have numerous benefits:</p> <p>beautification of the downtown, increase in downtown foot traffic, increased small business revenue, open vacant store fronts, open vacant second floor residential apartments, reduce code nonconformities, and increased tax base.</p>



ARPA Project Explanation Form

Project Name:	Portable Radios
Project List #:	4
Project Cost:	\$300,000
Ongoing Cost:	\$0
Start/Finish Date:	
Description:	Our complete inventory of handheld portable radios (38) will need to be replaced within the next couple of years. We are no longer able to obtain intrinsically safe batteries for our radios, so each time a battery fails we will have to purchase a new radio (estimated range of \$7,000-\$8,000 each). Many of our batteries are nearing end-of-life, so once they begin to fail, it may happen quickly. We feel it best to replace them all at once to ensure no disruption of a critical piece of equipment and to get the best pricing when making a bulk purchase.
Explanation of Why Capital Expenditure is appropriate:	The news of the battery issue came in mid-2021 and did not allow for long-term capital planning for this large expenditure. We have applied for a regional grant with the other departments in Outagamie County as an alternative funding source. We likely won't know the outcome of this grant until the summer/fall of 2022.



ARPA Project Explanation Form

Project Name:	Strassburg Park-Outdoor Fitness/Obstacle Course
Project List #:	6
Project Cost:	\$400,000
Ongoing Cost:	Varied based on need
Start/Finish Date:	2023-2024
Description:	<p>The average gym membership in the USA costs between \$400-\$600 a year, and the economic impact of COVID-19 has reduced many households' disposable income. Therefore, gym memberships aren't an option for every family.</p> <p>An outdoor fitness park is also great for motivating fitness newcomers who may feel intimidated in an indoor gym setting. Outdoor fitness curates a social and welcoming environment perfect for beginners and experts. Lastly, outdoor fitness parks are great for the whole family. Most fitness parks are placed within a playground's site lines, allowing parents to be active with their kids while keeping an eye on their children playing. When kids watch their parents exercising and being active, this instills healthy habits in them.</p> <p>Visioning sessions for the neighborhood to make it their own will be part of the process.</p>
Explanation of Why Capital Expenditure is appropriate:	<p>Providing free outdoor fitness equipment is essential for the City of Kaukauna to build a healthier community. It is a feasible and socially welcoming option that we can add to our community, no matter the geographic size, population, demographic, or fitness level. Fitness should be available and accessible for everyone. The City of Kaukauna does not currently have an outdoor fitness park. The opportunity to add this for the Community will allow additional programming and services that would not otherwise be feasible.</p>



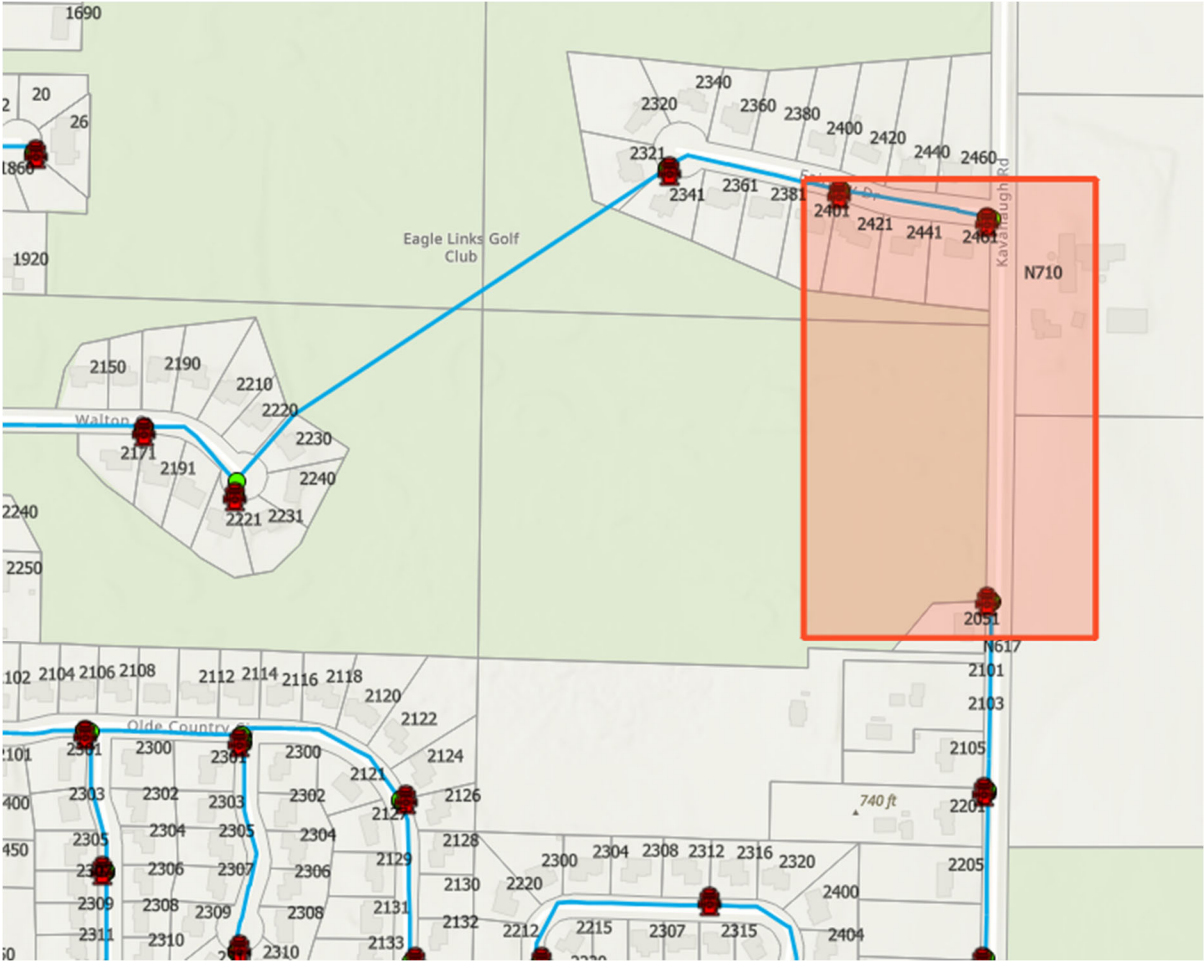
ARPA Project Explanation Form

Project Name:	Kaukauna Utilities Water Department Security Upgrade
Project List #:	19
Project Cost:	\$125,000
Ongoing Cost:	Software Licensing & Minor Maintenance
Start/Finish Date:	Q2 2023
Description:	2021 Risk & Resilience Assessment of the water system found some weaknesses and it was directed towards security. Each site was individually evaluated. There is a need for card readers for people in and out of water plants and safety switches on any hatches. Also included was upgrade and moving of cameras.
Explanation of Why Capital Expenditure is appropriate:	Enhancing physical security at the sites providing drinking water to the community is of utmost importance. There is some money in the budget for 2022, but not enough to cover the full project.



ARPA Project Explanation Form

Project Name:	Kavanaugh Road Water main looping
Project List #:	21
Project Cost:	\$120,000
Ongoing Cost:	none
Start/Finish Date:	Q1 2023 start, Q4 2023 finish
Description:	City of Kaukauna and Town of Buchanan are looking to repave Kavanaugh Road and before that starts we need to complete that loop that needs another 950ft of 8-inch water main. Currently there are 33 customers on the 2 dead ends.
Explanation of Why Capital Expenditure is appropriate:	This project is needed to provide more reliable water service to the 33 customers in the area and to ensure that we have enough pressure for fire fighting.





ARPA Project Explanation Form

Project Name:	Community Resource Specialist (Library Social Worker)
Project List #:	23
Project Cost:	\$87,000 Annually
Ongoing Cost:	\$87,000 Annually
Start/Finish Date:	This position could be posted as soon as 2023 and could run annually through the ARPA grant until the time in which funds need to be expended. The City could also fund all or a portion of the position during the ARPA years. The ARPA timeline could also serve as an opportunity to assess the need for this position and it could be a LTE position as the City determines the value of the position to the community as on-going City funded. Racine Public Library reported an immediate, noticeable impact upon hiring their part-time intern social worker in 2019, resulting in them hiring a full time social worker in 2021.
Description:	Social workers have been in libraries since 2009 in various capacities. Library social workers provide a low barrier opportunity for all individuals to have the ability to access the unique resource of a social worker. A Community Resource Specialist will provide information and referrals for: food, housing, health insurance, mental health, substance abuse, parenting, children, domestic violence, education, and employment. The goal of this position is to enable community members to make informed choices to improve their quality of

	<p>life. The position would have evening and weekend availability, including drop in hours, and virtual, in- person, and phone appointments as well.</p> <p>Library staff are currently fulfilling this role for the community without the education provided by a social work collegiate degree program. Due to State Statute 43, library staff cannot legally be mandatory reporters, which does make their role more difficult in instances of suspected neglect or abuse. A Community Resource Specialist that does not have access to patron records and who meets with community members of their own volition would have the ability to be a mandatory reporter, while still ensuring patron privacy and confidentiality in a library setting.</p>
<p>Explanation of Why Capital Expenditure is appropriate:</p>	<p>ARPA funds can be spent on assistance to households, specifically low or moderate income, households experiencing unemployment, households experiencing increased food or housing insecurity, or households that qualify for Children's Health Insurance Program, Childcare Subsidies, or Medicaid. These all fall under the categories of help the Community Resource Specialist can assist community members with. An article in the Post Crescent from 2019 indicated that Outagamie County social workers were burning out from an increase in child welfare cases https://www.postcrescent.com/story/news/2019/05/02/child-welfare-cases-increase-social-workers-burning-out/3201167002/. There is no doubt that in the wake of the</p>

pandemic, those stressors have increased further. Kaukauna is also in a unique position geographically because most human services are located in Appleton, and transportation continues to be a large barrier to those in need. There are social workers currently employed within our school district, however, utilization of those services are within school hours and by those associated with the district. There are many individuals that do not have a connection with a school social worker that are in need of services.



ARPA Project Explanation Form

Project Name:	Defibrillator
Project List #:	42
Project Cost:	\$34,200
Ongoing Cost:	\$0
Start/Finish Date:	Mid/late 2022
Description:	This defibrillator/monitor will allow our 3 rd ambulance to be completely outfitted and ready to respond to emergency calls. The 3 rd (used) ambulance was purchased due to increasing simultaneous emergencies, allowing for immediate response rather than waiting for mutual aid. This is a critical life-saving device that will serve the community for many, many years to come. We are currently utilizing a loaner defibrillator to allow our 3 rd ambulance to operate.
Explanation of Why Capital Expenditure is appropriate:	We feel this is a good fit for ARPA funding, as it will enhance our ability to respond to public medical emergencies and will result in greater numbers of positive outcomes for our patients.



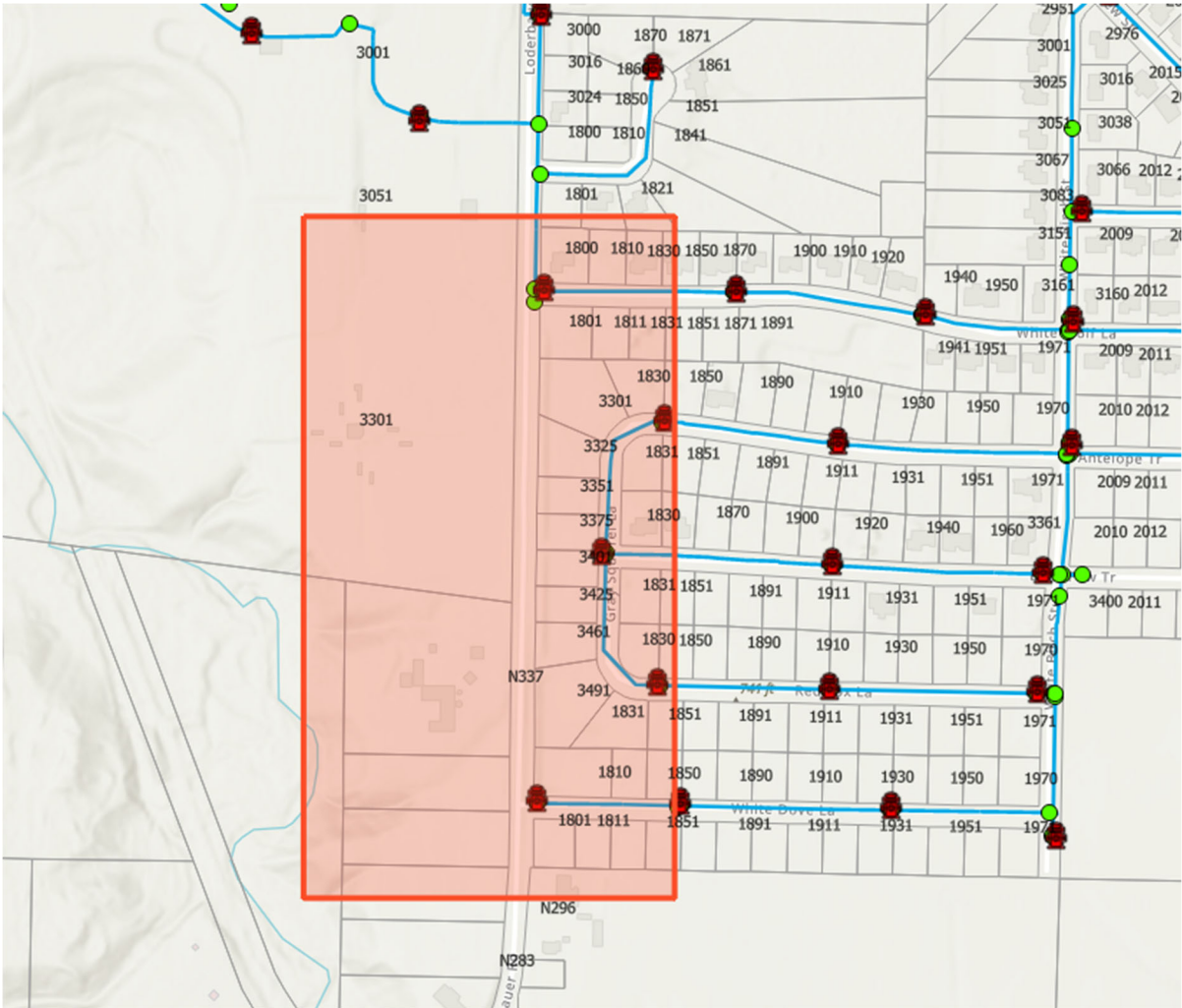
ARPA Project Explanation Form

Project Name:	Private Wells
Project List #:	49
Project Cost:	\$75,000
Ongoing Cost:	none
Start/Finish Date:	Q2 2022 start, Q2 2023 finish
Description:	There are 50 private wells throughout the city that need to be abandoned or tested to protect the City's water supply. This funding would be for anyone who wants to abandon their well to adhere with regulatory requirements.
Explanation of Why Capital Expenditure is appropriate:	Utilities doesn't budget money for private projects. Anyone making less than \$65,000 per year can get some kind of funding through the DNR, but anyone over there isn't anything available.



ARPA Project Explanation Form

Project Name:	Loderbauer Water Main Looping
Project List #:	50
Project Cost:	\$275,000
Ongoing Cost:	none
Start/Finish Date:	Q1 2023 start, Q4 2023 finish
Description:	<p>City is paving White Dove Lane and a section of Loderbauer in 2023 and this watermain must be looped before the paving happens.</p> <p>Right now it's a big dead end with over 100 customers, lower chlorine residual and lower pressure.</p>
Explanation of Why Capital Expenditure is appropriate:	<p>This project is needed to provide more reliable water service to the 100+ customers in the area and to ensure that we have enough pressure for fire fighting.</p>





ARPA Project Explanation Form

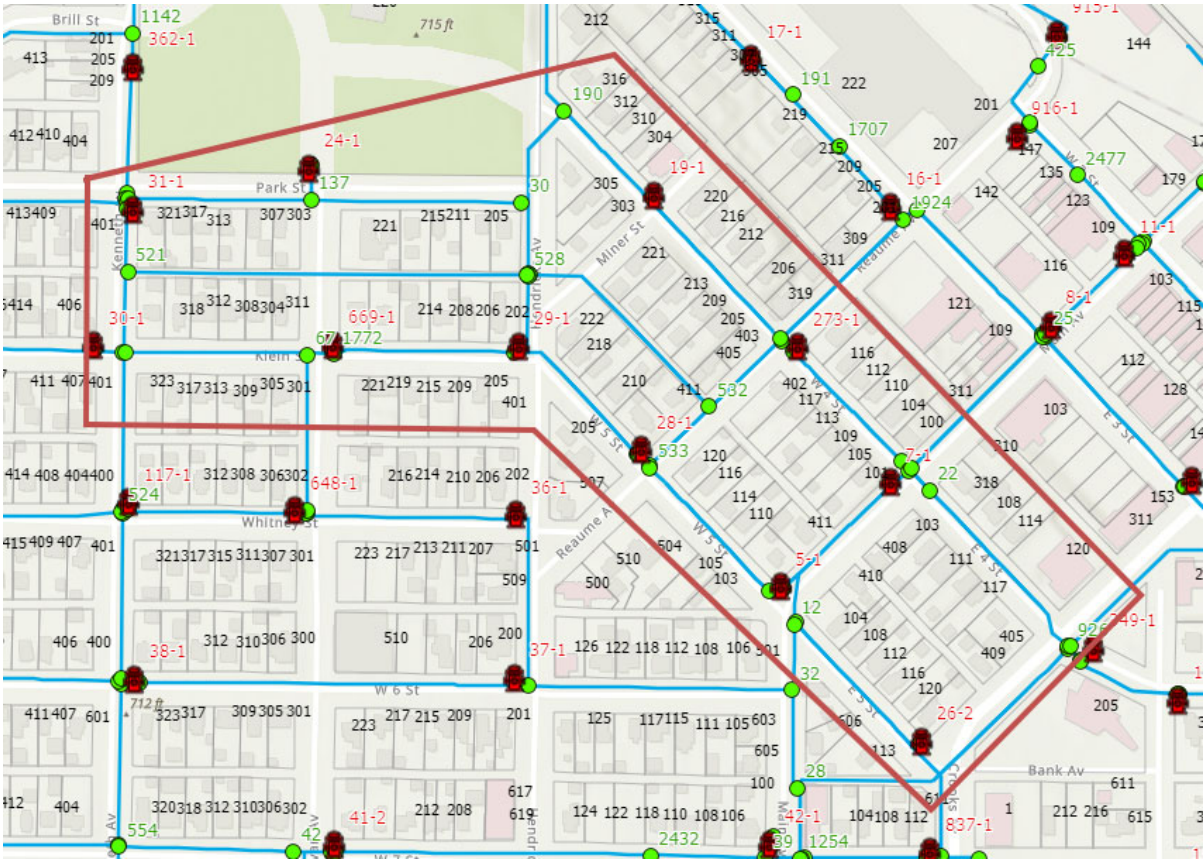
Project Name:	Kaukauna Utilities Water Study
Project List #:	51
Project Cost:	\$50,000
Ongoing Cost:	none
Start/Finish Date:	Q4 2023
Description:	<ul style="list-style-type: none"> • System modeling for expansion along south end of town (KK to Outagamie Road) • Evaluate current water supply capacity to meet projected 20 year future demand • Evaluate current storage systems to meet projected 20 year future demand • Complete system modeling to meet projected 20 year future demand along with possibly another pressure zone on the south end of the city. (Supply, Storage, Filters, Distribution). • Evaluate treatment alternatives for current water supply that also addresses proposed regulatory water quality standard revisions. Overall economic analysis of Main Filter Plant with treatment options. Include financial impact of treatment alternatives to stakeholder groups. • Identify and evaluate two alternative water supply sources. • Preparation of a detailed asset management plan that includes the following <ol style="list-style-type: none"> 1. Two dimensional floor plans for well and treatment facilities 2. Plan and profile drawings for storage facilities 3. Plan must also meet the requirements of WDNR's Safe Drinking Water Loan Program 4. #8 Well, #9 Well, #9 Filter Treatment building scanning and 3 dimensional plans.

Explanation of Why Capital Expenditure is appropriate:	This would be a comprehensive study for future water supply to the City to plan for growth of the City and enhancements that could potentially be made to how we treat the water for our customers. We have not completed a study like this for about 20 years and we will also be evaluating the impacts from the customer perspective.
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ARPA Project Explanation Form

Project Name:	2023 Relay on Park, Klein, 4 th , 5 th , Hendricks Ave.
Project List #:	52
Project Cost:	\$230,000
Ongoing Cost:	none
Start/Finish Date:	Q1 2023 start, Q4 2023 finish
Description:	This is a relay project that is on the books for 2023 and has 92 public side lead services. Each service estimated replacement costs are \$2,500 each. In order to get any funding for private lead services we need to do the public side of the service.
Explanation of Why Capital Expenditure is appropriate:	This is only a small part of 2023 relay budget. 2023 relay will be close to \$2,000,000.





ARPA Project Explanation Form

Project Name:	Cellebrite
Project List #:	53
Project Cost:	\$18,369.54
Ongoing Cost:	License fee \$5,000 annually
Start/Finish Date:	On-going
Description:	Over the past several years, The Kaukauna Police Department has seen a rise in on-line type related crimes (thefts, frauds, scams etc.) The Cellebrite system will give investigators a tool in which they can download the phones of suspects or victims to get a better understanding of the crime they are investigating. In just about every financial crime, The District Attorney is looking for digital evidence in order to criminally charge a defendant. The Cellebrite system, which we currently don't have, will help victims of crimes get the justice they deserve.
Explanation of Why Capital Expenditure is appropriate:	We currently do not have a Cellebrite system. We currently use Fox Valley Metro Police Department or the State Department of Justice's Cellebrite.



ARPA Project Explanation Form

Project Name:	Technology Current State Assessment (City and Utility)
Project List #:	54
Project Cost:	\$15,000
Ongoing Cost:	\$0 for Current State Assessment; TBD for roadmap
Start/Finish Date:	Summer / Fall 2022
Description:	<p>For the residents of Kaukauna to continue receiving a high level of services from the many municipal departments, a wide variety of technology opportunities need to be explored for the future. Before we can deliver those things, we need to truly understand where we are today so we can properly position ourselves. A technology path forward that leverages capabilities, responsibly manages costs, and protects investments from the ever-increasing threat vectors.</p> <p>To do this, we will establish an engagement with an experienced CIO (chief information officer) seeking a snapshot review and assessment of the IT department delivering immediate, tangible value consisting of:</p> <ul style="list-style-type: none"> •Current skills and gaps in the IT department •Current technology utilization and maturity of delivery.

**Explanation of
Why Capital
Expenditure is
appropriate:**

With the utilization of shared IT services across all City departments, there is a responsibility in protecting and enhancing technology service levels provided. There is no current plan or blueprint that KU and the City can follow regarding the future of technology delivery.

The fundamental benefit of conducting a current state process analysis is that it establishes a firm foundation for an organization's operations, contributes to management approaches, and helps to improve workflow.

The assessment will provide a baseline for the development of a detailed roadmap to a desired future state.

We will be able to leverage experience and best practices as we grow and mature our IT department through the creation of a Technology Advisory Group (TAG).



ARPA Project Explanation Form

Project Name:	Badger Books
Project List #:	55
Project Cost:	\$45,000
Ongoing Cost:	\$2,500
Start/Finish Date:	June 2022/Nov 2022
Description:	<p>The 2020 presidential election was during the COVID pandemic. It made things more challenging with the current process. Aside from the Sanitary concerns these books will provide the following.</p> <ul style="list-style-type: none"> • Quicker voter check-ins and registrations • Process absentees in a snap • Improve polling place flow/Consolidate polling places • No more splitting poll books • Reduce poll worker mistakes • Improve data quality • Require fewer election inspectors • Streamline post-election data entry and reconciliation • Voters will be able to view their participation sooner in MyVote
Explanation of Why Capital Expenditure is appropriate:	The Badger books will reduce the touch points during future elections among many other advantages from a process improvement.



March 23, 2022

Michael Avanzi
General Manager
Kaukauna Utilities
777 Island Street, P.O. Box 1777,
Kaukauna WI 54130-7077

Dear Michael:

Fortium Partners LP (“Fortium Partners,” “we,” or “us”) is pleased that Kaukauna Utilities (“KU”, the “Company,” “you” or “your”) desires to engage one or more of our Partners (the “Fortium Partner”), to provide professional services described below. This letter along with the terms and conditions attached as Exhibit A and any other exhibits or schedules attached hereto (collectively, the “Agreement”) confirms our mutual understanding of the terms and conditions upon which we will make available to you our Partner.

We appreciate the time that you and Don spent with us to discuss the situation you are facing at Kaukauna Utilities (KU). We also appreciate your desire to formulate an effective and achievable IT technology roadmap, including capital expenditures that serve KU, the City of Kaukauna’s (“City”) services, and ultimately your constituents. Fortium is well suited to provide the leadership you desire to effectively evaluate your IT current state and then provide a set of directional recommendations under Fortium’s “Rapid-Start” initiative. We outline below our understanding of your situation and objectives, and how we are prepared to approach this important effort.

Our Understanding of Your Current Situation

Kaukauna, since its incorporation in 1885, is proud of its heritage and quality of life. The City continues to grow and given its nickname of “The Electric City”, KU has a unique responsibility for its future. Its continued 10+% decadal growth portends a bright future and continued strong residential/commercial growth.

KU needs to be prepared to support this growth including changes to market demand from such drivers as electric vehicles, increased leverage of internet connected devices and escalating expectations from predictive monitoring to real-time usage visibility from both residential and commercial customers. KU’s technology delivery needs to be prepared to adapt to address these and future changes as your market evolves.

As the General Manager of KU, you have the responsibility of protecting and enhancing technology service levels provided to your clients and now, with the expansion of shared services across all City departments, ultimately the taxpayers. Since you have been with KU for only a short while, you have the unique, fresh perspective of your experience from other utility services of varying sizes, while also being a trusted leader and key member of the City leadership. There is more to be done than appears possible to complete in the near term and there is an abundance of needs clamoring for attention and jockeying for position on everyone’s priority list.

Your Objective and Our Approach

You are currently searching for a technology path forward for KU and the City that leverages capabilities, responsibly manages costs, and protects your investment from the ever-increasing threat vectors baying at the door. In the recent past, IT has not been viewed positively due to operating in firefighting mode and the perceived lack of a collaborative partnership with City leadership, resulting in IT always playing catchup. There is no current plan or blueprint that KU and the City can follow regarding the future of technology delivery.



Kaukauna Utilities Rapid-Start Assessment Proposal

You are seeking a snapshot review and assessment of KU and the City's IT department, technology and technology delivery which will provide a baseline for the development of a detailed roadmap to your desired future state while delivering immediate, tangible value consisting of:

- Current skills and gaps in the IT department
- KU/City's current technology utilization and maturity of delivery.

Based on this assessment we will also provide guidance on Priorities and Recommendations:

- Potential "quick hits" for immediate lower cost/higher impact results
- Directional recommendations for evolving the people, processes and technology to support current and future needs.

The Fortium Rapid-Start Assessment process will jump-start your roadmap initiative by clarifying challenges, identifying prospective opportunities and galvanizing key stakeholders with the potential that a detailed IT roadmap would provide in serving KU, the City departments and ultimately your citizens. These insights will provide the baseline for a technology roadmap that:

- Optimizes operations of KU & City departments and enabling minimalization of attendant additional costs
- Improves service delivery to key constituencies: elected officials, citizens, and City departments
- Builds a collaborative partnership with KU and City leadership.

We are uniquely qualified to provide this assistance because Fortium provides the depth and breadth of relevant practical experience coupled with public sector knowledge that will provide the velocity and real-world insight to identify and deliver your immediate and future technology requirements.

Fortium will provide the experienced project, operational, and technology leadership necessary to achieve your expected outcomes using our proven Rapid-Start approach. To facilitate this approach, we propose to execute the engagement in two Steps. Step 1 will be a detailed effort to objectively assess and document the current technology and technology delivery within KU and the City. Step 2 will document an understanding of the next steps including directional recommendations for the improvement of service delivery.

Fortium "Rapid-Start" Effort	KU/City Benefit
Step 1: Discovering, evaluating and documenting current technology staff, technology, and technology delivery within KU/City	Documented understanding of the current situation
♦ Preparatory Action: A Technology Advisory Group ("TAG") will be identified to act as a sounding board and provide project oversight	♦ Buy-in from 4-5 key stakeholders (may be drawn from KU leadership, some City, some commission/council)
♦ Interview existing staff	♦ An objective understanding of the human component of future technology delivery
♦ Review inventories of existing technology, including release levels	♦ Visibility of current technology landscape
♦ Focus groups will be held with all (or key) departments to discover and document user perspectives as to current service levels	♦ Thorough involvement of all stakeholders with an accurate articulation of issues
Step 2: Document an understanding of the next steps	Directional guidance
♦ Results of the discovery effort and resulting issues will be vetted and prioritized through the TAG	♦ Deliverable: A <i>Findings and Issues</i> document
♦ We will identify "quick hit" efforts that can be easily implemented at low cost and high impact	♦ Immediate technology improvements
♦ Directional recommendations will be vetted through the TAG	♦ A <i>Findings, Issues, Priorities, and Recommendations</i> document



Kaukauna Utilities Rapid-Start Assessment Proposal

Timing, Staffing, and Fees

Curtis Matthes will be the Fortium Partner assigned to this engagement. He will be able to leverage the skills and experience of other partners in the firm. Curtis' bio and the bio of some other example partners he may consult are included in Exhibit B. Although our standard partner professional fee is \$2,500 per day, Fortium is offering KU a daily rate of \$1,800 for this engagement, invoiced electronically, twice monthly in arrears. The details of fees and expenses for this engagement are:

- ❖ As a commitment to your success and appreciation of your trust, for this "Rapid-Start" initiative **we will cap the engagement's total billing** (excluding travel expenses) **at \$10,000**. This assumes:
 - There are current inventories of existing hardware/software technology, including software services under contract, or that such inventories can be compiled by KU staff prior to the engagement.
 - Prescheduled availability of all interviewees, especially TAG and any final reporting body of representatives prior to the engagement
- ❖ Estimated Person-days are between 5-7 depending on availability/scheduling of interviewees and TAG
- ❖ Actual out-of-pocket travel expenses will be billed to KU as incurred. Fortium will comply with KU's travel expense policies.

Payments to Fortium Partners should be made in accordance with the instructions set forth on Exhibit A.

We understand that your current plan is to proceed with the process as quickly as possible. Should you desire to accelerate the launch of the effort, we could start the project within two weeks after authorization is received.

We appreciate the opportunity to serve you and believe this Agreement accurately reflects our mutual understanding. If the foregoing is in accordance with your understanding, please sign a copy of this Agreement on Pages 3 and 8 and return it to my attention.

Sincerely,

Gail Holmberg

**Area Managing Partner, Limited Partner
Fortium Partners, LP**

Accepted and agreed:

Kaukauna Utilities

By: _____

Name: _____

Title: _____



Kaukauna Utilities Rapid-Start Assessment Proposal

Exhibit A

Terms and Conditions

1. **Relationship of the Parties** The parties agree that Fortium Partners will be serving the Company as an independent contractor for all purposes and not as an employee, agent, partner of, or joint venturer with the Company.

2. **Payment Terms**

1. **Currency.** Unless otherwise specified in this Agreement, all references to currency, monetary values and dollars set forth herein shall mean United States (U.S.) dollars and all payments hereunder shall be made in United States dollars (USD).
2. **Taxes.** Company shall be responsible for all sales, use and excise taxes, and any other similar taxes, duties and charges of any kind imposed by any federal, state, or local governmental entity on any amounts payable by Company hereunder; provided, that, in no event shall Company pay or be responsible for any taxes imposed on, or with respect to, Fortium Partners' income.
3. **Due Date.** The Company will pay all amounts owed to Fortium Partners in the currency stated above no later than ten (10) days after receipt of an invoice.
4. **Collection Costs.** Fortium Partners will be entitled to receive all reasonable costs and expenses incidental to the collection of overdue amounts under this agreement, including but not limited to reasonable and necessary attorneys' fees actually incurred.
5. **Overdue Charges.** Subject to the "Payment Disputes" section, if any invoiced amount is not received by Fortium Partners by the due date, then without limiting Fortium Partners' rights or remedies,
 1. Those charges may accrue late interest at the rate of 1.5% of the outstanding balance per month, or the maximum rate permitted by law, whichever is lower, and/or
 2. We may condition future purchases of Professional Services on payment terms shorter than those specified in the "Due Date" Section.
6. **Suspension of Professional Services.** Subject to the "Payment Disputes" section, if any amount owing by Company under this or any other agreement for our Professional Services is 30 days or more overdue, We may, without limiting Fortium Partners' other rights and remedies, suspend Fortium Partners' performance of Professional Services until such amounts are paid in full.
7. **Payment Disputes.** We will not exercise Fortium Partners' rights under the "Overdue Charges" or "Suspension of Professional Services" sections above if Company is disputing the applicable charges reasonably and in good faith and are cooperating diligently to resolve the dispute.
8. **ACH/Wire Instructions.** Please use the following ACH or Wire instructions for Payment of Fortium Fees:

Bank Name: JP Morgan Chase Bank, N.A.
 Account Name: Fortium Partners, L.P.
 Account Number: 598113103
 Routing Number: 111000614
 SWIFT Code: CHASUS33
 Branch Address: 4004 Legacy Dr, Plano, TX 75024

- i. **Mailing Address.** Please use the following mailing address for Payment of Fortium Fees if ACH is not available:

Fortium Partners, LP
 PO Box 733128
 Dallas, TX 75373-3128



Kaukauna Utilities Rapid-Start Assessment Proposal

3. Termination

a. Effective upon thirty (30) days advance written notice, either party may terminate this agreement, such termination to be effective on the date specified in the notice, provided that such date is no earlier than thirty (30) days after the date of delivery of the notice. Fortium Partners will continue to render services and will be paid during such notice period.

b. Either party retains the right to terminate this agreement immediately if (1) the other party is engaged in, or asks the other party to engage in, or to ignore any illegal or unethical activity, (2) the Fortium Partner dies or is permanently disabled, or (3) the Fortium Partner ceases to be a Partner of Fortium Partners for any other reason. If the Fortium Partner(s) named above leave the Fortium organization or become unavailable to serve, Fortium will propose an alternate resource having at least equivalent experience and qualifications. Company shall have the right to review and approve such replacement resource(s) or terminate this Agreement. For purposes of this Agreement, permanent disability will be as defined by the applicable policy of disability insurance or, in the absence of such insurance, by Fortium Partners' management committee acting in good faith.

c. If a party commits a breach of this Agreement, other than for the reasons described in this "Termination" section and fails to cure the same within ten (10) business days following delivery by the non-breaching party of written notice specifying the nature of the breach, the non-breaching party may terminate this Agreement effective upon written notice of such termination.

d. The expiration or termination of this Agreement will not destroy or diminish the binding force and effect of any of the provisions of this Agreement that expressly, or by reasonable implication, come into or continue in effect on or after such expiration or termination, including, without limitation, provisions relating to payment of fees and expenses (including witness fees and expenses), hiring our Partner, governing law, arbitration, limitation of liability, and indemnity.

4. Insurance. If the Company has a current Directors and Officers Insurance Policy, and the Partner supporting the Company is acting as an outsourced officer of the Company, then the Company will provide Fortium Partners with written evidence that the Company maintains directors' and officers' insurance in an amount reasonably acceptable to Fortium Partners at no additional cost to Fortium Partners. The Company will always maintain such insurance while the Company maintains said insurance for its existing directors and officers and agrees to maintain such insurance coverage with respect to occurrences arising during the term of this agreement for at least three years following the termination or expiration of this agreement or will purchase a directors' and officers' extended reporting period, or "tail," policy to cover the Fortium Partner.

5. Hiring a Fortium Partner Outside of a Fortium Partners Placement Fee Agreement. At any time during which one or more Fortium Partners, whether Partner, Employee, or Subcontractor of Fortium Partners, are providing Services to the Company and for a period of 12-months thereafter, other than in connection with (a) the Fortium Partner's partnership/employment/subcontracting relationship being terminated by Fortium Partners or (b) a Placement Fee or other Fortium Partners agreement between the Company and Fortium Partners, the Company or any of its subsidiaries or affiliates may not employ such Fortium Partner, or engage such Fortium Partner as an independent contractor, to render services of substantially the same nature as those for which Fortium Partners is making the Fortium Partner available pursuant to this Agreement. The parties agree that a breach by the Company of this provision would result in the loss to Fortium Partners of the Partner's valuable expertise and revenue potential and that such injury will be impossible or very difficult to ascertain. Therefore, if this provision is breached, Fortium Partners will be entitled to receive as liquidated damages an amount equal to forty-five percent (45%) of the Fortium Partner's Annualized Compensation (as defined below), which amount the parties agree is reasonably proportionate to the probable loss to Fortium Partners and is not intended as a penalty. If, however, a court or arbitrator, as applicable, determines that liquidated damages are not appropriate for such breach, Fortium Partners will have the right to seek actual damages up to forty-five percent (45%) of the Employee's Annualized Compensation. The amount will be due and payable to Fortium Partners upon the Fortium Partner's employment or engagement with the Company (or its subsidiary or affiliate). "Annualized Compensation" is defined as salary, incentive, signing and other bonuses, equity compensation, and any other compensation that may be earned by the Fortium Partner during the first 12 months of service with the Company (or its subsidiary or affiliate) regardless of when or if such compensation is actually paid. If the compensation offered to the Fortium Partner is unknown or undisclosed, "Annualized Compensation" will be defined as the most recent hourly rate multiplied by 2080 hours.

6. REPRESENTATIONS, WARRANTIES, EXCLUSIVE REMEDIES AND DISCLAIMERS



Kaukauna Utilities Rapid-Start Assessment Proposal

Representations. Each party represents that it has validly entered into this Agreement and has the legal power to do so.

a. **Limited Warranty.** Fortium Partners warrants that the Professional Services will be performed in a professional and workmanlike manner in accordance with generally accepted industry standards. For any breach of the warranty described in this "Warranty" section, the Company's exclusive remedy and Fortium Partners' entire liability will be the re-performance of the applicable Professional Services. If Fortium Partners' is unable to re-perform the Professional Services as warranted, Company will be entitled to recover the Professional Services fees paid to Fortium Partners for the deficient Professional Services. Company must make any claim under the foregoing warranty to Fortium Partners in writing within thirty (30) days of performance of such Professional Services in order to receive warranty remedies.

b. **Disclaimer.** THIS WARRANTY IS EXCLUSIVE AND IN LIEU OF ALL OTHER WARRANTIES AND NEITHER PARTY MAKES ANY OTHER WARRANTY OF ANY KIND, WHETHER EXPRESS, IMPLIED, STATUTORY OR OTHERWISE, AND EACH PARTY SPECIFICALLY DISCLAIMS ALL IMPLIED WARRANTIES, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, OR NON-INFRINGEMENT, TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW.

7. LIMITATION OF LIABILITY

Limitation of Liability. IN NO EVENT SHALL FORTIUM PARTNERS' AGGREGATE LIABILITY TOGETHER WITH ITS AFFILIATES, ARISING OUT OF OR RELATED TO THIS AGREEMENT OR ANY RELATED STATEMENT OF WORK, EXCEED THE TOTAL AMOUNT OF FEES PAID BY THE COMPANY AND ITS AFFILIATES UNDER THE APPLICABLE STATEMENT OF WORK OR ORDER FORM OUT OF WHICH THE LIABILITY AROSE HEREUNDER, DURING THE TWO (2) MONTH PERIOD IMMEDIATELY PRIOR TO SUCH LOSS EVENT. THE FOREGOING LIMITATION WILL APPLY WHETHER AN ACTION IS IN CONTRACT OR TORT AND REGARDLESS OF THE THEORY OF LIABILITY.

a. **Exclusion of Consequential and Related Damages.** IN NO EVENT WILL EITHER PARTY OR ITS AFFILIATES HAVE ANY LIABILITY ARISING OUT OF OR RELATED TO THIS AGREEMENT OR ANY RELATED STATEMENT OF WORK, FOR ANY LOST PROFITS, REVENUES, GOODWILL, OR INDIRECT, SPECIAL, INCIDENTAL, CONSEQUENTIAL COVER, BUSINESS INTERRUPTION, OR PUNITIVE DAMAGES, WHETHER AN ACTION IS IN CONTRACT OR TORT, AND REGARDLESS OF THE THEORY OF LIABILITY, EVEN IF A PARTY OR ITS AFFILIATES HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES OR IF A PARTY'S OR ITS AFFILIATES' REMEDY OTHERWISE FAILS OF ITS ESSENTIAL PURPOSE. THE FOREGOING DISCLAIMER WILL NOT APPLY TO THE EXTENT PROHIBITED BY LAW.

8. Governing Law, Arbitration, and Witness Fees.

This Agreement will be governed by and construed in accordance with the laws of the State of Texas, without regard to conflicts of laws provisions. Any legal suit, action or proceeding arising out of or based upon this Agreement or the transactions contemplated hereby shall be instituted in the state and federal courts of the State of Texas located in Collin County, Texas, and each party irrevocably submits to the exclusive jurisdiction of such courts in any such suit, action or proceeding.

a. If a dispute arises out of or relates to this Agreement, or the breach thereof, and if the dispute cannot be resolved through negotiation, the Parties agree first to try in good faith to settle the dispute by mediation administered by the American Arbitration Association under its Commercial Mediation Procedures before resorting to arbitration, litigation, or some other dispute resolution procedure. If the parties are unable to resolve any dispute arising out of or in connection with this Agreement after said mediation, the parties agree and stipulate that any such disputes will be settled by binding arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association ("AAA"). The arbitration will be conducted in the Dallas, Texas office of the AAA by a single arbitrator selected by the parties according to the rules of the AAA, and the decision of the arbitrator will be final and binding on both parties. If the parties fail to agree on the selection of the arbitrator within 30 days after either party's request for arbitration under this Section, the arbitrator will be chosen by the AAA. The arbitrator may in his or her discretion order documentary discovery but will not allow depositions without a showing of compelling need. The arbitrator will render his or her decision within 90 days after the call for arbitration. Judgment on the award of the arbitrator may be entered in and enforced by any court of competent jurisdiction. The arbitrator will have no authority to award damages in excess or in contravention of this Agreement and may not amend or disregard any provision of this Agreement, including this Section. Notwithstanding the foregoing, either party may seek appropriate injunctive relief from any court of competent jurisdiction, and Fortium Partners may pursue payment of undisputed amounts from the Company through any court of competent jurisdiction.



Kaukauna Utilities Rapid-Start Assessment Proposal

b. If any Partner or employee of Fortium Partners (including, without limitation, our Partner to the extent not otherwise entitled in his or her capacity as engaged with the Company) is requested or authorized by the Company or is required by government regulation, subpoena, or other legal process to produce documents or appear as witnesses in connection with any action, suit or other proceeding initiated by a third party against the Company or by the Company against a third party, the Company will, so long as Fortium Partners is not a party to the proceeding in which the information is sought, reimburse Fortium Partners for its Partner's or employee's professional time (based on customary rates) and expenses, as well as the fees and expenses of its counsel (including the allocable cost of in-house counsel), incurred in responding to such requests.

9. **Confidentiality.** From time to time during the term of this Agreement, either Party (as the "Disclosing Party") may disclose or make available to the other Party (as the "Receiving Party"), non-public proprietary and confidential information of Disclosing Party that, if disclosed in writing or other tangible form is clearly labeled as "confidential," or if disclosed orally, is identified as confidential when disclosed and within 5 days thereafter, is summarized in writing and confirmed as confidential ("Confidential Information"); provided, however, that Confidential Information does not include any information that: (a) is or becomes generally available to the public other than as a result of Receiving Party's breach of this section; (b) is or becomes available to the Receiving Party on a non-confidential basis from a third-party source, provided that such third party is not and was not prohibited from disclosing such Confidential Information; (c) was in Receiving Party's possession prior to Disclosing Party's disclosure hereunder; or (d) was or is independently developed by Receiving Party without using any Confidential Information. The Receiving Party shall: (x) protect and safeguard the confidentiality of the Disclosing Party's Confidential Information with at least the same degree of care as the Receiving Party would protect its own Confidential Information, but in no event with less than a commercially reasonable degree of care; (y) not use the Disclosing Party's Confidential Information, or permit it to be accessed or used, for any purpose other than to exercise its rights or perform its obligations under this Agreement; and (z) not disclose any such Confidential Information to any person or entity, except to the Receiving Party's Representatives who need to know the Confidential Information to assist the Receiving Party, or act on its behalf, to exercise its rights or perform its obligations under this Agreement.

If the Receiving Party is required by applicable law or legal process to disclose any Confidential Information, it shall, prior to making such disclosure, use commercially reasonable efforts to notify Disclosing Party of such requirements to afford Disclosing Party the opportunity to seek, at Disclosing Party's sole cost and expense, a protective order or other remedy.

If the Parties executed a non-disclosure agreement in anticipation of this Agreement, that non-disclosure agreement is terminated, and the Parties agree that any Confidential Information exchanged under that non-disclosure agreement shall remain confidential pursuant to this Section of this Agreement.

10. Miscellaneous.

a. This Agreement constitutes the entire agreement between the parties with regard to the subject matter hereof and supersedes any and all agreements, whether oral or written, between the parties with respect to its subject matter. No amendment or modification to this Agreement will be valid unless in writing and signed by both parties.

b. If any portion of this Agreement is found to be invalid or unenforceable, such provision will be deemed severable from the remainder of this Agreement and will not cause the invalidity or unenforceability of the remainder of this Agreement, except to the extent that the severed provision deprives either party of a substantial portion of its bargain.

c. This Agreement benefits solely the Parties to this Agreement and their respective successors and assigns and nothing in this Agreement, express or implied, confers on any other person any legal or equitable right, benefit, or remedy of any nature whatsoever under or by reason of this Agreement.

d. Neither the Company nor Fortium Partners will be deemed to have waived any rights or remedies accruing under this Agreement unless such waiver is in writing and signed by the party electing to waive the right or remedy. The waiver by any party of a breach or violation of any provision of this Agreement will not operate or be construed as a waiver of any subsequent breach of such provision or any other provision of this Agreement.

e. Neither party will be liable for any delay or failure to perform under this Agreement (other than with respect to payment obligations) to the extent such delay or failure is a result of an act of God, war, earthquake, civil disobedience, terrorist attack, court order, order from a government authority, labor dispute, or other cause beyond such party's reasonable control.



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f. Neither party may assign its rights or obligations under this Agreement without the express written consent of the other party. Nothing in this Agreement will confer any rights upon any person or entity other than the parties hereto and their respective successors and permitted assigns and our Partner.

g. The Company agrees to reimburse Fortium Partners for all costs and expenses incurred by Fortium Partners in enforcing collection of any monies due under this Agreement, including, without limitation, reasonable and necessary attorneys' fees.

h. The Company agrees to allow Fortium Partners to use the Company's logo and name on Fortium Partners' website and other marketing materials for the sole purpose of identifying the Company as a client of Fortium Partners. Fortium Partners will not use the Company's logo or name in any press release or general circulation advertisement without the Company's prior written consent.

i. **Counterparts.** This Agreement may be executed in counterparts, each of which is deemed an original, but all of which together are deemed to be one and the same agreement. A signed copy of this Agreement delivered by facsimile, email or other means of electronic transmission is deemed to have the same legal effect as delivery of an original signed copy of this Agreement.

Fortium Partners, LP

By:

Name:

Title:

Date:

Kaukauna Utilities

By:

Name:

Title:

Date:



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Exhibit B

Fortium Bios

Fortium Partners bring a unique value of leveraging our full suite of partners, currently comprised of over 125 experienced CIOs, CTOs, CISOs, to augment your engagement partner thus ensuring the widest possible level of expertise is applied to your unique challenges.

Curtis Matthes

Curtis Matthes, a CIO Partner in the Midwest North Region of Fortium, LLP brings a wide breadth of experience with strengths in healthcare, public, and e-commerce, helping companies execute the foundation for today's business while building for tomorrow's opportunities. Curtis has served as CIO for several healthcare providers, retail organizations, and city governments. He has combined his strategic guidance and operational delivery to transform IT services by substantively improving efficiencies and eliminating technology barriers through focusing on the human side of IT.

Mr. Matthes' passion for collaboration inspired him to create and lead the only state-wide Oklahoma CIO forum of over 100 members for over 20 years, being awarded the first *Lifetime Achievement Award for selfless dedication to the community of IT Professionals of Oklahoma* in 2016. His depth of experience has led him to speak to organizations such as the Oklahoma Governor's State CIO task force and nationally at Sun Microsystems on business breakaway strategies to CxOs. Prior to moving to Oklahoma, Mr. Matthes lead the \$27 million implementation of the world's largest Fingerprint Identification System for New York State's Criminal Justice Service.

Mr. Matthes continues to provide community service through years of leadership with Boy Scouts of America, as a board member of Goodwill Industries. He holds a Masters of Business Administration with honors and a number one ranking in his class from the University of Central Oklahoma and a Bachelor of Electrical Engineering Technology from DeVry Institute of Technology. He lives in Madison, Wisconsin

Ron Sorozan

Ron Sorozan is a Partner in Fortium Partners South Central region. He is a hands-on global business, technology, and security leader who is highly experienced in modern CXO delivery. He leads as a change agent who introduces rapid improvements to maximize technology effectiveness, spark innovation, and increase the value of business partnerships. He designs technology strategies with strong tactical business, engineering, and operational foundations. He has a wealth of knowledge gained while successfully serving in diverse technology leadership roles within manufacturing, distribution, retail, supply chain & logistics, transportation, utilities, energy, non-profits, and government sectors.

A proven CIO, CTO, CDO, and CISO, Ron develops technology and security strategy based upon business objectives and solid risk management practices. Ron is a natural consensus-builder who elevates problems for evaluation followed by quick action and resolution. Ron drives results, change agent transformations, collaboration, inclusion, diversity, and value in technology improvements drawing on 20+ years of hands-on experience.

Ron graduated with a Bachelor of Arts from Gettysburg College and earned a Master of Business Administration from Drexel University Lebow School of Business. He holds active certifications as a Project Management Professional (PMP) and in Information Security Management (CISM). Ron is a dual citizen of the US and Canada.

Anna Sherony

Anna Sherony is a Partner in Fortium Partners Midwest Region, where she primarily serves the financial services, insurance, health care, and pharmaceuticals sectors. A cybersecurity and privacy expert, Anna has more than a decade of experience as a Chief Information Security Officer, IT strategist, business consultant, and systems implementer at large institutions. Anna is highly skilled in designing internal controls and risk



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management policies to provide a defensive solution with minimal-to-no impact on business operations. Anna has worked with large institutions, middle-market companies, and nonprofits as a fractional CISO, project manager, and strategic advisor. She has been charged to select monitoring, detection, and response (MDR) vendors and then drive implementation. Anna has also created tabletop exercises for the pandemic, civil unrest, ransomware, systems unavailable environments, among many scenarios. She has communicated with clients on incident readiness, ransomware attacks, audit issues, and other sensitive situations.

Anna has a strong commitment to community leadership and pro bono service. She is co-founder of Wounded Heroes Foundation, a nonprofit which supports men and women injured in military service.



MEMO

HUMAN RESOURCES

To: Finance and Personnel Committee
From: Shanon Swaney, Human Resources Director
Date: May 16, 2022
Re: Compensation Analysis - Staff Recommendation

For Discussion and Possible Action. After reviewing three proposals submitted to the City of Kaukauna, the evaluation team unanimously agreed that Human Resources Consulting (HRC) met all the standards, conditions and evaluation criteria contained in the RFP.

HRC's analysis is expected to be completed by September 30, 2022. If after the analysis is completed, staff are satisfied with the work conducted by HRC, we would propose to the committee to continue analysis of the City's represented employees.

The proposal is attached for the committee's review.

If there are no concerns, **Staff would seek authorization, from the Finance and Personnel Committee, to enter into an agreement with HRC for the completion of a Compensation Analysis of the City's non-represented employees at a cost not to exceed \$16,800.00.**



City of Kaukauna
Finance and Personnel Committee

May 16, 2022

Re: Compensation Analysis

Background:

The City of Kaukauna solicited proposals from four consultants to complete a classification and compensation analysis of the City's non-represented employees. The RFP requested that consultants put a plan together to:

- Review all current job descriptions and classifications to determine appropriate classifications based on skills, essential functions, and position specific requirements.
- Develop a classification and compensation system that is competitive, flexible, and easy to maintain.
- Suggest ways in which job evaluation can be incorporated into the compensation system.

The scope of this work was defined as:

- Audit job descriptions and revise as necessary to ensure descriptions are aligned with employee essential functions and duties.
- Make recommendation on an appropriate classification structure and consolidate position classifications where appropriate.
- Conduct a market analysis on the recommended classifications and positions.
- Recommend a compensation and pay grade structure to align classifications with appropriate pay grades. Ensure recommended system will achieve internal equity and external competitiveness, be financially sustainable long term, and provide flexibility and ease of administration.
- Recommend how performance evaluations can be incorporated into the compensation structure.
- Provide support as needed in conducting meetings with employees, department heads and/or council to explain work being conducted and outcomes of the study.
- Present findings and recommendations both written and orally at various meetings including employee groups, department heads and City Council.

RPPs were sent to Willis Towers Watson, Carlson Dettmann Consulting, Human Resources Consulting, LLC, and HRGov. Proposals were received back from Carlson Dettmann Consulting, HR Gov, and Human Resources Consulting, LLC. Willis Towers Watson declined to submit a proposal.

The evaluation team reviewed the three proposals based on the following criteria:

- Relevant experience and qualifications
- Project plan, implementation, and support
- Understanding of the unique circumstances which are present within public sector and local government employers
- Timeline
- Cost

Carlson Dettmann Consulting proposed a project which would span 22 weeks with a cost of \$22,000. They also included additional services of performance evaluation creation and implementation with the compensation plan for an additional \$10,000 - \$15,000.

HR Gov proposed a project with a 15 week like line and a cost of \$23,400.

Recommended Action:

The evaluation team unanimously agreed that the proposal from Human Resources Consulting, LLC, met all the standards and criteria continued in the RFP, and included some additional services which the other two proposals did not.

The proposal from HRC includes a project to be completed by September 30, 2022 with a cost not to exceed \$16,800.

Items which HRC will complete as part of the classification and compensation analysis for the cost not to exceed \$16,8800:

- Job descriptions – review of all job descriptions and update as necessary
- Internal equity analysis – ranking positions based on weighted factors to establish a hierarchy or classification system for positions
- Market analysis – gather data from public and private organizations of similar size to determine external market competitiveness of wages
- Performance evaluations – template creation for performance reviews and management training for *Conducting Effective Performance Reviews*. Additionally, HRC will provide suggestions on how to incorporate elements of performance based merit increases into a new compensation system.

- Fringe benefit market analysis – an analysis to determine the competitiveness of our life insurance, retirement plans, paid time off, and ancillary benefits.
- Communication with employees, department heads, and council throughout

Staff is recommending that the City enter into an agreement with HRC for the completion of a classification and compensation analysis for the City's non-represented employees. If the City is satisfied with the outcome and work completed by HRC, we would propose the committee continue with the analysis of represented employees. A copy of the proposal from HRC is included for review.





1546 Dousman St. Green Bay, WI 54303
 Office: 920-393-4926 / Cell: 920-265-1068
 Email: diane@hrconsultingpartners.net
 Web: hrconsultingpartners.net

CITY OF KAUKAUNA, WI

Proposal for Classification and Compensation Study April 27, 2022

Thank you for allowing us the opportunity to provide a proposal for your consideration that would include a contemporary and comprehensive Classification and Compensation Study for your valued team members.

Qualifications/Experience

Human Resources Consulting LLC (“HRC”) is a locally owned and privately held 2nd generation family business located in Green Bay WI. HRC provides a full suite of HR support services including Recruiting, Compensation Practices, Employee Relations, Drafting and Updating Employee Handbooks, Ad Hoc HR and also Interim HR management. For many of our client companies we ARE their HR department for both strategic and tactical services.

HRC was founded by Diane Biersteker January 1, 2011 after a very successful 30+ year career in the corporate world of HR. Diane’s daughter Anne Wettstein and son, Nicholas Erler purchased the business from her as of March 31, 2022 after working side by side with Diane for over 10 years. Diane continues to work part-time as an Executive HR Consultant in the business she started. There are currently 8 employees as part of the HRC team. We have the knowledge, experience and capacity to exceed your expectations on this project.

We believe you will find us uniquely qualified to conduct your Classification and Compensation Study for multiple reasons:

- 1) Our firm has provided HR consulting services to the City of Kaukauna for the past 6 months including a completed HR Audit of current business practices. We are already a known and trusted HR partner to the City.
- 2) We recently completed an Interim HR Management project with the City of Kaukauna for approximately 10 weeks. That provided us the opportunity to gain an understanding of your current practices and included working with the Mayor, the Finance Director and several other management team members.

- 3) We provide Human Resources support to several other municipal clients in NE WI. Through our relationships with them, we know there is a great opportunity for reciprocity of information related to this study.
- 4) We have a strong presence in the general labor market in this geographic area having worked with over 365 different companies during the last 11 years.
- 5) Approximately 60% of our HR support to clients is Recruiting. Recruiting gives us the most accurate “real time” data related to wages and benefits being paid in this specific geographic labor market. Your competition is not just other municipalities. You also compete directly with private industry for employees. We bring extensive firsthand knowledge, perspective and experience with the highly competitive local labor market. Most published wage survey data has a lag time of 12 to 18 months. Our data and experience working with job classifications and current compensation in this labor market, occurs every single day and is constantly being refreshed as we fill jobs for our clients.

Project Team

The project team would be under the guidance of Diane Biersteker, company founder with over 45 years of extensive HR experience in a multitude of different organizations, small and large, for profit and nonprofit, public and private. Diane has worked closely on several projects for the Villages of Denmark and Allouez

Anne Main, Sr. HR Consultant will be the Project Lead for the majority of the data accumulation, analysis and working with staff at the City of Kaukauna. Anne has over 30 years of varied HR experiences.

She will be assisted by Anne Wettstein, the President of HRC and a Sr. HR Consultant who is already known to your team. In addition to her work with the City of Kaukauna, Anne Wettstein has also provided regular services to the Villages of Ashwaubenon and Bellevue plus the Town of Ledgeview.

The team will be assisted by our Consultants and Administrative support staff.

*Human Resources Consulting LLC is located at 1546 Dousman Street Green Bay WI 54303
(920) 393-4926 Office
(920) 328-0534 Fax*

Diane Biersteker, Exec. HR Consultant
(920) 265-1068 Cell
Diane@HRConsultingpartners.net

Anne Main, Sr. HR Consultant
(920) 273-9591 Cell
A.Main@HRConsultingpartners.net

Anne Wettstein, President/Sr. HR Consultant
(920) 606-2663 Cell
Anne@HRConsultingpartners.net

Proposed Scope of Work

Job Descriptions

This is the most critical element of the project in our opinion. Accurate job descriptions drive all the other information and decisions that need to be made. This starts with the evaluation of the accuracy of the classification of Exempt vs Non-Exempt to ensure compliance with the Fair Labor Standards Act (FLSA).

It is our understanding that, internally, you are updating your current job descriptions into a formatted template that we had provided previously as an option. Once this is completed, we would be able to review all job descriptions, access the data you already have to determine by department, which job descriptions are already considered to be current and which ones need to be created or updated. While ALL job descriptions will be reviewed and/or created – we believe that several if not many, are already updated to current job responsibilities.

Our validation of job descriptions will be through work sessions with each Department Head and individual employees as needed to gain a complete picture of duties and responsibilities. This will be a combination of on-site meetings supplemented by video calls and phone calls.

Internal Equity and Comparisons

Working with your leadership team we will rank and weigh comparable scope of duties to establish a hierarchy of positions based upon job responsibilities and your Organizational Chart. It is our belief with the limited knowledge Anne Wettstein has gained in her HR time with the City and the information shared in the scope of this bid package, that for an entity your size, 27 separate pay classifications with 7 pay steps may be more complex than what is needed. Our goal would be to provide a compensation classification system that is easy to understand, easy to explain and easy to administer. It must be viewed as fair and equitable internally based upon duties and responsibilities first and then secondly with a length of service (seniority) factor. However, the greatest weight is obviously placed on level of responsibility.

We would meet with the Department Heads to gather their input on the relative ranking of jobs across all departments for commonality and consistency in ranking. We also need to understand the past practices for creation of new jobs and then the subsequent ranking of each position.

Our proposal includes the establishment of a procedure that automatically reviews at least annually, each job description for accuracy before any compensation decisions are made. The scope of responsibility and comparison with other like positions across the City drives the compensation range for each job.

External Comparisons and Validation against Labor Market

Gather external data from other local municipalities and private organizations of similar size to the City of Kaukauna. Other entities will be contacted with a reciprocal offer to share current City wage ranges in exchange for their participation in the contemporary wage survey being conducted on behalf of the City. We will utilize our HR contacts and relationships along with recommendations from City leaders on which entities to include in the wage survey.

Once external wage data is secured for “like” job descriptions it will be compared against current City wages, classifications and pay steps. Labor market adjustments will be recommended as appropriate by position and taking into consideration length of time since last increase.

Compensation Budgeting and Allocation Process

Draft a process for allocating pre-budgeted FY funds for wage increases by departmental “pool” using a calculated percentage of each department’s payroll total. Then from the “pool” of dollars available determine by department the total amount available for wage increases based upon employee performance ranking.

Performance Evaluations

We would provide Management training for *Conducting Effective Performance Reviews*. This would include creating custom templates for performance evaluations, explaining how to use work data and information for these forms and the subsequent very important conversations with employees. Evaluations to be completed for each employee at least annually by their direct manager. New employees would be given more limited performance reviews at 30 and 60 days, then joining the annual review process.

Performance evaluations to be completed against an accurate job description before any compensation decisions can be made.

Performance Based Merit Increases

In your bid process information, you asked for *suggestions* regarding how performance evaluations can be incorporated into the compensation structure. In our experience and methods of creating similar systems across many different entities, performance evaluations are a **highly critical component** used to determine wage increases.

Once you know a job is ranked correctly for internal and external equity, then money decisions are driven by the FY budget available and awarded based upon current performance. To be effective as a tool for attracting and retaining employees, **compensation must be performance based**. Increases are awarded based upon individual performance (merit), not as a standard across the board increase percentage that is fixed and distributed unilaterally, without a tie to performance.

Cost of Living Adjustments (COLA) are not generally considered, absent an unusual spike in COLA regionally. If COLA is warranted, it is a relatively small percentage given to all, supplemented by the individual performance based merit increase. COLA may also be warranted as a one-time adjustment if there is a significant gap between current wages and what is being paid in the local labor market. Our compensation study comparing current rates to local labor market will help with this determination.

Fringe Benefits Comparison to Local Labor Market

In our opinion the process for recommending a new classification and compensation program, fringe benefits must also be reviewed for external competitiveness. Compensation is not just wages; it is in reality a “pie” made up of several different components including:

- Group Insurance
- Retirement Program
- Paid Time Off
- Any perquisites such as a City owned vehicle for use by employee
- Base wages – hourly rate or salary
- Bonus Programs for Managers, Department Heads and Executive leadership

All of these components make up what is referred to as the **“Hidden Paycheck”**. Our compensation and wage classification projects always include the development of this information piece for employees

Communication during Process

As requested or as needed for guidance, we will meet with groups of employees, Department Heads and the City Council members. Clear and consistent communication is a critical element of this Compensation and Classification Study.

As experienced HR professionals, we know that the project is not complete or considered to be fully implemented until it has been explained and “tested” by your employees. Our proposal includes employee information sessions and also access to our staff by employees with questions on the process. The greater the transparency in our process and the more data that gets shared with employees, the greater likelihood of a successful new program rollout in a manner that ensures it can be sustained for an extended period of future time.

Proposed Cost of Project

We commit to deliver the completed project per the proposal described above no later than September 30, 2022 and at a cost not to exceed \$16,800.00.

That rate was established using our already agreed upon hourly rates as per our Letter of Agreement from November 2021:

- Executive HR Consultant Billing Rate is \$220.00/hr.
- Sr. HR Consultant Billing Rate is \$170/hr.
- HR Consultant Billing rate is \$125/hr.
- Administrative Support Billing Rate is \$60/hr.

Invoices will be sent monthly for services rendered in that calendar month. Payment terms are 7 days from date of invoice.

We will use each level of staff expertise as needed for the task at hand. Consultants will supplement the work of the Sr. Consultant to assure cost efficacy. Diane Biersteker as Executive HR Consultant will provide project oversight and accountability against deadlines and costs.

If additional services are requested by the City's executive team that are not already part of this Scope of Work and proposal, those services will be provided at the hourly billing rates shown above, which may cause the overall project to exceed the \$16,800.

Client References

Brad Lang, Village Administrator
Village of Allouez
brad@villageofallouez.com

Ron Schmalz, VP of HR
Corporate Resources International
rschmalz@crinet.com

Mark Pedersen, President
KCS International, Inc. /Cruisers Yachts
mpedersen@kcsintl.com

Joel Gregozeski, Village Manager
Village of Ashwaubenon
jgregozeski@ashwaubenon.com

Gregory Mleziva, past Village President
Village of Denmark
gregorymleziva@baumancpa.com

Thank you for allowing us the opportunity to bid on this project. Any questions may be directed to Diane Biersteker or Anne Wettstein.



MEMO

HUMAN RESOURCES

To: Finance and Personnel Committee
From: Shanon Swaney, Human Resources Director
Date: May 16, 2022
Re: Approval to post position

Staff seeks authorization from the Finance and Personnel Committee to fill Administrative and Communications Coordinator position due to the retirement of Karen Koch.

Staff is providing notice of resignation of Travis Teesch, Assistant Fire Chief.





MEMO

FINANCE AND PERSONNEL COMMITTEE

To: City Council

From: Jeff Malloy, Recreation Program Manager
Terri Vosters, Community Enrichment & Recreation Director

Date: May 17, 2022

Re: Seasonal Staff Incentive

The Recreation Department is seeing a shortage of lifeguards for the summer of 2022. Presently, 10 of the 20 lifeguard/swim instructor positions are vacant. We are currently seeing neighboring communities increase their hourly wages, offer incentives and waiving course fees as a draw to work seasonally for their Recreation Departments. We are fearful if we do not follow suit: we will be extremely short staffed and unable to offer quality services to the residents of Kaukauna.

The current wage scale for 2022:

Lifeguard year 1-\$12.12
Lifeguard year 2-\$13.06
Lifeguard year 3-\$14.01
Assistant Pool Supervisor- \$14.46
Pool Supervisor-\$15.19

Recommended Bonus Program

Increase in wages:

Lifeguard year 1-\$14.12
Lifeguard year 2-\$15.06
Lifeguard year 3-\$16.01
Assistant Pool Supervisor- \$17.46
Pool Supervisor-\$18.19

Additionally,

- Offer a \$50 referral bonus to current staff for referring a new staff.
- Offer \$100 bonus for any lifeguard/instructor that returns for the 2022 season (working as a lifeguard or instructor-not just holding the certification).
- Offer a \$100 retention bonus for working through the end of the season (August).

Fiscal impact to the 2022 budget would be approximately, \$25,000.

Recommended Action:

Accept the proposed increase in hourly wages and offer bonus incentives with the adjustment to the 2022 budget.



Seasonal Staff Increase in Wages and Incentives

	Hr wage	Staff	Hours	Weeks	Total
Lifeguard year 1-	\$12.12/\$14.12	4	40	15	\$4,800
Lifeguard year 2-	\$13.06/\$15.06	6	40	15	\$7,200
Lifeguard year 3-	\$14.01/\$16.01	4	40	15	\$4,800
Asst Pool Supervisor-	\$14.46/\$17.46	2	40	15	\$3,600
Pool Supervisor-	\$15.19/\$18.19	1	40	15	\$1,800
					\$22,200
Incentives					
6 referrals @ \$50					\$300
10 veteran guards' bonuses @\$100					\$1,000
10 guard retention bonus @ \$100					\$1,000
					\$2,300
Total					\$24,500