

**City of Portage Common Council Meeting
Council Chambers of City Municipal Building
115 West Pleasant Street, Portage, WI
Regular Meeting – 6:00 p.m.
August 27, 2015
Agenda**

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Approval of Agenda
5. Presentation of Organizational Staffing Analysis Report from GovHR
6. Minutes of Previous Meeting
7. Consent Agenda
 - A. Reports of Sub-Committees, Boards, and Commissions
 1. Historic Preservation Commission, August 5, 2015
 2. Emergency Planning Committee, August 7, 2015
 3. Library Board, August 11, 2015
 4. AdHoc Canal Committee, August 13, 2015
 5. Airport Commission, August 19, 2015
 - B. License Applications
 1. Operator
8. Committee Reports
 - A. Finance/Administration Committee, August 10, 2015
 1. Consideration of recommendation for approval of purchase of auto locks at the Chamber Plaza Restrooms, funds transferred from contingency
 2. Consideration of recommendation for approval of Conant Street Parking Facility Lease Agreement with Business Improvement District Board of Directors
 3. Consideration of recommendation for award of engineering contract for River Street Reconstruction Project, Project No. 16-20C01 to General Engineering Company
 4. Consideration of recommendation for award of contract to JF Ahern for the Wastewater Treatment Plant Screw Pump Gear Drive replacement Project, Project No. 15-620S11

- B. Park and Recreation Board, August 11, 2015
 - C. Plan Commission, August 17, 2015
9. Unfinished Business
- A. Ordinances
 - 1. Ordinance No. 15-007 relative to Miscellaneous Offenses (Regulation of Smoking, E-Cigarettes) Tabled 05/14/15 until such time the State Legislature takes action on the proposed legislation
 - 2. Ordinance No. 15-010 relative to Parking Regulations (Eastridge Drive)
 - B. Consideration of recommendation for approval of 2015 Agreement for Use of Veteran's Memorial Field Horse Arena Facility with Columbia County 4H Horse Council
 - C. Consideration of report on appeal from Dean Pauliot Sr. of dangerous animal determination
10. New Business
- A. Proclamation – Spinal Cord Awareness Month
 - B. Mayor's Comments
 - 1. Free lunch program
 - 2. Return to school
 - C. City Administrator Report
 - 1. Budget Review Schedule
11. Adjournment



GovHR USA

Voorhees Associates GovTempsUSA

**ORGANIZATIONAL
STAFFING ANALYSIS
OF THE CITY OF PORTAGE**

June 30, 2015



CITY OF PORTAGE

**FINAL REPORT
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I. INTRODUCTION

A. Study Background

Portage is a community located in the Madison Metropolitan Statistical Area thirty minutes north of the Madison border and exists as a stand-alone community of 10,183 population (2013 Census). The City was named for the Fox-Wisconsin Waterway, a portage between the Fox River and Wisconsin River. The City's slogan is "Where the North Begins." Portage's location along Interstate 39 and near Interstates 90/94 connects the City to a large geographical area. Portage's citizens are filled with a community spirit that fosters volunteerism, community awareness and leadership. The Portage land area is 8.8 square. Already home to manufacturers of plastics, glass, batteries, silicone products, coated paper, pre-cast concrete, a tool & die maker and a food processor, Portage is working for more industries to join them in their business park. The downtown retail district is a vibrant location for residents and tourists.

Through the commitment and vision of City officials for the City's future, the Mayor, City Council and City Administrator have initiated this Organizational Staffing Analysis of city operations except for the Library in order to provide an objective look at the city government organization. The study will evaluate staffing levels, structure, workload and responsibility distribution in the Departments of Administration, Fire, Parks & Recreation, Police, and Public Works & Utilities. For these reasons, the City determined it prudent to conduct an organizational analysis review.

This overview of the breadth of the City's organization is designed to give the Mayor, Council, and management team a fresh, independent analysis of the general configuration and methods currently employed by the City's various departments and department managers except for the Library. GovHR USA was engaged to conduct the study. The study's primary aim was to investigate, assess, and recommend revisions, where necessary, to organizational components, processes, and positions within the City organization and its corresponding policies, procedures and systems. This report presents the conclusions and recommendations resulting from the organizational staffing analysis.

B. Public Sector Organizations

The continued movement for public sector excellence has only been heightened as a result of the economic downturn dating back to early 2008. Public sector organizations in the United States,

including Portage, face unprecedented pressures to not only maintain services, but also improve service quality while finding ways to progressively lower their costs and tax burden to citizens. Portage is a small city with an expectation of a high level of customer service to all of its citizens. This is not a formula that can always be achieved. However, citizens do expect their governments to be more accountable, be more customer focused, and be responsive. How can this happen? City leaders at both the elected and managerial ranks must work to transform their organizations and their systems to more modern, forward thinking, risk taking versions of themselves. In the end, this transformation effort must include changes in thinking, in management practices, in work processes, and most importantly, in organizational culture.

The study team's efforts were focused on gaining an understanding of the present organizational structure and service delivery/operational approaches of the City, comparing those findings to present day models of similar organizations, and making recommendations for revisions, enhancements, and adjustments where necessary. It should be mentioned up front that in the opinion of the consultants, Portage offers a high level of city services exceeding those of comparable cities at a cost that is less than comparable cities. It is hoped that the results of this review will assist the Mayor, City Council and City management staff in developing an organizational system that will lend itself to a higher level of effective and efficient administration and management of its operations.

GovHR USA approached this study as an organizational service delivery audit. In its broadest sense, an organizational service delivery audit is a review of the operations, systems, alignments and productivity of an organization. We define organizational management/service delivery audits according to the needs they are meant to fill. Our definition addresses quality of performance and achievement of service delivery objectives. It recognizes that performance should be evaluated against policy goals, available resources, and principles of management as well as experience in other organizations. Organizational service assessment audits are concerned with improvement. The payoff for conducting an audit or study of this nature is the improvements that result from it. Our definition of an organizational service delivery audit is:

An evaluation of the overall quality and efficiency of an organization's performance against:

- 1.) its policy and operational objectives,*
- 2.) the principles and standards of management, and*
- 3.) the experience of like organizations.*

An organizational service delivery/management audit is an evaluation of performance, the systems in place, and formulation of generalized recommendations for improvement. The content of the audit, however, varies according to the organization being reviewed, the data available within the organization, and the focus or objectives of the audit.

Managing for service delivery in the public sector primarily consists of balancing the three classic concerns of public administration. These concerns are:

- Effectiveness—getting the right things done
- Efficiency—accomplishing them in the right ways
- Economy—limiting the use of scarce resources

Balancing these three concerns requires a coordinated policy analysis and management approach. The organization and management challenge for a city that is interested in the most effective local government is to create a balance in the city organization between appropriate centralization and disbursement of responsibility/authority to operating levels. The City of Portage desired input concerning the City's overall organizational structure and its abilities to perform its role as a service provider and policy-maker in an effective manner. At the same time, the issues that relate to efficiency were examined during this process. It has been our experience that improvements in effectiveness, although more difficult to articulate, are often the most successful in improving the overall performance and operational outcomes of an organization. Those issues examined that relate to efficiency were measured against standards of management and comparisons where possible to other organizations.

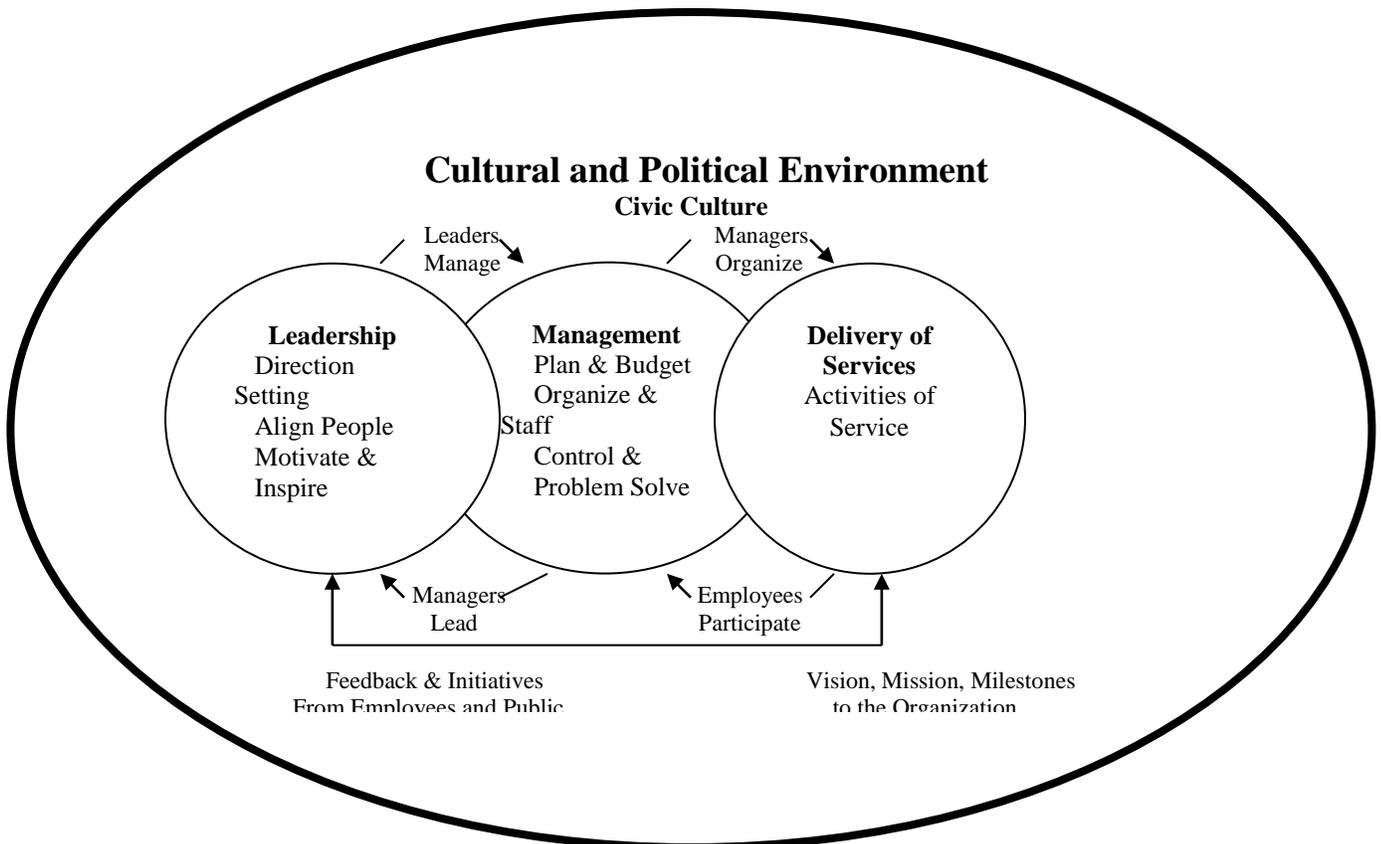
One of the goals of this review was to evaluate the overall City wellness. This included evaluating the effectiveness of leaders, managers and employees in translating their values and ideas into actions through processes of governance, management and service delivery. A city organization is a viable entity and, like its human counterparts, can be viewed as being either a healthy or an unhealthy system. The three primary processes or functions that the organization provides relating to governance, management and service delivery were analyzed in this organization analysis and service delivery review in order to assess the organizational wellness. A brief description of those three functions follows.

City of Portage – Organizational Staffing Analysis

The *governance process* is aimed at providing a direction for the City, which in essence, is a public corporation. It involves policy leaders focusing on the future vision and values of the City and translating this vision into the goals, policy directions and a budget document. Key administrators within the City participate in that governance process.

The *management process* focuses on designing a process for accomplishing the governing board's (i.e. Mayor and Council's) vision. A key activity in guiding the process design is the development of an organizational philosophy statement which reflects the values and beliefs of how the city should be managed on a daily basis. Portage's philosophy statement guides every manager and employee.

The *service delivery process* involves people providing services to the citizens or to others internally in the City organization. A departmental philosophy statement guides these activities. A departmental philosophy is influenced by the focused vision and the organization philosophy. It blends together the personal management philosophy of departmental managers and a service philosophy of how services should be provided. A graphic depiction of these processes is shown below.



The overall soundness of any city's organizational structure and methods is determined by how effectively each of these processes fulfills its function for the city. The purpose of this organizational staffing analysis was to examine the various elements of the process and determine the effectiveness of their delivery. The quality of wellness of an organization can be found within each of the primary processes. When the governance process is experiencing wellness it has all or many of the following components:

- A vision of the future
- Direction and goals—goals for short term
- Anticipation of issues
- Tone setting on management services
- Policy framework for action
- Team building—partnership with each other, the community, manager and employees
- Performance monitoring and evaluation
- Mechanisms for community involvement—input and participation
- Mobilization of support
- Community leadership that inspires the community

The management process is well when it is characterized by the following components:

- Organizational philosophy and management values expressed
- Process design that is consistent with values
- Power that is both exerted and shared
- Empathy—caring about others' needs and feelings
- Planning that is both strategic and work related
- Self knowledge
- Help and assistance that is asked for and provided
- Learning and change
- Involvement by policy leaders and employees
- Tolerance of ambiguity
- Evaluation of performance
- Team orientation

And finally, the components illustrative of wellness within the service delivery process are:

- Departmental philosophy and service value
- Public service through partnership
- Sense of team
- Quality services consistent with values
- Goal oriented actions and plans
- Technical competence that is always evolving
- Anticipation and handling of operational problems
- Discretion and responsibility
- Innovation and change
- Participation and involvement
- Feedback and evaluation
- Rites and rituals that enhance the organization

A well city is one in which the three processes of governance, management and service delivery are linked together. In our organizational staffing analysis, we have reviewed the City in its various roles as outlined above and evaluated the organization to determine and analyze the various elements of wellness. We feel we were able to establish candid and personal working relationships with the key City staff in an effort to determine the environment within the City of Portage. The feedback relating to the organization is being provided to the City to help it assess the organizational needs in terms of organization, management team and management processes.

D. Issues Addressed

The study identified a number of specific objectives to be accomplished in the organizational analysis of the city government. Those objectives included:

- 1.) Gain an understanding of the organizational goals, service levels and future directions desired by the City Council. To that end, the consultants reviewed the 2008-2028 Comprehensive Plan and met with all of the elected officials individually to understand their goals and service level expectations for the City.
- 2.) Review of the existing organizational system via document study and interviews with key administrative staff members and administrators that included all department heads and the City Administrator.
- 3.) Collect, review, and analyze the existing organizational relationships chart and position descriptions; review information and documentation for formal definitions of responsibilities and reporting relationships: search of the statutes, ordinances, and administrative enabling documents for position content and authorizations, etc.
- 4.) Interview and observation of a sampling of staff members to determine work assignments, workloads, reporting relationships, coordination points, supervisory relations, spans of control, etc.
- 5.) Review and collection of departmental input, output and throughput data including results and performance measures.
- 6.) Survey of all employees of the City to assess their opinions on their personal work experiences, the organizational and performance culture, leadership in the organization, job satisfaction and working conditions, and opportunities for improvements in the organization.

- 7.) Comparison of existing duties and relationships in Portage’s organization to the formalized structure in place; synthesize information and diagram existing organization structure and workflow.
- 8.) Appraisal of the organization and systems of City government as a whole and of each department to determine desirable change in the allocation of functions, lines of responsibility, and interdepartmental relationships, noting (a) administrative problems, (b) adequacy of information flow, coordination, and control, and (c) demands placed on managers with respect to policy formulation and execution.
- 9.) Recommendation of an organizational chart and staffing requirements based on similar organizational models according to the needs of the organization and administrative function.
- 10.) Appraisal of the adequacy of staff and internal operating policies and procedures in supporting policy formulation, decision-making, and program execution.

The principal factors considered in developing an organizational re-design included:

- Composition of organizational units
- Reporting relationships among units
- Structural connections between units
- Expressed service delivery priorities and outcome targets
- Organizational information flow and control systems
- Organization-wide methods and procedures
- Organization-wide work technologies

D. Organizational Staffing Analysis Approach

As pointed out above, the project scope included evaluation of the quality and efficiency of the Portage organization’s performance against its policy and operational objectives, the principles and standards of management, and the experience of like organizations as well as the elements of effectiveness, efficiency and economy with an emphasis on the issues of effectiveness and efficiency. The major thrust of the project effort was one of an overall management perspective with attention given to the particular implementation strategies related to the management of the City. The capability of the organization in the areas of goal setting, internal planning, and the ability to carry out the plans within the public process was an emphasis of this review.

Our work included efforts on-site by senior members of our firm working closely with City personnel. A working relationship was established between the firm and the City Administrator and other key department staff, which was crucial to this project. We understood the City’s desire that the

various operations of the City be managed in an efficient and effective manner at all times, particularly considering the public sector environment, which scrutinizes the activities of the City on an ongoing basis.

During the review, our team identified opportunities to reduce overlapping, redundant, or overextended responsibilities in the present organization. We identified relationships and/or circumstances that inhibit efficient decision-making. We also identified those areas that appear to function effectively and therefore should not be changed.

We believe that an organizational analysis should not be merely a snapshot of one point in time nor should it be a laboriously documented analysis of each method and procedure. Simply stated, an organizational analysis should consist of thorough examination of the City management system and processes—the activities of organizing, planning, budgeting, scheduling and controlling available resources to achieve the objectives. We were interested in historical performance results only as an indication of the effectiveness and capabilities of the City’s systems and resources. The focus of our overall study was on access to the existing management processes in terms of indicated future performance. Our role was to bring our experience and expertise to bear on the management processes of the City and to serve as a catalyst for improvement.

E. General Comments

The issues and recommendations, which are contained in this report, reflect upon the organization and management structures, and processes in Portage, many of which have evolved over a number of years. Changing organizational behavior is a process of changing individual behavior on a cumulative basis, thus requiring a more extensive effort as organizations become larger. The city organization in Portage will require efforts and resources in order to change in an appreciable manner.

The recommendations made in this report are, by their very nature, reflective of areas where improvements can be made to the organization. There are also many examples we could give of sufficiently and well managed services in the City. Overall, the services in Portage are being provided at a high level with a measure of effectiveness and low costs when compared to other cities. These positives in the organization should not be overlooked by the readers of this report. However, with

strong management leadership and a sense of priority and purpose from the Mayor, Council and City Administrator, the study team believes that specific performance goals should be developed for the City as a whole and for each department that follow best practices for local governments predicated on following performance principles:

- *all city and department planning should be strategic,*
- *all performance at the employee, work unit, or department level will be measured,*
- *budgeting must be fiscally sound and results-oriented, not spending oriented,*
- *all management and supervisory activities must be results-driven.*

This process should begin with clearly articulated goals on an annual basis from the Mayor and City Council, an action plan and goals refinement by the City Administrator, a work and action plan by each department head with expected outcomes, and the development of performance expectations for each work unit. Hopefully, this report will help the City to improve its overall operations.

II. THINKING AND ACTING STRATEGICALLY: PLANNING & GOAL SETTING

A. General

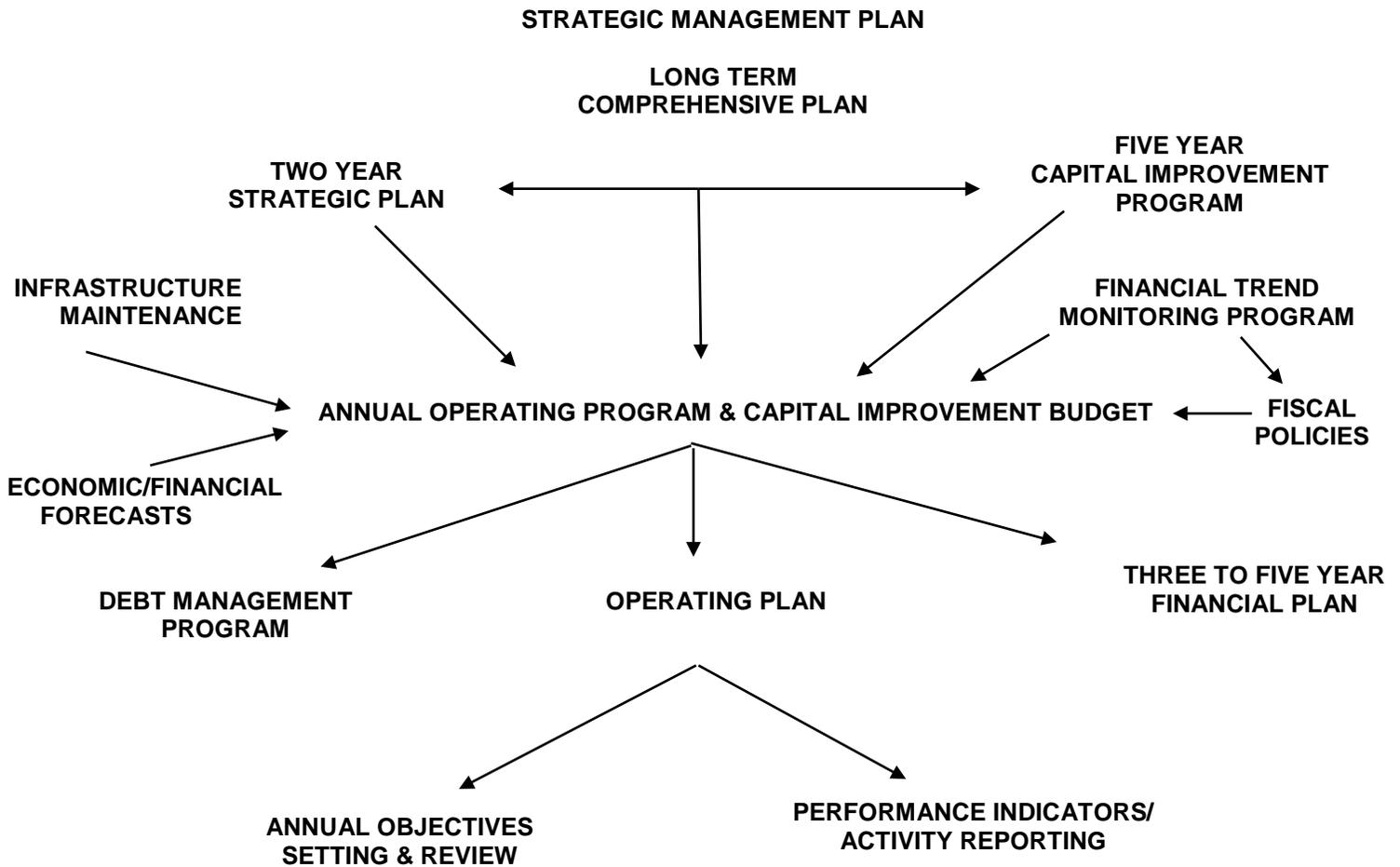
The planning and goal/objective setting process is the focal point for governance and management in an organization. The responsibility for this process lies in the hands of the governing body with substantial involvement by the upper level management of the City. The City Administrator serves as the organizer and facilitator of this “strategic management” process. This strategy is an effective tool for establishing the planning stage and plan execution environment necessary to operate a modern/cutting edge city.

Strategic management is a process that includes conceptualizing a mission and setting goals, analyzing key factors in the internal and especially the external environment (e.g., opportunities, threats, strengths and weaknesses), developing strategies, and developing and implementing action plans. These actions are sometimes known as developing a mission statement or organizational philosophy, strategic planning, goal setting or action planning.

A strategic (long-term) planning and goal oriented leadership approach on an annual or biennial basis by the Mayor and Council will enable the City’s chief administrator and management team to confront present and future problems. By employing a strategic approach to goals and priorities, reflective discussions on policy choices and governing philosophies and goals will allow management to plan practical, but visionary results for the future. Strategic management entails utilizing strategic planning methodologies. Numerous studies have shown that organizations that plan are more likely to succeed, and organizations that do not plan either produce less than desirable results or fail. With today’s economic uncertainty, the need for planning has never been greater.

In 2008, the City Council adopted a Comprehensive Plan for the City for the twenty year period 2008-2028. This documents sets long term goals for the community. The City has also developed an Economic Development Plan in 2011 that serves as a guidepost for the economic development initiatives in the community. However, the City needs to undertake a strategic planning session, to help identify the vision of the City government and prioritized service objectives and service delivery levels that mesh with the overall vision of the City’s near and long-term future. This Strategic Plan

should be updated at least every two years. The complexities of running the business of government eliminate the possibility of operating successfully by chance. Strategic planning establishes a road map for achieving the goals of the City. Strategic Planning uses many of the planning tools already in place by integrating them together into a comprehensive process for strategic planning. The strategic management plan below summarizes the needs of a city organization.



B. Recommendations

The recommendations resulting from the study team’s analysis of the City’s current Long-Term Planning/Goal-Objective Setting are as follows:

1. It is important that the management and policy leaders for the City of Portage integrate the various elements of the strategic management plan in their thought processes as noted in the

Exhibit above. These elements include the long term comprehensive plan, the five year capital improvements program, two year strategic plan with goal setting by the policy making body, a review of past financial trend monitoring, establishment of fiscal policies, current infrastructure maintenance efforts, and current external economic/financial forecasts all of which are incorporated into the annual operating and capital improvements budget. Each of these elements of the strategic management plan should be reviewed annually within specific timetables.

2. The Comprehensive Plan for Portage 2008-2028, which was adopted in 2008, should be reviewed on an annual basis. The Economic Development Plan 2011 should also be reviewed annually to provide direction from the policy body to the administrative staff.
3. On at least a biennial basis, the City should engage in a short-term and long-term goal setting and ranking process. A process for the strategic planning every two years is a valuable goal and target setting exercise for all parties in the process. As leadership and management author Peter Drucker stated “Plans are worthless, but planning is invaluable.” While it is important that the policy-making body establish these targets for management to pursue, it is also important that management have an appropriate mechanism for input into those target issues. We recommend that the City Administrator engage the management team in a goal setting session prior to the policy-making body undertaking the process. The management team should also prioritize those goals into broad categories such as: highest, high, medium, low, and lowest. After the policy leaders have generated all the issues that they feel are important, the staff’s issues should be provided for potential addition to the policy leaders’ list. Policy leaders should also establish priority ranking of the issues for guidance to management. The final goals and their priorities become guidance to management in the strategic management process and should be established prior to budget formulation for the City. To provide some examples, in our interviews with the Alderpersons for this project, they individually identified the following goals for the next two years for the City –
 - Need for a Master Plan for the whole City similar to the Fairgrounds Master Plan
 - Implementation of the Fairground’s Master Plan
 - Infrastructure needs plan for the future
 - Economic development initiatives
 - Succession plan for city staff in light of impending retirements

- Downtown revitalization
- Development of attractions for tourism and residents
- Community building activities
- Clarification of roles of Mayor, Alderpersons and City Administrator

These goals need to be reviewed by the City Council as a whole and provided to the administration for planning and implementation.

4. The consulting team reviewed Portage’s Five Year Capital Improvement Plan (CIP). The document is an example of a multi-year CIP tool used by cities that follow a “best practices” approach to long-term financial and capital improvement planning. The plan is a comprehensive plan for the long-term maintenance and replacement of existing City capital asset obligations. The plan should be amended to add descriptions of the projects in addition to the costs associated with them. The document should be viewed as a planning document rather than a controlling budgetary tool. As laid out in the CIP document, the plan should be revisited yearly for updates, revisions and adjustments. The CIP should be viewed as a decision-making and evaluation tool to help the Council and staff implement the long-term vision and Comprehensive Plan of the community. In addition, it should serve to help achieve the shorter-term targets/objectives of the community as well. The impact of CIP projects on the operating costs of the City should be delineated in the document, and should be considered in the priority setting process for capital improvements. The annual review of the CIP by City staff, appropriate boards and commissions, and City Council should become a standard practice in the City.
5. The budget recommended by the City Administrator to the City Council should be one reflective of the goal setting process undertaken in the recommendations above. The budget should be more of an output, or services-oriented document, allowing the policy making body to make a determination of the types of services, the quality of services, and amount of services provided to the community. The City staff should be informed of the desired levels of services by the policy making body in the goal setting process. The budget document should include a narrative communicating the issues and challenges addressed in the document for the next fiscal year. This would make the budget more comprehensible to the elected officials and citizens.

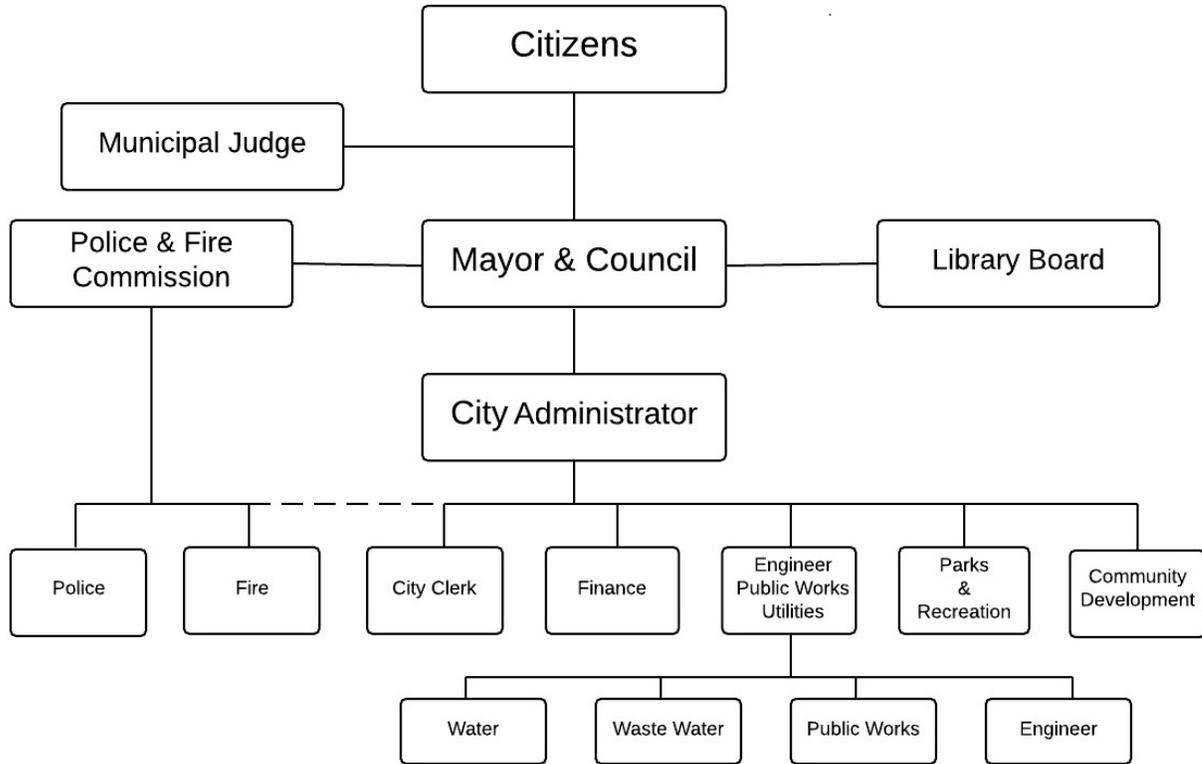
6. The budget document shows the City of Portage Fiscal Policies in the beginning of the document. These fiscal policies are well done and establish the parameters for the creation and adoption of the annual budget.
7. Each work unit in the organization should identify performance indicators relating to their activity area. It is the opinion of the consultants that human nature tends to perform at higher performance levels when there is a sense of competition in their work activities. The creation of performance indicators to compare your work tasks to other cities provides some of that competitive challenge. The creation of the performance indicators can take some time and efforts on behalf of the staff but is felt to be beneficial in the longer term. These performance indicators should be mutually agreed upon between top-level management and the respective supervisory/management personnel. The indicators should be monitored on a monthly basis and reported to management. As discussed later in this report, the International City/County Management Association (ICMA) provides an annual reporting of comparative performance measurement that Portage management can use to compare themselves to other governmental jurisdictions. ICMA also provides consulting advice on the creation of a performance management system for individual cities.
8. There should be an annual objective setting process for each member of the management team. These objectives should be consistent with the strategic management plan, which began with the comprehensive plan. These objectives should be agreed upon between the management team member and the City Administrator and should be an integral part of the annual performance review for those individuals. The objectives set during this process should include internal management needs of the individual's immediate organization as well as those set by policy determination made at higher levels in the organization.

III. ORGANIZATION AND MANAGEMENT STRUCTURE

The City of Portage operates under the Mayor-Council form of government (Wisconsin Statutes Chapter 62) with an appointed administrator. In the hiring of a City Administrator, the Human Resources Committee of the City Council (of which the Mayor is the chairperson) provides a hiring recommendation to the whole Council for their approval. The City Administrator recommends hiring of all full-time employees to the Human Resources Committee for Council confirmation. Department Heads have the authority to hire/fire part-time employees. The City Administrator directly supervises the activities of administration, finance, parks/recreation, public works and utilities and supervises the work of the police and fire departments.

The City has not adopted a Vision Statement for the community and some of the elected officials have indicated their desire to do so. Once adopted, the City administrative functions should reflect these values. The present administrative organization for the City of Portage is illustrated in the Exhibit below.

City of Portage Organization Chart



We believe that it is appropriate to discuss the rationale and criteria, which are used in developing organization structures. This is important because there is no one organization chart that is the perfect structure for a City. The organizational structure must reflect the legal restrictions of state statutes, the needs of the organization, the uniqueness of the community, and the characteristics and operating style of the City Administrator as hired and retained by the Mayor and City Council.

- **First**, the City Administrator is the chief administrative officer of the City with all the commitments of that position, both internal in the organization and external to the community. The chief administrative officer is responsible to the organization for leadership and strategic management. The position is also responsible for providing support to the Mayor and City Council in their roles of leadership in the community and policy-making for the organization. These roles require significant time availability on the City Administrator’s part in order to fulfill them properly.

- **Secondly**, in order to operate as effectively and efficiently as possible, the organization structure must reflect and support the City Administrator’s management style. If the top-level management of the City have differing management styles and philosophies, a mixed message will be communicated

to the organization rather than the clear message necessary to carry out the City's service delivery within the organizational philosophy.

- **Thirdly**, there are four major groups that place significant time demands on the City Administrator. These are the City Council, the community at large, the City's management team, and the remainder of the City organization. The proper amount of response and direction needs to be given to these groups if leadership is to be provided by the Administrator.

One task in the performance of our engagement was to assess and reflect upon the most effective management organization for the success of the Administrator. There are a wide variety of management styles in chief administrative officers (CAO) in municipal organizations. The styles of the CAO in a community usually reflect the desires of the elected officials, as would appear to be the case in Portage based upon our discussions with council members. The City Administrator's desired style could best be described as results oriented, participative, and people-oriented. The City Administrator is results oriented with people skills. A participative and people-oriented style is more likely to involve others in decision-making and problem-solving in order to achieve ownership of the issues by parties and ultimately support of the decisions. This style is critical in service organizations that value people input. The other aspect of this style is that it requires a time commitment on the part of the City Administrator much greater than less participative styles.

In reviewing the organizational structure for the City of Portage which has a streamlined senior management group, several criteria were reviewed and assessed regarding the current management structure. First, wherever possible, the organization should not add an additional level of management within the City. Second, routine day-to-day management decisions should be delegated to department heads. Portage appears to operate with the appropriate level of management.

The Mayor and City Council of the City of Portage currently directly appoint the City Administrator and various boards and commissions. In general, it is our observation that municipal organizations operate best when the Mayor and City Council deal within the realm of policy-making and the City Administrator deals within the realm of management issues as outlined in the previous section. There is, and will be, an overlap of policy-making and management due to the nature of the governance and management process, which requires that a close team effort be established between the parties

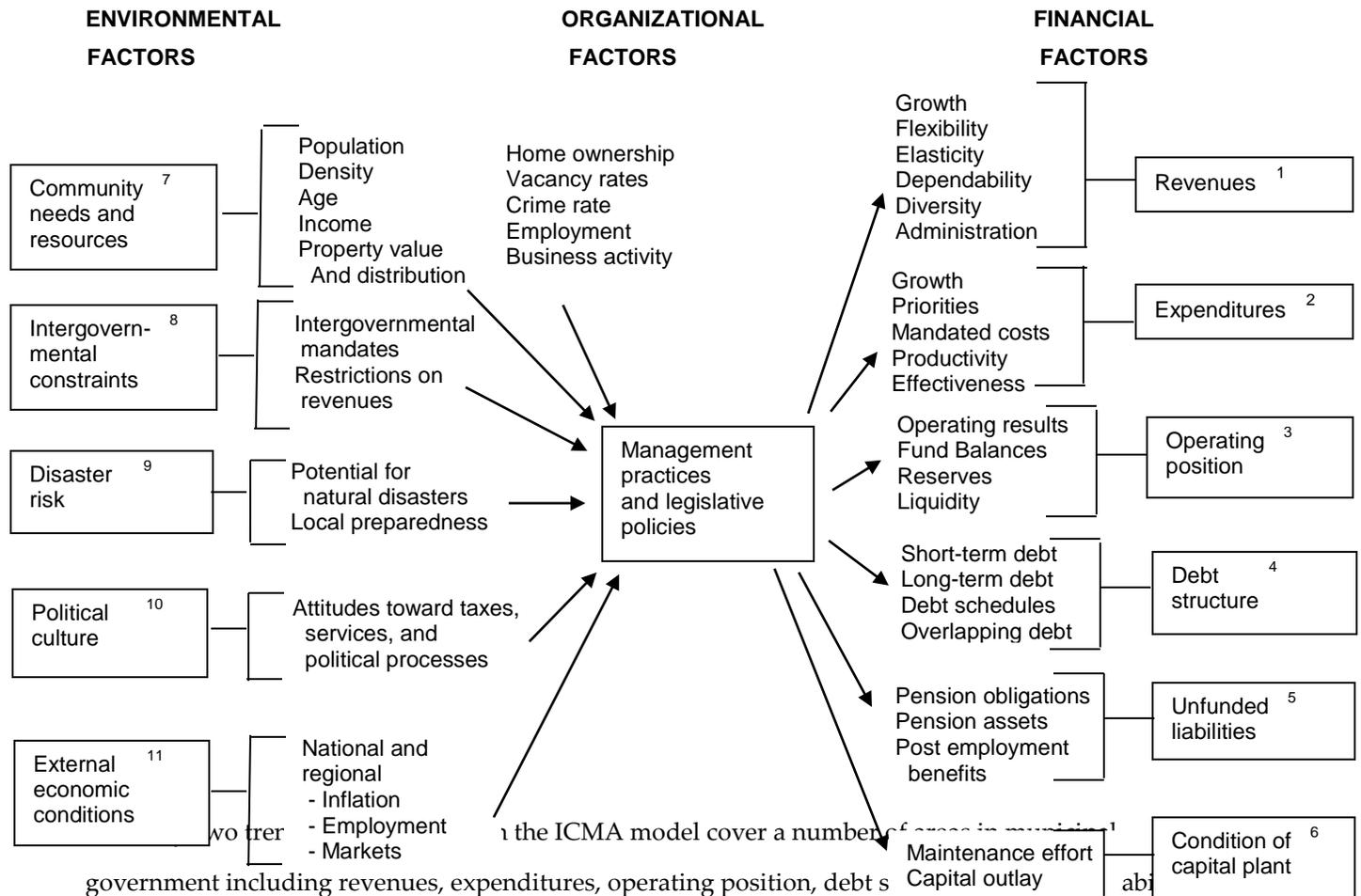
involved in the respective processes. However, those issues which are clearly administrative or an integral part of achieving managerial goals should be responsibility of the City Administrator. This frees the Mayor and City Council to focus on setting the vision and goals for the community as well as establishing the target issues consistent with those goals, and to measure management's progress towards those goals.

The City Administrator must be given the necessary resources to achieve those goals and should be expected to manage all administrative functions with efficiency and economy. Assignment of responsibilities, delegation of authority, and allocation of resources are among the most important responsibilities of the administrator. If all of the administrative functions of the City within the organization are reporting to the City Administrator, he/she can perform these activities to the best benefit of the entire organization and should be held accountable for them. But accountability must be accompanied by responsibility for the functions.

While the current organizational arrangement appears to meet the needs of the City, there are some changes within departments that the City should consider for potential changes as discussed later in this report.

IV. FISCAL TREND MONITORING ANALYSIS

An analysis of the financial practices and policies in addition to the financial status and condition of Portage was undertaken with a comparison to other cities of similar size data as provided by an article in the Government Finance Officers Association (GFOA) entitled “Revisiting Brown’s 10 Point Test”. The system developed by the International City/County Management Association (ICMA) on *Evaluating Financial Condition – A Handbook for Local Government* is the base for this analysis. The consulting team urges the City to annually engage in a financial trend monitoring. The ICMA financial monitoring tool is well recognized by municipalities across the country as a “best practices” approach to scanning the financial horizon to identify vital trends so that decision makers can adjust course as financial circumstances dictate. The overview to the FTMS is shown below:



capital plant, community needs/resources, intergovernmental restraints, and disaster risks.

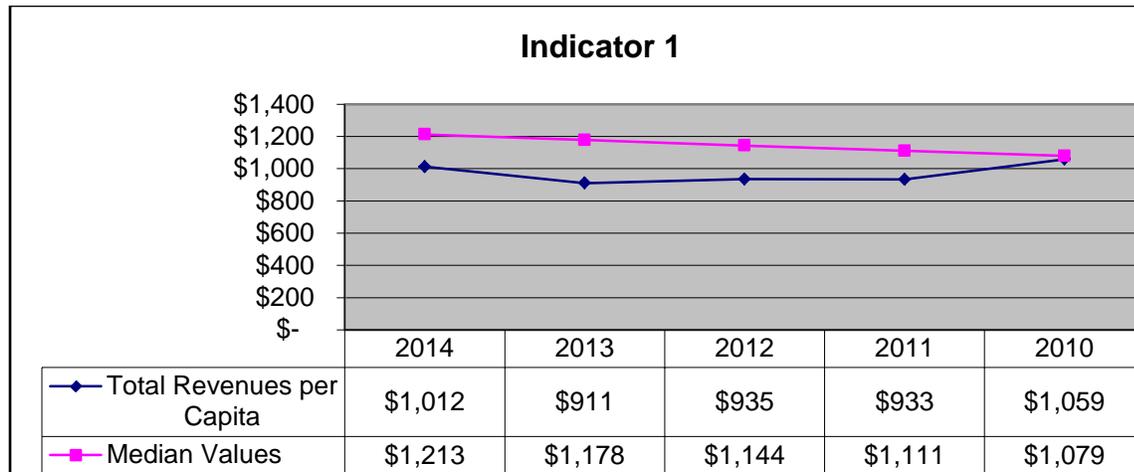
City of Portage – Organizational Staffing Analysis

The financial trend tool is not a static instrument. Annual updating of these fiscal indicators will help provide top-level management and the policy making body with concise information relating to the financial condition of the community. From this, an understanding of the financial trends of the City and community should be better understood. The ten indicators chosen for this analysis are described in the following table.

	Type	Indicator	Description of Indicator
1	Revenue Indicator	Total Revenues per Capita	Total Revenues for Governmental Funds (Excluding Capital Project Debt, Service, & CDBG Funds) Divided by Population
2	Revenue Indicator	Property Tax or Own Source Tax Revenues/Total Revenues Percentage	Total Tax Revenues Levied Locally for the General Fund Divided by Total General Fund Revenues
3	Revenue Indicator	General Fund Revenue Shortages/Surpluses	Revenue Above or Below Budget Divided by Total Revenues
4	Expenditure Indicator	Total Expenditures per Capita	Total Expenditures for Govern-mental Funds (Excluding Capital Project, Debt Service & CDBG Funds) Divided by Population
5	Operating Position Indicator	Operating Surplus or Deficit/Operating Revenues Percentage	General Fund Operating Surplus or Deficit Divided by Total General Fund Revenues
6	Operating Position Indicator	General Fund Balance/General Fund Revenues Percentage	General Fund Unreserved Fund Balance Divided by Total General Fund Revenues
7	Operating Position Indicator	Enterprise Funds Working Capital Coverage Percentage	Current Assets of Enterprise Funds Divided by Current Liabilities of Enterprise Funds
8	Debt Indicator	Long Term Debt/Assessed Value Percentage	Long Term General Obligation Debt Divided by Assessed Value
9	Unfunded Liability Indicator	Other Post-Employment Benefits	Health Care for Retirees Paid from Sick Leave Accrual During Employment
10	Unfunded Liability Indicator	Pension Assets/Liabilities Percentage	Funded ratio (i.e., actuarial value of plan assets/actuarial accrued liability

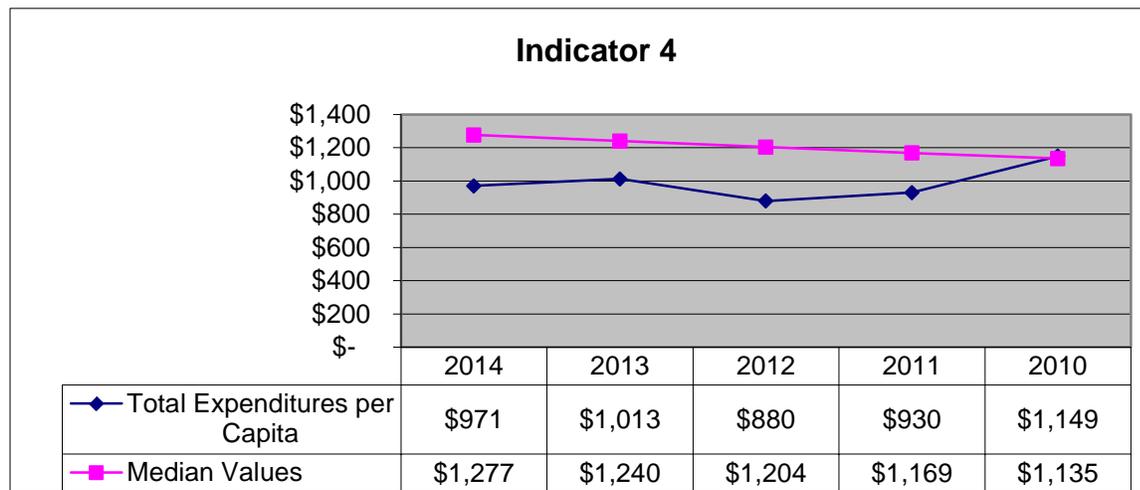
Analyses of ten indicators for Portage from 2010 to 2014 with comparisons to other cities when available are shown below with a brief narrative for each.

Governmental Funds (excluding Capital Project, CDBG & Debt Service) Revenue Per Capita



Portage’s revenues dropped from 2010 to 2011, 2012, 2013 but have risen in 2014 back to levels close to the 2010 level. Portage raises less revenue per capita than comparable cities.

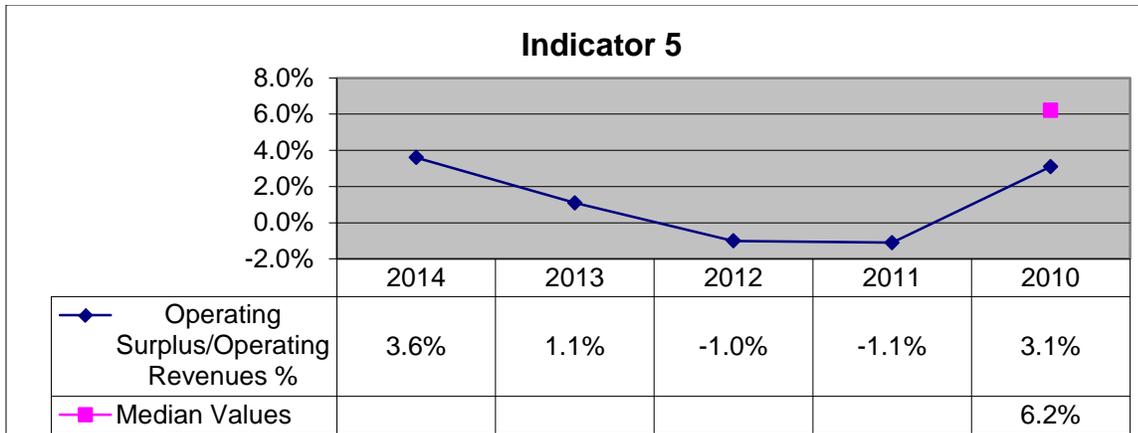
Governmental Funds (excluding Capital Project, CDBG & Debt Service) Expenditures Per Capita



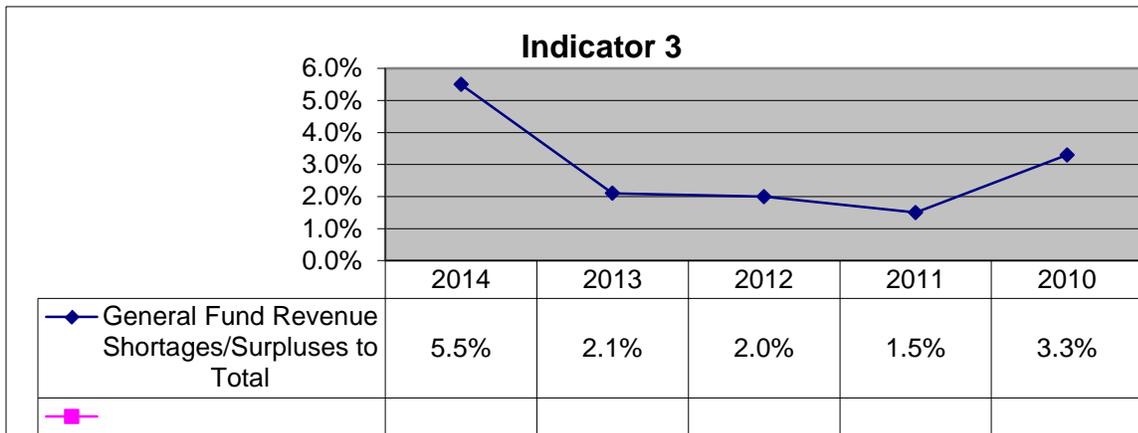
Portage’s expenditures have stayed below the pre-Great Recession levels in recent years. The expenditures per capita in Portage are still significantly below comparable cities in the population range.

General Fund Operating Surplus/Operating Revenues Percentage

City of Portage – Organizational Staffing Analysis

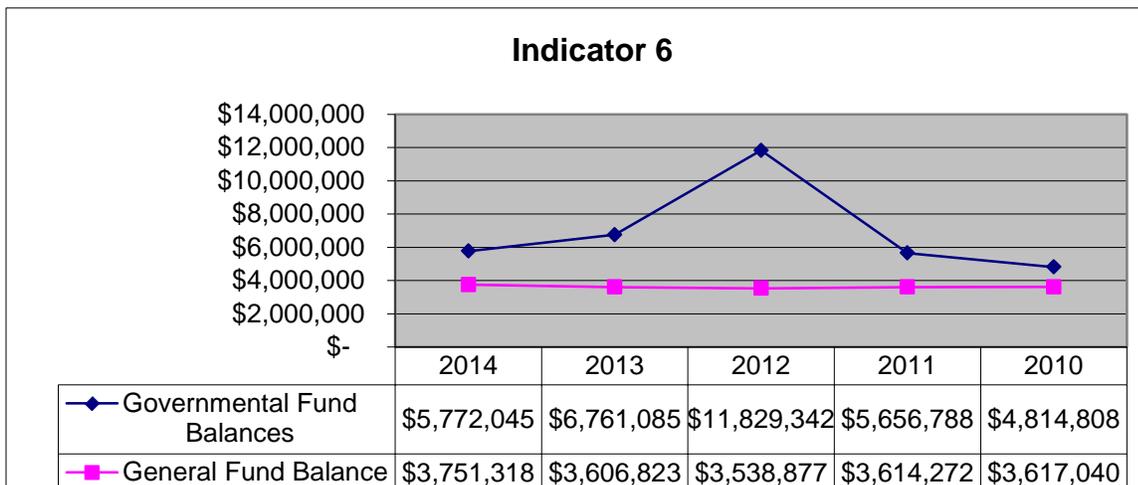


The City has experienced annual operating surpluses in the General Fund in the past two years after a couple of years of operating losses. .



The City has conservatively estimated revenues in the General Fund each of the past five years resulting in revenue surpluses above the budgeted amounts each year.

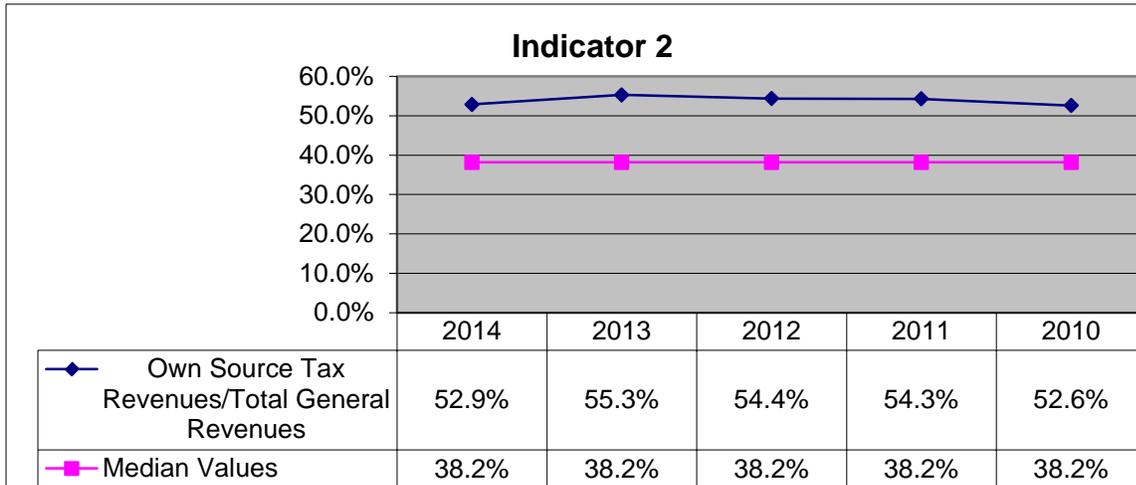
. Governmental and General Fund Balance



City of Portage – Organizational Staffing Analysis

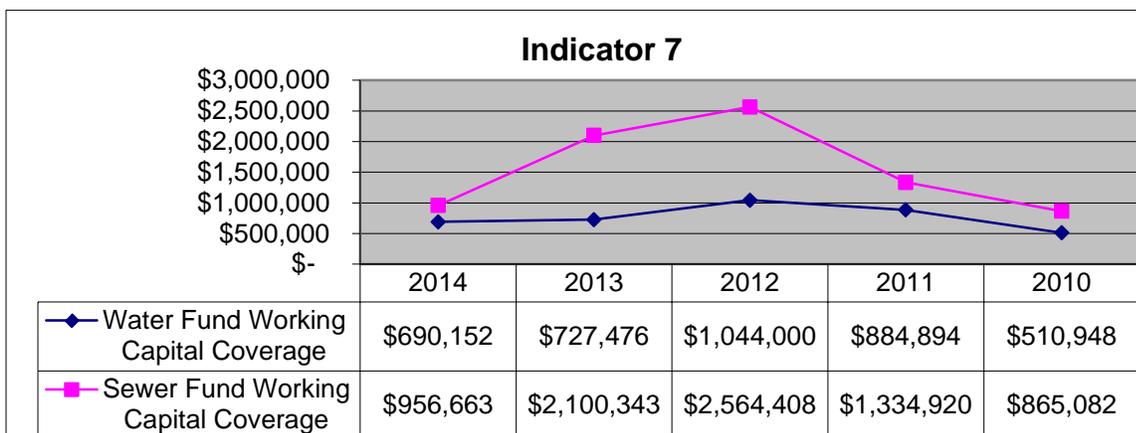
Even in these difficult fiscal times, the City has maintained good levels of unassigned fund balances in the past five years. Portage General Fund Balances have been between 48.5% to 49.1% each of the five years. Comparable cities had fund balance around 40% before the economic decline. Portage is in good financial condition and has managed the finances well in this period

Property Tax Revenues/Total Revenues Percentage – General Fund



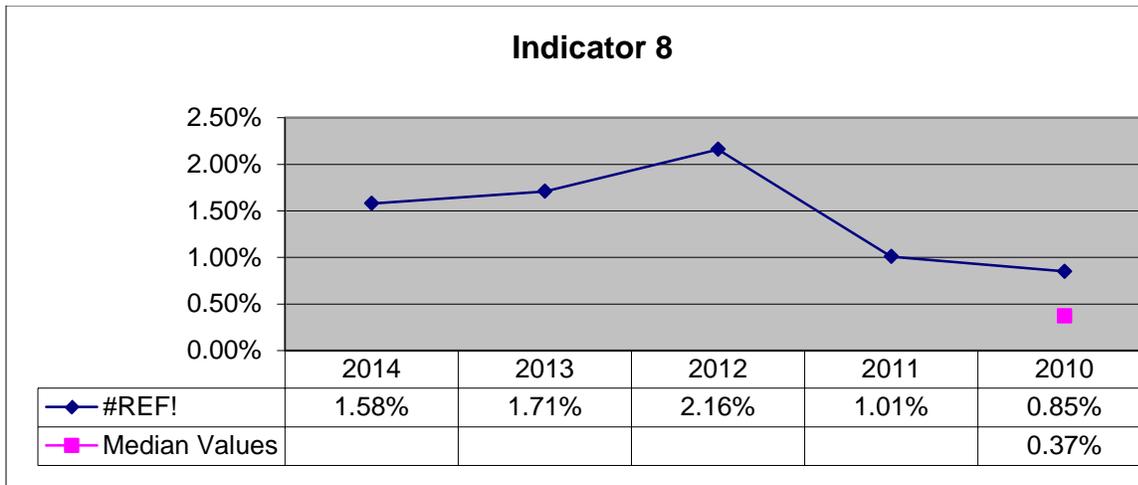
Another measure of financial condition is the diversity of revenue sources. Portage relies on property taxes for around 52 to 55% of its revenues. That compares to 38% in comparable cities. Portage depends upon property taxes for over half of its revenues sources which can create some stress in times of decreasing assessed values of property.

Enterprise Working Capital Coverage Ratio



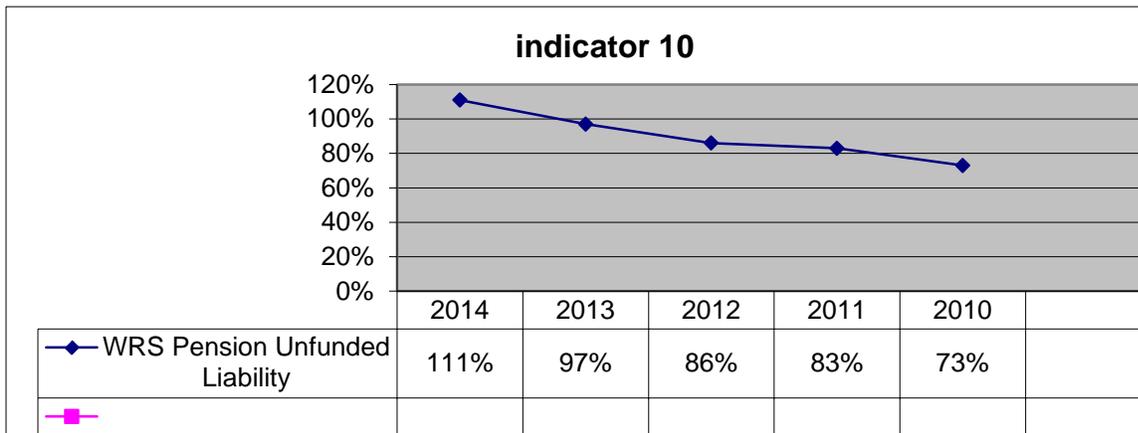
Portage has healthy financial condition in the Water and Sewer Funds. The working capital (current assets minus current liabilities) balance ratio is in good condition. The assets are around twice the level of liabilities which compares to other cities averages of between 3 to 4 times.

Long Term Debt/Assessed Value Percentage



Portage has general obligation debt around 1.58% of the total assessed value within the City. That compares to other cities of .37%.

WRS Pension Assets/Liabilities Percentage



Portage’s pension program has recovered from the stock market drop during the recession and now has 111% of assets compared to liabilities. However, the City provides health insurance for retirees and pays for that insurance if the retiree left the City with any unused sick leave. The City employees have accumulated \$912,691 of future health insurance benefits. There are efforts under way in the governmental accounting standards that may require that future obligation to be reported in the annual financial report starting after 2016.

City of Portage – Organizational Staffing Analysis

Overall, Portage is in good financial condition. The City has taken steps to address the difficult fiscal times and continues to do so.

Portage has created an excellent document on the “Financial Practices and Policies” for the City included in the annual budget. These fiscal policies are comprehensive, relating to many of the assumptions which currently go into the financial planning for the community. They are clearly stated and are annually endorsed by the policy making body as underlying assumptions for the budget making process. These financial performance goals help to provide the community a stable financial picture over the long term.

V. LEVEL OF STAFFING COMPARISON AND WORKLOAD MEASUREMENT

Each community, through its elected representatives, must determine whether the services provided by the City are in concert with the needs and desires of its citizens while conserving taxpayer dollars. An effective organization benefits from having a means of evaluating its existing cost of providing services and distribution of work required to provide those services. This information provides management with the necessary tools to help make decisions relating to allocation of resources within the organization. The study team was able to review staffing levels in various operations of the City to a sampling of eight other cities in the area of similar size. This analysis was limited to cities between 7,984 and 12,482 with the average of the populations being 10,217 compared to Portage’s population of 10,183. A summary exhibit is shown below.

Department	8 City Average	Portage
Administrative Services		
City Admin/HR/IT/Finance/Clerk	6.48	6.25
City Attorney	1.20	
Municipal Court	1.17	1.25
Community Development		
Building & Zoning/Code Enforcement	1.29	
Planning	0.40	0.40
Economic Development	3.00	0.70
Utilities		
Water	6.19	5.50
Wastewater	6.00	5.50
Electric	15.00	
Public Works - Engineering/Streets/Fleet/Facilities	15.81	12.40
Police		
Sworn Officers	20.75	22.00
Civilians without Dispatch	3.19	4.00
Fire	6.96	6.80
EMS	2.00	
Parks & Recreation	6.50	5.00
Library	11.42	10.50
Senior Center	2.33	
Museum	2.00	
Cable TV	5.00	
Transit	6.50	
Total	90.88	84.30

A more detailed chart of the results is shown in the Appendix.

The compilation in the exhibit illustrates the average number of employees of the cities providing that service in the eight cities. Portage has more Police Department employees than comparable cities with slightly more sworn officers and civilian employees. In all other areas, the City of Portage has fewer employees than the average in other cities. Appendix B shows the totals by city.

Portage should consider an ongoing effort on setting and measuring goals and targets for implementation by the City management and employees. These effectiveness measures ensure the policies set by the elected body are implemented by the management and staff of the City. In addition to those measures of effectiveness, another option that cities utilize is performance measurement comparisons to other cities in order to provide a city some measurable quantitative efficiency criteria to compare itself to other cities. That comparison can create a sense of competing to become the most efficient provider of services. The creation of performance measures can take time initially but is worth the effort when considering the benefits in the longer term. Performance measures are one tool to assess performance and not a final answer to the provision of services. Each performance measure merits analysis when compared to other cities. A part of our work efforts in this organizational review was to compare some of the workload/performance indicators in Portage to other similar cities in order to assess the relative efficiencies of the work force in Portage. These comparisons are meant to show the value of benchmarking by using performance measures that were obtained from the records in Portage. They are not necessarily meant to be the performance measures to be used in the future in the City. The median values in the table below were derived from the ICMA Performance Data for cities in a comparable population range.

Successful approaches have been employed in other jurisdictions to make performance measurement a priority task that has meaning and utility. Every department should participate in developing performance measures for use by department managers and the City Administrator. This approach develops a cooperative relationship among departments and city leadership. The data collected should emphasize overall outcomes as well as outputs. Some cities and counties even publish performance-measurement quarterly newsletters so everyone can track progress. Some organizational specialists argue that such routine updates can foster a sense of healthy “competition and pride” as they work toward achieving performance targets that will be seen by all in the organization. The performance measurement process for Portage yielded the following results.

City of Portage – Organizational Staffing Analysis

Portage Performance Measures	
Facilities Management	
Custodial Expenditures per Square Foot: Administrative/Office Facilities	\$2.03
ICMA Median Value	\$1.32
Repair Expenditures per Square Foot: Administrative/Office Facilities	\$2.27
ICMA Median Value	\$3.76
Fleet Management	
Police Vehicles: Total maintenance/preventive maintenance expenditures per vehicle	\$1593
ICMA Median Value	\$2100
Information Technology	
IT Expenditures/Total Jurisdiction Expenditures	0.85%
ICMA Median Value	0.91%
Parks and Recreation	
Parks and Recreation FTEs per 1000 population	.8
ICMA Median Value	.94
Acres of Park Land per 1,000 population – Developed and Undeveloped	11.64
ICMA Median Value	11.34
Risk Management	
General Liability Claims per 10,000 Population Served	18
ICMA Median Value	4.66
Number of Workers' Compensation Claims per 100 FTEs	20
ICMA Median Value	11.59
Fire	
Fire Staffing per 1,000 Population Served	.58
ICMA Median Value	1.32
Total Fire Personnel and Operating Expenditures per Capita	\$82.15
ICMA Median Value	\$157.12
Police	
Sworn and Civilian FTEs per 1000 Population	2.53
ICMA Median Value	2.73
Police Total Operating and Maintenance Expenditures per Capita	\$251.23
ICMA Median Value	\$208.80

Each of the performance indicators should be reviewed in the context of Portage’s operations. The purpose of performance measures is to provide insight in how Portage compares to others and to provide a benchmark to measure against. Overall, Portage’s operations are more efficient than comparable cities of similar size. However, the expenditures in the Police Department are higher than other cities. Also, the number of liability claims and workers compensation claims are higher than comparable cities.

Recommendations: Recommendations relating to performance measurement and benchmarking issues are as follows:

1. There is a need for workload measurements in most of the service activities of the City. These workload measurements should be established under the performance measurement systems. The International City/County Management Association (ICMA) provides information on comparative performance information in the following areas:

- * Code Enforcement
- * Fire and EMS
- * Fleet Management
- * Police Services
- * Facilities Management
- * Highway and Road Maintenance
- * Human Resources Management
- * Information Technology
- * Parks and Recreation
- * Purchasing
- * Risk Management
- * Refuse and Recycling

A full list of the indicators can be seen in Appendix A. The City of Portage should commit to measuring itself for performance in areas for which there is easily comparable data.

VI. EMPLOYEE SURVEY

An employee survey was conducted as part of the organizational study to provide the City with information regarding employee satisfaction and overall perception of City operational methods. It is well recognized that satisfied employees provide a higher level of service with greater efficiency. The City leadership wished to gain insight and opinions regarding the perception among current employees of the City as an employer. The survey was distributed to all employees with instructions and a postage paid envelope to be mailed directly to the consultant. Confidentiality of the respondents was pledged to all participants. Of the 71 surveys distributed, 44 were completed and returned to the consultant for a 62% return rate from the full time and permanent part time employees. This is a good number of returned surveys and provides a good validity level to the results of the survey.

The survey covered the areas of personal work experiences, organizational & performance culture, leadership, job satisfaction & working conditions, and some general questions along with an opportunity for additional comments.

Personal Work Experience

In order to assess City employees’ opinions on their personal work experiences, the survey asked respondents to rate their level of agreement with the following statements below from the following choices:

- Strongly Agree (SA)
- Somewhat Agree (SWA)
- Neither Agree or Disagree (NAD)
- Somewhat Disagree (SWD)
- Strongly Disagree (SD)

The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

Questions	SA	SWA	NAD	SWD	SD
The people I work with cooperate to get the job done.	59.1%	31.8%	2.3%	6.8%	0.0%
I am given opportunity to improve skills in my position and grow professionally.	31.8%	27.3%	15.9%	20.5%	4.5%
I have enough information to do my job well.	20.5%	61.4%	11.4%	6.8%	0.0%
I feel encouraged to come up with new and better ways doing things.	20.5%	36.4%	20.5%	13.6%	9.1%
My job makes good use of my skills and abilities.	36.4%	43.2%	6.8%	4.5%	9.1%
My work is challenging and gives me a feeling of personal accomplishment.	47.7%	34.1%	11.4%	2.3%	4.5%

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I have sufficient resources in my department to get my job done.	15.9%	34.1%	2.3%	31.8%	15.9%
I like the kind of work I do.	68.2%	27.3%	4.5%	0.0%	0.0%
I recommend the City as a good place to work.	15.9%	45.5%	20.5%	13.6%	4.5%
At times, I feel stressed in the work place..	25.0%	56.8%	15.9%	2.3%	0.0%
I know how my work relates to the City’s goals.	25.0%	43.2%	22.7%	6.8%	2.3%
The work I do is important.	72.7%	27.3%	0.0%	0.0%	0.0%

Findings

In examining the results of the survey, the following results were shown.

- 100% indicate the work they do is important.
- 96% like the kind of work they do.
- 91% indicate that the people they work with cooperate to get the job done.
- 82% indicate they have enough information to do their job well.
- 82% indicate that their work is challenging and gives them a feeling of personal accomplishment
- 82% indicate they feel stressed at times in the work place.
- 80% indicate that their job makes good use of their skills and abilities.
- 68% know how their work relates to the City’s goals.
- 61% would recommend the City as a good place to work.
- 59% indicate that they are given real opportunity to improve skills in their position and grow professionally.
- 57% indicate they feel encouraged to come up with new and better ways doing things.
- 50% indicate that they have sufficient resources in their department to get their job done

Organizational and Performance Culture

In order to assess City employees’ opinions on organizational and performance culture, the survey asked respondents to rate their level of agreement with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

Questions	SA	SWA	NAD	SWD	SD
My supervisor supports my need to balance work and family issues.	61.4%	27.3%	6.8%	4.5%	0.0%
Services in my unit are improved based on feedback from the public and employees.	13.6%	34.1%	34.1%	13.6%	4.5%
Policies and procedures affecting my work are clearly communicated.	9.1%	34.1%	29.5%	25.0%	2.3%
My immediate supervisor gives me useful feedback regarding my job performance.	20.9%	34.9%	20.9%	18.6%	4.7%
High-performing employees in my department are recognized and rewarded on a timely basis.	9.1%	18.2%	27.3%	9.1%	36.4%
In my department, steps are taken to deal with a poor performer who cannot or will not improve.	9.1%	22.7%	22.7%	20.5%	25.0%
Discussions with my supervisor about my performance are worthwhile.	18.2%	36.4%	27.3%	11.4%	6.8%
Creativity and innovation are rewarded	9.1%	20.5%	31.8%	15.9%	22.7%

Findings

There was a wider range of responses than in the previous section.

- 89% indicated that their supervisor supported their need to balance work and family issues.
- 56% indicate that their immediate supervisor gives them useful feedback regarding their job performance. 23% indicated that they did not get useful feedback.
- 55% indicate that discussions with their supervisor about their performance are worthwhile.
- 48% indicated that services in their unit were improved based on public and employee feedback.
- 43% indicated that policies and procedures affecting their work are clearly communicated. 27% indicated that they are not clearly communicated.
- 32% indicated that in their department, steps are taken to deal with a poor performer who cannot or will not improve. 46% indicated that steps are not taken to deal with a poor performer.
- 30% indicate that creativity and innovation are rewarded. 39% indicated that creativity and innovation are not rewarded.
- 27% indicated that high-performing employees in their department are recognized and rewarded on a timely basis. 46% indicated that they are not rewarded.

Leadership

In order to assess City employees’ opinions on leadership within the City, the survey asked respondents to rate their level of agreement with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

Questions	SA	SWA	NAD	SWD	SD
I have a high level of respect for the City’s senior leaders.	25.0%	22.7%	27.3%	18.2%	6.8%
City elected officials clearly communicate goals and priorities of City.	6.8%	20.5%	38.6%	25.0%	9.1%
Department managers clearly communicate goals and priorities of City and departments.	9.3%	23.3%	27.9%	30.2%	9.3%
City departments work well together.	22.7%	40.9%	25.0%	9.1%	2.3%
I have confidence in my manager’s ability to do their job.	27.3%	38.6%	18.2%	9.1%	6.8%
Complaints/disputes/grievances are resolved fairly in my dept.	18.2%	25.0%	29.5%	13.6%	13.6%
My supervisor is open to ideas and suggestions.	31.8%	43.2%	11.4%	4.5%	9.1%
My supervisor possesses skills for resolving conflict.	27.3%	29.5%	20.5%	6.8%	15.9%
My supervisor conducts interaction in a professional manner.	34.1%	29.5%	13.6%	13.6%	9.1%
My supervisor provides me support to ensure that I perform at high levels of productivity.	27.9%	32.6%	20.9%	14.0%	4.7%
My supervisor acts as a mentor for my professional development.	20.5%	29.5%	27.3%	9.1%	13.6%

Findings

In respect to leadership, there was some range of responses.

- 75% indicate that their supervisor is open to ideas and suggestions.
- 66% have confidence in their manager’s ability to do their job. 16% did not.
- 64% indicate that their supervisor conducts interaction in a professional manner.
- 64% indicate that City departments work well together.

City of Portage – Organizational Staffing Analysis

- 61% indicate that their supervisor provides support for high levels of productivity.
- 57% indicate that their supervisor possesses skills for resolving conflict. 23% indicate that their supervisor does not possess those skills.
- 50% indicate that their supervisor acts a mentor for their professional development. 23% indicate that their supervisor does not act as a mentor for professional development.
- 48% have a high level of respect for the City’s senior leaders.
- 43% indicate that complaints, disputes and grievances are resolved fairly in their department. 27% indicate that they are not.
- 33% indicate that the Department managers clearly communicate the goals and priorities of the City. 40% indicated they did not.
- 27% indicate that City elected officials clearly communicates goals and priorities of City. 34% indicate they do not.

Job Satisfaction and Working Conditions

In order to assess City employees’ opinions on job satisfaction within the City, the survey asked respondents to rate their level of satisfaction with each of the following statements using the same scale above. The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

Questions	SA	SWA	NAD	SWD	SD
How satisfied are you with policies/practices of your leaders?	13.6%	27.3%	27.3%	20.5%	11.4%
Deadlines and expectations within my department are realistic.	15.9%	40.9%	27.3%	15.9%	0.0%
I receive the training I need to perform my job well.	25.0%	43.2%	18.2%	11.4%	2.3%
Discrimination is a problem in my department.	4.5%	9.1%	18.2%	9.1%	59.1%
The City gives recognition for work well done by employees.	4.8%	16.7%	19.0%	21.4%	38.1%
The facilities I work in have good working conditions.	22.7%	27.3%	18.2%	20.5%	11.4%
My workload is reasonable.	23.3%	44.2%	23.3%	9.3%	0.0%

Findings

The job satisfaction area has one response that merits concern by the City in the near future:

- 68% indicated that discrimination was not a problem in their department.
- 68% indicated that they receive the training they need to perform their job well.
- 68% indicated that their workload is reasonable
- 57% indicated that the deadlines and expectations within their department are realistic.
- 50% indicated that their facility’s working conditions are good. 32% did not.
- 41% were satisfied with policies and practices of their leaders. 32% were not.
- Only 21% indicated that the City gives recognition for work well done by employees and 60% indicated that the City does not give recognition

City of Portage – Organizational Staffing Analysis

General Questions

Three general questions for overall operations in the City were asked of the employees. The survey asked respondents to rate their level of satisfaction with each of the following statements with the choices shown below:

Overall, how satisfied are you with your job?

- Very Satisfied (VS)
- Satisfied (S)
- Neutral (N)
- Unsatisfied (U)
- Very Unsatisfied (VU)

I think the overall quality of work life for the City of Portage is

- Excellent (E)
- Good (G)
- Fair (F)
- Poor (P)
- Don't Know (DK)

The overall operation of the City is:

- Highly efficient (HE)
- Above average in efficiency (AA)
- Average in efficiency (A)
- Less efficient than most cities (LE)
- Don't know (DK)

Respondents were also provided the opportunity to answer the following three questions with their comments:

What do you like best about your job? About working for Portage?

What don't you like about your job? About working for Portage?

What suggestions do you have for improvements in your department? In the City organization?

The percentages of responses for each question are shown in the following table with analysis of the survey responses following.

Questions	VS	S	N	U	VU
Overall, how satisfied are you with your job?	29.5%	45.5%	11.4%	9.1%	4.5%
	E	G	F	P	DK
I think the overall quality of work life for the City is	11.4%	45.5%	25.0%	18.2%	0.0%
	HE	AA	A	LE	DK
The overall operation of the City is:	0.0%	18.2%	36.4%	20.5%	25.0%

Findings

The General questions asked of the employees show a high level of employee responses.

- 75% of employees were satisfied with their job on an overall basis.
- 57% indicate that the overall quality of work life for the City was excellent or good.
- 18% indicate that the overall operation of the City is above average in efficiency while 36% indicate it is average and 46% indicated it was less efficient than other cities.

In addition to the questions above, the survey allowed comments on the following three questions:

What do you like best about your job? About working for Portage?

What don't you like about your job? About working for Portage?

What suggestions do you have for improvements in your department? In the City organization?

Responses to the first question were overwhelming supportive of their job and the City. Some examples would be "The co-workers, sense of community, mutual desire to improve", "No two days are ever the same and there is always something new to learn. I like bringing positive experiences to the people of Portage through my positions", "The staff is great. I do enjoy being busy and having the ability to make improvements", "The daily challenges/the unknowns. Portage provides a positive work environment".

Responses to the second two questions varied with themes being the need for more respect for employees, the need for employees to be recognized for work done, and with the need for more and better communications between all levels in the organization and between departments.

Benchmark Analysis

Comparable data on some of the survey questions is available using three independent sources, the International City/County Management Association, the International Personnel Management Association and Saratoga Institute. For those questions that have comparable benchmarks, the Portage employee responses are compared to that data in the following table.

Key Findings	City Response	Benchmark
Personal Work Experiences		
I recommend the City as a good place to work	61% agree	75 %
I like the kind of work I do.	95% agree	70 %
The work I do is important.	100% agree	90 %
Organizational and Performance Culture		
In my department, steps are taken to deal with a poor performer who cannot or will not improve.	46% disagree	65 % disagree
My supervisor supports my need to balance work and family issues.	89% agree	45 %
Leadership		
I have a high level of respect for City's senior leaders.	48% agree	50 %

City of Portage – Organizational Staffing Analysis

Job Satisfaction & Working Conditions		
The facilities I work in have good working conditions	50% agree	70 %
I receive the training I need to perform my job well.	48% agree	45 %
General Questions		
Overall, how satisfied are you with your job?	75% satisfied	65 %
I think the overall quality of work life for the City is	57% excellent/good	58 %
The overall operation of the City is	18% efficient	32 %

As can be seen on the table above, Portage ranks higher in some areas and lower in other areas on the benchmark questions.

- Personal Work Experiences –
 - Less employees would recommend the City as a place to work (61% to 75%).
 - More employees like the work that they do (95% to 70%) and
 - More employees indicate the work they do is important (100% to 90%)
- Organizational and Performance Culture
 - Steps taken to deal with poor performers (46% disagree to 65% disagree)
 - Supervisor supporting the balance of work and family (89% to 45%)
- Leadership
 - Having a high level of respect for the City’s elected officials (48% to 50%)
- Job Satisfaction and Working Conditions
 - Good working conditions (50% to 70%)
 - Receive training to perform their job well (48% to 45%)
- General Questions
 - Overall satisfaction with their job (75% to 65%)
 - Overall quality of work life in the City (57% to 58%)
 - Overall operation of the City (18% to 32%)

Findings and Conclusions

The following findings result from the survey:

Finding 1:

The City’s workforce is significantly invested in their employment with the City and committed to the improvement process.

Finding 2:

The City’s employees indicate, on the whole, positive about their employment with the City of Portage.

Finding 3:

The City of Portage has a mix of rankings when compared to benchmark data of other cities.

Finding 4:

Only 21% of the employees responding indicated that the City recognized their work efforts, 60% disagreed. 39% indicated that creativity and innovation is not rewarded.

Finding 5:

While 68% of the employees indicated that they received the training needed to perform their job well, additional training opportunities would benefit the City especially in the area of performance feedback for supervisory personnel and continuation of training to deal with conflict resolution.

Finding 6:

27% of employees indicate that the City elected officials clearly communicate goals and priorities of the City while 34% indicate that they do not.

Finding 7:

While 32% of employees indicated that steps are taken to deal with poor performers, 46% indicate that steps are not taken. Similarly, 27% of employees indicate that complaints, disputes and grievances are not resolved fairly in their departments. Supervisory training to emphasize the need to address this matter would be beneficial.

Finding 8:

Only 18% of employees indicated that the overall operation of the City was above average on efficiency while 36% indicated it was average and 21% indicated it was below average.

VII. INTERGOVERNMENTAL COOPERATION

The City of Portage finds itself in an excellent position to enhance its intergovernmental cooperation with Columbia County. The City has worked toward an environment which encourages intergovernmental endeavors where it has been shown to be beneficial to the parties. The City should expand upon this success and work to provide additional services through intergovernmental agreements. The County Board Chair and the County Attorney/Human Resources Officer both expressed positive relationships with the City and a willingness to expand upon those relationships in the future. The County Board and City Council have quarterly joint meetings to maintain positive relationships.

The City has a number of intergovernmental efforts already in place with the County, Portage School District and adjoining cities and towns. The City Administrator reaches out to other units of government to encourage cooperation and look for new opportunities. This serves to foster good relationships between the various parties. The City and School District have agreements on the use of an athletic facility and swimming pool; there is a mutual aid agreement between the Portage and Baraboo Fire Departments; and the Portage Fire Department provides services to the adjoining towns of Caledonia, Fort Winnebago, Lewiston and Pacific. The City also has an agreement with Columbia County for the County provision of the emergency communications dispatch center and the collection of solid waste and recycling.

It is recommended that the City of Portage take the initiative to work with the County on the following activities:

- Contracting with the County for the provision of Information Technology services. The City is not large enough to retain their own IT person with the County located across the street and having an IT Department of 10 persons, this is a potential that received positive comments from the County officials interviewed.
- Joint purchasing efforts. While the County does not yet have central purchasing for their operations, they indicated interest in working with the City to create a centralized purchasing operation that would save both entities money on purchases.
- Payroll and tax collection services. The County could provide services to the City providing for the payroll of City employees. In addition, the County could contract with the City to provide the first half of the tax collection services that the City currently performs since the

County collects the second half of property tax bills and maintains a complete record of these collections. Other Human Resources activities should also be explored between the County and City such as training opportunities, etc.

- Public Works activities. A joint vehicle maintenance operation for the City and County could be established. The joint utilization of a winter salt operation should also be considered since the County has theirs inside the city limits of portage while the City has to go to a privately owned unit ten miles away. Other joint maintenance related activities should also be explored.
- Extraterritorial planning and zoning. The City should work with the adjoining towns in cooperation with the County to monitor plan reviews for development and zoning changes for properties in close proximity to the City.

These opportunities for intergovernmental cooperation would provide enhanced services at shared expenses for all four of the entities.

VIII. GENERAL RECOMMENDATIONS

A. Human Resources

The organization should undertake a management development and team building effort to further develop the current management team culture as one of cooperation, innovation, support and action-oriented results. The City Administrator should clearly delineate his management style to the management team in order to establish expectations within the organization. An organizational philosophy that is in concert with the Mission Statement adopted by the City Council should be formulated for the City of Portage in order to serve as a base for activities of the City. The management team should develop personal management philosophies and explore the meaning of being value driven—what it means to have an organizational philosophy and how the management team translates the values into actions. We suggest that team-building sessions be held on the following topics:

- Developing team operations and work relationships
- Evaluation of management team and employee performance
- Problem identification and resolution
- Relationships between the management team and the Mayor/City Council
- Developing a work program and processes
- Developing strategies for operationalizing the organizational philosophy
- Building the capacity of department heads as team members

In addition, management development needs should be addressed in the following areas:

- Conflict management and resolution
- Decision-making and leadership
- Evaluation—personal and operational

We recommend that the City undertake a team-building and management development effort with internal or external basis using individuals skilled in these endeavors.

The City should promote and adopt a culture that embraces learning and employee improvement and then follow up with a comprehensive training initiative for City employees, including supervisory and technical training. This training program/initiative could utilize the resources available in Wisconsin. Often partnerships with local educational institutions can be developed for cost effective training that's customized for the City's needs. The City should engage in frequent employee recognition for their contributions to making Portage a quality community in which to work, play and live.

The personnel manual for the City is up to date and comprehensive to inform all employees of the policies of the City in regard to employment practices and status, fringe benefits, compensation guidelines, leave benefits, termination of employment issues, conduct, disciplinary action and appeals procedures, and general policies such as political activity, acceptance of gifts, internet usage, use of city owned equipment, and grievance procedure.

B. Succession Planning

One the areas this study seeks to illuminate is the aging workforce, a phenomenon facing all employers, not just the City of Portage. Demographics tell the story.

According to U.S. News and World Report (January 2012), “there are now more Americans age 65 and older than at any other time in U.S. history. According to a new Census Bureau report, there were 40.3 million people age 65 and older on April 1, 2010, up 5.3 percent from 35 million in 2000 (and just 3.1 million in 1900). The 65-and-older population jumped 15.1 percent between 2000 and 2010, compared with a 9.7 percent increase for the total U.S. population. People age 65 and older now make up 13 percent of the total population, compared with 12.4 percent in 2000.”

This, of course, captures the age group where most workers retire. The cohort trailing this group represents the middle of the population bulge of “Baby Boomers,” those that now comprise a good portion of municipal workforces. An August 2013 *Governing* magazine article “Public Sector Has Some of Oldest Workers Set to Retire” notes that growing trend.

The article analyzed data from the U.S. Bureau of Labor Statistics and found that “over half (52 percent) of workers in the ‘public administration’ category – encompassing much of the sector besides education – were 45 years or older in the 2012 survey. By comparison, 44 percent of workers in all industries fell into this age bracket.” This is the “silver tsunami” noted in the article in the December 2013 *Governing* magazine.

When can employers expect their older workers to retire? According to an August 2014 study conducted by the TIAA-CREF Institute and the Center for State and Local Government Excellence, one-third of public sector workers have been with their employer for 20 years or longer, and would like to retire at age

61, but expect to retire at 64. “Looking to the future, two-thirds of state and local government employees do not expect to leave their current employer anytime soon, while one-third expects to remain for a few more years at most.”

Frank Ibarra, a former city manager and President of the Mejorando Group, and writer on succession planning in the January 2005 issue of *Public Management* magazine, recommends a systematic approach to succession planning, a method we advise for the City of Portage, as our observations of the management team suggests some retirements will be on the horizon in the next five – seven years. We believe, too, that the city’s workforce most likely reflects the trends mentioned above.

To begin, Ibarra suggests collecting data on the workforce, for “gathering and analyzing these types of data will permit your jurisdiction to grasp the current situation and begin to recognize its significance.” In addition to doing an organizational-wide analysis by department, another step that further highlights the significance of the situation is to catalogue the groupings by departmental divisions, and even by position classification.

This would be particularly illustrative in the City’s larger departments such as Public Works and Police, areas which tend to have more of the older workers. The exercise would be invaluable, and Ibarra’s method suggests using a matrix something like the one below. This methodology can be applied department by department, or by position classification and a matrix for each department will give decision makers a good idea of how to approach the next steps.

With the data in hand, the management team can devise a plan on how to allocate resources to address retirements and attrition. It can, in Ibarra’s view, provide a strategic view for:

- Identifying leadership bench strength;
- Ensuring continuity of management;
- Growing the organization’s own leaders;
- Clarifying a sense of each internal candidate’s strengths and opportunities for improvement, plus additional access to better data on individual’s performance in comparison to outside candidates; and
- Helping to align human resources with the organization’s strategic direction.

City of Portage – Organizational Staffing Analysis

Department	Total Number of Employees	Age 50-54	Age 55-59	Age 60+	Total 50-60+
Administration/Clerk/Finance					
Community Development					
Water					
Wastewater					
Public Works					
Police					
Fire					
Parks & Recreation					
Library					
Totals					

According to Ibarra, “the primary task of succession planning is to outline a sequence of personnel moves so that candidates for key positions are known in advance of actual needs” (2005). Predicated on eliminating the myths that may inhibit a municipal organization – obstacles which include the assumption that employee retirement plans are a “don’t ask, don’t tell” issue, that predetermining the best candidate for a position resembles favoritism, and that the principle of seniority in promotions is sacrosanct – succession planning project plans involve eight steps. Ibarra’s methodology includes:

1. Assessing future service needs. In other words, integrate the organization’s strategic plan with the professional development needs of the employees who will be responsible for delivering the services.
2. Identify critical positions and high-potential employees.
3. Identify competencies. Using competencies to enhance position descriptions as well as in the city’s development of a performance evaluation system may help not only in succession planning, but cross-training among divisions.
4. Conduct a gap analysis to determine the existence and extent of a gap in competencies for each position.
5. Select training and development activities to close the gaps and build stronger competencies.
6. Conduct management training focused on supplementing the skills and expanding the knowledge of direct reports.

7. Implement development strategies and tactics.
8. Monitor and evaluate the program.

As Liz Farmer warns in her *Governing* magazine article that even though the wave of the silver tsunami has not yet reached land, “public administration experts express concern that governments are ill prepared. If they aren’t ready, agencies risk permanently losing decades of expertise, eroding their ability to serve the public for years to come.”

We recommend the City consider hiring a summer intern, perhaps from one of the University of Wisconsin MPA programs, to conduct an internal succession planning survey using the inventory tools and steps to build a strategy as outlined above. We believe this exercise will be invaluable, particularly as the City workforce team ages. It will help prepare for the potential of problematic recruitments of talent in certain areas of the organization that may present a challenge for the City. The succession planning strategy will provide the City will additional insight and a roadmap for internal growth, development and potential promotion of the workforce already under the City’s employment. This approach is not unlike what’s known in the field of economic development where “gardening” strategies first concentrate on retention before putting forth a lot of resources toward attracting new businesses.

We additionally recommend this work dovetail the personal developmental goals discussed in performance evaluation conferences that should be occurring between supervisors and employees. Those conversations about future development of the employee’s knowledge and skills, and how those qualities may be applied to make the city operation even better, will benefit both the employee and employer alike. Those annual review conversations can provide the additional platform for organizational succession planning.

C. Parks & Recreation

The Parks & Recreation Department is well managed and is very lean in its staffing in the recreation arena. The department would benefit by being located in City Hall if space is available to share the office services with Public Works, Planning, Finance, and City Clerk Departments. This would add in the coordination of functions with other departments and communication between departments. The Dimension IV Master Plan and Building Needs study plans on a combined Public Works and Parks & Recreation Office/Maintenance Building construction in 2019/2020 which will meet this need when it is completed.

D. Service Level Potential Adjustments

Portage has a high level of service for its citizens that in one situation exceeds other communities. The City may determine that the Police services could be reduced by one or two officers. The need for enhancements to other services such as public works, code enforcement, fire and recreation should be considered by the City. One option would be to assign the code enforcement responsibilities to the Fire Department and add an additional position or two to the department. The code enforcement responsibilities (distinguished from building inspections) could be combined with fire inspection duties for the full time firefighters. The additional positions could enhance the fire response time as articulated in the Fire Department analysis later in this report while establishing a program for code enforcement which is currently not addressed in the City.

E. Cost Allocation Plan and Fees

The City should do a cost allocation plan to ensure that the overhead costs of administration are being proportionately charged to the enterprise funds of water and sewer. In addition, the fees charged to the public such as building permit fees should be reviewed to make sure that they reflect the cost of the services provided.

F. Public Safety Consolidation

A review of the potential consolidation of the Police and Fire Departments was undertaken in this study. The idea of a Public Safety Director (PSD) is usually an attempt to save money in most cases. The most common arrangement that we have seen is when the Police Chief is moved to PSD and the Fire Chief is eliminated. We have not heard of many instances where the Fire Chief becomes the PSD. Our analysis of the Fire Department staffing indicated that the available staff to man the first out vehicle is minimal. Currently the Fire Chief is able to respond on the first out engine during the work week. After his workday and on weekends he responds with his own vehicle to the scene. These responses are important to the operational efficiency of the Portage Fire Department. We would suspect that a PSD without fire qualification would negatively impact the fire department. We don't feel that there is sufficient structure within the organization to make up for this potential loss. If the City were to cross train and integrate the police staff and the fire staff that would be another matter but doing so is an enormous undertaking.

G. Custodial Staffing

In regard to the question of custodial staffing, that issue did not arise during our conversations with the staff as a major issue. The performance measure comparisons showed Portage custodial expenditures per square foot of \$2.03 compared to the average of other cities of \$1.32. We had not further explored that area as a result since having two staff for this function seemed like a minimum number needed for the facilities.

IX. OPERATING DEPARTMENT ANALYSIS

The primary service delivery arms of the City of Portage are its operating departments. For these critical departments, their performance and delivery of essential services depends on the artful, skilled, and effective management of two critical resources in their respective professional disciplines: human assets and financial resources. In order to provide high quality services to the public, Portage’s department managers must work with elected leadership, the city administrator, and each other to balance the three essential elements of modern public administration:

- Effectiveness—getting the right things done
- Efficiency—accomplishing them in the right ways
- Economy—limiting the use of scarce resources.

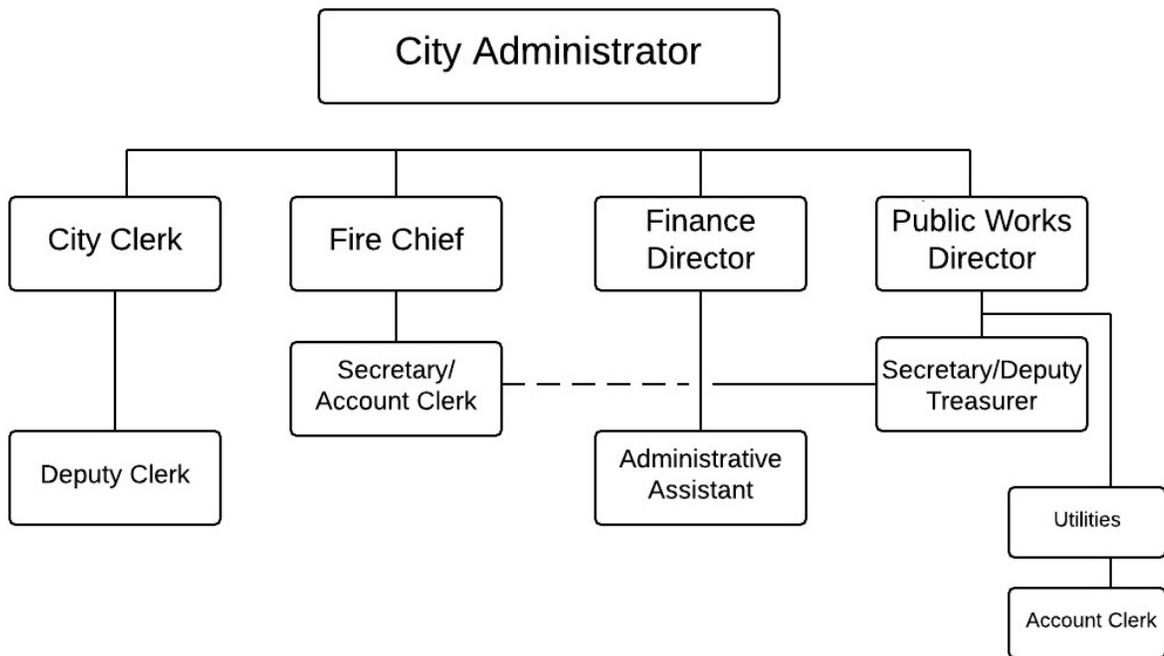
Balancing these three concerns requires a coordinated policy implementation and management approach. The organizational and management challenge for a city like Portage that seeks to improve performance levels is to create a balance in the city organization between the most effective use of its human and financial resources and the attainment of the Council’s service level and program goals. As discussed earlier in this report, a Council session on establishing goals and desired service levels would aid in this effort. The reviews and recommendations relating to the operating unit assessments included the Finance, Police, Fire and Public Works Departments:

The study team believes that specific performance goals should be developed for each operating department. In each of Portage’s Departments and Divisions, the operating philosophy and guide should follow an approach that includes these elements: *all department planning should be strategic, all performance at the employee, work unit or department level will be measured, budgeting must be results-oriented, not spending oriented, and departmental management and supervisory guidance must be results-driven.*

The reports that follow in this Section were prepared after the completion of the first phase of this study and a meeting for next steps consideration with the City Administrator.

Finance and City Clerk Departments Operation Analysis

An assessment of the Finance and City Clerk’s operations was undertaken to identify and describe the current conditions associated with departmental operations and to offer recommendations for producing operating efficiency and economy over the next several years. An opportunity was taken to interview each employee of the departments. Those interviews combined with a review of departmental budgets and other reports provided the consulting team with a better understanding of the departmental operations and needs. The Finance and City Clerk Department budget for 2014-15 consists of 5.25 positions. The financial activities of the City of Portage are performed by the Finance Director/Treasurer and the Administrative Assistant in the Finance Department with work load support from the City Clerk, Deputy City Clerk, Fire Chief’s Secretary/Account Clerk, Public Works Director’s Secretary/Deputy Treasurer and the Account Clerk in the Utilities Division of the Public Works Department. The organization chart below shows the distribution of the financial activities.



The Finance Director/Treasurer has over five years of experience in the City of Portage Finance Department. She does the cash management, investments, reconciliations, budget preparation, annual property tax preparations and payment processing, debt management, and over sight of all of the City’s finances.

The City Clerk has been with the City of Portage for 26 years. She performs all of the duties of the City Clerk's Office as well as the financial operations of payroll/benefit administration and participating in the accounting function.

The Administrative Assistant to the Finance Director performs mainly financial activities but also performs some Administrative/City Clerk functions such as meeting notices, business licenses, newsletters and web site updates. She is the main receptionist for citizens entering City Hall. She also serves as a backup for the Municipal Court operations.

The Deputy City Clerk estimates that more than 20% of her work effort is in finance. She is involved in the payroll on a bi-weekly basis and accounts payables that occur on a weekly basis.

The Public Work's Secretary/Deputy Treasurer spends around 50% of her time on the financial operations doing the up front counter work on receipts, daily deposits to the bank, monthly cash reconciliations and serving as a back up to the accounts payable operations. During the first half of the tax collection period which are collected by the City, her finance obligations go up to 80% of her time.

The Fire Chief's Secretary/Account Clerk spends approximately 30% of her work time on the accounts receivable processing and accounts payable that occur on a monthly basis..

The Utilities Account Clerk plus a 60 percent time employee are responsible for the utilities' accounting operations including collections, billing, accounts payable, accounts receivable, banking and the general ledger. The Utilities operate under a separate financial information technology system than the rest of the City.

Observations and Recommendations

As described above, the financial activities of the City are distributed among many participants in the system. It is unusual to have the overlapping of financial activities amongst four departments as is the situation in the City. However, the working relationships between the employees performing in these roles appear to be positive and well-coordinated based on the feedback from the interviews with all of them. The system is working adequately despite the functional distribution of responsibilities. The City should consider the following recommendations for the future:

- A concern amongst the employees is their lack of knowledge of activities taking place in the City organization that impacts their work performance. The City should assign a person in a position to be aware of the various activities as a communications officer whose role it is to disburse information impacting the operations to everyone on a regular basis. The disbursement of information can easily be over looked and needs to be addressed on a regular basis.

City of Portage – Organizational Staffing Analysis

- The City should consider the creation of one Director of Finance/City Clerk position to oversee these functions as personnel changes occur in the future. Having one person responsible for the financial operations is a best practice for municipal governments.
- The City should have one information technology system for all financial activities. The current utilities operation under a separate system does not create smooth financial reporting. In addition, the combination of the Utilities accounting operations into the Department of Finance should be considered for the future with the transfer of the two employees into the Department but with their payroll and operating costs still charged to the utilities funds.
- The payroll system of the City should be automated so that the employee hours and other pertinent information is entered directly by the Departments in the City rather than the paper submittal system with the Deputy Clerk entering the data as is currently done.
- As opportunities arise in the future, the financial responsibilities of the Fire Secretary and the Public Works secretary should be consolidated into the Finance/City Clerk Department. While the coordination of the activities appears to be working well at this time, the long term goal should be the combination of all finance and accounting duties in the department.

Public Works and Utilities

Scope for the Public Works Review

In this section of the analysis we will look at the Public Works Department by identifying what is done well and opportunities for improvement. That includes looking at job content, performance expectations, coordination and overlap points, supervisory-subordinate relationships, etc. for each administrative position; analyzing, comparing, defining and refining job content components of each position.

In addition to meeting the scope of the overall staffing analysis, another impetus to look at the Public Works Department in particular is the pending retirement of Robert Redelings, P.E., the City's Director of Public Works/Utilities Manager, and whether or not opportunities for reconfiguring the department, or the Director's span of control, presents itself. Accordingly, it will look to critically review the position's functions, responsibilities, authorities and scope, supervisory duties and span of control, experience and background, training, education and certification requirements, with an eye toward a possible restructuring of the position as the City looks to hire a successor.

Process

What Portage is facing is a mirror image of an emerging, and worrisome, trend. The retirements of key staff is a national issue for local governments writes Liz Farmer in the December 2013 issue of *Governing* magazine, "Public Employee Silver Tsunami Looms for Governments." Municipalities across the country are struggling to prepare for the loss of experienced employees who bring a wealth of institutional knowledge to their organizations. Communities like Portage want to do their best to train the next generation of leaders. This can be a delicate balance – communities do not want the experienced employees to feel pushed out, but yet they want to be prepared for the day when employees do decide to retire.

The importance of staff succession in the area of Public Works cannot be overestimated. GovHR USA's experience with interim placements and recruitment and selection has shown us that the Public Works management and leadership positions can be among the toughest to recruit for qualified employees.

We have assisted organizations of comparable size to Portage – the Illinois municipalities of West Dundee, Burr Ridge, River Forest and others – with recruitments for key managers in their Public Works operations and it is challenging to find candidates with the desired combination of technical and

managerial skills. The private sector can offer higher paying engineering opportunities further reducing the pool of available candidates.

Added to that mix of issues are management's basic responsibilities to look at the efficient and effective delivery of municipal services. Municipal leaders are also wise to reflect on their departments when opportunities like this present themselves.

The consultant met with the following Public Works officials on April 7 and May 1, 2015:

1. Robert Redelings, P.E., Director of Public Works/Utilities Manager
2. Kim Standke, Superintendent of Streets
3. David Hornischer, Superintendent of Wastewater
4. Kevin Bortz, Superintendent of Water

Meetings with the City's staff were detailed and constructed to better understand how Public Works services are delivered, and also how the divisions interact with one another. The following questions formed the basis of our discussion:

1. How long have you been in your current job? Describe your work unit – functions, size, budget, number of employees, structure.
2. What do you see as the core services of your department?
3. Describe your department's workload. In the main, are projects and deadlines being met in a timely fashion? If not, why not?
4. What are your department's top three - five strengths? What does the department do exceedingly well?
5. What areas for improvement for the department would you recommend? Are these needed improvements mainly due to a lack of money, personnel, other resources (describe), Council support, City Manager's support, or what?
6. If you were to look down the road in one-three years, what factors might adversely influence or threaten Portage's Public Works department?
7. In your estimation, when you look at other cities' Public Works departments, and among your professional peers, which ones stand out as exceptional? Why?
8. Have your job duties changed over time? If so, how? How has your department changed over time?

9. Have your supervisory responsibilities changed over time? Has there been any restructuring of your work unit since you have been employed? How many people do you directly, and indirectly, supervise?
10. How much time per week do you spend on supervisory duties (i.e. resolving conflict, making operational decisions, addressing personnel issues, etc.)?
11. Does the department's current structure provide for an appropriate level of supervision of employees and operations? If not, what needs improvement?
12. Does the department's current structure provide employees opportunities for advancement or succession? If not, what changes would you recommend? On the other hand, is succession an important issue as far as you're concerned?
13. How does your department interface and coordinate with other city departments? Is there anything that you would change in the city's organization or how things work interdepartmentally?
14. Are there any opportunities for consolidation of services, contracting out or privatization that you feel would be value for Portage to pursue?
15. How often do you hear from citizens, what do they call about, are you able to meet their needs?
16. If we were to ask the elected officials for their impressions of DPW, what would they tell us?
17. In reflecting on the City's DPW, what else would you like us to know?

In addition to the oral interviews, in some instances the consultants were supplied written answers to these questions by a few staff members.

We also reviewed the municipal organizations in Wisconsin comparable to the City of Portage as noted in Appendix B, with a particular eye on how five of those communities' Public Works Departments were structured. This served as an additional resource in assessing and comparing organizational structure, as well as understanding the Director's position, duties and span of control.

Findings

It is apparent from our conversations that the Public Works staff has a unified, focused and clear view of their Department's mission. The most common essential services that residents receive from Public Works, as identified by City staff, were: streets, infrastructure maintenance, operations, potable water, wastewater conveyance and treatment, project engineering and construction oversight, mapping, and levee oversight. There was no misunderstanding or deviation among the staff as to the department's core

responsibilities. And while the Department's mission seems to be clear internally, the lack of a City strategic plan, and the desire for one, was also noted.

The Public Works staff viewed themselves as one of department's top asset. Supervisors asserted that, as a whole, their team was talented, experienced, knowledgeable, cooperative, helpful and trustworthy. Working among themselves they note reasonably good interdivisional communications and coordination. Resources – personnel and equipment – are shared when needed.

The Public Works staff perceived themselves as dedicated to providing excellent customer service to the public. For instance, this is captured by a Public Works employee in response to the question about what he liked best working for the City: "I am making a difference in the quality of life for citizens of Portage."

Public Works employees emphasize that customer service excels, and the most important responsibility includes ensuring reliable public infrastructure systems. In a similar vein, they said, it is also important to educate and communicate those needs to the elected officials in order for them to make educated decisions about funding capital projects. They emphasize that customer service excels in such areas as plan site review, development projects, mapping and construction oversight.

Public Works staff gives themselves good grades as it concerns supervisory performance. Tighter management and oversight of the three divisions is due, in part, to a newer management team, as all superintendents have been in their roles ranging from two – six years. The management team brings years of prior City of Portage experience to their supervisory roles, for all were internal promotions.

Line staff is in general agreement with this assessment. Many commented about how "I like the people I work with..." and "the city has always taken my advice on priorities." Yet, others recommend improving means of internal communications, want more training or are frustrated by the occasional lack of clear or consistent direction.

As with any organization, experienced managers from within the ranks bring a depth of knowledge, credibility and appreciation for what "needs to get done." That credibility, however, can cut both ways, for it also introduces a challenge to the once rank-and-file employee to authoritatively establish himself as the supervisor among his peers. This has been further exacerbated by the "working supervisor" roles

each of the superintendents is required, by workload demands, to adopt. The superintendents, for example, are in rotation for weekend coverage or on-call 24-hours/day.

Diligent management of a lean workforce, however, cannot overcome what was universally identified as staff being short-handed. Since 1998 there has been a reduction of staff in the department – at least four full-time positions have been reduced. While the City eliminated in-house refuse collection in 2008 and the two positions that were affected moved to the Streets Division, the overall vacancies since 1998 have still not been re-filled. Data noted in Appendix B illustrates that Portage’s staffing levels are below the average of its peer communities.

City staff supplied to the consultant evidence of their concern. A review by the Streets Superintendent of the hours needed to perform his division’s core duties asserts that the amount of duties and tasks required on an annual basis exceeds the manpower currently available by 2,650 hours. That argues for at least one additional staff person. In a similar approach, the Wastewater Superintendent says that it has been reported to him that the Wisconsin Department of Natural Resources guidelines suggest more staff in that division.

In addition, an uptick in overtime and compensatory time has been noted. For instance, in the Streets division, the amount of compensatory time has increased from three hours in 2012 to over 258 in 2014.

Rank-and-file Public Works employees also made note of the amount of staff resources. Comments along these lines ranged from “When I first started, we had 12 employees in our department, now we only have seven,” the amount of duties is “overwhelming” and “[there’s a need for] more staff to make repairs and maintain...” To be sure, we universally heard that operations run lean, and works loads in the areas of streets and utilities leads some to conclude that “we need more time in the day...” and need “more staff.” Yet, the management team itself did not note that necessarily translates to continuous or excessively long days (greater than 8 – 8 ½ hours) for themselves.

The Department’s staff viewed themselves as working cooperatively with other City departments and willing to bring in others when appropriate. That’s evidenced by, for example, intradepartmental work on water main breaks.

Some discussion, but not an extraordinary amount, was focused on wages. Some employees assert the wage structure between City and County jobs is out of balance, with the advantage favoring County employees. Significantly more discussion was had in the area of performance evaluations. Concerns along these lines said performance evaluations needed to be done in a consistent fashion. Similarly, wage adjustments, when linked to performance reviews, were not timely.

There was an expressed desire for more professional development and training, as well as a need to develop less-tenured staff to understand the entire scope of Public Works projects. This was best illustrated when Public Works staff discussed equipment and technology. For Superintendents, additional supervisory training on managing personnel was also desired.

We examined five of the eight Wisconsin municipalities surveyed for this report and noted in Appendix B. The primary purpose of our inquiry was to review the amount and extent of divisional services under the control of their Public Works Directors. We looked at the organizational design of Baraboo, Fort Atkinson, Monroe, Reedsburg and Waupun, the five municipalities who are closest in population size to Portage.

In the City of Baraboo, Public Works is managed by a Director of Public Works/City Engineer. Two superintendents report to the Director – Streets and Utilities. In Fort Atkinson, the City Engineer is also the Director of Public Works with divisional responsibilities in the areas of water, wastewater, streets and building inspections, with superintendents in those areas reporting to him. In the City of Monroe the Director of Public Works has the following areas under his scope: airport, engineering, forestry and parks, streets, storm water, wastewater and water. In Waupun and Reedsburg the utilities are under the management and direction of a commission, leaving the Directors to handle the traditional areas of streets and engineering. It should be noted that in Fort Atkinson and Monroe there are assistant directors, or engineering supervisors that act in an assistant director's function, providing additional depth in the management ranks.

Recommendations

Taking into account our observations, findings, and experience in assessing organizational needs of hundreds of local governments, we present a list of recommendations and opportunities as Portage considers addressing the challenges and implementing improvements within the department, as well as

its next steps in filling the Director of Public Works/Utilities Manager position. This is done within the context of managing service delivery in the public sector that balances the three classic concerns of public administration discussed in the opening of this study – effectiveness, efficiency and economy. With that as a backdrop, our recommendations are as follows:

Organizational Options Considered. We assessed several options with respect to the possible organization of the public works, engineering, and utilities functions. Our executive recruitment and consulting practices have exposed us to a wide variety of organizations that handle these services in any number of ways. We also, of course, surveyed several organizations of similar size in the state of Wisconsin. Here are options we deliberated:

- *Establish a Separate Position of City Engineer (or Engineering Department)*

Many communities have a separate Engineering Department with a City Engineer reporting directly to the City Administrator. This provides for direct access to the Administrator and is particularly useful when organizations are undergoing significant development and/or large capital programs.

Under this model, the City Engineer becomes a point of contact for development and redevelopment matters, and works collaboratively with Community Development on development proposals as well as with Public Works operations on capital improvement design and construction. This would, in Portage, reduce the workload, responsibilities and span of control of the Public Works Director, allowing him to focus primarily on operations.

Naturally, this option assumes the creation of a City Engineer position in addition to the Engineering Technician position already on staff, but the disadvantage to this option is that it is not likely to facilitate or improve coordination intra or interdepartmentally, which does not seem to be stressed at this time. In fact, the additional risk to this idea is that it adds bureaucracy and numbers to the management team. While the management team is admittedly lean, this scenario supplements an area where more personnel are simply not needed. Instead, additional manpower would be most effective in areas where other critical needs are calling for attention. Instead of adding another level of management, the use of the Engineering Technician in more development matters, in combination with the other recommendations outlined below, is a more appropriate course of action.

- ***Establish a Separate Utilities Department***

The creation of a separate Utilities Department is also not unusual. In Portage’s case, it could combine water and wastewater under one department. This would provide for direct and regular contact between a Utilities Director and the City Administrator. A separate department also reduces the span of control for the Public Works Director. If reducing the span of control was a primary goal, then it makes sense to consider carving out the Utilities Department.

In the case of the City of Portage, however, evidence does not support creating and separating out a Utilities Department, for this idea would effectively increase bureaucracy where none is needed. In fact, the City appears to operate very effectively with a standing Committee of the Council providing oversight to its utilities, an approach that easily argues against the creation of a citizen-driven utility commission. Currently, the Director is the staff liaison to the Municipal Services & Utilities Committee, and that position provides for a cross-check on continuity to infrastructure needs. In addition, the Superintendents of water and wastewater are efficiently and effectively running their operations, and there is no compelling reason to upset the current organizational structure.

- ***Combine the Engineering function with the Business Development and Planning Function***

In general, incorporating the engineering function with a community development function can be a very effective option, particularly in communities where there is a significant amount of economic development. Having the engineering function as a division of Community Development helps insure collaboration and streamlining with respect to economic development, redevelopment, review and regulatory processes. It facilitates a one stop approach for developers and homeowners. The disadvantage is the need to continue to coordinate with Public Works on capital items and other permit processes in the public right of way. It also appears to be an option not yet ripe for the City of Portage in that its economic development efforts appear to be just getting off the ground. As well, this option would present the need to create an additional engineering position, where moreover the full depth of the Engineering Technician position may be a better avenue to explore.

- ***Parks Maintenance and Street Operations***

Other organizational possibilities we considered included moving parks maintenance and mowing to the street maintenance operations in order to facilitate an efficient use of equipment

and personnel. We decided against a formal reassignment of duties in lieu of encouraging coordination of mowing and maintenance schedules and duties.

Assessing the Director of Public Works/Utilities Manager position.

As the City contemplates how to fill the Director’s position upon Mr. Redeling’s retirement, it has several options to consider. In today’s hiring environment where public works positions are becoming increasingly more difficult to fill, municipalities have demonstrated flexibility and creativity in the recruitment and hiring process. Although we are not convinced this will be Portage’s challenge, it is helpful to consider some alternatives.

In our experience, a number of municipalities are reviewing whether the Public Works Director’s position requires an engineering degree and a professional engineer (P.E.) certification. Some are foregoing the requirement and acknowledging that departmental oversight first-most requires managerial, administrative and budgeting skills. In those instances, other in-house or contracted-out staff provide the professional engineering coverage, or there is a City Engineer that takes on those duties. For instance, the Illinois communities of West Dundee and DeKalb, as well as Oshkosh, Wisconsin, have recently hired, or are currently seeking to hire a Public Works Director and are not mandating a P.E. In fact, in DeKalb, Illinois, the City Manager has said she is equally comfortable hiring a Director whose background is from the city management ranks as much as she is hiring an engineer. In the view of some, management skills and aptitude are the required abilities to manage a multi-disciplinary department like public works, skills not unlike those needed to manage a city.

Other communities, albeit municipalities smaller in population than Portage, contract out all their engineering. In those instances, the Public Works Directors’ backgrounds may lie in the area of utility operation and management, with other duties such as streets, fleet maintenance and other attendant duties handled by superintendents.

All things considered when assessing the options discussed above, we recommend filling the Director’s position as it is currently constituted, but with some changes to the position’s essential duties and responsibilities. We further recommend keeping the same span of control and reporting relationships, including not only who reports to the Director, but that the Director continue to report to the City Administrator. The divisions now reporting to the Director should remain under the eye of the Director. The current structure provides a platform for teamwork and effective operations. Our reasoning is as follows:

- Continuity to the City’s strategic focus. The Director’s position, as assessed by direct-reports, as well as the current incumbent, requires a view of the entire blackboard of Public Works services to

assure continuity of attention, and effective integration with all infrastructure-related demands. The City's utilities – water and waste water – are an integral part of the City's strategic, financial and customer-service emphasis on infrastructure, and should stay under the general direction of the Director.

- Current span of control is reasonable – three superintendents and an Engineer Technician report to the Director, and the number of divisions is manageable. A look at the City's and Department's organizational makeup illustrate tight, manageable and few lines of authority. Comparatively speaking, the total number of departmental employees is below the other jurisdictions, and the number of direct reports is also on the low side when viewed next to the other municipalities. For example, the City puts the Director in charge of both utilities, and his efforts are complemented by competent Superintendents. As our scan of other communities demonstrates, not all communities have combined utility functions, and some have separate divisions for water and waste water.
- The soon-to-retire Director has fielded an increased amount of zoning responsibilities since his joining the City eight years ago. About 20% of his workload is dedicated to these tasks. This has diverted his attention from other areas, such as the water and wastewater utilities, and big-picture strategic coordination when it concerns infrastructure and development demands. The position should not perform building and zoning functions, because the position's time would be better spent focused on departmental oversight, strategic infrastructure planning, and engineering. These functions are in transition to the Director of Business Development and Planning.

Fortunately and as already stated, the Director has a strong team in his three superintendents, and it is not to say that reducing time spent on zoning and inspection matters compels that increased amount of time to be spent on the oversight of operations and utilities. To the contrary, those areas are under the steady hand of the Superintendents.

But a new Director is inevitably going to be faced during his/her tenure the task of staff succession planning, which also affords the chance to review operational needs anew. Two of the superintendents each have close to 30 years of service to the City, and while none expressed any plans to retire, planning for it (as discussed in another section of our report), is foreseeable and

should be done strategically, and in conjunction with a complete inventory of the rest of the Public Works team.

The Director is spending about 40% of his time on Engineering-related duties, despite a certain amount of engineering tasks already contracted out, and he should keep those duties. As such, the city is advised to seek an engineer in its next director. Certain types of engineering will continue to be contracted-out, but the city protects its interests by having a trained engineer to oversee consulting engineers and provide contract administration. A city of Portage's size should be able to recruit an engineer for its next director, especially if it keeps its education and experience requirements realistic. Presently, the Director's position description calls for three to five years of experience, and that is reasonable.

Indeed, the Director's position is the appropriate repository for the City's engineering duties. Coordinating those duties with the overall needs of development concerns, and by keeping the Director's position appropriately focused in the areas of operations and utilities oversight, as well as on long-term infrastructure planning and execution, should present an appropriate set of expectations that will position well the next Director.

- Accordingly, we recommend that zoning and site plan reviews be assigned (more so) to the City's Director of Business Development and Planning. In addition, oversight to inspections should also move to Business Development and Planning, as many communities have community development-related departments that easily handle this complementary responsibility.
- Currently, the City contracts-out building inspections through General Engineering. A closer examination of that contract may reveal that it would be more cost-effective to bring that function in-house.

Review the development process. In conjunction with moving more zoning and building inspection duties to Business Development and Planning, and as a matter of promoting best practices especially in light of the City's expressed desire to encourage more economic development, City staff should "map" the City's current development review process to understand the flow of project and site plan review, and to determine if bottlenecks are occurring. This will result in a streamlined process that promotes economic development. The "mapping" should involve all staff who are involved in development review coming together for a half day to look at the process from start to finish. This should be facilitated by the

Administrator's office, and include the City's Director of Business Development and Planning, Mr. Redelings before he retires, and the Engineering Technician.

Cities wrestle with how to assure that their staffs react nimbly and provide the appropriate level of civil engineering oversight to the development review process. It is not uncommon to have tension in this process; however, it is the developers and ultimately the City that pay the price for it. Based on the results of the mapping process, and in light of the designs the City has in filling its business park and addressing its four open TIF Districts, Portage may want to consider an integrated process that positions the Director of Business Development and Planning with the appropriate tools he has to take a more assertive role in the development process especially if zoning and building inspections are moved into his areas.

These recommendations should be done in tandem with eliminating from the Director's position description items related to inspections and zoning, which are found in the purpose of the position, as well as in the section on essential duties and responsibilities.

Training and education. As seen in other departments, there was an expressed desire for more professional development and training, as well as a need to develop less-tenured staff to understand the entire scope of Public Works projects. This was best illustrated when Public Works staff discussed equipment and technology. In addition, we advise additional supervisory training, to equip all the Superintendents with the skills to traverse the challenges of managing a workforce that was once their peers.

Superintendent Position Descriptions. Our review of the position descriptions reveals reasonably up-to-date representations of the jobs' essential functions, responsibilities, training and experience requirements, and they mostly reflect the jobs as currently charged. They should, however, be clear as to the positions' responsibilities for conducting performance evaluations. It is also not evident whether all Superintendents share the same level of budget-development responsibilities, and this should be clarified. Some archaic language needs to be removed, as in references to utility "servicemen."

Nurture the spirit of cooperation. There appears to be strong interdepartmental and intradepartmental connections, and there is a sharing of resources between divisions. For instance, there is almost a biweekly need for the Streets crew to help with water main breaks. We also understand that personnel from the Parks and Recreation Department can be called into assist Public Works. We encourage the ongoing fostering of this organizational culture, one that empowers staff to cross interdepartmental boundaries and intradepartmental divisions freely, especially when larger City-wide goals trump hierarchical control, provided that this type of approach is accompanied by information sharing, cross-

communication and a respect for project deadlines. One method that will assure this on-going success is regular, perhaps quarterly, all-staff departmental meetings.

Compensation and Performance Evaluations. Review personnel records to verify anecdotal observations and assertions that the compensation program has adversely affected Public Works employees in comparison to their County counterparts. In addition, a review of the performance evaluation system to assure timeliness and consistency in application will only enhance the credibility of the program in the eyes of employees.

Additional Personnel. We recommend additional personnel. In the area of Streets, we suggest one crew person in 2016, coupled with a closer examination for more manpower in the other two divisions. For water, we suggest looking at adding one operator in 2017 or 2018. For wastewater, we advise a two-fold examination. First, we suggest researching the claim that the Wisconsin Department of Natural Resources recommends more personnel given the size of the facility, yet this needs to be tempered with the fact the number of lift stations have been reduced. Secondly, the need for an additional service person to be brought on board a year or two prior to the time of a retirement by one of the current crew, two of whom have substantial tenure, should be closely reviewed.

The most critical need at this time, however, is the Streets division. Evidence from time/activity logs we examined in this area, the loss of previous staff, the assessment of both management and line staff alike, the need to provide some relief for the on-call working superintendents (with the added benefit of not enhancing the management ranks), and our comparative analysis of other communities, point to this need.

We do not see a need to add management positions in the department.

In a city the size of Portage with aging infrastructure, and despite technological and equipment advances over the years, workforces change, and short of a time-study or workflow and process analysis showing evidence to the contrary, there is a compelling reason at this time to closely examine adding personnel. To be sure, if the City undertakes the recommendations for new facilities as called for in the Dimension IV feasibility studies of a Public Works/Parks & Recreation Building and Water Department Building, new buildings may facilitate efficiencies. Yet, since the implementation may be as far off as five years, we propose looking at the idea additional personnel before these facilities are built.

Police Department

The Portage Police Department staff consists of twenty (26) full-time employees, Twenty-two (22) people are sworn police officers while four (4) are “civilian” or non-sworn staff. Two (2) of the civilian employees are Secretaries, while the other two (2) civilians are Community Services Officers. The authorized sworn staff includes one (1) Chief of Police, three (3) Lieutenants, five (5) Sergeants, two (2) Detectives, and eleven (11) Police Officers. There also are six (6) part-time and substitute school crossing guards. Sergeants, Detectives and Police Officers are represented by the Wisconsin Professional Police Association Law Enforcement Employee Relations Division.

A GovHR USA consultant visited the Portage Police Department on May 28, 2015 for the purpose of gathering information to better understand the needs of the Police Department and the community. Ten (10) members of the Police Department, the Chairman of the Police and Fire Commission and the City Administrator, Mr. Shawn Murphy, were interviewed about the City and the Police Department. The police staff included the Chief of Police, three (3) Lieutenants, a Sergeant, two (2) Police Officers, two (2) Community Services Officers and a Police Secretary. All of the individuals who were interviewed presented a pleasant, professional image.

Prior to the on-site visit, GovHR USA conducted a full-time Employee Staffing Analysis, determining staffing data for eight comparable Wisconsin communities. Those communities are: Antigo, Baraboo, Fort Atkinson, Jefferson, Merrill, Monroe, Reedsburg and Waupun. Comparing the average population to Police Department employee ratio for the eight (8) communities (23.94 employees) resulted in a variation in Portage which has 26 employees. Portage employed twenty-two (22) Sworn Officers, 1.25 Officers more than the average of 20.75 for the comparable communities. Portage employs four (4) non-sworn employees compared to an average of 3.19 civilian employees for the other communities.

In terms of employee staffing in Portage, the Police Department allocation of staff appears to be consistent, in terms of total allocation of employees with the comparable communities. How those employees are distributed may need some fine tuning.

The following table records the number of incidents handled by the Police Department in 2014. The data was supplied by the Portage Police Department. It illustrates how the 12,544 reported incidents were distributed by day of the week and hour of the day. Days begin at 24:00 hours (midnight) and the hour 24:00 lasts from midnight until 1:00 A.M. (1:00). The chart continues in the same fashion for each hour,

City of Portage – Organizational Staffing Analysis

with 23:00 hours including all time from 11:00 P.M. until midnight. The total incidents represent an **average** of about 34.4 per day or 1.43 per hour. Traffic stops that result in a citation are included in Table.

TABLE 1 PORTAGE WISCONSIN INCIDENTS BY TIME OF DAY AND DAY OF WEEK- 2014

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
24:00	64	42	54	46	53	48	73	380
1:00	50	31	26	32	40	45	42	266
2:00	46	21	18	38	28	34	46	231
3:00	33	16	18	19	21	19	33	159
4:00	26	19	12	21	21	17	25	141
5:00	37	48	43	34	40	37	31	270
6:00	22	21	23	26	24	28	25	169
7:00	33	63	40	58	56	58	37	345
8:00	42	63	72	79	74	95	33	463
9:00	56	72	67	73	79	73	64	454
10:00	57	91	104	105	99	104	77	637
11:00	71	91	115	97	132	102	69	677
12:00	69	122	192	177	158	131	66	915
13:00	67	114	106	105	94	96	75	637
14:00	75	129	129	117	109	114	79	752
15:00	95	196	196	189	200	168	84	1128
16:00	98	135	162	170	141	123	86	913
17:00	84	107	92	117	108	109	77	694
18:00	76	82	86	89	85	76	94	588
19:00	65	83	94	69	84	106	66	567
20:00	60	76	76	78	96	84	80	550
21:00	88	64	72	79	73	92	74	542
22:00	57	56	58	79	83	72	70	475
23:00	63	65	74	87	73	94	85	541
Total	1437	1807	1929	1984	1971	1925	1491	12,544

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Of course there is no “average” day in police work but we can draw some staffing guidance from the above data.

GovHR USA also examined crime data as published in *Crime in the United States* the Uniform Crime Reports submitted to and tabulated by the Federal Bureau. Part I (Index) crimes reflect specific violent and property crimes reported to the police. In 2012 index crimes ranged from 70.3 crimes per 1,000 residents to 14.0 crimes per 1,000 residents in the comparable communities. The average for the eight (8) communities was 32.6 crimes per 1,000 residents. The index crime rate for Portage was only 9.7 crimes per 1,000 residents. In 2013 index crimes ranged 57.7 per 1,000 residents to 12.6 crimes per 1,000 residents. The average for the eight (8) communities was 27.4 per 1,000 residents. The 2013 Index crime rate for Portage was only 9.0 crimes per 1,000 residents. At the time of this writing, audited data for 2014 are not available.

TABLE II: PART I (INDEX) CRIMES - PORTAGE AND COMPARABLE WI CITIES 2012 & 2013

City/Village	Year	Population	Violent	Property	Total Crimes	Crimes per 1000 Residents
Antigo	2012	8,177	24	551	575	70.3
	2013	7,988	10	419	429	53.7
Baraboo	2012	12,135	25	446	471	38.8
	2013	12,047	25	410	435	36.1
Fort Atkinson	2012	12,439	16	267	283	22.8
	2013	12,493	12	174	186	14.9
Jefferson	2012	8,017	15	256	271	33.8
	2013	7,979	22	241	263	33.0
Merrill	2012	9,639	32	272	304	31.5
	2013	9,427	29	217	246	26.1
Monroe	2012	10,869	12	309	321	29.5
	2013	10,785	17	245	262	24.3
Reedsburg	2012	9,270	14	116	130	14.0
	2013	9,497	18	159	177	18.6
Waupun	2012	11,379	9	163	172	15.1
	2013	11,279	10	132	142	12.6
Portage	2012	10,362	21	79	100	9.7
	2013	11,404	46	57	103	9.0

Several themes emerged during the May 28 on-site visit to Portage.

INFORMATION TECHNOLOGY:

In the past the department's Dispatchers entered incident related data into the Police Department's Records Management System. Once the dispatch function was transferred to the Columbia County Sheriff's Department, officers in the field took over this task, using the agency's in-car mobile digital computers. Since the county Computer Aided Dispatch (CAD) system is not compatible with the Portage Police Department's Records Management system (RMS) police officers in the field must make data entries into both systems. When things get busy this electronic "paperwork" can get backed-up rather quickly.

Since the May 28 on-site visit to Portage, Detective Lieutenant Mark Hahn has retired from the Portage Police Department. Lieutenant Hahn was the City of Portage's in-house IT support. The City also employs the services of Strand Associates in Madison for IT support. Members of the department seemed to think that Strand Associates was not responsive in a timely way, perhaps due to the distance between Portage and Madison. The Portage Police Department alone has twenty-five 25 computers and about a dozen cellular telephones, plus video technology and assorted other IT items. With the Lieutenant's departure, the City and the Police Department must determine how to deal with the tasks that he used to address. The Information Technology Review Chapter of this report has some suggestions regarding this concern.

STAFFING SHORTCOMINGS:

With a total authorized staff of 26 Sworn Officers and civilian employees (excluding School Crossing Guards) the department has nine (9) supervisory and command officers. This represents approximately 35% of the entire staff. Further, the Chief of Police and all three (3) Lieutenants are assigned to be on duty during the day shift. At the time of the May 28 on-site visit, one of the Lieutenants and one of the Sergeants were on restricted duty status due to medical issues. That Lieutenant was determined to be able to supervise the day shift officers from her office rather than responding to incidents in a patrol car. There are two (2) "swing" Sergeants assigned to the Patrol function and three (3) Sergeants who are assigned to the three (3) shifts. A Sergeant and three (3) Officers staff the day shift while a Sergeant and four (4) officers are assigned the afternoon/evening and the late (overnight) shifts. The two (2) "swing" sergeants can be deployed to any of the shifts on an as needed basis. In emergency and/or unusual circumstances additional resources can be sought from the Columbia County Sheriff's department and the Wisconsin State Patrol. Activity levels can become a bit hectic during portions of the day and

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afternoon/evening shifts and the Lieutenants and the Detectives are expected to make themselves available to support the efforts of the Patrol Officers.

Due to injuries to two command/supervisory officers, there recently has been several incidents of “order-in” for supervisors. This also has occurred for uniformed police officers due to several recruits being in training and not counted for staffing purposes. “Order-in” is the practice of requiring an employee to work a full or partial shift on an overtime basis because no one has volunteered for the overtime work. A decision has been made that a supervisor can supervise a shift from the office if necessary partially mitigating the situation among command/supervisory officers. When recruit training is complete, that should help resolve the rest of the “order-in” issue.

The perception is that the afternoon/evening shift is very busy. While, based on Table I data, the busiest time of the day is the hour from 3 P.M. to 4 P.M., activity levels are generally higher from the time of 10 A.M. to 6 P.M. (10:00 hours-18:00 hours). The period from 6 P.M. to 10 P.M. (18:00 hours- 22:00 hours) is also busier than the remaining hours of the day. The exceptions are Saturdays and Sundays which experienced about 70% of the activity of the busiest day, Wednesday. One way to possibly address this workload disparity would be to assign one Lieutenant to work a 1000 hours-1800 hours shift Monday through Friday. Another could work Monday through Friday from 1400 hours to 2200 hours Monday through Friday. This would mitigate some work load and “order-in” issues and be sensible use of the Lieutenant’s time. They could continue to keep their various portfolios of Patrol, Administration and Detectives and rotate their shift assignments on a regular basis.

CONCLUSIONS:

The City of Portage has a very modest serious crime rate and police activity levels are quite manageable.

The City and the Police Department must quickly address the departure of Lieutenant Hahn.

The Portage Police Department has an appropriate number of employees to meet the needs of the community. While Chief Manthey would like to deploy an officer to the county drug task force and have a full-time School Resource Officer, additional fiscal resources would be required to accomplish those deployments.

Staffing this organization with nine supervisory/command officers strikes GovHR USA as a bit excessive; however, by better deployment of the Lieutenants the department could address their busiest time frames 10 A.M. to 10 P.M. Monday through Friday.

Portage Fire Department

The City of Portage Fire Department is a combination fire organization that utilizes a small core of five full-time career personnel in conjunction with an active paid-on-call (POC) force of twenty-four firefighters. This group is led by a Fire Chief who has 25 years of experience as a POC and 10 years as the full-time Chief. The department has a Firefighter’s Association that is active in community events and is able to fund raise for the benefit of the Fire Department. The five full-time personnel are represented by International Association of Firefighters Local 2775. Services that are provided by the Fire Department are fire and rescue response, hazardous materials response, fire inspections, fire investigations, plan review, vehicle and small tool repair, training and public education.

Through an Inter-Municipal Agreement between the City of Portage and the surrounding Towns, the Fire Department provides fire and rescue response to the Town of Fort Winnebago, the Town of Pacific, most of the Town of Caledonia and a large portion of the Town of Lewiston. This agreement provides emergency coverage for 171 square miles with a current population of 16,382 residents.

Under this agreement a formula is provided to quantify the capital costs for equipment for each jurisdiction as well as a procedure for determining the cost for fuel and manpower for each emergency response outside the City of Portage. Also under this agreement the City of Portage Fire Department will provide fire prevention services, public education and code enforcement to the four Towns served by this contact.

In the year 2014 the fire department responded to a total of 351 calls throughout the coverage area. Of that total 43 times the department responded to fires and 101 times for vehicle accidents. Where the calls for service originated is as follows:

Portage	197	Caledonia	61
Fort Winnebago	28	Lewiston	18
Pacific	37		

The total number of fire responses is modest for the area and population covered. This is attributed to the rural nature of the area and by the fact that emergency medical response and transport is capably handled by the local hospital system.

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The staffing for the Portage Fire Department is minimal. There is one full-time engineer on duty every day. One engineer is assigned to every shift. There is a second engineer assigned to “A” shift who will float to the other two shifts to fill vacation and training absences from shift. The Fire Chief and the Fire inspector work a 40 hour week. When they are available they will fill in to help staff the emergency vehicle responses. The Inspector will also be called upon to fill in for the engineer if there is an open slot due to illness or injury.

The staffing of the first fire engine to respond for a fire incident calls for 5 personnel per the Portage Fire department policy. This means that even during the weekday hours when the Chief or Inspector may be available, a callback of off duty and POC personnel is required. This all call page is received over cellular phones and the firefighters who respond can acknowledge utilizing the “I Am Responding” app to confirm that they are in route to the fire station. Until there are 5 personnel on the engine, they normally will wait to respond. This situation is even more difficult after 5:00 pm and on weekends when the on duty engineer is the only firefighter on the clock and in quarters. Once the off-duty responders reach the firehouse, they must collect and don their fire gear and then be safely seated on the apparatus before the driver can leave the station. Subsequent responding vehicles must repeat the same process with the additional requirement of a qualified engineer to operate the vehicle.

This is a situation that is duplicated by volunteer and combination fire departments throughout this country. The fact that there is only one station and 171 square miles of coverage area can magnify the problem.

How do we evaluate the effectiveness and efficiency of a fire organization? We will look at training and the professionalism of the personnel. We will look at the leadership and morale of the firefighters. We look at the reliability and functionality of the equipment, apparatus and facilities. We can also look at the additional resources that can be assembled regionally. But an inevitable measurement of emergency response is how quickly we can arrive. This is the obvious weakness in providing this mode of service.

I requested some data from the fire department on turn out time (the time it takes from tone out of the alarm until the vehicle responds) and overall response time averages. I was not surprised that this data is not being tracked. I think it is the data that is not scrutinized because this is a paid on call department and response times can be substantial. It doesn't change the fact that the caller with the emergency is

expecting prompt service. There are many investigative and service types of incidents when time is not that critical, As you can imagine, there are also many types of incidents that are absolutely time sensitive.

When fire breaks out, time is everyone's enemy. Occupants have scant minutes to escape. If fire response is too distant or lengthy, they may not arrive in time for firefighter to contain the fire growth. During interviews with the full time firefighters several of them confirmed that response times of 20, 25, or even 30 minutes are not unheard of although rare with only 4 over 30 minutes (1.1%), 6 over 25 minutes (1.7%) and 13 over 20 minutes (3.7%). If these responders have too few firefighters, their tasks will take much longer and the firefighters will be exposed to undue risks.

The National Institute of Standards & Technology (NIST) simulated fire ground operations in a house fire and published their results in Technical Report 1661, Report on Residential Fire ground Experiments. The report looked at what were the critical tasks that needed to be accomplished in order to provide an effective firefighting force at a residential house fire in a typical 2 story, 2000 square foot home.

It is important to note that certain tasks such as ventilation must be timed with an advancing attack hose line in a coordinated fashion to be effective and safe for firefighting crews. Water supply is another example. It must be established quickly after the attack crew enters the structure or the crew's water can run out in a few short minutes.

The specific tasks listed are:

- Fire attack line
- Forcible entry
- Search and rescue
- Horizontal ventilation
- Back up line
- Initial rapid intervention team
- Pump operator
- Water supply
- Fire ground command

National Fire Protection Association (NFPA) Standard 1710, the nationally recognized standard for fire department response, calls for 16 firefighters on the scene to successfully complete these critical tasks

needed to successfully handle a fire in a 2000 square foot home. The manpower demands will increase when handling incidents in multi-family, commercial and industrial occupancies.

The manpower requirements listed in the Portage Fire Department operational guidelines list 17 personnel as the minimum at any structure fire. When interviewing the full time personnel at the fire station, they provided data that indicated that there were manpower shortages in as many as 50% of all structure fire responses dating back to 2002.

The fire prevention program should also be examined. The current inspector does an amazing job at meeting the State requirement of conducting two inspections annually in all occupancies needing inspection in the areas served by the Portage Fire Department. He does this while handling a myriad of other duties. The obvious flaw in the program is that he does not have the time to conduct re-inspections, which erodes the enforcement impact of the process. This is a program that should be reconfigured.

There are no easy answers to the problem of inadequate staffing for emergency response. The most obvious steps include identifying options for providing additional manpower to reduce response times and provide sufficient staff to accomplish those critical tasks on the fire scene. Below are some options that may be of benefit to consider.

1. The most obvious option is to add additional full time personnel. Currently there are four engineers, with one assigned to each shift and one filling a float position. A simple way to increase staff would be to add two more engineers to allow two per shift. There would be a lot of benefits including potential help with training, inspections, preplans and the possibility to help with other city duties like building inspections and facility maintenance. The cost at current scale would be approximately \$80,000 per position for salary and benefits. This solution could also help ease some of the impact of several retirements in the near future. These costs could be reduced by obtaining a Staffing for Adequate Fire Emergency Response (SAFER) grant which would reduce costs for the first five years.
2. Begin to fill new or replacement positions within the City of Portage with individuals that can also work as paid on call firefighters. Many volunteer and paid on call departments employ personnel who can be dual trained and respond to fire emergencies. This is even more important when there is difficulty getting adequate numbers of personnel to respond during the day time hours.

3. Initiate a paid on premise program. Current POC's would sign up for station shifts of 8 to 12 hours for a nominal rate. If there were times when coverage is most critical, then those could be the times when you offer pay on premise. This program is one that can allow for expenses to be closely managed and can help first responding units reduce turn out times.
4. Institute an internship program in conjunction with a local community or technical college that offers firefighting or fire science programs. This program could allow students who have completed a basic firefighter certification to spend shifts at the fire house and gain valuable experience while pursuing a fire science degree. This could be done for an hourly wage or as a program to earn college credit or reduce tuition costs.
5. Start an explorer scout or fire cadet program. This could be offered in cooperation with an area high school. These types of programs can often provide a valuable feeder program for future paid on call or full time firefighters.
6. Ramp up the number of POC's to meet the threshold of 40 personnel as allowed in the Fire Department charter. The Federal Emergency Management Agency (FEMA) offers SAFER grants for the recruitment and retention of volunteer and paid on call members. Increasing these numbers could help reduce response times and provide greater depth of response on a daily basis.

The retention and recruitment of paid on call staffing needs to be a continual effort. It takes leadership and salesmanship in today's society to assemble a robust organization. There is help available. The National Volunteer Fire Council has several recruitment and retention programs that can be of great assistance in the campaign. A recently opened fire department portal has been created as a component of its new "Make Me a Firefighter" volunteer recruitment campaign.

X. INFORMATION TECHNOLOGY REVIEW

I. Introduction

The purpose of this Chapter is to provide a review of the use of information technology (IT) in the City of Portage, Wisconsin. The review will address these questions concerning the City's IT use:

- What is the City of Portage currently doing with information technology?
- What information technology “best practices” are used by other cities? How does the use of IT in Portage compare to these best practices?
- What measures should the City take to address issues identified in this review?
- How was this review conducted?

An appendix is also attached identifying the data systems and specialized software that the City uses.

II. What is the City of Portage currently doing with information technology?

The City of Portage makes fairly extensive use of information technology and provides a fairly standard mix of information technologies to its departments and ultimately to the citizens.

As is typical for a local government of its size, the City has no full-time IT staff and instead accomplishes its needed IT work through a combination of the contributions of staff with other full-time duties plus help from outside contract firms.

The City provides these IT services:

- *Data Systems* - The City supports a variety of data systems, including the Harris Municipal Software, Inc. (MSI) financial system and the similar Civic Systems product used for utility billing. The Appendix presents a list of the City's data systems.
- *Website and Electronic Government* – The City hosts its website at www.portagewi.gov.
- *Geographic Information System (GIS)* – The City in effect has two GIS systems. The City shares in the Columbia County GIS system provided by the County's Land Information Department and the City also contracts for a second GIS through a local engineering firm, General Engineering Company.

- *PC Hardware and Software* - The City has about 37 desktop PCs and about 24 laptop computers, plus several additional devices at the Library. Also, the Police Department has 9 mobile digital computers (MDCs) in police squads. The Fire Department also uses about 12 tablet computers.
- *Computer Network* - The City supports a computer network connecting the buildings in the City Hall complex. Outlying sites are connected using Internet service providers.
- *Telephone and Voice Mail* - The City uses a traditional phone switch at City Hall for phone service and voice mail. All Police vehicles have mobile phones, and a few staff members also have mobile phones.
- *End User Support* - The City currently provides computer support and management of IT problems through a combination of a Police employee who takes on this work in addition to his regular duties and contracting with an outside provider.

III. What IT “best practices” are used by other cities? How does the use of IT in Portage compare to this?

We can evaluate the progress the City is making in using information technology effectively by considering “best practices” employed in the use of IT in other cities or for that matter in private sector organizations. Listed below are thirteen such best practices, in each case followed by an analysis of how Portage adheres to these practices. For each of these best practices we also make recommendations for actions the City might take.

1. Identify strategic directions and develop a strategic information technology plan.

A best practice in any modern organization is to develop a formal strategic technology plan. Such a plan should include a prioritized list of IT projects to pursue in the coming years along with the multi-year budget impacts of these projects. Having an IT plan for the City is a way to ensure that the IT projects that are ultimately pursued are those that are needed to support the broader goals of the City and are the most worthwhile for the City’s overall benefit. Such a plan also helps IT projects to get proper consideration in the annual budget process and allows decision-makers to prepare for future expenditures.

The City may consider engaging in a process to develop a multi-year strategic technology plan. This process could include establishing a technology steering committee with members such as the City

Administrator, selected departments heads, staff members playing IT support roles, and possibly a City Council member. This committee would develop the IT plan and monitor the implementation of the resulting projects.

2. Organize for effective IT support.

In order to effectively provide IT support, governments need to consider their technology needs and then design an appropriate IT organization with a sufficient combination of skilled staff and contract help to provide this support.

The starting point in organizing for IT is to designate a single individual as the IT manager for the government. This manager then organizes a team to provide IT support. This team can be a mix of City staff and outside contract staff. Smaller governments that cannot justify full-time IT staff members should designate an individual to act as the IT coordinator on a part-time basis. Local governments are wise to also collaborate with neighboring cities and the county government for IT services.

Portage has not had any full-time IT staff members in recent years. In order to provide day-to-day IT support for PC use, data systems, and other technology the City has largely relied on Mark Hahn, a Detective Lieutenant in the Police Department. Mark provides city-wide coordination and some direct support.

The City also contracts with Strand Associates of Madison for IT support, and Strand should provide the primary support for server administration, etc. The City also contracts with the General Engineering Company of Portage for geographic information system support, as discussed below.

With Mark Hahn’s pending retirement the City must establish a new structure for IT support. This is in motion, and two key people in this structure are Jennifer Loveland, the Administrative Assistant at City Hall, and Jennifer Mecum, the Police Secretary. Jennifer Loveland already coordinates the City’s website.

A problem has been that departments have expected Mark to be conversant in their systems. As part of the new support organization each department should also designate a department-level coordinator to become more expert in the systems used in that department.

As part of the new structure the City might also ask Strand Associates to take on a broader role. One additional alternative for obtaining support would be to collaborate with Columbia County and contract to obtain support from County staff.

The City has not had the need to perform software development work and so has not had the need for specialized staff for this.

In addition to establishing a structure for IT support the City should also designate a City staff person to act as the City-wide IT coordinator on a part-time basis. This person could be a department head of any of the departments, or might be another staff person, but in any event should be someone with the skill level to develop IT plans and provide oversight of IT projects and activities.

3. Ensure effective project management and report on project progress.

Major technology projects should be clearly identified. Each technology project should have a project sponsor, typically a department head, to make needed decisions, garner resources, and ensure that the hoped-for project goals are being achieved. Each project also needs a project manager to develop a task plan and other key documents and ensure that the project is being implemented successfully.

In the coming years the City will take on some new IT projects, such as the consolidation or replacement of the MSI and Civic Systems products, as discussed below. For each larger IT project the City should designate a project sponsor, who would generally be the department head benefitting from the project. For example, the MSI and Civic Systems project sponsor would likely be the Finance Director.

For each project the City should also designate a project manager. The project manager's role would include publishing and updating a project scope document, budget, task plan, and other key documents. In some cases the project sponsor could double as the project manager.

4. Invest in needed data systems

One of the most critical information technology challenges for a local government is to provide effective data systems to support the variety of services the government must offer. A number of best practices have emerged regarding this. One is to avoid custom software development and rely instead on commercial software products, and all but the largest governments now tend to follow this practice, as Portage does.

A second practice is to set a strategy for each major function to implement either a single integrated software product or the alternative of what are called "best of breed" solutions. More and more, governments and especially smaller units are tending to pursue a single integrated solution for finance and a variety of other city functions through the use of a city-wide enterprise resources planning, or "ERP," system.

The City has been successful in implementing data systems to support a variety of City functions. The Appendix on “What data systems and specialized software does the City use?” provides a list of the City’s current data systems.

Finance

The City uses Harris Municipal Software, Inc. (MSI) as its finance system. The City may be on less than the current version of MSI. MSI seems to provide basic finance functions, although there seem to be a number of problems with its use:

- MSI provides the Relativity report writer, but the staff only makes limited use of it; it is not yet able to download to Excel.
- Some potential users don’t have access to MSI, especially those in remote departments; the solution may simply be to set up security for the additional users.
- Sometimes users, especially at remote sites, have difficulty logging into MSI; this may be due to license limitations.
- There occasionally are performance problems with the system.

Most budget processing is done in Excel rather than MSI, which isn’t unusual for local governments.

Purchasing is done under a City-wide purchasing policy. Finance issues about 50 purchase orders each year; this is done through Excel, although MSI might have this ability. Most orders for office supplies are managed centrally and are ordered online does through Staples. Some department heads have procurement cards, which can be used for conference expenses, etc. The City uses Quest Construction Data Network for construction bids.

The City manages the business side of the Portage Enterprise Center through MSI. Most PEC tenants submit their rent without being invoiced; some tenants want rent invoices, which are issued manually.

The Parks office would benefit from a point of sale cash register; one helpful feature would be to calculate the complete bill for a registration.

Utility Billing

The City uses a separate product, Civic Systems, for utility billing. The City may be on less than the current version of Civic Systems. Civic Systems has a helpful reporting ability, with good standard

reports plus a report generator. Support from Civic Systems is also excellent. Some staff reported problems in entering utility data into Civic Systems.

The City uses Badger Meter water meters. The meters support remote reading through driving by the property. This technology has leaped forward again and now allows abilities like phoning the meter to collect data, but even so the drive-by reading used by the City is a big advance. Badger Meter provides a read center data system that accumulates the data from the meter readings and interfaces this data into Civic Systems, which avoids rekeying.

The water bill doubles as a unified municipal bill. The bills include sewer charges, which are calculated using water usage. Fire protection may be on some bills, based on set fees. There are also some special sewer charges for a few businesses.

Human Resources and Payroll

The City also uses MSI to support human resources management and payroll processing, including for Water. One exception is the semi-annual payroll for on-call firefighters, which is through the Firehouse data system. About 75 people plus seasonal workers are on the City payroll.

The City does not use a data system to support online recruiting, due to the limited amount of activity.

Public Works

The City uses MSI to record fixed assets. Public Work does not use a data system product to manage work orders and service requests, and instead uses a spreadsheet to log work order requests. Public Works does not use a data system product to manage vehicle fleet maintenance.

Property Tax and Assessments

Columbia County contracts for property assessment through Accurate Appraisal, which as part of its service supplies a data system. Columbia County bills for property taxes on behalf of the City, using the Ascent Land Records system. Finance sends special assessment data to the County via spreadsheet.

Parks and Recreation

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The relatively new RecDesk system supports Parks and Recreation functions, especially registration for programs. The separate Rained Out service automates communication on rained-out events; eventually RecDesk will support rainouts.

RecDesk acts as a subsidiary ledger for registration fees; the Parks staff rekeys some RecDesk data into MSI.

Community Development

General Engineering issues building permits and performs the related inspections as part of its services to the City. General Engineering provides its own data system to support this work.

The City uses the ETI License Manager product to support the issuance of a variety of types of licenses. License Manager also potentially supports renewals and invoicing,

Police and Public Safety

Columbia County uses the TriTech VisionAir product to support the County's 9-1-1 dispatch center. The Police Department uses the Information Technologies, Inc. (ITI) system for police records and also to support mobile digital communicator (MDC) units in cars. Support for ITI is a bit of a problem, partly because ITI has only five Wisconsin sites; the City has to pay extra for the TraCS interface.

VisionAir provides "CAD notes" on dispatch incidents. Police officers will copy and paste these notes into ITI. Officers must transfer the Sheriff's report number from the CAD notes into the ITI records system.

The Police Department uses Badger TraCS for citations; TraCS is provided by the State. The Court can then get data on the citations from the State Department of Justice.

The Fire Department uses the Firehouse product for records. Firehouse is used to maintain records on all fire calls plus inspections, about 1,800 incidents a year. The semi-annual payroll for paid on-call firefighters is also done through Firehouse. It is hard to get training in Wisconsin for Firehouse.

The Police Department uses Utility DigitalPatroller for mobile video in squads and the interview room. When a squad car pulls up the video is downloaded automatically via wireless. Support for DigitalPatroller is a bit of a problem.

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The Police may get a demand for the use of body cameras in the future, and if so DigitalPatroller would probably support this and hopefully integrate with the squad car and interview room systems.

The Municipal Court uses the Tyler Incode system. Support from Incode is very helpful, but it is hard to get training in Wisconsin for Incode.

Potential ERP Projects

The City’s biggest potential data system project seems to be to move to a single “ERP” system for Finance, Utilities, and possibly other functions. Among other benefits this would avoid the need to rekey payroll and some payables data.

This project would have the most value if the scope of the new system was expanded to also support processing for property-related functions such as work orders and service requests, building permits, building inspections, business licensing, and land use planning.

One alternative for such a project would be simply to centralize on either the MSI or Civic Systems products for both finance and utility billing functions. Another alternative would be to consider alternative ERP products.

The figure below presents ERP products in the local government marketplace. The Tier 1 products are oriented to state governments and the largest city and county governments (e.g., the City of Milwaukee uses PeopleSoft). Tier 2 products are oriented to mid-sized and smaller governments. Both MSI and Civic Systems are “Tier 3” products oriented to the smallest governments.

Tier	Vendor and Product	Cloud Version?	Website
Tier 1 <i>Larger Governments</i>	Infor Lawson	Yes	www.infor.com
	Oracle Government Financials	Yes	www.oracle.com
	Oracle Peoplesoft		
	SAP ERP	Yes	www.sap.com
	Workday	Yes	www.workday.com
Tier 2	Edmunds & Associates MCSJ	Some Modules	www.EdmundsAssoc.com

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<i>Mid-Size and Smaller Governments</i>	Harris Innoprise	Yes	www.harriserp.com/en
	Microsoft Dynamics	Through Partner	www.microsoft.com
	New World Systems Logos	Yes	www.NewWorldSystems.com
	Springbrook	Yes	www.Sprbrk.com
	SunGard ONESolution	Yes	www.sungardps.com
	Tyler Technologies MUNIS	Yes	www.tylertech.com
<i>Tier 3 Smallest Governments</i>	Harris Municipal Software, Inc. (MSI)	No	www.municipalsoftware.net
	Baker Tilly Civic Systems	No	www.civicsystems.com

Harris acquired MSI in 2005 and also offers the Tier 2 Innoprise product. The City uses the Innoprise courts module to support Municipal Court.

Note that both MSI and Civic Systems as well as most Tier 2 products could support several property-related functions that Portage now supports with alternative products.

Function	Current City Product	Can MSI Do This?	Can Civic Systems Do This?
Work Orders and Service Requests	Spreadsheet to log requests	Yes	Part of "Project Management"
Building Permits and Inspections	General Engineering	Yes	Yes
Business Licensing	ETI License Manager	Yes	Yes

5. Use technology projects as an opportunity to automate and redesign business processes.

Governments are wise to view implementing technology in the larger context of improving business processes that may span departments. This may involve including the redesign of an improved business process as part of a technology implementation project.

As noted above, staff members are having a number of problems when working with both MSI and Civic Systems. There is a potential larger project to either centralize on MSI or Civic Systems or implement a new ERP product. But until then, the City would be wise to perform a quick review of the

use of the two products and take needed actions to ensure that all staff members have needed access, aren't encountering performance problems or user count limitation issues, and that data entry is working smoothly.

The project to move to a new ERP system would be an opportunity to redesign and automate a number of processes, as noted above. Two such processes would be management of Public Works work orders and vehicle fleet maintenance; automating these processes might be especially helpful in coordinating activity across Public Works, Parks, and Utilities staffs.

The City would also benefit from automating two human resources functions, online time and leave reporting and online employee self-service. Both MSI and Civic Systems do *not* seem to support these functions, although many of the Tier 2 ERP products would seem to do so. An alternative for providing time and leave reporting would be to use a separate time clock service (e.g., see www.capterra.com/time-clock-software). One additional alternative would be to use a payroll service separate from the ERP system.

6. Maximize the potential of electronic communications and take advantage of emerging communications technologies to bring about improved citizen engagement.

Local governments have been working in recent years to maximize the use of electronic communications technologies, with their great potential to transform how government services are delivered. These technologies include websites and broadcast e-mail, and more recently incorporation of the newer social media technologies and support for mobile devices.

Portage would seem to benefit from more energetic efforts to use technology for citizen engagement. The City now has a website through the GovOffice service but would like to improve it, and there is some budget for this. GovOffice is used by many communities and should have the ability to support an improved site. The City Hall Administrative Assistant manages the site.

The GovOffice website already supports mobile devices; users from mobile devices are redirected to a mobile version of the site. This reduces the need to offer an app for mobile device users.

Both the City and Parks and Recreation have Facebook pages.

E-mail is a very effective way of sending news, and GovOffice would have the ability to allow citizens to subscribe to e-mail services. GovOffice would then maintain this database of citizen e-mail addresses for

use in sending out news. Third-party services such as Constant Contact and Mail Chimp also support online e-mail subscription.

The City does not feel it is using the full potential of cable TV. The City can now broadcast Council meetings on cable TV, but can't yet record them for later viewing.

The City may want to develop a procedure on coordinating the publishing of news on the website, Facebook pages, through e-mail, etc., and may want to designate a staff member to assist part-time as a central communications coordinator.

7. Use geographic information system (GIS) technology to manage spatial information.

Geographic Information System (GIS) technology assists in the management of spatial data by presenting computerized maps and allowing additional data to be linked to the maps. A best practice is to use GIS to help staff manage property and other spatial data. An emerging best practice is to also use GIS to inform the public about community development by publishing maps and the related data for zoning and available development parcels.

The City in effect has two GIS systems. The City shares in the Columbia County GIS system provided by the County's Land Information Department (<http://lrs.co.columbia.wi.us/ColumbiacoGis>). The County is still in the process of the original entry of some data such as the City's real estate parcel data and maps. The County offers a great number of GIS layers, but many of the layers are things such as the SURGGO soil survey that have a high interest for rural areas but may have a lesser interest for the City.

The City also contracts for a second GIS through a local engineering firm, General Engineering Company (<http://www.generalengineering.net/services/gis-services/gis-maps.html>). A reason for the City to use the General Engineering system is that the County system does not provide some functions important to the City such as business licensing, signs inventory, sidewalks, and the WISLR street pavement rating. In addition to GIS development and maintenance the City also contracts with General Engineering for related tasks such as the maintenance of zoning data and the processing of building permits and conducting the related building inspections.

The two systems use different technology. The underlying GIS technology for Columbia County is ESRI Arc GIS, whereas General Engineering uses AutoDesk AutoCAD software.

The City is still largely at the beginning of entering helpful GIS data and attributes. A GIS layer can have both map data and attributes; for example, for water pipes the map data would be a pipes layer with the

location of the pipes, and the attributes would be data for each pipe such as the depth of the pipe, its diameter, and the year of installation. In some cases the GIS can link into a data system; for example, in the County GIS system clicking on a real estate parcel brings up the parcel's data from the Ascent Land Records System.

The Engineering Technician is the City's primary GIS user. However, her ability to work on GIS duties is limited due to her Engineering Technician responsibilities, which include construction inspections during the construction season. She has one license for the AutoCAD software used by General Engineering and has the ability to edit the zoning data on the General Engineering website.

The City would be wise to develop a plan to advance its use of GIS. A key issue in the plan would be to identify discrete projects to add layers and data to the system, such as water utility infrastructure, trees, etc. Most of these projects would require scanning the existing paper records and adding the related GIS layers and data. It would be important to identify a way to bring on temporary staff to take on the work of the scanning and entry of the related data into the GIS system.

A key strategy is also to determine how the attribute data would be stored for each layer, either in a separate data system as with Ascent or in a table in AutoCAD or ESRI. The plan would also identify training for staff. The plan would also need to specify needed software and hardware, such as a large format scanner and a mobile GPS unit to assist in digitizing data in the field.

8. Use data systems and electronic communication to support economic development.

A best practice is to use data systems and GIS to identify and manage potential development parcels and projects. Governments also need to use their websites and other forms of electronic communication to support economic development marketing.

Economic development functions could benefit from additional technology support. Improving the City's use of GIS technology is discussed above, and in addition to support for zoning a possible initiative is to add a GIS layer of available sites for economic development.

It would be especially helpful to support economic development through the City's website; for example, to use the website to post available properties. The City's site should also link to related sites such as that for the Portage Area Chamber of Commerce. The City should consider economic development issues such as this as part of the planning for the development of the improved website.

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The Portage Enterprise Center offers Internet connectivity through Charter as a utility for the PEC tenants. It might help to have a part-time IT support person for the PEC tenants for the role the City plays as their IT provider as part of an effort to provide smoother Internet support at the PEC.

Internet access for businesses and the public in the City is strong, thanks to the services provided by Charter and Frontier, but there are some economic development concerns about not having better Internet access outside of town, and there is a county-wide discussion on this.

9. Provide standard hardware devices including mobile devices and productivity software to all staff and replace devices on a planned cycle.

Governments should provide desktop PCs or similar devices to all workers who can make productive use of them. It is helpful to identify a standard hardware configuration for all PCs. A good practice is to adopt a plan to replace all PCs on a regular cycle, such as every four years. A newer practice is to somewhat aggressively identify employees who can benefit by the use of mobile devices and issue appropriate devices to them.

It is a good practice to identify a standard software desktop configuration for all PC users including an office suite (e.g., Microsoft Office) and e-mail client.

These are approximate counts of technology devices in use at the City. There are several additional devices at the Library.

Location	Desktop PCs	Laptops or Tablets	Mobile Digital Computers (MDCs)	Total	Comment
City Hall and Court	11	16		27	Laptops include those used by Council members.
Police	13	3	9	25	
Fire	4	3		7	Fire has 3 laptops and also 12 tablets.
Water	4	1		5	Includes 1 PC at Slifer.
Public Works	2	1		3	
Parks	2			2	
Sewer	1			1	
<i>Total</i>	37	24	9	70	

The City PCs use Windows 7 and Microsoft Office 2010.

The City does not use a multi-year computer replacement plan, and instead immediate replacements are specified in the upcoming budget. The City Hall counter PCs are very old, which is due to how as PCs are replaced the newer PCs are put on employee desks.

The Police Department has MDCs in nine squads; five are marked, two detectives, one mobile, plus the canine squad. The Police Department also provides a mobile phone per car and for detectives.

The mobile units use air cards through US Cellular. The MDC units connect to the County dispatch center through NetMotion software. The City Hall complex provides wireless access to allow use of mobile devices in the building.

The Fire Department has twelve tablets, but these cannot yet access the VisionAir dispatch or Firehouse systems; implementing these interfaces would be helpful. It would be helpful to have a mobile device for the fire inspections.

Parks and Public Works staff members do not make widespread use of mobile devices. The City would be wise to issue additional mobile devices to City staff where appropriate, especially for workers in the field where the use of these devices is essential for improving business process such as performing inspections and managing work orders.

Department heads plus some deputy directors and some others have mobile phones.

10. Proactively manage technology service delivery and provide adequate training and support.

Every organization needs to ensure that technology systems are available and are problem-free, and this requires an efficient system for employees to report technology problems. Staff members also need access to training and day-to-day support.

Accessibility and availability of technology is important; City employees need high availability, and the technology must work in a basic way.

There is not a formal system for the logging and management of technology service requests. As part of establishing the new structure for IT support the City should establish a more formal process to log and manage service requests. The City could also consider implementing a commercial support product to log and manage requests, but without this requests could simply be logged on a shared spreadsheet.

11. Link all sites using an enterprise computer network and take advantage of current telephone and radio technology.

Local governments require computer networks that span their institutions and connect the main campus buildings as well as outlying sites. A best practice for all organizations is also to provide universal telephone service to all staff, plus radio system support for public safety employees.

A single network connects the buildings in the City Hall complex, but remote sites such as the Parks office connect to the City Hall network through the Charter Internet service and virtual private network (VPN) connections. The VPN connections allow those at remote offices to connect to the City Hall network through the Internet and work on the network, although these connections are not as productive as actually being directly connected to the host network.

The City is developing a new Public Works facility that will consolidate several of the remote sites, and it would be advantageous to connect the new facility to the City Hall network. This could be done through a trenched or overhead cable or possibly through a leased connection from one of the local utilities.

The City should also consider working in a similar way to develop stronger network links to other remote sites. One additional way to extend the City Hall network would be through collaboration with Columbia County.

There is concern about the lack of ability to save files at the Parks office to a shared server with backup ability.

The City Hall phone system seems to get overwhelmed at times. This may be because there are a limited number of outside lines, and so callers may get busy signals. It would be helpful to be able to forward voice mails coming through City Hall to cell phones or voice mail for those at remote offices. It's possible that the phone system is nearing the end of its life, and the City might benefit from looking at options to replace the system.

Columbia County provides radio service for Police and Fire.

12. Centralize the computer room and other technology infrastructure and provide needed security.

A best practice is to centralize as many file servers as possible in a central computer room and encourage shared use of central file servers rather than decentralization of servers.

Organizations are also wise to install a comprehensive security software suite or separate products that provide protection against the range of computer security threats including spam e-mail, viruses, malware, intrusions, etc.

The City Hall vault room doubles as the main computer room, with two file servers and all of the City Hall network switches. This equipment has an uninterruptible power supply (UPS) plus shares in the use of the backup generator in the event there is a power outage. There is also an older server located at the Water department.

The City hosts its own post office for e-mail through Microsoft Exchange Server and uses Outlook as the client software.

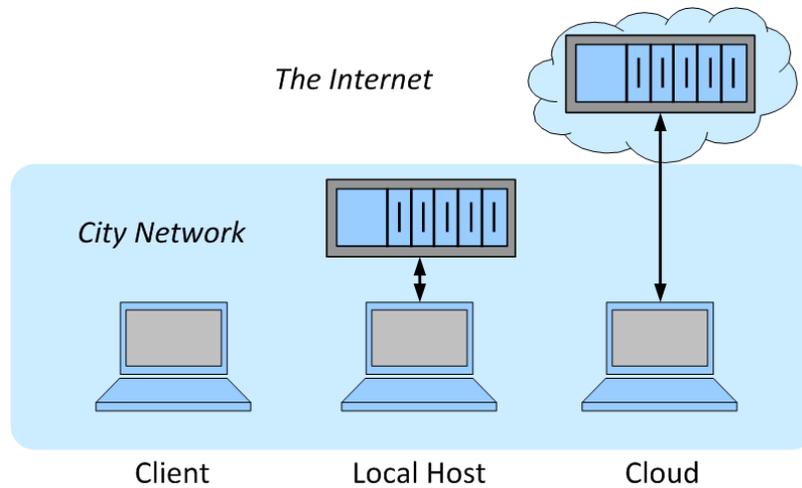
The City should take steps to ensure that critical data and documents are being stored on shared servers rather than individual PCs and that backup procedures for the servers are working effectively.

It is possible that there would be some advantages to combining the City data center with a larger operation, and the City should consider consolidation of the server room with the Columbia County data center.

13. Take advantage of the emerging cloud computing technology.

Organizations are wise to increasingly consider the use of cloud services to reduce the need for physical servers along with the related overhead of local hosting of data systems.

The City hosts most of its data systems on its own servers, but as the opportunity arises it could benefit by shifting to more use of hosting through Internet-based cloud services. The concept of hosting systems in the Internet “cloud” can be confusing; this graphic shows how cloud hosting differs from traditional methods.



Interestingly, neither MSI nor Civic Systems seem to offer cloud hosting of their products, but almost all Tier 2 ERP providers offer cloud hosting.

Another use of cloud hosting would be to support shared storage of documents. It seems some staff members at remote sites are not storing documents on the shared servers at City Hall, possibly because the access to the servers is challenging. An alternative would be to use shared storage on a cloud service such as Dropbox; this would ensure backup and would make collaboration easier.

IV. What measures should the City take?

A summary list of twenty five recommendations by the GovHR USA staff is presented below.

With the pending retirement of Mark Hahn, the Police Lieutenant who has been providing IT support to City staff on a part-time basis, possibly the most urgent recommendation is that the City work to establish a **new structure for IT support**, using a combination of City staff members, the services of Strand Associates, and possibly collaboration with Columbia County, and the City has already begun working on this structure.

Possibly the most significant project is to begin to consider a move to a **single ERP system** for Finance, Utilities, and possibly other functions, either by centralizing on either the MSI or Civic Systems products or implementing a new product.

There are also a number of projects in the **electronic communication and economic development** areas. This will continue to be an area of rapid change for all local governments.

City of Portage – Organizational Staffing Analysis

These are certainly a lot of issues to consider, and to help in managing them the City would be wise to begin a process to develop a multi-year **strategic technology plan** and establish a **technology steering committee** to guide the planning process and monitor the implementation of the resulting projects.

Best Practice Area	Recommendation
1. Identify strategic directions and develop a strategic information technology plan.	Consider engaging in a process to develop a multi-year strategic technology plan . This process could include establishing a technology steering committee that would develop the IT plan and monitor the implementation of the resulting projects.
2. Organize for effective IT support.	Establish a new structure for IT support , using a combination of City staff members, the services of Strand Associates, and possibly collaboration with Columbia County.
	Designate a City staff person to act as the City-wide IT coordinator on a part-time basis .
3. Ensure effective project management and report on project progress.	Formally designate a project sponsor and project manager for each larger IT project. The project manager should publish and update the project scope, budget, task plan, and other key documents.
4. Invest in needed data systems .	Move to a single ERP system for Finance, Utilities, and possibly other functions, either by centralizing on either the MSI or Civic Systems products or implementing a new product. This project could also extend the scope of the system to support property-related functions such as building permits and inspections, business licensing, and land use planning.
5. Use technology projects as an opportunity to automate and redesign business processes .	Perform a review of the use of MSI and Civic Systems and ensure that staff members have needed access, they aren't encountering performance problems or user count limitation issues, and data entry is working smoothly.
	Possibly automate processes such as Public Works work orders and vehicle fleet maintenance .
	Move to online time and leave reporting and employee self-service .

City of Portage – Organizational Staffing Analysis

Best Practice Area	Recommendation
<p>6. Maximize the potential of electronic communications and take advantage of emerging communications technologies to bring about improved citizen engagement.</p>	<p>Improve the GovOffice website.</p>
	<p>Allow citizens to subscribe to e-mail services through GovOffice or another service.</p>
	<p>Develop a procedure for publishing news and possibly designate a central communication coordinator.</p>
<p>7. Use geographic information systems (GIS) technology to manage spatial information.</p>	<p>Develop a plan to advance the City’s use of GIS and add needed map layers.</p>
	<p>Provide staff for scanning and entry of GIS data.</p>
	<p>Provide needed GIS training, hardware, and software.</p>
<p>8. Use data systems and electronic communication to support economic development activity.</p>	<p>Consider economic development issues in the development of the improved website.</p>
	<p>Provide smoother Internet support at PEC.</p>
<p>9. Provide standard hardware devices including mobile devices and productivity software to all staff and replace on a planned cycle.</p>	<p>Issue mobile devices to City staff where appropriate, especially where the use of these devices is essential for improving business processes that involve work in the field.</p>
<p>10. Proactively manage technology service delivery and provide needed training and support.</p>	<p>Consider establishing a more formal process to log and manage service requests, and possibly consider implementing a commercial support product.</p>
<p>11. Link all sites using an enterprise computer network and take advantage of current telephone and radio technology.</p>	<p>Link the new Public Works facility to the City Hall network.</p>
	<p>Consider stronger network links to remote sites, possibly through collaboration with Columbia County.</p>
	<p>The City might benefit from looking at options to replace the telephone system.</p>

City of Portage – Organizational Staffing Analysis

Best Practice Area	Recommendation
12. Centralize the computer room and other technology infrastructure , and provide needed security.	Ensure that critical data and documents are being stored on shared servers and that backup procedures for the servers are working effectively.
	Consider consolidation of the server room with the Columbia County data center.
13. Take advantage of the emerging cloud computing technology.	As the opportunities arise consider shifting the hosting of data systems to Internet cloud services .
	Consider use of cloud services to provide storage for documents .

V. How was this review conducted?

Jerry Schulz, a consultant with GovHR USA, met with a variety of City staff members to discuss their IT needs. These individuals were involved in these meetings:

Person	Role
Shawn Murphy	City Administrator
Jean Mohr	Finance Director
Carolyn Severson	Utilities Clerk (Financial & Billing Software)
Steve Sobiek,	Director of Business Development and Planning
Tammy O’Leary	Public Works Secretary/Deputy Treasurer
Dan Kremer	Manager of Parks and Recreation
Erin Salmon	Engineering Technician (Public Works and Engineering)
Mark Hahn	Detective Lieutenant, Police Department (also serves as IT coordinator)
Chris Essex	Fire Dept. Administrative Assistant (Police, Fire, and Court)
Dawn Wilcox	Court Clerk

City of Portage – Organizational Staffing Analysis

Based on these interviews Mr. Schulz developed this review, which largely draws on what are considered to be “best practices” for the use of information technology in organizations in general and local governments specifically.

Appendix - What data systems and specialized software does the City use?

The table below presents a list of the City’s data systems and specialized software items as identified by City staff members in the review.

Function	Product	Comment
Finance		
1 Finance - General Ledger, Accounts Receivable, Accounts Payable	Harris Municipal Software, Inc. (MSI)	
2 Finance - Budget	Excel	
3 Purchase Orders	Excel	MSI can support purchase orders.
4 Utility Billing	Civic Systems	
5 Cash Receipts	None	
Human Resources		
6 Human Resources and Payroll	Harris Municipal Software, Inc. (MSI)	
7 Online Time and Labor	None	MSI does not seem to offer an automated ability for this.
8 Employee Self-Service	None	MSI does not seem to offer an automated ability for this.
Public Works		
9 Work Orders and Service Requests	Spreadsheet to log requests	
10 Fixed Assets	Harris Municipal Software, Inc. (MSI)	
11 Vehicle Fleet Maintenance	None	

City of Portage – Organizational Staffing Analysis

12	Fuel Management	None	
13	Meter Reading	Badger Meter	
14	Construction Bids	Quest Construction Data Network	
15	Access Control for Doors, etc.	Kaba Keyscan	
16	Geographic Information System (GIS)	ESRI Arc GIS (Columbia County)	Portage uses two GIS systems, one provided by Columbia County and one contracted through General Engineering, Inc. Each system offers different data and layers.
		AutoDesk AutoCAD (General Engineering)	
17	Computer-Assisted Design (CAD)	AutoCAD	Only used for GIS maps.
Property Tax and Assessments			
18	Assessor	Property Assessment Records on Accurate Appraisal	Land Records Through Columbia County.
19	Property Tax Records	Ascent Land Records	Through Columbia County.
20	Property Tax Payments	Official Payments	
Parks and Recreation			
21	Online Registration	RecDesk	Also Rained Out.
Community Development			
22	Building Permits and Inspections	General Engineering	General Engineering does the work and supplies computer support. Paper permit request goes to General Engineering.
23	Business Licensing	ETI License Manager	Business licenses (e.g., liquor licenses) are processed through Jennifer Loveland and Becky Ness.
24	Rentals for PEC	Harris Municipal Software, Inc. (MSI)	

City of Portage – Organizational Staffing Analysis

Police and Public Safety		
25	Public Safety Dispatch	TriTech VisionAir Through Columbia County.
26	Police Records	Information Technologies, Inc.
27	Citations and Accident Reports	Badger TraCS Provided by the State of Wisconsin.
28	Fire Records	Firehouse Supports fire inspections. Also used for semi-annual payroll for on-call firefighters.
29	Video Recording	Utility DigitalPatroller Used in both squad cars and interview room.
30	Municipal Courts	Tyler Incode Municipal Court Also use KEPSafe Solutions for online citation payments.
Communications		
31	City Website	GovOffice
32	Broadcast e-Mail	None GovOffice seems to have the ability to compile a list of citizen e-mails.
33	Ordinances	MuniCode
Information Technology		
34	E-mail	Microsoft Exchange Server Desktop client software is Microsoft Outlook.
35	Telephone	
Productivity and Devices		
36	PC Operating System	Microsoft Windows 7 Pro
37	Office Suite and E-mail	Microsoft Office 2010

XI. EXECUTIVE SUMMARY OF RECOMMENDATIONS

An organizational service delivery audit is an evaluation of the overall quality and efficiency of an organization's performance against

- its policy and operational objectives,*
- the principles and standards of management, and*
- the experience of like organizations.*

An organizational service delivery/management audit is an evaluation of performance, the systems in place and formulation of generalized recommendations for improvement viewed within the overall environment.

Portage has a high level of leadership and management in their organization. The following recommendations are meant to build upon the current high level of leadership and management and efficient service delivery.

This Summary section will compile the recommendations made in this report into one concise narrative. The justifications for the recommendations are contained in the report on the pages shown in parenthesis at the end of each recommendation. Note that any recommendation that is considered should be first evaluated by staff for discussion by the City Council before approval and implementation.

Recommendations:

1. It is important that the management and policy leaders for the City of Portage integrate the various elements of the strategic management plan in their thought processes as noted in Exhibit. These elements include the long term comprehensive plan, the five year capital improvements program, two year strategic plan with goal setting by the policy making body, a review of past financial trend monitoring, establishment of fiscal policies, current infrastructure maintenance efforts, and current external economic/financial forecasts all of which are incorporated into the annual operating and capital improvements budget. Each of these elements of the strategic management plan should be reviewed annually within specific timetables. (4)

2. The Comprehensive Plan for Portage 2008-2028, which was adopted in 2008, should be reviewed on an annual basis. The Economic Development Plan 2011 should also be reviewed annually to provide direction from the policy body to the administrative staff. (12)
3. On at least a biennial basis, the City should engage in a short-term and long-term goal setting and ranking process. A process for the strategic planning every two years is a valuable goal and target setting exercise for all parties in the process. (12)
4. The CIP plan should be amended to add descriptions of the projects in addition to the costs associated with them. The document should be viewed as a planning document rather than a controlling budgetary tool. The impact of CIP projects on the operating costs of the City should be delineated in the document, and should be considered in the priority setting process for capital improvements. The annual review of the CIP by City staff, appropriate boards and commissions, and City Council should become a standard practice in the City. (13)
5. The budget recommended by the City Administrator to the City Council should be one reflective of the goal setting process undertaken in the recommendations above. The budget should be more of an output, or services-oriented document, allowing the policy making body to make a determination of the types of services, the quality of services, and amount of services provided to the community. The budget document should include a narrative communicating the issues and challenges addressed in the document for the next fiscal year. (13)
6. The budget document shows the City of Portage Fiscal Policies in the beginning of the document. These fiscal policies are well done and establish the parameters for the creation and adoption of the annual budget.
7. Each work unit in the organization should identify performance indicators relating to their activity area. (14)
8. There should be an annual objective setting process for each member of the management team. These objectives should be consistent with the strategic management plan, which began with the comprehensive plan. (14)
9. There is a need for workload measurements in most of the service activities of the City. These workload measurements should be established under the performance measurement systems. The City of Portage should commit to measuring itself for performance in areas for which there is easily comparable data. (29)
10. It is recommended that the City of Portage take the initiative to work with the County on the following activities: Contracting with the County for the provision of Information Technology

services, joint purchasing efforts, payroll and tax collection services, other Human Resources activities should also be explored such as training opportunities, etc., Public Works activities such as a joint vehicle maintenance operation and the joint utilization of a winter salt operation, and extraterritorial planning and zoning. (38-39)

11. The organization should undertake a management development and team building effort to further develop the current management team culture as one of cooperation, innovation, support and action-oriented results. (40)
12. The City should promote and adopt a culture that embraces learning and employee improvement and then follow up with a comprehensive training initiative for City employees. (40)
13. The City should engage in frequent employee recognition for their contributions to making Portage a quality community in which to work, play and live. (40)
14. We recommend the City conduct an internal succession planning survey using the inventory tools and steps to build a strategy as outlined in the report. We believe this exercise will be invaluable, particularly as the City workforce team ages. It will help prepare for the potential of problematic recruitments of talent in certain areas of the organization that may present a challenge for the City. The succession planning strategy will provide the City will additional insight and a roadmap for internal growth, development and potential promotion of the workforce already under the City's employment. (41-43)
15. We additionally recommend the succession planning effort work dovetail the personal developmental goals discussed in performance evaluation conferences that should be occurring between supervisors and employees. Those conversations about future development of the employee's knowledge and skills, and how those qualities may be applied to make the city operation even better, will benefit both the employee and employer alike. Those annual review conversations can provide the additional platform for organizational succession planning. (41-43)
16. The Parks & Recreation Department would benefit by being located in City Hall if space is available to share the office services with Public Works, Planning, Finance, and City Clerk Departments. (44)
17. The City may determine that the Police services could be reduced by one or two officers. The need for enhancements to other services such as code enforcement and recreation should be considered by the City. (45)
18. The City should do a cost allocation plan to ensure that the overhead costs of administration are being proportionately charged to the enterprise funds of water and sewer. In addition, the fees

charged to the public such as building permit fees should be reviewed to make sure that they reflect the cost of the services provided. (45)

19. Recommendations for the Finance and City Clerk's Departments can be found on pages 47-49
20. Recommendations for the Public Works Department can be found on pages 50-62
21. Recommendations for the Police Department can be found on pages 63-67
22. Recommendations for the Fire Department can be found on pages 68-72
23. Recommendations for the Information Technology area can be found on pages 73-95

APPENDIX A - PERFORMANCE MEASUREMENT INDICATORS

Code Enforcement

Rates of Voluntary Compliance

Rates of Forced Compliance

Average number of Calendar Days from Case Initiation to Voluntary Compliance and Forced Compliance

Average number of Calendar Days from Case Initiation to Voluntary Compliance

Average number of Calendar Days from Case Initiation to Forced Compliance

Percentage of Cases Resolved through Voluntary and Forced Compliance

Citizen ratings of Code Enforcement Services

Facilities Management

Custodial Expenditures per Square Foot: Administrative/Office Facilities

Custodial Expenditures per Square Foot: Administrative/Office Facilities (Total, In-House, and Contractual)

Customer Satisfaction: Overall Satisfaction with Custodial Service

Repair Expenditures per Square Foot: Administrative/Office Facilities (Total, In-House, and Contractual, sorted by total)

Repair Expenditures per Square Foot: All Facilities (Total, In-House, and Contractual; sorted by total)

Repair Requests per 100,000 Square Feet Maintained

Customer Satisfaction: Timeliness of Repair Service

Fleet Management

Percentage of Vehicles Exceeding Replacement Criteria (after pending orders fulfilled)

Average Fleet Maintenance Expenditures Per Vehicle: All Vehicles and Heavy Equipment

Police Vehicles: Total maintenance and preventive maintenance expenditures per vehicle

Light Vehicles: Total maintenance and preventive maintenance expenditures per vehicle

Percentage of Vehicles and Heavy Equipment Using Alternative Fuel

Internal Customer Satisfaction: Quality of fleet maintenance services

Highway and Road Maintenance

Road Rehabilitation Expenditures per Paved Lane Mile

Road Rehabilitation Expenditures per Capita

Street Sweeping Expenditures per Linear Mile Swept

Snow and Ice Control Expenditures per Capita Compared with Inches of Snowfall—for Jurisdictions Reporting Expenditures

Expenditures per Capita for Road Rehabilitation, Street Sweeping, and Snow and Ice Control

Citizen Ratings of Road Condition

Citizen Ratings of Street Sweeping

Human Resources

Working Days for External Recruitment

Turnover Rates: Total, Non-Public Safety, and Public Safety Employees

Number of Employee Grievances and Appeals per 100 Employees

Percentage of Grievances Resolved Before Passing from Management Control

Customer Satisfaction

Information Technology

Total IT Operating and Maintenance Expenditures as a Percentage of Total Jurisdiction Operating Expenditures

City of Portage – Organizational Staffing Analysis

Ratio of Workstations (Intelligent and Dumb Terminals) to Total Jurisdiction Employees
Telephone System and Network Problem Resolution/Repair: Percentage corrected within 24 hours
Internal Customer Satisfaction: Telephone Services: Overall Satisfaction
Percentage of Network and Desktop Device Moves, Additions, or Changes Completed When Scheduled
Application Problem Resolution/Repair: Percentage corrected within 24 hours
Help Desk Calls: Resolved at time of call, within 4 hours, and within 8 hours
Internal Customer Satisfaction, General IT Services: Overall Satisfaction

Parks and Recreation

Net Parks and Recreation Revenues per Capita – Excluding Golf
Parks and Recreation Revenues Received from Endowments, Grants, and Foundations, per Capita
Parks and Recreation FTEs per 1000 population – Excluding Golf
Acres of Park Land per 1,000 population – Developed and Undeveloped
Citizen rating of Overall Satisfaction with Parks and Recreation in the Jurisdiction
Citizen Ratings of the Quality of Parks and Recreation Programs

Permits, Land Use, and Plan Review

Total Building Permits Issued per 1,000 Population
Permits Issued per FTE
Total Inspections Performed per 1,000 Population

Procurement

Calendar Days from Requisition to Purchase Order: Formal bids
Percentage of Purchasing Conducted with Purchasing Cards/Credit Cards
Dollar Amount of Central Purchasing Office Purchases per Central Purchasing Office FTE (in millions)
Internal Customer Satisfaction: Quality of Service
Internal Customer Satisfaction: Timeliness of Service

Risk Management

General Liability Claims per 10,000 Population Served
Traffic Accidents per 100,000 Miles Driven—Law Enforcement Vehicles
Number of Workers' Compensation Claims per 100 FTEs
Number of Worker Days Lost per Claim
Number of Worker Days Lost to Injury per FTE
Internal Customers: Overall Satisfaction

Solid Waste

Residential Refuse Collected per Account, in Tons
Recycling Material Collected per Capita, in Pounds
Citizens Ratings of Residential Refuse Collection Services
Citizens Ratings of Residential Recycling Collection Services

Fire and EMS

Sworn Fire Staffing per 1,000 Population Served
Volunteers/Paid-on-Call Staff and Number of Calls to Which Volunteers Responded
Total Fire Personnel and Operating Expenditures per Capita
Percentage of Calls with a Response Time of Five Minutes and Under from Dispatch to Arrival on Scene
Customer Satisfaction with Fire Services

Police

Sworn and Civilian FTEs per 1000 Population

Total Operating and Maintenance Expenditures per Capita

Response Time in Minutes to Top Priority Calls

Citizen Ratings of Safety in Their Neighborhoods

City of Portage – Organizational Staffing Analysis

Appendix B - Employee Staffing Analysis

City	Antigo	Baraboo	Fort Atkinson	Jefferson	Merrill	Monroe	Reedsburg	Waupun	Average	Portage
Population - 2013 Census	8,004	12,100	12,482	7,984	9,475	10,832	9,532	11,330	10,217	10183
Administration										
City Administrator/HR/IT/Finance/Clerk	9.00	7.75	5.00	5.50	9.00	7.60	4.00	4.00	6.48	6.25
City Attorney	1.00	1.50	1.00	0.50	2.00				1.20	
Municipal Court				1.00	1.50		1.00		1.17	1.25
Community Development										
Building & Zoning/Code Enforce	1.00	1.00	2.00		2.00	1.50	1.00	0.50	1.29	
Planning/Comm Development						0.40			0.40	0.40
Economic Development		3.00							3.00	0.70
Utilities										
Water	4.00	8.00	5.50	3.00	6.00	7.50	6.00	9.50	6.19	5.50
Wastewater	2.00	7.00	7.00	6.00	6.00	6.00	5.00	9.00	6.00	5.50
Electric				5.00			25.00		15.00	
Public Works										
Engineering/Director	3.00	4.25	2.00	1.50	2.00	4.00	2.00	2.00	2.59	1.40
Streets & Fleet & Facilities	13.50	16.00	15.00	9.00	16.00	18.00	8.25	10.00	13.22	11.00
Police										
Police - Sworn	15.00	30.00	20.00	18.00	22.00	25.00	19.00	17.00	20.75	22.00
Police – Civilian w/o Dispatch	3.00	4.00	1.00	5.00	3.00	5.00	3.00	1.50	3.19	4.00
Dispatch	No	No	Yes	No	No	Yes	Yes	No		No
Average of Civilian Non-Dispatch Cities									3.70	4.00
Fire	19.00	2.25		0.50	23.00	2.00	0.00	2.00	6.96	6.80
EMS				3.00		1.00			2.00	
Parks & Recreation										
Parks	4.00	8.50	6.00	2.00	5.00	6.00	2.50	2.00	4.50	4.00
Recreation	1.50	2.00	4.00	2.50	1.00	3.50	0.50	1.00	2.00	1.00
Library	11.00		13.50	8.00	15.00		12.00	9.00	11.42	10.50
Senior Center				1.00	2.00	4.00			2.33	
Museum			2.00						2.00	
Cable TV				5.00					5.00	
Transit					6.50				6.50	
Total	87.00	95.25	84.00	76.50	122.00	91.50	89.25	67.50	89.13	84.30

Notes:

Seasonal Employees not included in any of the municipalities

Baraboo CDA contracts for Executive Director

Baraboo contracts inspections

Jefferson has a separate utility for water and electric with a separate web site

Reedsburg Utilities did not respond on the breakdown between water and electric

Crossing Guards not included in any of the municipalities.

Baraboo has a Zoo in the Parks function - 1.5 FTE

Portage Dispatch is under the County

**Appendix C - EMPLOYEE QUESTIONNAIRE
CITY OF PORTAGE, WISCONSIN**

Instructions

GovHR USA is on contract with the City of Portage to conduct a review of the municipal organization. This survey of City Employees will aid in that review. No attempt will be made to identify individual employees in this survey. Confidentiality will be maintained. Please select the answer that best describes your response to each question. There are no right or wrong answers. Your comments are also appreciated in the last three questions. If you have questions, please contact Karl Nollenberger by email at KNollenberger@GovHRUSA.com or telephone at 847-533-0145. Please mail the completed survey in the enclosed envelope.

Demographics of Respondent

Department Name: _____	Gender: Male ____ Female ____
Job Role: Non-Supervisory ____ Supervisory ____ Management ____	Age: Under 20 ____ 21-31 ____ 32-41 ____ 42-51 ____ 52+ ____
Years of Experience in the City ____ Years of Experience in Current Position ____	Your position is: Full-Time ____ Part-Time ____

Personal Work Experiences

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
1. The people I work with cooperate to get the job done.					
2. I am given a real opportunity to improve my skills in my position and to grow professionally.					
3. I have enough information to do my job well.					
4. I feel encouraged to come up with new and better ways of doing things.					
5. My job makes good use of my skills and abilities.					
6. My work is challenging and gives me a feeling of personal accomplishment.					
7. I have sufficient resources in my department (i.e. people, materials, budget) to get my job done.					
8. I like the kind of work I do.					
9. I recommend the City as a good place to work.					
10. At times, I feel stressed in the work place.					
11. I know how my work relates to the City's goals.					
12. The work I do is important.					

City of Portage – Organizational Staffing Analysis

Organizational and Performance Culture					
Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
13. My supervisor supports my need to balance work and family issues.					
14. Services in my unit are improved based on feedback from the public and employees.					
15. Policies and procedures affecting my work are clearly communicated.					
16. My immediate supervisor gives me useful feedback regarding my job performance.					
17. High-performing employees in my department are recognized and rewarded on a timely basis.					
18. In my department, steps are taken to deal with a poor performer who cannot or will not improve.					
19. Discussions with my supervisor about my performance are worthwhile.					
20. Creativity and innovation are rewarded.					

Leadership					
Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
21. I have a high level of respect for the City’s senior leaders.					
22. City elected officials clearly communicate the goals and priorities for the City.					
23. Department managers clearly communicate the goals and priorities of the City and departments.					
24. City departments work well together.					
25. I have confidence in my manager’s ability to do his/her job.					
26. Complaints, disputes, or grievances are resolved fairly in my department.					
27. My supervisor is open to ideas and suggestions.					
28. My supervisor possesses skills for resolving conflict.					
29. My supervisor conducts interaction in a professional manner.					
30. My supervisor provides me support to ensure that I perform at high levels of productivity.					
31. My supervisor acts as a mentor for my professional development.					
Job Satisfaction & Working Conditions					

City of Portage – Organizational Staffing Analysis

Survey Questions	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Strongly Disagree
32. How satisfied are you with the policies and practices of your senior leaders?					
33. Deadlines and expectations within my department are realistic.					
34. I receive the training I need to perform my job well.					
35. Discrimination (racial, gender, or age) is a problem in my department.					
36. The City gives enough recognition for work well done by employees.					
37. The facilities I work in have good working conditions.					
38. My workload is reasonable.					

General Questions
39. Overall, how satisfied are you with your job? Very Satisfied ___ Satisfied ___ Neutral ___ Unsatisfied ___ Very Unsatisfied ___
40. I think the overall quality of work life for the City of Portage is: Excellent ___ Good ___ Fair ___ Poor ___ Don't Know ___
41. The overall operation of the City is: Highly efficient ___ Above average in efficiency ___ Average in efficiency ___ Less efficient than most cities ___ Don't know ___
42. What do you like best about your job? About working for Portage?
43. What don't you like about your job? About working for Portage?
44. What suggestions do you have for improvements in your department? In the City organization?

Please return this survey by mailing it in the enclosed envelop to Karl Nollenberger at GovHR USA, 734 Frederick Street, Oshkosh, WI 54901

Common Council Proceedings
City of Portage

Regular Meeting
Council Chambers
City Municipal Building

August 13, 2015
7:00 p.m.

1. Call to Order

Mayor Tierney called the meeting to order at 7:00 p.m.

2. Roll Call

Present: Ald. Charles, Dodd, Hamburg, Havlovic, Klapper, Kutzke, Lynn, Maass, Montfort

Also Present: Mayor Tierney, City Clerk Moe, City Administrator Murphy, City Attorney Spankowski, Director of Public Works/Utilities Manager Redelings, Manager of Parks and Recreation Kremer, Police Chief Manthey

Media Present: Craig Sauer from Portage Daily Register, Bill Welsh from Cable TV

3. Pledge of Allegiance

The Pledge of Allegiance was recited.

4. Approval of Agenda

Deletions: Resignation from Dawn Schneller from Tourism Promotion Committee

5. Minutes of Previous Meeting

Motion by Klapper, second by Charles to approve minutes of July 23, 2015 Common Council meeting. Motion carried unanimously on call of roll.

6. Lifesaving Award Presentation

Police Chief Manthey gave lifesaving awards to Police Sergeant Neumann, Police Officers Pomeroy, Anderson and Thompson, and Divine Savior EMS responders Ben Waldera, Lonnie Martinez and Charlotte Kowalczyk for their efforts in reviving Jude Elliot. Ms. Elliot was present to express her appreciation.

7. Historic Preservation Commission Award Presentation

Stephanie Miller-Lamb, representing the Historic Preservation Commission, presented an award of Portage Green to Hudson Tredinnick,

being the first child to participate and identify the locations in the annual architectural scavenger hunt.

8. Consent Agenda

Reports of Sub-Committees, Boards, and Commissions

Business Improvement District Board of Directors meeting of July 8, 2015

Library Board meeting of July 14, 2015

Joint Common Council Committee of the Whole and Airport Commission meeting of July 15, 2015

Board of Zoning Appeals meeting of August 3, 2015

Tourism Promotion Committee meeting of August 4, 2015

Motion by Dodd, second by Maass to accept the reports on the consent agenda. Ald. Maass requested the Joint Common Council Committee of the Whole and Airport Commission meeting of July 15, 2015 be removed from the consent agenda. That report was placed under Committee Reports. Motion carried unanimously on call of roll.

License Applications

Operator license applications for Donna J. Boehm, Bonnie R. Kratz, Ellen A. Magli, Peri L. Thiede, and Trista Traut.

Motion by Dodd, second by Hamburg to approve the license applications as presented. Motion carried unanimously on call of roll.

9. Committee Reports

Joint Common Council Committee of the Whole and Airport Commission meeting of July 15, 2015

Ald. Maass requested that the information provided by the Airport Commission be attached to the minutes so that future councils will have that information to refer to. City Administrator Murphy requested that a procedure be established as to what is to be included in minutes. Motion by Maass, second by Kutzke to amend the minutes to include the wording "see attached" and attach information presented at the meeting by the Airport Commission and information prepared by Director of Business Development and Planning Sobiek. Motion carried unanimously on call of roll.

Plan Commission meeting of July 20, 2015

Legislative and Regulatory Committee meeting of August 3, 2015

Motion by Maass, second by Hamburg to uphold denial of Operator License for Nicole K. Baumann based on two (2) underage alcohol convictions within the past five (5) years. Motion carried 8 to 1 on call of roll with Monfort voting no.

Human Resources Committee meeting of August 4, 2015

Motion by Dodd, second by Klapper to approve revised position description for Director of Public Works/Utilities Manager. Motion carried 8 to 1 on call of roll with Maass voting no. Ald. Maass stated that the Director of Public Works/Utilities Manager position oversees the airport and that was not listed in the description.

Motion by Dodd, second by Klapper to approve a one-time bonus in the amount of \$1,011 effective immediately for the Water Utility Superintendent. Motion carried 7 to 2 on call of roll Kutzke and Maass voting no.

Motion by Dodd, second by Hamburg to approve a one-time bonus in the amount of \$1,011 effective immediately for the Waste Water Utility Superintendent. Motion carried 7 to 2 on call of roll with Kutzke and Maass voting no.

Municipal Services and Utilities Committee meeting of August 6, 2015

Finance/Administration Committee meeting of August 10, 2015

Motion by Dodd, second by Lynn to approve claims in the amount of \$1,524,025.35. Motion carried unanimously on call of roll.

Motion by Dodd, second by Lynn to approve the proposal from EMC with the \$2,500 deductible in the amount of \$53,192 for property insurance. City Administrator Murphy explained that there are two (2) resolutions for consideration, one (1) to withdraw from the Wisconsin Local Government Property Insurance Fund and the other approving the proposal from EMC Tricor, Inc. Ald. Maass questioned why the Resolutions were not listed under New Business with the other Resolutions, but under the Finance report. City Administrator Murphy explained that until Finance made a recommendation, it was not known that a Resolution whether or not the city would be changing from the Wisconsin Local Government Property Insurance Fund, which requires council action to withdraw; thus the two Resolutions. Ald. Dodd withdrew his motion, and Ald. Lynn withdrew the second. In response to Ald. Kutzke's question about the increase for the Local Government Property Insurance Fund, Ald. Havlovic explained that claims through that program are subsidized through the state budget. Ald. Maass again questioned not having the Resolutions listed on the agenda, just the language of "consideration of recommendation for property insurance". City Attorney Spankowski stated that the language met the notice requirements as the Resolutions dealt with the recommendation for property insurance. There was discussion about including terrorism coverage in the amount of \$1,286.

Resolution No. 15-035 Stating Intent to Withdraw from Participation in the State of Wisconsin Local Government Property Insurance Fund, Effective September 1, 2015 read and adopted unanimously on motion by Dodd, second by Charles and call of roll.

Resolution No. 15-036 Approving Property Insurance Proposal from EMC Tricor, Inc. was read. Motion by Dodd, second by Lynn to adopt Resolution No. 15-036 Approving Property Insurance Proposal from EMC Tricor, Inc. Motion by Dodd, second by Lynn to amend the Resolution to include terrorism coverage, the word “without” in the first paragraph was replaced with the word “with”; and the annual premium amount in the second paragraph was changed to \$54,478. The amendment carried unanimously on call of roll. The original motion, as amended was adopted unanimously on call of roll.

10. Unfinished Business

Ordinance No. 15-007 relative to Miscellaneous Offenses (Regulation of Smoking, E-Cigarettes) Tabled 05/14/15 until such time the State Legislature takes action on the proposed legislation.

There has been no action taken by the State Legislature.

11. New Business

Ordinances

Ordinance No. 15-010 relative to Parking Regulations (Eastridge Drive) received its first reading.

Resolutions

Resolution No. 15-032 relative to Compliance Maintenance Annual Report was read and adopted unanimously on motion by Klapper, second by Charles and call of roll.

Resolution No. 15-033 relative to Final Resolution Authorizing Public Improvement and Levying Special Assessments Against Benefitted Property in Portage, Wisconsin (2015 Sidewalk Improvement Project) was read and adopted unanimously on motion by Klapper, second by Monfort and call of roll.

Resolution No. 15-034 relative to Final Resolution Authorizing Public Improvement and Levying Special Assessments Against Benefitted Property in Portage, Wisconsin (2015 Municipal Alley Improvement Project) was read. Motion by Hamburg, second by Lynn to adopt Resolution No. 15-034 relative to Final Resolution Authorizing Public Improvement and Levying Special Assessments Against Benefitted Property in Portage, Wisconsin (2015 Municipal Alley Improvement Project). Ald. Charles questioned if the assessment for the funeral home

was correct based on the question at the Public Hearing. He continued stating that the City owned parcel, No. 1076, appears to have a garage belonging the funeral on that parcel. City Administrator Murphy explained that issue would be separate from the special assessment issue. Director of Public Works/Utilities Manager Redelings stated that the assessable footage to the funeral home was verified. The Resolution was adopted unanimously on call of roll.

Mayor's Comments

The Dementia Friendly Community ribbon cutting was this afternoon, with a great turnout.

Phase 2 of the America's Best Communities competition is being worked on.

Events this Saturday include: Triathlon early morning; Zona Gale Day at 10:30 a.m.; ice cream social at 2:00 p.m.; music fest at 4:00 p.m.

Department Report – Park and Recreation

Manager of Parks and Recreation Kremer reported on department activities: retaining wall at the beach has been completed; shelters at Lawton and Goodyear at 99% complete; tennis court at Pine Meadow Park has been resurfaced; planters at parks have been planted/landscaped with volunteer help from Americorps and Portage Pride; woodchips have been put down in various parks; seal coating and crack filling on the first half of the Levee Trail is being completed; retaining wall at the beach parking lot is being replaced.

The recreation programs have had 902 participants this year; 750 signed up for swim lessons; hosted a movie in the park. The program guide, new this year, is the complete source for all activities offered by the department.

Forestry: The Emerald Ash Borer has been spotted in the City. A grant is being written for a tree inventory. City received Tree City USA designation for the 20th year.

New equipment: work utility machine and pick-up.

Improvements continue at Veterans Memorial Field.

Closed Session

Motion by Dodd, second by Maass to convene into convene into closed session pursuant to Wisconsin State Statutes 19.85(1)(b) for the reconsideration of Operator Licenses for Adam J. Pohlkamp and Seth J. Able; and pursuant to Wisconsin State Statutes 19.85(1)(e) for

consideration of a proposed settlement agreement with Sabel Mechanical LLC for outstanding invoices. Motion carried unanimously on call of roll at 8:26 p.m.

Motion by Maass, second by Charles to uphold the denial of an Operator License for Adam J. Pohlkamp. Motion carried unanimously on call of roll.

Motion by Maass, second by Charles to uphold the denial of an Operator License for Seth J. Able. Motion carried unanimously on call of roll.

Reconvene to open session for remainder of the meeting

Motion by Dodd, second by Maass to reconvene to open session for the remainder of the meeting. Motion carried unanimously on call of roll at 9:18 p.m.

Consideration of approval of settlement agreement with Sabel Mechanical LLC for outstanding invoices

Motion by Dodd, second by Lynn to approve the post mediation agreement with Sabel Mechanical, LLC. Motion carried unanimously on call of roll.

12. Adjournment

Motion by Dodd, second by Charles to adjourn. Motion carried unanimously on call of roll at 9:20 p.m.

Marie A. Moe, WCPC, MMC
City Clerk

**City of Portage
Historic Preservation Commission
Wednesday, August 5, 2015, 6:00 p.m.
Municipal Building, 115 West Pleasant Street
Conference Room One
Minutes**

Members Present: Doug Klapper, Chairperson; Kristin Droste, Erin Foley, Gayle Mack, Stephanie Miller-Lamb
Guests Present: Bill Welsh (Cable TV)

1. Roll call

Klapper called the meeting to order at 6:08 pm.

2. Approval of previous meeting minutes

Miller-Lamb moved that the minutes for the meeting of July 1 be accepted with the addition of the words "Klapper said" in front of "Cavanaugh will contact...", noting that Cavanaugh did not attend the July 1 meeting. Mack seconded the motion, which passed unanimously by roll call vote.

3. Discussion and possible action on responsibilities of Commissioners

Klapper noted that some commissioners were slow in taking the Oath of Office, and that Marlene Cavanaugh submitted her letter of resignation. He discussed the City ordinance requirement for nine commission members. Klapper suggested the ordinance could be amended to allow for fewer members, but noted that other items might be amended at the same time. A discussion followed on topics in the ordinances that affect the Commissioners. The proper flagging of Municipal Register properties in the building permits should be explored because it appeared that work was done at the Surgeon's Quarters without the Commission being notified that approval was needed. Miller-Lamb suggested orientation documents be prepared for potential new Commission members. She will compile ideas and circulate to HPC members for input. Mack wants the Commission to be proactive, to monitor what is coming up before the local government. Klapper mentioned contact from a building owner in the first ward who hoped his old school building might qualify as a historic site.

4. Discussion and possible action on potential new commissioners

Mack asked Jane Considine at the Museum at the Portage for individuals who might be interested in joining the Commission. A note will be placed in the Museum's September newsletter. Discussion followed on what should be listed as qualifications for potential commissioners, including an interest in history and public outreach, and willingness to serve as an ambassador for Portage history. Miller-Lamb suggested a letter to the editor of the Portage paper might be a good way to look for members. Mack will draft the article for the Museum's newsletter and bring it to the September meeting for comments.

5. Discussion and possible action on WHS grant to update Intensive Historical and Architectural Survey

Klapper worked with Sean Murphy on the contract for Timothy F. Heggland's work on the Intensive Historical and Architectural Survey. Heggland is pleased to be working on the project, and agrees to provide quarterly reports to the HPC. The contract needs to be signed by the Mayor and the City Clerk.

6. Discussion and possible action on 2016 budget request

Klapper displayed the 2015 budget for discussion on current spending and plans for 2016. Mack would like 2016 funds for a speaker in May during a visit to Portage by the Wisconsin Historical Society's Board of Curators, approximately May 14-15. No new plaques are needed for 2016, so that \$200 could be moved to cover this request.

Draft 2016 Budget Proposal

Scavenger Hunt	\$ 125
Municipal Register expenses	\$ 100
Speaker for Board of Curators	\$ 200
Preservation Month Activities	\$1000
Conferences and Memberships	\$1000
Partnerships and events	<u>\$ 586</u>
	\$3011

7. Adjournment

Chair Klapper adjourned the meeting at 7:30 pm.

Respectfully submitted,
Erin Foley
Secretary

PORTAGE EMERGENCY PLANNING COMMITTEE MEETING

Minutes for Friday, August 7, 2015

MEMBERS PRESENT: Fire Chief Simonson, Police Dept. Admin. Lt. Klafke, Director of Public Works Redelings, School Admin. Poches, City Attorney Spankowski, and Director of EMS/EP, Erdmann

MEMBERS ABSENT: Railroad Train Master Bauer, Fire Captain Hudgens. Mayor Tierney, City Administrator Murphy, County Emergency Mgmt. Dep. Beghin, Police Chief Manthey,

No meeting was held due to lack of quorum.

The next meeting is scheduled for Friday, September 18, 2015 at 10:00 a.m. in Conference Room #1.

Respectfully submitted,

Chris Essex
Recording Secretary

/ce

Portage Public Library
253 W. Edgewater Street, Portage WI 53901
Phone: (608) 742-4959
E-Mail: info@portagelibrary.us
Web Site: www.portagelibrary.us

LIBRARY BOARD MEETING Minutes
August 11, 2015

Meeting called to order 12:00 pm

Present: Voigt, Blohm, McLeish, Gregory, Schoenborn-Hoffmann, Simonson, Stenberg, Vehring

Excused: Stevenson

Visitors: Amy Craig, Noah from Portage Daily Register Newspaper

- 1) Motion to approve July 14, 2015 regular meeting minutes. (KV/NS-H)
- 2) Financial Reports:
 - a) Motion to approve July 2015 Municipal funds claims and Library Restricted funds claims for payment as presented. (EM/KV)
- 3) Director's Report: Shannon Schultz
 - a) Library renovation/expansion donation acknowledgement board and signage is in final phase.
 - b) Friends of the Library annual book sale raised approximately \$5,000.
 - c) Library Foundation approved upgrades to the Library's self-service photocopier, the purchase of two security cameras for the building exterior, a \$1,000 donation to the SCLS Foundation gathering and Cornerstone Event on November 16.
- 4) Amy Craig addressed the Board regarding the Dixon family donation.
- 5) Business:
 - a) Budget 2016 was discussed.
- 6) Meeting adjourned 1:10 pm. (NS-H/DG)

Eleanor Voigt – President
Dr. Brenda Blohm – vice-President
Chad Stevenson - Treasurer
Eleanor McLeish – Secretary
Dr. David Gregory
Nikki Schoenborn-Hoffmann
Melissa Simonson
Heather Stenberg
Klay Vehring

**City of Portage
Ad Hoc Canal Committee Meeting
Thursday, August 13, 2015, 5:00 p.m.
Municipal Building, Conference Room One
Minutes**

Members present: Fred Galley, Chairperson; Ron Dorn, Marianne Hanson, Doug Klapper, Bob Redelings, Jesse Spankowski (citizen member), Mayor William Tierney ex-officio

Members excused: Chris Arnold

Members absent: Jerry Foellmi

Others present: Scott Inman, Shawn Murphy, Darren Fortney, Jill Fehrman, Karen Richardson, Bill Welsh and Craig Sauer

1. Roll Call

2. Discussion and possible action on minutes from 4/13/15 meeting.

Motion by Klapper, second by Dorn to approve the minutes. Motion passed unanimously.

3. Columbia County Fair booth report.

Galley said the booth provided a very positive exposure of the canal project and Klapper indicated the information presented was very much appreciated.

4. DNR Update from Scott Inman, DNR representative

Mr. Inman provided an update to the DNR remediation investigation process. Ten Statement of Qualifications (SOQs) were received in March and short-listed to 4 firms. Proposals were received from these firms and 2 firms were interviewed for the work. Rambo & Environ was selected to perform the remedial investigation feasibility study, which is scheduled for completion in September, 2016. The study will incorporate AdHoc Canal meeting discussions.

5. SEH Kick Off, Welcome Jill Fehrman and Darren Fortney

- Review the scope of work planned.
- Identify areas where additional information/coordination may be required early in the process.
- Public/Committee Involvement Going Forward

Ms. Fehrman indicated the only work in segment 1 is the pedestrian bridge at the locks.

In segment 2, hydrology would be performed to ensure stormwater conveyance would be accommodated while simultaneously analyzing the potential for a reduced cross-section with sloped walls.

Features to initially investigate include:

- The second pedestrian bridge & verifying the location (Hamilton St.?)
- Identifying a small watercraft access point (Adams St.?)
- Coordination with the C.P. railroad for the bridge under the tracks and connecting the paved path with Superior St.

Segments 3 & 4 will only be examined conceptually, but the Environmental Report (E.R.) will view these segments as a consistent system. The historical elements and 4f. criteria will also be initially examined.

The first Public Information Meeting (P.I.M.) is scheduled for January, 2016 to present options. Another P.I.M. will be held in August, 2016 to present the preferred alternative. The goal is to have the E.R. signed by April, 2017.

SEH's initial effort will include survey and data acquisition in concert with Agency scoping. They'll be relying on direction from the City regarding the locations of the second bike/pedestrian crossing and the small watercraft access point(s).

Klapper inquired whether the watercraft access point would be able to launch a weed cutter. Ms. Fehrman indicated more information would be needed on the equipment. Dorn suggested a parking area would also be beneficial at this site.

Galley expressed concerns about the Adams St. stop log structure. The ultimate goal would include a bridge at this location – to provide continuous small watercraft navigation. The stop log structure was constructed as part of the levee project to minimize the effect of water seepage during high water events on the Wisconsin River. It's difficult to determine the benefits of the increased water height in the canal. No problems have been identified although the City has removed the stop logs many times – normally during periods of low water.

This is an important item which needs to be addressed. The increased water height also provides the benefit of having more water in the canal on a regular basis. Removing the stop logs permanently would result in water depths of less than 2 feet – resulting in an undesirable effect on water quality. A possible solution would be to increase the water elevation in segments 2, 3 and 4 by relocating the stop log structure to the location of the former Fox River locks.

As for future meetings, Mr. Inman requested he be informed as to whether project meetings would be public meetings or staff meetings. He needs to apprise his constituents of public meetings. Administrator Murphy said many meetings would be staff meetings. Galley was concerned that the Committee's desires may be overlooked. Mayor Tierney said there'll be coordination with the Committee, but financial decisions will be made by the City Council.

Klapper requested to be apprised of upcoming meetings. Klapper requested to be apprised of any meetings not including the adhoc committee. Upon request he will be given a rundown of what was discussed and what decisions were made. Emails pertaining to the Portage Canal will also be copied to Klapper.

6. Set Next Meeting Date

Though a date wasn't set, it appears that a meeting in September is appropriate and should include a site visit.

7. Adjournment

Motion by Redelings, second by Hanson to adjourn. Passed unanimously.

The meeting concluded at 5:55 p.m.

Respectfully submitted,
Robert G. Redelings, City Engineer

**City of Portage
Airport Commission
Wednesday, August 19, 2015, 7:00 p.m.
City Municipal Building, 115 West Pleasant Street
Conference Room One
Minutes**

Members present: Rita Maass, Chairperson; Barry Erath, Doug Klapper, Fred Langbecker, William Kutzke, David Tesch

Others present: Wendy Hottenstein (BOA), Manager Poppy, Director Redelings, Bill Welsh (Cable TV) and Craig Sauer (PDR)

1. Roll Call

2. Approval of minutes from February 11, 2015 and July 15, 2015 meetings.

Motion by Tesch, second by Kutzke to approve the minutes. Motion passed unanimously on call of the roll.

3. Discussion and possible action on claims.

No claims were presented, but anticipated at the next meeting for cost of presentation materials.

4. Discussion and possible action on surveying airport property.

Kutzke mentioned that a property survey would be a requirement to obtain State and Federal funding. He had some discussion with Jim Grothman regarding the needed survey and staking of the clear zone.

Redelings suggested preparing a Request for Proposals (RFP), expecting this non-budgeted item would need to abide by the City's procurement policy.

Ms. Hottenstein indicated this would be an eligible item to include in a petition for funding, whereby the City's share would be about 5% of the cost. The other 95% would be covered by 90% federal and 5% state funds. She said the funding would be available within 1 month of receiving the petition. The BOA would abide by the City's procurement requirements and use a Quality Based Selection (QBS) process.

Chairperson Maass inquired as to whether the ALP needed to be finalized prior to the petition. Ms. Hottenstein said it would normally be required for construction projects, but the survey would be considered a planning function.

Motion by Tesch, second by Langbecker to have the airport property surveyed. Motion passed unanimously on call of the roll.

5. Discussion and possible action on staking runway clean zone per FAA guidelines.

Motion by Tesch, second by Langbecker to have the clear zone staked along with the survey. Motion passed unanimously on call of the roll.

6. Discussion and possible action on application for state and federal funding.

Ms. Hottenstein suggested the City limit the items in the petition to property surveys, land acquisition, obstruction removal and crack filling the primary runway. She indicated a public hearing would be required and a Resolution passed by the City Council.

Chairperson Maass inquired as to how long the City would have to complete the work. Ms. Hottenstein said the Petition isn't a commitment and there isn't a deadline to complete the work. The BOA would work with the City to complete the work on the City's schedule.

It was agreed to conduct the public hearing at next month's Airport Commission meeting on September 16 followed by the Resolution being acted upon at the City Council meeting on September 24.

Kutzke indicated a map of properties to be acquired was available for insertion to the Petition. Ms. Hottenstein cautioned that the FAA has now taken a firm position that properties encompassing the runway protection zone needed to be acquired and/or easements obtained. She also mentioned there are Conditions of State Aid for Airport Improvements (attached) and Airport Sponsors need to provide Assurances (attached) which includes a height limitation zoning ordinance.

Motion by Erath, second by Tesch to apply for State and Federal funding. Motion passed 6 to 0 on call of the roll. Redelings was provided materials pertaining to the petition for funding.

7. Discussion and possible action on 2016 Operating Budget.

Poppy said the most recent estimate for slurry sealing the primary runway was \$20,000. Ms. Hottenstein said the petition could include work on all pavements, including taxiways. She said that she'd need to review the petition wording to see if costs associated with relocating the City's lift station from the clear zone would qualify for funding.

Commissioners discussed that in addition to \$20,000 for slurry sealing, the operating budget should include \$1,000 for training and \$7,500 for building repairs. Motion by Tesch, second by Erath to forward the suggested operating budget modifications to the Finance Committee. Motion passed unanimously on call of the roll.

8. Discussion and possible action on 2016 Capital Projects.

It was agreed that the previously discussed petition items should be included in the Capital Budget. The drainage concerns at the hangers were also discussed. The remedy would include grading and repaving the areas between the hangers. Relocating the fuel farm was also recommended as a capital project.

Kutzke noted that by including all the capital projects in the petition, about \$500,000 of work could be performed and only cost the City around \$30,000.

Motion by Erath, second by Tesch to forward the aforementioned capital items to the Finance Committee. Motion passed unanimously on call of the roll.

9. Discussion and possible action on Annual Hanger charges.

Chairperson Maass briefed the Commissioners on the status of collecting past due surcharges. Kutzke recommended the Airport Manager be in charge of notifying new renters and for collection of charges. Poppy indicated that tenants are already paying the maximum recommended amount without the surcharges.

Chairperson Maass indicated the surcharge was recommended in 2009 and the City Council adopted a Resolution requiring the surcharges. Tesch said the surcharge was a source of aggravation with the tenants and was instituted during a time when municipal funding was being limited. He agrees the fee should no longer be required.

Motion by Tesch, second by Langbecker to rescind Resolution 9-085, beginning in 2016. Erath's concern of retribution by tenants who faithfully paid the surcharges wasn't supported by the Commission. Motion passed 6 to 0 on call of the roll.

10. Discussion and possible action on monthly reports.

Poppy indicated he has verbal agreements with Howard Hill to the south and CCI representatives to the north to have trees removed from the primary runway approaches. Though CCI would provide the tree removal on State property, the City would be responsible for cutting and clean-up of materials

from Mr. Hill's property. Removal of trees from these areas would allow the Airport to get it's instrument approach back.

Chairperson Maass also expressed concern that someone from City staff should be identified to provide monthly reports on finances, communications, etc. to the Airport Commission. Kutzke suggested the financials should be "actuals" and include monthly expenses and revenues. Maass will discuss these requests and report back to the Commission next month.

Poppy provided a photo (attached) of a six passenger aircraft which rivals small jets for speed (400 mph) and only requires a runway length of 2,000 feet for departures and landings.

11. Adjournment

Motion by Erath, second by Kutzke to adjourn. Motion passed unanimously on call of the roll. The meeting concluded at 9:14 p.m.

Respectfully submitted,

Robert G. Redelings, P.E.
Public Works Director

Chapter Trans 55

CONDITIONS OF STATE AID FOR AIRPORT IMPROVEMENT

Trans 55.01	Purpose.
Trans 55.02	Definitions.
Trans 55.03	Applicability.
Trans 55.04	Duration.

Trans 55.05	Request for state aid.
Trans 55.06	Conditions of state aid.
Trans 55.07	Compliance assistance.

Trans 55.01 Purpose. The purpose of this chapter is to identify the conditions necessary to the granting of state aid as required in s. 114.31, Stats. This chapter describes owner responsibilities at airports developed with state funding assistance. These conditions protect the public investment and assure that airport improvements developed with state funds are managed to provide maximum public benefit.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.02 Definitions. The words and phrases defined in ch. 114, Stats., have the same meaning in this chapter unless a different definition is specifically provided. In this chapter:

(1) "Airport improvement project" means a physical improvement to an airport.

(2) "Airport owner" means a county, city, village or town, either singly or jointly with one or more counties, cities, villages or towns, or an owner of a public-use airport desiring to sponsor an airport improvement project to be constructed with state aid.

(3) "Conditions" means the requirements listed in s. Trans 55.06.

(4) "FAA" means federal aviation administration.

(5) "Finding" means a document prepared by the secretary and approved by the governor which authorizes funds for an airport improvement project.

(6) "Force account" means airport construction work that is accomplished through the use of material, equipment, labor, and supervision provided by the sponsor or by another public agency pursuant to an agreement with the sponsor.

(7) "Runway protection zone" means an area off the end of the runway, the use of which is restricted in order to enhance the protection of people and property on the ground.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.03 Applicability. The conditions set forth in s. Trans 55.06 apply to airport owners who sponsor a project developed with state aid.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.04 Duration. (1) Conditions of state aid shall commence on the date of issuance of a finding by the governor providing state funds for an airport improvement project and shall remain in effect for 20 years.

(2) There is no limit on the duration of conditions with respect to real property interests acquired with state funds.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.05 Request for state aid. (1) An airport owner may request state aid by resolution of the airport owner's governing body or board of directors as provided in s. 114.33 (2), Stats.

(2) The secretary may enter into an agreement with an airport owner in accordance with s. 114.32, Stats., for the following:

(a) To accept and disburse federal, state and local funds for a project and to make arrangements for the development of the project by contract, agreement, force account or otherwise.

(b) To acquire property.

(c) To administer the project including the execution of documents and contracts.

(3) The secretary may require a written commitment of required airport owner funds before forwarding a finding to the governor for approval.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.06 Conditions of state aid. (1) **GOOD TITLE TO AIRPORT.** (a) An airport owner shall maintain good title to the airport and may not dispose of or encumber its fee title or other property interests as shown on the exhibit "A", or airport property map, for the duration of these conditions without the written approval of the secretary. Ordinary airport tenant leases for direct, supportive or complementary aviation activities are not considered an encumbrance by the secretary and not subject to review.

(b) An airport owner may dispose of land when it is no longer needed for airport purposes, after receiving approval from the secretary. The airport owner shall dispose of the land at fair market value. The secretary may authorize that portion of the proceeds, which is proportionate to the state's share of the cost of acquisition of such land, shall be invested in an airport improvement project or be paid to the secretary for deposit in the transportation fund. Disposition of land shall be subject to the retention or reservation of an interest or right necessary to ensure that the land shall only be used for purposes which are compatible with the operation of the airport.

(2) **AIRPORT OPERATION AND MAINTENANCE.** (a) An airport owner shall safely operate and maintain all airport facilities which are necessary to serve the aeronautical users of the airport, other than facilities owned or controlled by the United States.

(b) An airport owner may not permit an activity on airport property that would interfere with air transportation provided that nothing contained in this chapter shall be construed to require that an airport be operated during temporary periods when snow, flood or other conditions beyond the control of the owner prevent its use.

(c) An airport owner shall promptly notify pilots of conditions affecting the safe aeronautical use of the airport.

(d) An airport owner shall establish and maintain a program of both preventative and remedial pavement maintenance. The program shall contain, as a minimum, all of the following:

1. An inventory of pavements.
2. A pavement inspection schedule.
3. A systematic repair schedule to maintain performance and extend pavement life.
4. A budget sufficient to accomplish the repair schedule.

(e) An airport owner shall operate the following minimum airfield lighting during periods of darkness, when such facilities exist at the airport:

1. Low-intensity lighting on one runway.
2. Airport beacon.
3. Windsock lighting.
4. Obstruction lighting.

(3) **MAINTAIN CLEAR AND SAFE APPROACHES.** (a) An airport owner shall maintain clear and safe runway protection zones as

described in FAA advisory circular 150/5300-13, Airport Design, as amended, except for runway lighting fixtures, markers and meteorological instruments whose locations are fixed by their functional purposes or a structure approved by the FAA. The owner shall establish positive control of the runway protection zones through the acquisition of fee title or avigation easement. The owner shall prevent the erection or creation of a structure or place of public assembly in the runway protection zone.

Note: The FAA advisory circular may be obtained from the United States Department of Transportation, Distribution Unit, TAB 443.1, Washington, D.C. 20590, and is on file with the Attorney General's office and the Legislative Reference Bureau.

(b) An airport owner shall adequately clear and protect the aerial approaches to the airport by removing, lowering, relocating, marking, or lighting or otherwise mitigating existing airport hazards and by preventing the establishment or creation of future airport hazards.

(4) **ORDINANCES.** (a) A public airport owner shall adopt the following ordinances within 6 months after receipt of a sample ordinance from the secretary:

1. A height limitation zoning ordinance adequately restricting the height of objects near the airport in accordance with s. 114.136, Stats.

2. An ordinance to provide for the control of vehicular and pedestrian traffic on the surface of the airport.

(b) A private airport owner shall:

1. Adopt and enforce a rule to provide for the control of vehicular and pedestrian traffic on the surface of the airport.

2. Make application for and pursue the passage and acceptance of a compatible ordinance using s. 114.136, Stats., as the primary guide.

(5) **SURVEYS.** An airport owner shall cooperate with the secretary in surveys which may be conducted on topics that include the following:

(a) Airport rates and charges.

(b) Airport operations.

(c) Based aircraft.

(6) **PUBLIC ACCESS.** An airport owner shall provide suitable aircraft parking areas so that aircraft and passengers, scheduled and general aviation, have reasonable access to the airport facilities consistent with security requirements.

(7) **LEGAL RELATIONS.** An airport owner shall indemnify and hold harmless the state and all its officers, employees, and agents from and against a suit, cause, action, claims costs, and expenses, including legal fees, and the state's attorneys fees, in connection with bodily injury to a person or damage to property caused directly or indirectly by failure, malfunction, lack of maintenance, or construction of the airport and its facilities.

(8) **AIRPORT LAYOUT PLAN.** An airport owner shall maintain a current layout plan showing all of the following:

(a) The boundaries of the airport and all proposed additions, together with the boundaries of all off-site areas owned or controlled by the airport owner for airport purposes and proposed additions.

(b) The location and nature of all existing and proposed airport facilities and structures, such as runways, taxiways, aprons, termi-

nal buildings, hangars and roads, including all proposed extensions and reductions of existing airport facilities.

(c) The airport layout plan and each amendment, revision or modification to the plan shall be subject to the approval of the secretary, which approval shall be evidenced by the signature of a duly authorized representative of the secretary on the face of the airport layout plan. The airport owner may not make or permit a change or alteration in the airport or in any of its facilities other than in conformity with the airport layout plan as approved by the secretary if the changes or alterations might adversely affect the safety, utility or efficiency of the airport.

(9) **PRESERVING AIRPORT RIGHTS AND POWER.** (a) An airport owner may not enter into transactions which would deprive it of the rights and powers necessary to perform these conditions without the written approval of the secretary. The owner shall act to acquire, extinguish or modify outstanding rights or claims of the right or rights of others which would interfere with such performance by the airport owner.

(b) The obligation to perform these conditions may be assumed by another public agency found by the secretary to be eligible to assume such obligations and having the power, authority, and financial resources to carry out all such obligations. If an arrangement is made for management or operation of the airport by an agency or person other than the airport owner or an employee of the owner, the owner shall reserve sufficient rights and authority to ensure that the airport shall be operated and maintained in accordance with these conditions.

(10) **SPECIAL CONDITIONS.** In addition to the conditions under this section, the secretary may establish, by written agreement, special conditions in the public interest where required by specific project or airport site circumstances.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.

Trans 55.07 Compliance assistance. If the department becomes aware of an instance where an airport owner is not in compliance with this chapter, the following steps shall be taken:

(1) The department shall initiate an informal meeting with the airport owner to clarify the compliance issue and recommend corrective action, if required.

(2) If the informal meeting fails to resolve compliance disputes, the secretary shall issue a notice to the airport owner detailing such alleged disputes and requesting corrective action.

(3) An airport owner shall have 45 days to resolve discrepancies or reply in writing explaining a proposed course of action to resolve the discrepancy in a timely fashion.

(4) If an airport owner's response does not resolve the issue, the secretary shall then make a compliance determination and issue an appropriate order. The department may pursue appropriate administrative or legal action including suspension from state airport aid eligibility and the recovery of state funds invested in the airport.

(5) Airport owners in disagreement with the secretary's order may request an administrative hearing in accordance with ch. 227, Stats.

History: Cr. Register, May, 1997, No. 497, eff. 6-1-97.



**FAA
Airports**

ASSURANCES

Airport Sponsors

A. General.

1. These assurances shall be complied with in the performance of grant agreements for airport development, airport planning, and noise compatibility program grants for airport sponsors.
2. These assurances are required to be submitted as part of the project application by sponsors requesting funds under the provisions of Title 49, U.S.C., subtitle VII, as amended. As used herein, the term "public agency sponsor" means a public agency with control of a public-use airport; the term "private sponsor" means a private owner of a public-use airport; and the term "sponsor" includes both public agency sponsors and private sponsors.
3. Upon acceptance of this grant offer by the sponsor, these assurances are incorporated in and become part of this grant agreement.

B. Duration and Applicability.

1. **Airport development or Noise Compatibility Program Projects Undertaken by a Public Agency Sponsor.**

The terms, conditions and assurances of this grant agreement shall remain in full force and effect throughout the useful life of the facilities developed or equipment acquired for an airport development or noise compatibility program project, or throughout the useful life of the project items installed within a facility under a noise compatibility program project, but in any event not to exceed twenty (20) years from the date of acceptance of a grant offer of Federal funds for the project. However, there shall be no limit on the duration of the assurances regarding Exclusive Rights and Airport Revenue so long as the airport is used as an airport. There shall be no limit on the duration of the terms, conditions, and assurances with respect to real property acquired with federal funds. Furthermore, the duration of the Civil Rights assurance shall be specified in the assurances.

2. **Airport Development or Noise Compatibility Projects Undertaken by a Private Sponsor.**

The preceding paragraph 1 also applies to a private sponsor except that the useful life of project items installed within a facility or the useful life of the facilities developed or equipment acquired under an airport development or noise compatibility program project shall be no less than ten (10) years from the date of acceptance of Federal aid for the project.

3. Airport Planning Undertaken by a Sponsor.

Unless otherwise specified in this grant agreement, only Assurances 1, 2, 3, 5, 6, 13, 18, 25, 30, 32, 33, and 34 in Section C apply to planning projects. The terms, conditions, and assurances of this grant agreement shall remain in full force and effect during the life of the project; there shall be no limit on the duration of the assurances regarding Airport Revenue so long as the airport is used as an airport.

C. Sponsor Certification.

The sponsor hereby assures and certifies, with respect to this grant that:

1. General Federal Requirements.

It will comply with all applicable Federal laws, regulations, executive orders, policies, guidelines, and requirements as they relate to the application, acceptance and use of Federal funds for this project including but not limited to the following:

Federal Legislation

- a. Title 49, U.S.C., subtitle VII, as amended.
- b. Davis-Bacon Act - 40 U.S.C. 276(a), et seq.¹
- c. Federal Fair Labor Standards Act - 29 U.S.C. 201, et seq.
- d. Hatch Act – 5 U.S.C. 1501, et seq.²
- e. Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 Title 42 U.S.C. 4601, et seq.^{1 2}
- f. National Historic Preservation Act of 1966 - Section 106 - 16 U.S.C. 470(f).¹
- g. Archeological and Historic Preservation Act of 1974 - 16 U.S.C. 469 through 469c.¹
- h. Native Americans Grave Repatriation Act - 25 U.S.C. Section 3001, et seq.
- i. Clean Air Act, P.L. 90-148, as amended.
- j. Coastal Zone Management Act, P.L. 93-205, as amended.
- k. Flood Disaster Protection Act of 1973 - Section 102(a) - 42 U.S.C. 4012a.¹
- l. Title 49, U.S.C., Section 303, (formerly known as Section 4(f))
- m. Rehabilitation Act of 1973 - 29 U.S.C. 794.
- n. Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- o. Americans with Disabilities Act of 1990, as amended, (42 U.S.C. § 12101 et seq.), prohibits discrimination on the basis of disability).
- p. Age Discrimination Act of 1975 - 42 U.S.C. 6101, et seq.
- q. American Indian Religious Freedom Act, P.L. 95-341, as amended.
- r. Architectural Barriers Act of 1968 -42 U.S.C. 4151, et seq.¹
- s. Power plant and Industrial Fuel Use Act of 1978 - Section 403- 2 U.S.C. 8373.¹
- t. Contract Work Hours and Safety Standards Act - 40 U.S.C. 327, et seq.¹
- u. Copeland Anti-kickback Act - 18 U.S.C. 874.1
- v. National Environmental Policy Act of 1969 - 42 U.S.C. 4321, et seq.¹
- w. Wild and Scenic Rivers Act, P.L. 90-542, as amended.
- x. Single Audit Act of 1984 - 31 U.S.C. 7501, et seq.²
- y. Drug-Free Workplace Act of 1988 - 41 U.S.C. 702 through 706.

- z. The Federal Funding Accountability and Transparency Act of 2006, as amended (Pub. L. 109-282, as amended by section 6202 of Pub. L. 110-252).

Executive Orders

- a. Executive Order 11246 - Equal Employment Opportunity¹
- b. Executive Order 11990 - Protection of Wetlands
- c. Executive Order 11998 – Flood Plain Management
- d. Executive Order 12372 - Intergovernmental Review of Federal Programs
- e. Executive Order 12699 - Seismic Safety of Federal and Federally Assisted New Building Construction¹
- f. Executive Order 12898 - Environmental Justice

Federal Regulations

- a. 2 CFR Part 180 - OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement).
- b. 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. [OMB Circular A-87 Cost Principles Applicable to Grants and Contracts with State and Local Governments, and OMB Circular A-133 - Audits of States, Local Governments, and Non-Profit Organizations].^{4,5,6}
- c. 2 CFR Part 1200 – Nonprocurement Suspension and Debarment
- d. 14 CFR Part 13 - Investigative and Enforcement Procedures 14 CFR Part 16 - Rules of Practice For Federally Assisted Airport Enforcement Proceedings.
- e. 14 CFR Part 150 - Airport noise compatibility planning.
- f. 28 CFR Part 35- Discrimination on the Basis of Disability in State and Local Government Services.
- g. 28 CFR § 50.3 - U.S. Department of Justice Guidelines for Enforcement of Title VI of the Civil Rights Act of 1964.
- h. 29 CFR Part 1 - Procedures for predetermination of wage rates.¹
- i. 29 CFR Part 3 - Contractors and subcontractors on public building or public work financed in whole or part by loans or grants from the United States.¹
- j. 29 CFR Part 5 - Labor standards provisions applicable to contracts covering federally financed and assisted construction (also labor standards provisions applicable to non-construction contracts subject to the Contract Work Hours and Safety Standards Act).¹
- k. 41 CFR Part 60 - Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor (Federal and federally assisted contracting requirements).¹
- l. 49 CFR Part 18 - Uniform administrative requirements for grants and cooperative agreements to state and local governments.³
- m. 49 CFR Part 20 - New restrictions on lobbying.
- n. 49 CFR Part 21 – Nondiscrimination in federally-assisted programs of the Department of Transportation - effectuation of Title VI of the Civil Rights Act of 1964.
- o. 49 CFR Part 23 - Participation by Disadvantage Business Enterprise in Airport Concessions.

- p. 49 CFR Part 24 – Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally Assisted Programs.^{1 2}
- q. 49 CFR Part 26 – Participation by Disadvantaged Business Enterprises in Department of Transportation Programs.
- r. 49 CFR Part 27 – Nondiscrimination on the Basis of Handicap in Programs and Activities Receiving or Benefiting from Federal Financial Assistance.¹
- s. 49 CFR Part 28 – Enforcement of Nondiscrimination on the Basis of Handicap in Programs or Activities conducted by the Department of Transportation.
- t. 49 CFR Part 30 - Denial of public works contracts to suppliers of goods and services of countries that deny procurement market access to U.S. contractors.
- u. 49 CFR Part 32 – Governmentwide Requirements for Drug-Free Workplace (Financial Assistance)
- v. 49 CFR Part 37 – Transportation Services for Individuals with Disabilities (ADA).
- w. 49 CFR Part 41 - Seismic safety of Federal and federally assisted or regulated new building construction.

Specific Assurances

Specific assurances required to be included in grant agreements by any of the above laws, regulations or circulars are incorporated by reference in this grant agreement.

Footnotes to Assurance C.1.

- ¹ These laws do not apply to airport planning sponsors.
- ² These laws do not apply to private sponsors.
- ³ 49 CFR Part 18 and 2 CFR Part 200 contain requirements for State and Local Governments receiving Federal assistance. Any requirement levied upon State and Local Governments by this regulation and circular shall also be applicable to private sponsors receiving Federal assistance under Title 49, United States Code.
- ⁴ On December 26, 2013 at 78 FR 78590, the Office of Management and Budget (OMB) issued the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in 2 CFR Part 200. 2 CFR Part 200 replaces and combines the former Uniform Administrative Requirements for Grants (OMB Circular A-102 and Circular A-110 or 2 CFR Part 215 or Circular) as well as the Cost Principles (Circulars A-21 or 2 CFR part 220; Circular A-87 or 2 CFR part 225; and A-122, 2 CFR part 230). Additionally it replaces Circular A-133 guidance on the Single Annual Audit. In accordance with 2 CFR section 200.110, the standards set forth in Part 200 which affect administration of Federal awards issued by Federal agencies become effective once implemented by Federal agencies or when any future amendment to this Part becomes final. Federal agencies, including the Department of Transportation, must implement the policies and procedures applicable to Federal awards by promulgating a regulation to be effective by December 26, 2014 unless different provisions are required by statute or approved by OMB.

⁵ Cost principles established in 2 CFR part 200 subpart E must be used as guidelines for determining the eligibility of specific types of expenses.

⁶ Audit requirements established in 2 CFR part 200 subpart F are the guidelines for audits.

2. Responsibility and Authority of the Sponsor.

a. Public Agency Sponsor:

It has legal authority to apply for this grant, and to finance and carry out the proposed project; that a resolution, motion or similar action has been duly adopted or passed as an official act of the applicant's governing body authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with the application and to provide such additional information as may be required.

b. Private Sponsor:

It has legal authority to apply for this grant and to finance and carry out the proposed project and comply with all terms, conditions, and assurances of this grant agreement. It shall designate an official representative and shall in writing direct and authorize that person to file this application, including all understandings and assurances contained therein; to act in connection with this application; and to provide such additional information as may be required.

3. Sponsor Fund Availability.

It has sufficient funds available for that portion of the project costs which are not to be paid by the United States. It has sufficient funds available to assure operation and maintenance of items funded under this grant agreement which it will own or control.

4. Good Title.

a. It, a public agency or the Federal government, holds good title, satisfactory to the Secretary, to the landing area of the airport or site thereof, or will give assurance satisfactory to the Secretary that good title will be acquired.

b. For noise compatibility program projects to be carried out on the property of the sponsor, it holds good title satisfactory to the Secretary to that portion of the property upon which Federal funds will be expended or will give assurance to the Secretary that good title will be obtained.

5. Preserving Rights and Powers.

a. It will not take or permit any action which would operate to deprive it of any of the rights and powers necessary to perform any or all of the terms, conditions, and assurances in this grant agreement without the written approval of the Secretary, and will act promptly to acquire, extinguish or modify any outstanding rights or claims of right of others which would interfere with such performance by the sponsor. This shall be done in a manner acceptable to the Secretary.

- b. It will not sell, lease, encumber, or otherwise transfer or dispose of any part of its title or other interests in the property shown on Exhibit A to this application or, for a noise compatibility program project, that portion of the property upon which Federal funds have been expended, for the duration of the terms, conditions, and assurances in this grant agreement without approval by the Secretary. If the transferee is found by the Secretary to be eligible under Title 49, United States Code, to assume the obligations of this grant agreement and to have the power, authority, and financial resources to carry out all such obligations, the sponsor shall insert in the contract or document transferring or disposing of the sponsor's interest, and make binding upon the transferee all of the terms, conditions, and assurances contained in this grant agreement.
- c. For all noise compatibility program projects which are to be carried out by another unit of local government or are on property owned by a unit of local government other than the sponsor, it will enter into an agreement with that government. Except as otherwise specified by the Secretary, that agreement shall obligate that government to the same terms, conditions, and assurances that would be applicable to it if it applied directly to the FAA for a grant to undertake the noise compatibility program project. That agreement and changes thereto must be satisfactory to the Secretary. It will take steps to enforce this agreement against the local government if there is substantial non-compliance with the terms of the agreement.
- d. For noise compatibility program projects to be carried out on privately owned property, it will enter into an agreement with the owner of that property which includes provisions specified by the Secretary. It will take steps to enforce this agreement against the property owner whenever there is substantial non-compliance with the terms of the agreement.
- e. If the sponsor is a private sponsor, it will take steps satisfactory to the Secretary to ensure that the airport will continue to function as a public-use airport in accordance with these assurances for the duration of these assurances.
- f. If an arrangement is made for management and operation of the airport by any agency or person other than the sponsor or an employee of the sponsor, the sponsor will reserve sufficient rights and authority to insure that the airport will be operated and maintained in accordance Title 49, United States Code, the regulations and the terms, conditions and assurances in this grant agreement and shall insure that such arrangement also requires compliance therewith.
- g. Sponsors of commercial service airports will not permit or enter into any arrangement that results in permission for the owner or tenant of a property used as a residence, or zoned for residential use, to taxi an aircraft between that property and any location on airport. Sponsors of general aviation airports entering into any arrangement that results in permission for the owner of residential real property adjacent to or near the airport must comply with the requirements of Sec. 136 of Public Law 112-95 and the sponsor assurances.

6. Consistency with Local Plans.

The project is reasonably consistent with plans (existing at the time of submission of this application) of public agencies that are authorized by the State in which the project is located to plan for the development of the area surrounding the airport.

7. Consideration of Local Interest.

It has given fair consideration to the interest of communities in or near where the project may be located.

8. Consultation with Users.

In making a decision to undertake any airport development project under Title 49, United States Code, it has undertaken reasonable consultations with affected parties using the airport at which project is proposed.

9. Public Hearings.

In projects involving the location of an airport, an airport runway, or a major runway extension, it has afforded the opportunity for public hearings for the purpose of considering the economic, social, and environmental effects of the airport or runway location and its consistency with goals and objectives of such planning as has been carried out by the community and it shall, when requested by the Secretary, submit a copy of the transcript of such hearings to the Secretary. Further, for such projects, it has on its management board either voting representation from the communities where the project is located or has advised the communities that they have the right to petition the Secretary concerning a proposed project.

10. Metropolitan Planning Organization.

In projects involving the location of an airport, an airport runway, or a major runway extension at a medium or large hub airport, the sponsor has made available to and has provided upon request to the metropolitan planning organization in the area in which the airport is located, if any, a copy of the proposed amendment to the airport layout plan to depict the project and a copy of any airport master plan in which the project is described or depicted.

11. Pavement Preventive Maintenance.

With respect to a project approved after January 1, 1995, for the replacement or reconstruction of pavement at the airport, it assures or certifies that it has implemented an effective airport pavement maintenance-management program and it assures that it will use such program for the useful life of any pavement constructed, reconstructed or repaired with Federal financial assistance at the airport. It will provide such reports on pavement condition and pavement management programs as the Secretary determines may be useful.

12. Terminal Development Prerequisites.

For projects which include terminal development at a public use airport, as defined in Title 49, it has, on the date of submittal of the project grant application, all the safety equipment required for certification of such airport under section 44706 of Title 49, United States Code, and all the security equipment required by rule or regulation, and

has provided for access to the passenger enplaning and deplaning area of such airport to passengers enplaning and deplaning from aircraft other than air carrier aircraft.

13. Accounting System, Audit, and Record Keeping Requirements.

- a. It shall keep all project accounts and records which fully disclose the amount and disposition by the recipient of the proceeds of this grant, the total cost of the project in connection with which this grant is given or used, and the amount or nature of that portion of the cost of the project supplied by other sources, and such other financial records pertinent to the project. The accounts and records shall be kept in accordance with an accounting system that will facilitate an effective audit in accordance with the Single Audit Act of 1984.
- b. It shall make available to the Secretary and the Comptroller General of the United States, or any of their duly authorized representatives, for the purpose of audit and examination, any books, documents, papers, and records of the recipient that are pertinent to this grant. The Secretary may require that an appropriate audit be conducted by a recipient. In any case in which an independent audit is made of the accounts of a sponsor relating to the disposition of the proceeds of a grant or relating to the project in connection with which this grant was given or used, it shall file a certified copy of such audit with the Comptroller General of the United States not later than six (6) months following the close of the fiscal year for which the audit was made.

14. Minimum Wage Rates.

It shall include, in all contracts in excess of \$2,000 for work on any projects funded under this grant agreement which involve labor, provisions establishing minimum rates of wages, to be predetermined by the Secretary of Labor, in accordance with the Davis-Bacon Act, as amended (40 U.S.C. 276a-276a-5), which contractors shall pay to skilled and unskilled labor, and such minimum rates shall be stated in the invitation for bids and shall be included in proposals or bids for the work.

15. Veteran's Preference.

It shall include in all contracts for work on any project funded under this grant agreement which involve labor, such provisions as are necessary to insure that, in the employment of labor (except in executive, administrative, and supervisory positions), preference shall be given to Vietnam era veterans, Persian Gulf veterans, Afghanistan-Iraq war veterans, disabled veterans, and small business concerns owned and controlled by disabled veterans as defined in Section 47112 of Title 49, United States Code. However, this preference shall apply only where the individuals are available and qualified to perform the work to which the employment relates.

16. Conformity to Plans and Specifications.

It will execute the project subject to plans, specifications, and schedules approved by the Secretary. Such plans, specifications, and schedules shall be submitted to the Secretary prior to commencement of site preparation, construction, or other performance under this grant agreement, and, upon approval of the Secretary, shall be incorporated into this grant agreement. Any modification to the approved plans,

specifications, and schedules shall also be subject to approval of the Secretary, and incorporated into this grant agreement.

17. Construction Inspection and Approval.

It will provide and maintain competent technical supervision at the construction site throughout the project to assure that the work conforms to the plans, specifications, and schedules approved by the Secretary for the project. It shall subject the construction work on any project contained in an approved project application to inspection and approval by the Secretary and such work shall be in accordance with regulations and procedures prescribed by the Secretary. Such regulations and procedures shall require such cost and progress reporting by the sponsor or sponsors of such project as the Secretary shall deem necessary.

18. Planning Projects.

In carrying out planning projects:

- a. It will execute the project in accordance with the approved program narrative contained in the project application or with the modifications similarly approved.
- b. It will furnish the Secretary with such periodic reports as required pertaining to the planning project and planning work activities.
- c. It will include in all published material prepared in connection with the planning project a notice that the material was prepared under a grant provided by the United States.
- d. It will make such material available for examination by the public, and agrees that no material prepared with funds under this project shall be subject to copyright in the United States or any other country.
- e. It will give the Secretary unrestricted authority to publish, disclose, distribute, and otherwise use any of the material prepared in connection with this grant.
- f. It will grant the Secretary the right to disapprove the sponsor's employment of specific consultants and their subcontractors to do all or any part of this project as well as the right to disapprove the proposed scope and cost of professional services.
- g. It will grant the Secretary the right to disapprove the use of the sponsor's employees to do all or any part of the project.
- h. It understands and agrees that the Secretary's approval of this project grant or the Secretary's approval of any planning material developed as part of this grant does not constitute or imply any assurance or commitment on the part of the Secretary to approve any pending or future application for a Federal airport grant.

19. Operation and Maintenance.

- a. The airport and all facilities which are necessary to serve the aeronautical users of the airport, other than facilities owned or controlled by the United States, shall be operated at all times in a safe and serviceable condition and in accordance with the minimum standards as may be required or prescribed by applicable Federal,

state and local agencies for maintenance and operation. It will not cause or permit any activity or action thereon which would interfere with its use for airport purposes. It will suitably operate and maintain the airport and all facilities thereon or connected therewith, with due regard to climatic and flood conditions. Any proposal to temporarily close the airport for non-aeronautical purposes must first be approved by the Secretary. In furtherance of this assurance, the sponsor will have in effect arrangements for-

- 1) Operating the airport's aeronautical facilities whenever required;
 - 2) Promptly marking and lighting hazards resulting from airport conditions, including temporary conditions; and
 - 3) Promptly notifying airmen of any condition affecting aeronautical use of the airport. Nothing contained herein shall be construed to require that the airport be operated for aeronautical use during temporary periods when snow, flood or other climatic conditions interfere with such operation and maintenance. Further, nothing herein shall be construed as requiring the maintenance, repair, restoration, or replacement of any structure or facility which is substantially damaged or destroyed due to an act of God or other condition or circumstance beyond the control of the sponsor.
- b. It will suitably operate and maintain noise compatibility program items that it owns or controls upon which Federal funds have been expended.

20. Hazard Removal and Mitigation.

It will take appropriate action to assure that such terminal airspace as is required to protect instrument and visual operations to the airport (including established minimum flight altitudes) will be adequately cleared and protected by removing, lowering, relocating, marking, or lighting or otherwise mitigating existing airport hazards and by preventing the establishment or creation of future airport hazards.

21. Compatible Land Use.

It will take appropriate action, to the extent reasonable, including the adoption of zoning laws, to restrict the use of land adjacent to or in the immediate vicinity of the airport to activities and purposes compatible with normal airport operations, including landing and takeoff of aircraft. In addition, if the project is for noise compatibility program implementation, it will not cause or permit any change in land use, within its jurisdiction, that will reduce its compatibility, with respect to the airport, of the noise compatibility program measures upon which Federal funds have been expended.

22. Economic Nondiscrimination.

- a. It will make the airport available as an airport for public use on reasonable terms and without unjust discrimination to all types, kinds and classes of aeronautical activities, including commercial aeronautical activities offering services to the public at the airport.
- b. In any agreement, contract, lease, or other arrangement under which a right or privilege at the airport is granted to any person, firm, or corporation to conduct or

to engage in any aeronautical activity for furnishing services to the public at the airport, the sponsor will insert and enforce provisions requiring the contractor to-

- 1) furnish said services on a reasonable, and not unjustly discriminatory, basis to all users thereof, and
 - 2) charge reasonable, and not unjustly discriminatory, prices for each unit or service, provided that the contractor may be allowed to make reasonable and nondiscriminatory discounts, rebates, or other similar types of price reductions to volume purchasers.
- c. Each fixed-based operator at the airport shall be subject to the same rates, fees, rentals, and other charges as are uniformly applicable to all other fixed-based operators making the same or similar uses of such airport and utilizing the same or similar facilities.
 - d. Each air carrier using such airport shall have the right to service itself or to use any fixed-based operator that is authorized or permitted by the airport to serve any air carrier at such airport.
 - e. Each air carrier using such airport (whether as a tenant, non-tenant, or subtenant of another air carrier tenant) shall be subject to such nondiscriminatory and substantially comparable rules, regulations, conditions, rates, fees, rentals, and other charges with respect to facilities directly and substantially related to providing air transportation as are applicable to all such air carriers which make similar use of such airport and utilize similar facilities, subject to reasonable classifications such as tenants or non-tenants and signatory carriers and non-signatory carriers. Classification or status as tenant or signatory shall not be unreasonably withheld by any airport provided an air carrier assumes obligations substantially similar to those already imposed on air carriers in such classification or status.
 - f. It will not exercise or grant any right or privilege which operates to prevent any person, firm, or corporation operating aircraft on the airport from performing any services on its own aircraft with its own employees [including, but not limited to maintenance, repair, and fueling] that it may choose to perform.
 - g. In the event the sponsor itself exercises any of the rights and privileges referred to in this assurance, the services involved will be provided on the same conditions as would apply to the furnishing of such services by commercial aeronautical service providers authorized by the sponsor under these provisions.
 - h. The sponsor may establish such reasonable, and not unjustly discriminatory, conditions to be met by all users of the airport as may be necessary for the safe and efficient operation of the airport.
 - i. The sponsor may prohibit or limit any given type, kind or class of aeronautical use of the airport if such action is necessary for the safe operation of the airport or necessary to serve the civil aviation needs of the public.

23. Exclusive Rights.

It will permit no exclusive right for the use of the airport by any person providing, or intending to provide, aeronautical services to the public. For purposes of this paragraph, the providing of the services at an airport by a single fixed-based operator shall not be construed as an exclusive right if both of the following apply:

- a. It would be unreasonably costly, burdensome, or impractical for more than one fixed-based operator to provide such services, and
- b. If allowing more than one fixed-based operator to provide such services would require the reduction of space leased pursuant to an existing agreement between such single fixed-based operator and such airport. It further agrees that it will not, either directly or indirectly, grant or permit any person, firm, or corporation, the exclusive right at the airport to conduct any aeronautical activities, including, but not limited to charter flights, pilot training, aircraft rental and sightseeing, aerial photography, crop dusting, aerial advertising and surveying, air carrier operations, aircraft sales and services, sale of aviation petroleum products whether or not conducted in conjunction with other aeronautical activity, repair and maintenance of aircraft, sale of aircraft parts, and any other activities which because of their direct relationship to the operation of aircraft can be regarded as an aeronautical activity, and that it will terminate any exclusive right to conduct an aeronautical activity now existing at such an airport before the grant of any assistance under Title 49, United States Code.

24. Fee and Rental Structure.

It will maintain a fee and rental structure for the facilities and services at the airport which will make the airport as self-sustaining as possible under the circumstances existing at the particular airport, taking into account such factors as the volume of traffic and economy of collection. No part of the Federal share of an airport development, airport planning or noise compatibility project for which a grant is made under Title 49, United States Code, the Airport and Airway Improvement Act of 1982, the Federal Airport Act or the Airport and Airway Development Act of 1970 shall be included in the rate basis in establishing fees, rates, and charges for users of that airport.

25. Airport Revenues.

- a. All revenues generated by the airport and any local taxes on aviation fuel established after December 30, 1987, will be expended by it for the capital or operating costs of the airport; the local airport system; or other local facilities which are owned or operated by the owner or operator of the airport and which are directly and substantially related to the actual air transportation of passengers or property; or for noise mitigation purposes on or off the airport. The following exceptions apply to this paragraph:
 - 1) If covenants or assurances in debt obligations issued before September 3, 1982, by the owner or operator of the airport, or provisions enacted before September 3, 1982, in governing statutes controlling the owner or operator's financing, provide for the use of the revenues from any of the airport owner or

operator's facilities, including the airport, to support not only the airport but also the airport owner or operator's general debt obligations or other facilities, then this limitation on the use of all revenues generated by the airport (and, in the case of a public airport, local taxes on aviation fuel) shall not apply.

- 2) If the Secretary approves the sale of a privately owned airport to a public sponsor and provides funding for any portion of the public sponsor's acquisition of land, this limitation on the use of all revenues generated by the sale shall not apply to certain proceeds from the sale. This is conditioned on repayment to the Secretary by the private owner of an amount equal to the remaining unamortized portion (amortized over a 20-year period) of any airport improvement grant made to the private owner for any purpose other than land acquisition on or after October 1, 1996, plus an amount equal to the federal share of the current fair market value of any land acquired with an airport improvement grant made to that airport on or after October 1, 1996.
 - 3) Certain revenue derived from or generated by mineral extraction, production, lease, or other means at a general aviation airport (as defined at Section 47102 of title 49 United States Code), if the FAA determines the airport sponsor meets the requirements set forth in Sec. 813 of Public Law 112-95.
- b. As part of the annual audit required under the Single Audit Act of 1984, the sponsor will direct that the audit will review, and the resulting audit report will provide an opinion concerning, the use of airport revenue and taxes in paragraph (a), and indicating whether funds paid or transferred to the owner or operator are paid or transferred in a manner consistent with Title 49, United States Code and any other applicable provision of law, including any regulation promulgated by the Secretary or Administrator.
 - c. Any civil penalties or other sanctions will be imposed for violation of this assurance in accordance with the provisions of Section 47107 of Title 49, United States Code.

26. Reports and Inspections.

It will:

- a. submit to the Secretary such annual or special financial and operations reports as the Secretary may reasonably request and make such reports available to the public; make available to the public at reasonable times and places a report of the airport budget in a format prescribed by the Secretary;
- b. for airport development projects, make the airport and all airport records and documents affecting the airport, including deeds, leases, operation and use agreements, regulations and other instruments, available for inspection by any duly authorized agent of the Secretary upon reasonable request;
- c. for noise compatibility program projects, make records and documents relating to the project and continued compliance with the terms, conditions, and assurances of this grant agreement including deeds, leases, agreements, regulations, and other instruments, available for inspection by any duly authorized agent of the Secretary upon reasonable request; and

- d. in a format and time prescribed by the Secretary, provide to the Secretary and make available to the public following each of its fiscal years, an annual report listing in detail:
 - 1) all amounts paid by the airport to any other unit of government and the purposes for which each such payment was made; and
 - 2) all services and property provided by the airport to other units of government and the amount of compensation received for provision of each such service and property.

27. Use by Government Aircraft.

It will make available all of the facilities of the airport developed with Federal financial assistance and all those usable for landing and takeoff of aircraft to the United States for use by Government aircraft in common with other aircraft at all times without charge, except, if the use by Government aircraft is substantial, charge may be made for a reasonable share, proportional to such use, for the cost of operating and maintaining the facilities used. Unless otherwise determined by the Secretary, or otherwise agreed to by the sponsor and the using agency, substantial use of an airport by Government aircraft will be considered to exist when operations of such aircraft are in excess of those which, in the opinion of the Secretary, would unduly interfere with use of the landing areas by other authorized aircraft, or during any calendar month that –

- a. Five (5) or more Government aircraft are regularly based at the airport or on land adjacent thereto; or
- b. The total number of movements (counting each landing as a movement) of Government aircraft is 300 or more, or the gross accumulative weight of Government aircraft using the airport (the total movement of Government aircraft multiplied by gross weights of such aircraft) is in excess of five million pounds.

28. Land for Federal Facilities.

It will furnish without cost to the Federal Government for use in connection with any air traffic control or air navigation activities, or weather-reporting and communication activities related to air traffic control, any areas of land or water, or estate therein, or rights in buildings of the sponsor as the Secretary considers necessary or desirable for construction, operation, and maintenance at Federal expense of space or facilities for such purposes. Such areas or any portion thereof will be made available as provided herein within four months after receipt of a written request from the Secretary.

29. Airport Layout Plan.

- a. It will keep up to date at all times an airport layout plan of the airport showing
 - 1) boundaries of the airport and all proposed additions thereto, together with the boundaries of all offsite areas owned or controlled by the sponsor for airport purposes and proposed additions thereto;
 - 2) the location and nature of all existing and proposed airport facilities and structures (such as runways, taxiways, aprons, terminal buildings, hangars and

roads), including all proposed extensions and reductions of existing airport facilities;

- 3) the location of all existing and proposed nonaviation areas and of all existing improvements thereon; and
 - 4) all proposed and existing access points used to taxi aircraft across the airport's property boundary. Such airport layout plans and each amendment, revision, or modification thereof, shall be subject to the approval of the Secretary which approval shall be evidenced by the signature of a duly authorized representative of the Secretary on the face of the airport layout plan. The sponsor will not make or permit any changes or alterations in the airport or any of its facilities which are not in conformity with the airport layout plan as approved by the Secretary and which might, in the opinion of the Secretary, adversely affect the safety, utility or efficiency of the airport.
- b. If a change or alteration in the airport or the facilities is made which the Secretary determines adversely affects the safety, utility, or efficiency of any federally owned, leased, or funded property on or off the airport and which is not in conformity with the airport layout plan as approved by the Secretary, the owner or operator will, if requested, by the Secretary (1) eliminate such adverse effect in a manner approved by the Secretary; or (2) bear all costs of relocating such property (or replacement thereof) to a site acceptable to the Secretary and all costs of restoring such property (or replacement thereof) to the level of safety, utility, efficiency, and cost of operation existing before the unapproved change in the airport or its facilities except in the case of a relocation or replacement of an existing airport facility due to a change in the Secretary's design standards beyond the control of the airport sponsor.

30. Civil Rights.

It will promptly take any measures necessary to ensure that no person in the United States shall, on the grounds of race, creed, color, national origin, sex, age, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination in any activity conducted with, or benefiting from, funds received from this grant.

- a. Using the definitions of activity, facility and program as found and defined in §§ 21.23 (b) and 21.23 (e) of 49 CFR § 21, the sponsor will facilitate all programs, operate all facilities, or conduct all programs in compliance with all non-discrimination requirements imposed by, or pursuant to these assurances.
- b. Applicability
 - 1) Programs and Activities. If the sponsor has received a grant (or other federal assistance) for any of the sponsor's program or activities, these requirements extend to all of the sponsor's programs and activities.
 - 2) Facilities. Where it receives a grant or other federal financial assistance to construct, expand, renovate, remodel, alter or acquire a facility, or part of a facility, the assurance extends to the entire facility and facilities operated in connection therewith.

- 3) Real Property. Where the sponsor receives a grant or other Federal financial assistance in the form of, or for the acquisition of real property or an interest in real property, the assurance will extend to rights to space on, over, or under such property.

c. Duration.

The sponsor agrees that it is obligated to this assurance for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of, personal property, or real property, or interest therein, or structures or improvements thereon, in which case the assurance obligates the sponsor, or any transferee for the longer of the following periods:

- 1) So long as the airport is used as an airport, or for another purpose involving the provision of similar services or benefits; or
- 2) So long as the sponsor retains ownership or possession of the property.

d. Required Solicitation Language. It will include the following notification in all solicitations for bids, Requests For Proposals for work, or material under this grant agreement and in all proposals for agreements, including airport concessions, regardless of funding source:

“The **(Name of Sponsor)**, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises and airport concession disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.”

e. Required Contract Provisions.

- 1) It will insert the non-discrimination contract clauses requiring compliance with the acts and regulations relative to non-discrimination in Federally-assisted programs of the DOT, and incorporating the acts and regulations into the contracts by reference in every contract or agreement subject to the non-discrimination in Federally-assisted programs of the DOT acts and regulations.
- 2) It will include a list of the pertinent non-discrimination authorities in every contract that is subject to the non-discrimination acts and regulations.
- 3) It will insert non-discrimination contract clauses as a covenant running with the land, in any deed from the United States effecting or recording a transfer of real property, structures, use, or improvements thereon or interest therein to a sponsor.
- 4) It will insert non-discrimination contract clauses prohibiting discrimination on the basis of race, color, national origin, creed, sex, age, or handicap as a

covenant running with the land, in any future deeds, leases, license, permits, or similar instruments entered into by the sponsor with other parties:

- a) For the subsequent transfer of real property acquired or improved under the applicable activity, project, or program; and
 - b) For the construction or use of, or access to, space on, over, or under real property acquired or improved under the applicable activity, project, or program.
- f. It will provide for such methods of administration for the program as are found by the Secretary to give reasonable guarantee that it, other recipients, sub-recipients, sub-grantees, contractors, subcontractors, consultants, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the acts, the regulations, and this assurance.
- g. It agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the acts, the regulations, and this assurance.

31. Disposal of Land.

- a. For land purchased under a grant for airport noise compatibility purposes, including land serving as a noise buffer, it will dispose of the land, when the land is no longer needed for such purposes, at fair market value, at the earliest practicable time. That portion of the proceeds of such disposition which is proportionate to the United States' share of acquisition of such land will be, at the discretion of the Secretary, (1) reinvested in another project at the airport, or (2) transferred to another eligible airport as prescribed by the Secretary. The Secretary shall give preference to the following, in descending order, (1) reinvestment in an approved noise compatibility project, (2) reinvestment in an approved project that is eligible for grant funding under Section 47117(e) of title 49 United States Code, (3) reinvestment in an approved airport development project that is eligible for grant funding under Sections 47114, 47115, or 47117 of title 49 United States Code, (4) transferred to an eligible sponsor of another public airport to be reinvested in an approved noise compatibility project at that airport, and (5) paid to the Secretary for deposit in the Airport and Airway Trust Fund. If land acquired under a grant for noise compatibility purposes is leased at fair market value and consistent with noise buffering purposes, the lease will not be considered a disposal of the land. Revenues derived from such a lease may be used for an approved airport development project that would otherwise be eligible for grant funding or any permitted use of airport revenue.
- b. For land purchased under a grant for airport development purposes (other than noise compatibility), it will, when the land is no longer needed for airport purposes, dispose of such land at fair market value or make available to the Secretary an amount equal to the United States' proportionate share of the fair market value of the land. That portion of the proceeds of such disposition which is proportionate to the United States' share of the cost of acquisition of such land will, (1) upon application to the Secretary, be reinvested or transferred to another

eligible airport as prescribed by the Secretary. The Secretary shall give preference to the following, in descending order: (1) reinvestment in an approved noise compatibility project, (2) reinvestment in an approved project that is eligible for grant funding under Section 47117(e) of title 49 United States Code, (3) reinvestment in an approved airport development project that is eligible for grant funding under Sections 47114, 47115, or 47117 of title 49 United States Code, (4) transferred to an eligible sponsor of another public airport to be reinvested in an approved noise compatibility project at that airport, and (5) paid to the Secretary for deposit in the Airport and Airway Trust Fund.

- c. Land shall be considered to be needed for airport purposes under this assurance if (1) it may be needed for aeronautical purposes (including runway protection zones) or serve as noise buffer land, and (2) the revenue from interim uses of such land contributes to the financial self-sufficiency of the airport. Further, land purchased with a grant received by an airport operator or owner before December 31, 1987, will be considered to be needed for airport purposes if the Secretary or Federal agency making such grant before December 31, 1987, was notified by the operator or owner of the uses of such land, did not object to such use, and the land continues to be used for that purpose, such use having commenced no later than December 15, 1989.
- d. Disposition of such land under (a) (b) or (c) will be subject to the retention or reservation of any interest or right therein necessary to ensure that such land will only be used for purposes which are compatible with noise levels associated with operation of the airport.

32. Engineering and Design Services.

It will award each contract, or sub-contract for program management, construction management, planning studies, feasibility studies, architectural services, preliminary engineering, design, engineering, surveying, mapping or related services with respect to the project in the same manner as a contract for architectural and engineering services is negotiated under Title IX of the Federal Property and Administrative Services Act of 1949 or an equivalent qualifications-based requirement prescribed for or by the sponsor of the airport.

33. Foreign Market Restrictions.

It will not allow funds provided under this grant to be used to fund any project which uses any product or service of a foreign country during the period in which such foreign country is listed by the United States Trade Representative as denying fair and equitable market opportunities for products and suppliers of the United States in procurement and construction.

34. Policies, Standards, and Specifications.

It will carry out the project in accordance with policies, standards, and specifications approved by the Secretary including but not limited to the advisory circulars listed in the Current FAA Advisory Circulars for AIP projects, dated _____ (the latest approved version as of this grant offer) and included in this grant, and in accordance

with applicable state policies, standards, and specifications approved by the Secretary.

35. Relocation and Real Property Acquisition.

- a. It will be guided in acquiring real property, to the greatest extent practicable under State law, by the land acquisition policies in Subpart B of 49 CFR Part 24 and will pay or reimburse property owners for necessary expenses as specified in Subpart B.
- b. It will provide a relocation assistance program offering the services described in Subpart C and fair and reasonable relocation payments and assistance to displaced persons as required in Subpart D and E of 49 CFR Part 24.
- c. It will make available within a reasonable period of time prior to displacement, comparable replacement dwellings to displaced persons in accordance with Subpart E of 49 CFR Part 24.

36. Access By Intercity Buses.

The airport owner or operator will permit, to the maximum extent practicable, intercity buses or other modes of transportation to have access to the airport; however, it has no obligation to fund special facilities for intercity buses or for other modes of transportation.

37. Disadvantaged Business Enterprises.

The sponsor shall not discriminate on the basis of race, color, national origin or sex in the award and performance of any DOT-assisted contract covered by 49 CFR Part 26, or in the award and performance of any concession activity contract covered by 49 CFR Part 23. In addition, the sponsor shall not discriminate on the basis of race, color, national origin or sex in the administration of its DBE and ACDBE programs or the requirements of 49 CFR Parts 23 and 26. The sponsor shall take all necessary and reasonable steps under 49 CFR Parts 23 and 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts, and/or concession contracts. The sponsor's DBE and ACDBE programs, as required by 49 CFR Parts 26 and 23, and as approved by DOT, are incorporated by reference in this agreement. Implementation of these programs is a legal obligation and failure to carry out its terms shall be treated as a violation of this agreement. Upon notification to the sponsor of its failure to carry out its approved program, the Department may impose sanctions as provided for under Parts 26 and 23 and may, in appropriate cases, refer the matter for enforcement under 18 U.S.C. 1001 and/or the Program Fraud Civil Remedies Act of 1936 (31 U.S.C. 3801).

38. Hangar Construction.

If the airport owner or operator and a person who owns an aircraft agree that a hangar is to be constructed at the airport for the aircraft at the aircraft owner's expense, the airport owner or operator will grant to the aircraft owner for the hangar a long term lease that is subject to such terms and conditions on the hangar as the airport owner or operator may impose.

39. Competitive Access.

- a. If the airport owner or operator of a medium or large hub airport (as defined in section 47102 of title 49, U.S.C.) has been unable to accommodate one or more requests by an air carrier for access to gates or other facilities at that airport in order to allow the air carrier to provide service to the airport or to expand service at the airport, the airport owner or operator shall transmit a report to the Secretary that-
 - 1) Describes the requests;
 - 2) Provides an explanation as to why the requests could not be accommodated; and
 - 3) Provides a time frame within which, if any, the airport will be able to accommodate the requests.
- b. Such report shall be due on either February 1 or August 1 of each year if the airport has been unable to accommodate the request(s) in the six month period prior to the applicable due date.



City of Portage

Operator's License Applications

CARL S. EPSTEIN

RACHEL L. KRINTZ

ALEXANDRIA M. MCCANN

ASHLEY M.M. STOWELL

**City of Portage
Finance/Administration Committee Meeting
Monday, August 10, 2015 6:00 p.m.
City Municipal Building, 115 West Pleasant Street
Conference Room One
Minutes**

Members Present: Rick Dodd, Chairperson; Mike Charles, Martin Havlovic, Doug Klapper, Richard Lynn

Also Present: Administrator Murphy, Finance Director Mohr; Jerry Foellmi and Cory Anderson GEC; CATV Bill Welsh; Craig Sauer with Daily Register

1. Roll call

Chairperson Dodd called the meeting to order at 6:00 p.m.

2. Approval of minutes from July 13, 2015.

Motion by Charles, second by Havlovic to approve minutes from the July 13, 2015 meeting. Motion carried unanimously on call of roll.

3. Discussion and possible recommendation on claims.

Motion by Charles, second by Klapper to approve claims in the amount of \$1,524,025.35. Motion carried unanimously on call of roll.

4. Discussion and possible recommendation on quotes for auto locks at Chamber Plaza Restrooms.

Murphy reviewed the 2 quotes received to install automatic locks for the Chamber Plaza Restrooms. Both quotes are identical to the locks installed at Good Year and Lawton Facilities. This would allow the Chamber Plaza Restrooms to be open on weekends per requests from tourists and downtown businesses. BID offered to contribute 50% of the lower quote.

Motion by Havlovic, second by Charles to recommend the quote from Element for purchase of auto locks at the Chamber Plaza Restrooms in the amount of \$2,754.00 to be funded from Contingency. Motion carried unanimously on call of roll.

5. Discussion and possible recommendation on proposed lease with Business Improvement District for use of Parking Facility.

Murphy stated that BID is requesting to lease space in the lower level of the Conant St. Parking Facility to store and park their equipment. The space would include a shed area approximately 8x10 and 2 parking stalls at the rate of \$31.65 per month for the period of 9/1/15 to 12/31/16 with options to extend for 6 months; landlord may terminate at any time with a 90 day written notice. The location that the equipment is currently being stored has been acquired by Columbia County as part of their expansion.

Motion by Klapper, second by Charles to recommend the proposed lease with Business Improvement District for use of Parking Facility. Motion carried unanimously on call of roll.

6. Discussion and possible recommendation on Property Insurance Proposals.

The City's current property insurance expires 8/30/15. Proposals were solicited and a summary was reviewed by Murphy. Murphy recommended the proposal from Employers Mutual (EMC) – Tricor, Inc. with the \$2,500 deductible without the Terrorism portion in the amount of \$53,192. Murphy stated that the city has historically experienced 1 – 4 property claims per year and that it would take approximately 5 claims to justify the proposal with the \$1,000 deductible option. MPIC is a newly formed organization between the League, Counties Assn and CVMIC which provides a little better coverage with the additional 25% on coverage limits and includes the terrorism endorsement. Murphy further explained the changes with our current provider the LGPIF and their renewal proposal coming in at \$93,994. The 2015 budgeted premiums were approximately \$54,000.

Motion by Lynn, second by Havlovic to recommend proposal from EMC with the \$2,500 deductible in the amount of \$54,478 for Property Insurance. The question was raised as to whether to include the Terrorism insurance of \$1,286. Lynn amended his motion to exclude the Terrorism portion and reduce the amount to \$53,192, second by Havlovic. Call of roll to accept the amendment the original motion carried unanimously. Amended motion carried unanimously on call of roll.

7. Discussion and possible recommendation on Engineering Contract for River Street Reconstruction.

Murphy indicated that the contract is being presented at the Finance Committee as the Municipal Service Committee is not recommending the lowest bidder. Charles pointed out that the recommendation is to the local contractor due to the closeness in bids along with adding continuity to the project with the recent and planned changes in city staff. The difference in bids is approximately \$1000.

Motion by Lynn, second by Charles to recommend award of engineering contract for River Street Reconstruction to GEC in the amount of \$44,500. Motion carried unanimously on call of roll.

8. Discussion and possible recommendation on Contract for Installing 4 Screw Pump Gear Reducers.

This Contract is being brought to Finance as the original budget was to replace 2 screw pumps. With the proposals coming in under budget it is possible to replace all 4 screw pumps at the same time. The total budget was \$100,000 with \$73,700 committed for the purchase of the pumps; and \$52,600 for installation leaving a shortage of approximately \$26,300. The shortage will be covered by

reallocating fund from favorable capital projects to be identified at a later date. Replacing all four screw pumps at the same time will improve the efficiency and lower the overall costs of installing.

Motion by Charles, second by Lynn to recommend award of contract for installing 4 screw pump gear reducers to JF Ahern in the amount of \$52,600. Motion carried unanimously on call of roll.

9. Discussion and possible action on use of CDBG – RLF Housing funds for completion of project.

Murphy reviewed the status of a CDBG-RLF Housing project indicating that the homeowner is currently unable to obtain property insurance in part due to the unfinished projects that were allegedly mismanaged by the former administrator of the program, Central Wisconsin Community Action Council. State is authorizing the City to grant the homeowners the costs to bring the home to safe and sanitary standards for approximately \$57,000. It was stated that if the City were to determine not to issue the grant the State could suspend the local program. Staff is evaluating options for recovery of the grant funds from prior program administrator and/or contractors.

Motion by Klapper, second by Charles to approve use of CDBG – RLF Housing funds for completion of the project for up to \$57,130 in the form of a grant. Motion carried unanimously on call of roll.

10. Staff Report.

- a. The audit has been completed and will be distributed shortly.
- b. In reviewing the 2016 Budget Schedule it was determined to move the meeting time for the November 2nd meeting to 5:30 to accommodate the 7:00 Legislative meeting.
- c. Mohr presented a CDBG Residential Loan Subordination that was approved in order for the homeowner to receive a lower interest rate.
- d. Murphy stated that he will have an update on the TIDs at a future meeting.

11. Adjournment.

Motion by Charles, second by Klapper to adjourn the meeting at 6:47 pm. Motion carried unanimously on call of roll.

Submitted by Jean Mohr, Finance Director



2618 Progress Rd, Madison, WI 53716
 t. 608.347.3226 f.

QUOTE

Number AAAQ1242

Date Jul 24, 2015

Sold To
City of Portage 115 W. Pleasant St Portage, WI 53901 Phone Fax

Ship To
City of Portage Phone Fax

ESG to install 24 hour door timers, door strikes, power supply, cable, conduit and enclosures on two doors.

Salesperson	P.O. Number	Ship Via	Terms
Administrator			

Line	Qty	Description	Unit Price	Ext. Price
1	1	2 Channel Annual Event Timer Enclosure		
2	1	Altronix Power Supply Power Supply		
3	2	12 Volt 7.ah Batteries		
4	1	Conduit Connectors and Hardware		
5	1	Installation Labor		

SubTotal	\$2,754.00
Tax	\$0.00
Shipping	\$0.00
Total	\$2,754.00

PRICES SUBJECT TO CHANGE - PRICES BASED UPON TOTAL PURCHASE - ALL DELIVERY, TRAINING OR CONSULTING SERVICES TO BE BILLED AT PUBLISHED RATES FOR EACH ACTIVITY INVOLVED - GENERALLY ALL HARDWARE COMPUTER COMPONENTS PROPOSED ABOVE ARE COVERED BY A LIMITED ONE YEAR WARRANTY, COVERING PARTS AND LABOUR FOR HARDWARE ONLY AND ON A DEPOT BASIS - WE SPECIFICALLY DISCLAIMS ANY AND ALL WARRANTIES, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO ANY IMPLIED WARRANTIES OR WITH REGARD TO ANY LICENSED PRODUCTS. WE SHALL NOT BE LIABLE FOR ANY LOSS OF PROFITS, BUSINESS, GOODWILL, DATA, INTERRUPTION OF BUSINESS, NOR FOR INCIDENTAL OR CONSEQUENTIAL MERCHANTABILITY OR FITNESS OF PURPOSE, DAMAGES RELATED TO THIS AGREEMENT. MINIMUM 15% RESTOCKING FEE WITH ORIGINAL PACKAGING.

**CONANT STREET PARKING FACILITY
LEASE AGREEMENT**

Tenant:	Business Improvement District	Dates of Lease:	9/01/15 to 12/31/16
Address:	115 W. Pleasant Street Portage, WI 53901	Location:	Lower Level, Storage Shed, Stalls 47 & 48
Contact:	Shane Schmidt, Member	Rent:	\$31.65 per Month

This Lease Agreement ("Lease"), made this __day of **August, 2015** and in consideration of the mutual promises and covenants contained herein, between **City of Portage**, 115 W. Pleasant St., Portage, WI 53901 ("Landlord") and **Business Improvement District** ("Tenant") agree as follows:

- 1. PREMISES** Landlord agrees to lease to Tenant and Tenant agrees to lease from Landlord the storage shed in the lower level of the Parking Ramp and the adjacent 2 stalls northerly thereof (Nos. 47 & 48) in the west row of parking stalls of the parking lot located at West Conant Street (Parcel Nos. 1101 & 1103), Portage, Wisconsin ("Premises"). Premises consists of a 6' x 10' storage shed and 2 paved parking stalls.
- 2. TERM.** This Lease shall be for a term commencing **September 1, 2015** ("Commencement Date") and ending **December 31, 2016** ("Initial Term"). Upon lapse of the Initial Term, tenant shall have the option to renew this Lease for an additional 6 month term upon approval of Landlord. In order to exercise said option, Tenant shall give written notice of its intent to renew the term not less than thirty (30) days before the Expiration Date. The Landlord shall have the option to terminate the lease at anytime with 90-day written notice. The rental rate for the extended term shall be renewed at same rate as provided for in the Initial Term.
- 3. BASE RENT.** Tenant agrees to pay without further demand to Landlord at its offices in Portage, WI, or at such other place as Landlord may from time to time in writing designate, Base Rent in the sum of **Thirty one dollars and sixty five cents (\$31.65)** per month, on the first day of each month during the term hereof. All rent payments received shall first be applied to past due rents. If Tenant elects to pay Rent on an annual basis, it shall be due by September 1 initially and January 1 thereafter for each term of this lease.
- 4. LATE CHARGES.** Any monthly installment of rent or other sums due landlord not paid within ten (10) days of its due date shall be subject to a late charge equal to 1½% or 18% annually, of the past due amount which shall be charged and compounded monthly on all sums outstanding for past due rent, late charges and any other past due amounts owed Landlord under the Lease. Such fee shall accrue and become payable on the eleventh (11th) day of each and every month such past due amount remains outstanding.
- 5. COVENANT, PERMITTED USE.** Tenant shall only use the Premises for the parking of vehicles, equipment storage of non-combustible, non-toxic materials, quantities of combustible materials not to exceed 20 gallons and for erection of a metal enclosure, installed at the Tenant's cost, upon approval of the Landlord. Such enclosure may totally enclose the Premises to prevent unauthorized entry, shall include interior electric outlet(s) and lighting as approved by Landlord. Security alarms and/or surveillance devices may also be installed at Tenant's expense and the approval of the Landlord. All uses of the Premises shall be in accordance with all applicable municipal and zoning ordinances and any and all other applicable rules and regulations of any duly constituted authority governing such uses.

The Premises shall not be used for any purpose other than for storage of materials and/or parking of Tenant's vehicles and equipment. Tenant shall not use or occupy the Premises for any unlawful

purpose, and will conform to and obey all present and future laws, ordinances and all rules, regulations, requirements and orders of all governmental authorities or agencies, respecting the use and occupation of the Premises including, without limitation, all environmental laws regarding underground storage tanks, pollution and hazardous wastes, without prejudice, however, to the Tenant's right to apply for a modification of any such laws, ordinances, rules, regulations and requirements, or to contest the validity of the same. Tenant shall be required to make any alterations to the Premises as a result of any law, ordinance or governmental regulation required by reason of the use or occupancy of the Premises.

Tenant agrees, upon reasonable notice, to permit Landlord to enter the Premises from time to time for the purposes of inspection, protection, preservation, repair or restoration of the Premises. The officers or agents of Landlord may so enter the Premises upon reasonable notice without being liable to any prosecution, claim or cause of action for damages by reason of such entry and without in any way affecting the obligations of this Lease; provided only that Landlord use reasonable care in making such entry.

Tenant shall not display signs advertising its place of business or other places of business or products at the Premises. Governmental or regulatory signs shall be permitted upon approval of the Landlord.

7. **QUIET POSSESSION.** Landlord represents and warrants that it has full right and authority to enter into this Lease. Landlord covenants that if and so long as Tenant pays the rent required by this Lease and performs and observes all of the covenants, conditions, rules and regulations hereof, Tenant shall peaceably and quietly enjoy the Premises for the Lease Term, subject, however, to the terms, covenants, and provisions of this Lease.
8. **SURRENDER OF PREMISES** Tenant will, at the termination of this Lease by lapse of time or otherwise, yield up immediate possession of the Premises restored to original condition at time of lease, with all improvements located thereon removed (except as may otherwise be provided in this Lease) and surrender the Premises to Landlord in good condition and repair, reasonable wear and tear excepted, broom clean and all debris removed.
9. **HOLDING OVER.** In the event Tenant remains in possession of the Premises after the expiration of this Lease and without the execution of a new lease, it shall be deemed, at Landlord's option, to be occupying the Premises as a tenant from month to month, subject to all conditions, provisions and obligations of this Lease insofar the same can be applicable to a month-to-month tenancy; provided, however, that the Rent payable monthly shall equal **\$63.30 per month** at the discretion of the Landlord.
10. **IMPROVEMENTS, ALTERATIONS AND SIGNS.** Tenant shall not make alterations or improvements in, or erect exterior signage upon or to the Premises or Building without the prior approval of the Landlord, which approval shall not be unreasonably withheld. Tenant shall be responsible to return the Premises to the original state (except as otherwise authorized in this Lease) at the request of the Landlord prior to Lease expiration and vacating the Premises.

During the Term, Tenant shall remove, within sixty (60) days, all liens levied against the Premises or Building arising out of work incurred by or at the request of the Tenant unless such liens are the subject of a bona fide contest as hereinafter provided.

11. MAINTENANCE AND REPAIRS

- 1). Tenant's Maintenance Responsibilities. Tenant shall, at its expense, maintain the Premises (including any improvements authorized by the Landlord) and entrances to the underground level in good repair and condition the same as existed as of the Commencement Date, reasonable wear and tear excepted. Tenant agrees not to and shall not store hazardous or combustible materials in excess of 20 gallons (except those normally included with vehicles) and keep the Premises free from waste or nuisance. Tenant shall repair, at its own expense, any damage to the Premises caused by the willful acts or negligence of Tenant, its officers, contractors, licensees, agents, employees, guests, invitees or visitors. Tenant shall clear snow, litter and accumulated debris

from entrances and lower level of parking facility.

- 2). Landlord's Maintenance Responsibilities. Landlord shall not have any responsibility for maintenance or repair to Leased Premises except for pavement replacement and/or repair at the discretion of the Landlord. Landlord shall be responsible for maintenance of lower level other than leased Premise and what is Tenant is responsible as provided in this lease.

12. **INSURANCE.** Tenant agrees to keep and maintain during the entire term of this Lease and any extension thereof or holding over thereunder comprehensive liability insurance on the premises covered hereunder, insuring Landlord and Tenant against liability for personal and bodily injury, death and property damage (including water) with limits not less than \$2,000,000.00 in aggregate and \$1,000,000.00 per occurrence. Premises may be included in tenant's business liability policy provided coverage limits are sufficient.

Tenant is responsible for procuring and maintaining casualty insurance on Tenant's personal property, business assets, equipment and leasehold improvements.

Tenant shall not carry any stock of goods or do anything on or about the Premises which will in any way impair or invalidate the obligation of any policy of insurance on or in reference to the Premises.

A copy of these policies must be provided to the Landlord prior to occupancy.

13. **INDEMNIFICATION** Tenant shall defend, indemnify and hold harmless Landlord from and against any and all liability, losses, damages, costs or expenses, including attorney's fees, arising from any act, omission or negligence of Tenant or its affiliate companies, officers, contractors, licensees, agents, servants, employees, guests, invitees or visitors in or about the Premises.

Landlord shall defend, indemnify and hold harmless Tenant, its directors, officers and employees from and against any and all liability, losses, damages, costs or expenses, including attorneys fees, arising from any act, omission or negligence of Landlord or its contractors, licensees, agents, servants, employees, guests, invitees or visitors in or about the Premises.

14. **ASSIGNMENT AND SUBLETTING** Tenant shall not assign this Lease or sublet the Premises, or any part thereof, or in any other manner transfer this Lease, leasehold or the Premises.

15. TENANT DEFAULT

- A. Definition of Default Each of the following events, (hereinafter called Event of Default), shall be a default hereunder by Tenant and a breach of this Lease:

- 1) If Tenant shall materially violate any covenant or agreement providing for the payment of rent or other amounts due under the terms of this Lease, and such violation shall continue for ten (10) days after the due date.
- 2) If Tenant shall assign, transfer, encumber, sublet or permit the use of the Premises by others except in a manner permitted in herein.
- 3) If Tenant shall be adjudicated as bankrupt whether voluntarily or involuntarily, or makes any general assignment for the benefit of creditors under any Insolvency, Receivership or Bankruptcy Act.
- 4) If a Receiver or trustee shall be appointed for, or to take possession of, all or a substantial part of the property of Tenant or any part of Tenant's leasehold interest.
- 5) If the Premises are abandoned by Tenant. Tenant's failure to occupy and operate its business on the Premises for twenty (20) consecutive calendar days may, at the option of the Landlord, be deemed an abandonment, unless the rent has been paid in full during the period of absence.
- 6) If there be any attachment, execution or other judicial seizure of all or a substantial part of the assets or Tenant or Tenant's leasehold, where such an attachment, execution or seizure is not discharged within thirty (30) days.
- 7) If the estate of Tenant be transferred or passed to, or devolve upon, any other person or

corporation by operation of law or by assignment of Tenant other than an allowed herein.

- 8) If Tenant shall be in default of fulfilling any of other covenants and conditions of this Lease and such default shall continue for thirty (30) days after written notice thereof from Landlord to Tenant and Tenant has not commenced to cure such default within such thirty (30) days and is diligently pursuing the remedies or steps necessary to cure or correct such default, but in no event more than ninety (90) days.

B. In the Event of Such Default:

- 1) Landlord has the right to enter upon the Premises and again have, repossess, and enjoy the same as if this Lease has not been made, and thereupon this Lease shall terminate without prejudice, however, to the right of Landlord to recover from Tenant all rent and other sums unpaid up to the time of such re-entry. In the event of any such default and re-entry, Landlord shall have the right to re-let the Premises for the remainder of the then existing term for the highest rent then obtainable, and to recover from Tenant the difference between the rent provided by this Lease and the amount obtained by such re-letting, less the costs and expenses reasonably incurred by Landlord in such re-letting.
- 2) In the event of a breach of this Lease by Tenant, whether abated or not, Landlord shall recover from Tenant reasonable and necessary attorney's fees and costs incurred by Landlord in enforcing its rights under this Lease.
- 3) All rights and remedies of Landlord under this Lease shall be cumulative and none shall exclude any other right to remedy at law. Such right and remedies may be exercised and enforced concurrently and whenever and as often as occasion thereof arises. No waiver by Landlord of performance by Tenant shall be considered a continuing waiver or shall preclude Landlord from exercising its rights in the event of a subsequent default.

16. LANDLORD DEFAULT If Landlord shall fail to perform any of its obligations under this Lease and such default shall continue for more than thirty (30) days after receipt by Landlord of written notice from Tenant specifying the default (or) if such default cannot be cured or corrected within that time, then such additional time as may be necessary if Landlord has commenced to cure such default within such thirty (30) days and is diligently pursuing the remedies or steps necessary to cure or correct such default, but in no event more than ninety (90) days, then Tenant may, at its option, but shall not be obligated to, cure such default. Landlord shall reimburse Tenant the reasonable costs incurred by Tenant in curing Landlord's default as aforesaid within thirty (30) days after receipt of Tenant's statement itemizing such costs, including, if any, reasonable attorney fees, in reasonable detail and evidence of payment thereof. Any rights under this Section shall be cumulative and shall not limit Tenant's rights at law or in equity.

17. NOTICES Any notice permitted or required to be given under the terms of this Lease shall be in writing, signed by or on behalf of the party giving the same, and shall be deemed to have been duly given if delivered by hand or if mailed by registered or certified mail, postage prepaid, return receipt requested, or by a nationally recognized overnight delivery service to the following address:

If to the Landlord:

City Clerk
City of Portage
115 W. Pleasant Street
Portage, WI 53901
PH: 608-742-2176

If to the Tenant:

Shane Schmidt
Business Improvement District Board
115 W. Pleasant Street
Portage, WI 53901
PH: 608-254-9105/Cell: 608-358-0647

Either party may designate a different address or recipient for purposes hereof by notice to the other party in the manner provided in this Section. Tenant shall designate a contact person in Tenant's organization whom Landlord may contact regarding the Lease. Tenant may designate a new contact person or persons at any time by giving notice to Landlord in writing.

20. CASUALTY

- 1) If the Premises are destroyed or damaged by fire or other casualty covered by insurance as required to be maintained by Landlord, then (unless this Lease is terminated as hereinafter provided) Landlord shall proceed to repair or restore the Premises to the condition which Landlord furnished improvements to Tenant upon the commencement of the Term. If Landlord repairs or restores the Premises as provided herein, then Tenant shall repair and restore its leasehold improvements, furnishings, furniture and equipment to at least a condition equal to that prior to their damage. Notwithstanding any provision in this section 20 to the contrary, neither Landlord nor Tenant shall be required to spend more than the amount of insurance proceeds either or both parties receive for such damage or destruction.
- 2) If the Premises or any part thereof shall be rendered untenable by any destruction or damage, except where such damage is caused by Tenant, then a pro rata portion of the rent based upon the number of square feet of area in the Premises which are untenable shall be abated or if the untenable portion effectively prevents Tenant from using the Premises for its stated purpose then all of the rent shall be abated until the Premises or such part thereof shall have been put in tenable condition. If, however, any destruction or damage to the Premises is so extensive that Landlord is unable to render complete restoration within 120 days, or is not covered by Landlord's all-risk policy, Landlord or Tenant may terminate this Lease (effective as of the date of destruction or damage) by written notice to the other party given within 120 days from the date of casualty.

21. SEVERABILITY. If any term or provision of this Lease or the application thereof to any person or circumstance shall, to any extent be invalid or unenforceable, the remainder of this Lease or the application of such term or provision to persons or circumstances other than those to which it is held invalid or unenforceable shall be valid and enforced to the full extent permitted by law.

22. GOVERNING LAW. This Lease shall be governed by, enforced and construed under the laws and regulations of the State of Wisconsin.

23. INTERPRETATION. The invalidity or unenforceability of any provision of this Lease shall not affect or impair any other provision. Whenever the singular number is used, the same shall include the plural, and the masculine gender shall include the feminine and neuter genders. The captions appearing in this Lease are inserted only as a matter of convenience and in no way define, limit, construe or describe the scope or intent of such sections or paragraphs of this Lease or in any way affect this Lease.

24. SUCCESSORS AND ASSIGNS. Each of the covenants, provisions, terms and agreements of this Lease shall inure to the benefit of and be binding upon the respective heirs, executors, and administrators, successors and assigns of Landlord and Tenant.

25. ENTIRE AGREEMENT. This Lease constitutes the entire agreement between Landlord and Tenant and shall supersede all previous communications, understandings and representations, whether oral or written. Amendments hereto shall not be valid unless in writing and signed by both parties.

IN WITNESS WHEREOF, the parties have executed this agreement as of the day and year first written above.

Dated: _____

Dated: _____

City of Portage
(Landlord)

Portage Business Improvement District Board
(Tenant)

By: **W. F. "Bill" Tierney**
Title: **Mayor**

By: **Peggy Joyce**
Title: **President**

Marie A. Moe, City Clerk

The Building and Grounds Committee of the Portage Business Improvement District (BID) would like the City of Portage to consider not charging BID for renting space within the underground structure for storing BID equipment. The committee is making this request for three (3) reasons;

1. The City of Portage is not currently charging a fee for parking in the underground structure.
2. The Portage Business Improvement District is an extension of the City of Portage. We feel that it doesn't make sense to charge the downtown property owners(BID) a fee to store equipment that they have paid for to help in maintaining/beautify the Cities downtown.
3. The BID contractor would be a helpful presence in the underground to help deter vandalism ,loitering, along with keeping the entrances free of snow in the winter months.
4. With the uncertainty of the future of the underground parking , Portage Business Improvement District is taking a temporary approach in creating an area to store the BID equipment. Knowing we may need to secure a new location in the next few years.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Shane Schmidt', with a stylized, overlapping flourish at the end.

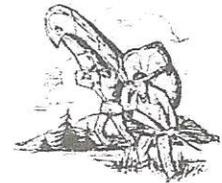
Shane Schmidt

Building and Grounds Committee - Chairperson

Portage Business Improvement District

CITY OF PORTAGE

115 West Pleasant Street
Portage, Wisconsin 53901
Telephone: (608) 742-2176 • Fax: (608) 742-8623



'Where the North Begins'

MEMORANDUM

To: Municipal Services & Utilities Committee
From: Bob Redelings, City Engineer
Subject: Engineering Contract for 2016 Street and Utility Reconstruction Project
Date: July 30, 2015
C.C.: Shawn Murphy, City Administrator
Bill Tierney, Mayor

Three proposals were received for the subject Project on July 10, 2015. All three proposers met the City's proposal requirements. The proposals are summarized as follows:

COMPANY	Data Collection and Design	Bidding Services	Construction Related Services	Total
KUNKEL ENGINEERING GROUP-Beaver Dam, WI	\$30,940.00	\$1,600.00	\$10,950.00	\$43,490.00
GEC- Portage, WI	\$26,870.00	\$720.00	\$16,910.00	\$44,500.00
JEWELL- Spring Green, WI	\$74,980.00	\$1,500.00	\$11,250.00	\$87,730.00

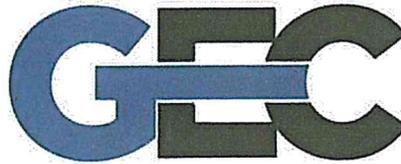
The 2015 design budget is \$70,000 for the project.

As seen from the tabulation, G.E.C. is the low proposer for design services but Kunkel is the low proposer for the total of the services.

The Public Works Department recommends an engineering contract be awarded to Kunkel Engineering Group from Beaver Dam, WI for the River Street Reconstruction project in the amount of \$43,490.

Note: Municipal Service Committee recommended awarding the contract to GEC at the 8/6/15 meeting.

General Engineering Company
P.O. Box 340
916 Silver Lake Drive
Portage, WI 53901



608-742-2169 (Office)
608-742-2592 (Fax)
gec@generalengineering.net
www.generalengineering.net

Engineers • Consultants • Inspectors

July 20, 2015

City of Portage
Attn: Bob Redelings, P.E., DPW/Utilities Manager
115 W. Pleasant St.
Portage, WI 53901

Re: JF Ahern Contract Award Recommendation
City of Portage Contract No. 15-620S11
GEC #2-0115-1D

Dear Bob,

The bidding for this project yielded two bids, JF Ahern-Fond du Lac and Staab Construction-Marshfield. JF Ahern submitted the low responsive bid of \$25,800, see attached bid sheet.

There was a question on the Ahern bid regarding the pricing for the two alternate bid items. I checked on this with the contractor to make sure the City would have a proper understanding of the alternate work pricing. Mike Venne of Ahern noted that they anticipated two separate mobilizations for each alternate and they also included a \$4,500 allowance for Siemens' technicians to verify the alignment of the completed screw pump unit. This made sense when comparing Ahern's alternate price to Staab's.

With this clarification, I have no issue recommending JF Ahern for this project based on their low responsive bid of \$25,800. If the City chose to proceed with both alternatives, the total contract price would be \$52,600.

If you have any questions regarding this, please contact me.

Yours truly,

GENERAL ENGINEERING COMPANY


Jerry A. Foellmi, P.E.
President

JAF/lfg

Portage •

Black River Falls •

La Crosse



Consulting Engineering • Structural Engineering • Building Design • Environmental Services • Building Inspection • GIS Services
Grant Procurement & Administration • Land Surveying • Zoning Administration • Mechanical, Electrical, & Plumbing Services



DATE: June 30, 2015

TIME: 1:00 PM

PLACE: City Hall at the Portage Municipal Building

TABULATION OF BIDS

Contract No. 15-620S11, Portage Wastewater Treatment Plant
Screw Pump Gear Drive Replacement Project

GENERAL ENGINEERING CO.
P.O. Box 340, 916 Silver Lake Dr.
Portage, WI 53901

CONTRACTOR:		J.F. Ahern 855 Morris St. Fond du Lac, WI 54935		Staab Construction Corporation PO Box 900 Marshfield, WI 54449					
Addendum 1:		X		X					
Bid Bond:		X		X					
Certified Check:									
No.	Description	Qty.	Unit	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
Contract 15-620S11: Screw Pump Gear Dr. Replacement									
1	Replace Two (2) Screw Pump Gear Drives	1	LS		\$ 16,800.00		\$ 24,700.00		
2	Allowance for Two (2) Screw Pump Gear Drive Realignments by Siemens Technicians	1	LS		\$ 9,000.00		\$ 9,000.00		
TOTAL CONTRACT 1:					\$ 25,800.00		\$ 33,700.00		
BID RESULTS:					1		2		
Alternates for Contract 15-620S11									
A1	Replace A Third Screw Pump Gear Drive				\$ 13,400.00		\$ 12,900.00		
A2	Replace a Fourth Screw Pump Gear Drive				\$ 13,400.00		\$ 12,900.00		

**City of Portage
Park and Recreation Board Meeting
Tuesday, August 11, 2015, 6:30 p.m.
City Municipal Building, 115 W Pleasant St.
Conference Room One
Minutes**

Members Present: Brian Zirbes, Chairperson, Larry Messer, Mike Charles and Rita Maass, Vice Chair, Todd Kreckman

Also Present: Manager Dan Kremer, Leslie Hawkinson, Craig Sauer from Daily Register

1. Roll Call

The meeting called to order at 6:30 pm by Chairperson Zirbes.

2. Approval of minutes of July 14, 2015 meeting

There was discussion on item #5 (Levee Crack Fill and Seal Coat Bid) from the July 14, 2015 meeting that the Board should have taken a vote on the motion as amended; so the roll was called on the motion as amended. Motion carried 4-0 on roll call with Kreckman abstaining.

Motion was made by Maass to approve the minutes of the July 14, 2015 meeting as corrected, second by Charles. The motion carried 4-0 on roll call with Kreckman abstaining.

3. Discussion and possible action on splash pad donor signage at Goodyear Park.

Manager Kremer presented a preliminary artwork design by Two River Signs from the Portage Service Club Association that will recognize donations for the Splash Pad along with a location the group is requesting. This sign will be donated with no cost to the City. Discussion followed with recommendations for a different color scheme for the background and water drops to blend more with the building; placement of the sign to an outside wall rather than a wall that will be used for a future concession; questions as to how durable the suggested sign is; and to specify a title for the Splash Pad. Kremer will take the recommendations back to the Service Club for a more final rendering of the project. No further discussion.

4. Discussion and possible action on Sunset Park tennis court.

Chairperson Zirbes began the discussion by suggesting the board task Kremer with finding cost options for solutions for the Sunset Park tennis court. Zirbes suggested four options: rebuilding the court where it is, abandon it, take the court down and sell the lot, or move the court to either Sunset or Sanborn Park. Maass made a motion

that the board ask Kremer to look into the cost options for a tennis court at this site, or move it or what the best option would be for the Sunset Tennis Court. Second by Charles. Further discussion by Maass for the reason for the motion was to move the project forward since there are enough people concerned about seeing the tennis court cleaned up so it could be used. Charles was not in favor of leaving the property as is and suggested the property be surveyed as previously voted on and have the trees trimmed or figure out the variances for the property. The board agreed to start with the survey and have Kremer explore the discussed options. The motion carried 5 – 0.

5. Discussion and possible action on 2016 Parks and Recreation budget.

Manager Kremer provided an itemized summary of the proposed 2016 budget with justification for increases and decreases throughout the operating expenses of maintenance, recreation, pool and wages. Kremer pointed out any changes. Discussion followed over the Capital Expenditure Plan to clarify budgeted amounts and the timeline. A motion was made by Maass to move the Park and Recreation budget on to the Finance Committee for approval. Second by Charles. The motion carried 5 – 0.

6. Discussion and Possible action on insurance waiver on 2015 Portage Family Skate Park Levee Cruise Event.

Kremer presented a request by the Portage Family Skate Park board to have the insurance waived for their planned Levee Cruise Event. Discussion by the board determined no City events are held without insurance. A motion was made by Maass to deny the insurance waiver and that they need to carry insurance for this event. Second by Messer. No further discussion. The motion was carried 5 – 0.

7. Old Business Update

A. Tennis Court at Pine Meadow

The tennis court now has the sealant and lines and is finished.

B. Vandalism at Lawton Shelter

The men's room bolt on the outside of the door was bent due to either prying or pushing. As a result, the internal lock mechanism was bent, but fixable. No structural damage was sustained and the automatic lock system is working well.

C. Pedestrian bridge levee/canal trail

The DPW department is working with a consultant on phase 2 and will be incorporating the bridge as part of their overall design. The board will not need to take separate action on this and Kremer will keep the board informed as to the

progress.

8. New Business

Maass noted the weed harvester was down for repair and suggested a need to look at where the budget was with replacement.

9. Manager's Report

Flag Football begins next week with about 50 participants from grades K-4th. Our numbers are not as strong as in the spring and we are trying to get instructors on board; adult softball is at the end of their season with playoff's being played next week to end the season; a meeting with the Rettler Corporation for the soccer field design is being held next week. I am meeting with the soccer group and varsity athletic director to get an idea of what they would like to see included in the design; The Skate Park bid opening next week for the design phase and will come back to the board in September for recommendation to council after consideration; we had our first Monday through Friday tennis camp this month and was partnered with the High School using the school courts. We had about 25 participants lead by varsity coach Sarah Pulliam. The Portage Flea Market made the paper and realized some good publicity for the City; the Weed Harvester is having hydraulic problems and will be looked at by Aquarius Systems.

10. Adjournment

Zirbes asked all in favor to adjourn say Aye. No nay's. Motion Passed. Meeting adjourned at 7:48 pm.

Respectfully submitted
Leslie Hawkinson
Park & Recreation Department

**City of Portage
Plan Commission Meeting
Monday, August 17, 2015
Public Hearing, 6:20pm
Regular Meeting, 6:30 p.m.
City Municipal Building, 115 West Pleasant Street
Conference Room Two
Minutes**

Members present: Mayor Bill Tierney, Chairperson; Robert Redelings, City Engineer, Jan Bauman, Mike Charles, Carolyn Hamre, Peter Tofson, and Brian Zirbes

Others present: Ald Jeff Monfort, Director Sobiek, Bill Welsh, Craig Sauer, Cody Tubbs, Alonso Aranda, Rev. Dave Hankins, Allen Radant, Bill Cartwright, and LaDonna Devine.

Public Hearing - 6:20pm

To consider issuing a conditional use permit (CUP) to Top Shelf Performance and Fabrication for a truck repair shop on parcel #59 at 122 Huron Street, Portage, Wisconsin.

Mayor Tierney read the public hearing notice aloud and the Director of Business Development and Planning provided the staff report. The City received no comments inquiries by phone and in person prior to the hearing.

Mayor Tierney asked if there was anyone present who wished to speak in favor of the petition.

Cody Tubbs, owner of Top Shelf Performance and Fabrication, outlined the operation of his new truck repair business and asked for approval of his conditional use petition. He indicated he expected the business to grow and eventually relocate to a new facility.

Mayor Tierney asked a second time, if there was anyone else present who wished to speak in favor of the petition.

Allen Radant, a neighbor, spoke in favor of the petition indicating the new business would be good for the neighborhood and a good fit for the building.

Mayor Tierney asked a third time, if there was anyone else present who wished to speak in favor of the petition.

Bill Cartwright spoke in favor of the petition indicating it would be good for the neighborhood and city if this business was allowed to operate.

Mayor Tierney asked a final time, if there was anyone else present who wished to speak in favor of the petition. Hearing none, Mayor Tierney asked if there was present who wished to speak against the petition.

Mayor Tierney asked a second time if there was anyone present who wished to speak against the petition.

Mayor Tierney asked a third time if there was anyone present who wished to speak against the petition. Hearing none, he asked if that the hearing be closed

Mayor Tierney declared the Public Hearing closed at 6:25 pm.

Regular Meeting - 6:30pm

1. Roll call

2. Approval of minutes from previous meeting.

Motion by Charles, second by Bauman to approve the minutes. Motion passed 5 to 0 on call of the roll. Hamre and Zirbes abstained. Mayor Tierney asked that the minutes be corrected to reflect the fact that Mr. Zirbes was excused from the last meeting.

3. Discussion and possible action on a conditional use permit to Top Shelf Performance and Fabrication to operate a truck repair shop on parcel 59 at 122 Huron Street, Portage, Wisconsin.

Mayor Tierney noted from the Staff report that the off street parking area in the back of the building was unpaved and asked Staff if City Code required that the parking area be paved.

Director Redelings and Director Sobiek indicated that it was a Code requirement to have off-street parking lots paved after the effective date of the said ordinance.

Charles asked Mr. Tubbs if this paving requirement would create a financial hardship for his business if it was required immediately.

Mr. Tubbs indicated that it would.

Mr. Tubbs asked if paving the back parking area, as a condition of the conditional use permit, was the responsibility of the property owner.

Director Sobiek indicated that generally it was the parcel owner's responsibility, in consultation with the business owner lease, but that it ultimately would be a condition of the Conditional Use permit placed on the business owner.

Motion by Charles, second by Director Redelings, to approve the Conditional Use Permit application for Top Shelf Performance and Fabrication, on the condition that a paved lot area be created in the back of 122 Huron St for at least one vehicle by September, 2016 to satisfy City code parking requirements. Motion carried unanimously.

4. Discussion and possible action on Cartwright building plan

Director Sobiek presented the Staff review report for the 40' by 70' office building at 515 Washington Street submitted by Bill Cartwright and LaDonna Devine.

The revised plan was submitted with building drawings by Hartje Lumber.

Based on additional site information provided, both pervious and impervious areas, a fee in lieu of stormwater detention is permitted by Code.

The revised plan proposes an acceptable driveway off Griffith Street.

Tofson asked for clarification of the parking lot having 10 stalls since the building plan indicates fewer stalls. Director Redelings indicated the site plan showing 10 stalls in the parking lot takes precedence in this regard for review and approval purposes.

Motion by Tofson, second by Hamre, to approve the building plan submitted by Mr. Cartwright. Motion carried unanimously, on a call of the roll.

5. Discussion and possible action on Sign Ordinance

Rev. Dave Hankins shared his concern that the new off-premise sign prohibition would hurt his church's ability to advertise fundraising and other church events.

He expressed support for the outreach and dialogue the Commission and Staff have had with non-profits, business and sign vendors to obtain their input.

Sobiek indicated that the provision keeping the City's current special event permit allowing temporary signs would allow for churches and other non-profit organizations to continue to utilize temporary banners off-premises. A tweaking of this permit application and process would probably be needed.

Charles shared a concern that non-profit youth sport events run by volunteers would be burdened by this special event permit process if they wished to put up temporary banners.

Sobiek indicated that Staff continue to meet with business groups, non-profits and sign vendors to obtain their input and suggestions for the sign ordinance revision. This will continue in earnest through the coming month.

Director Sobiek reviewed the changes envisioned for the sign ordinance revision since the last meeting, and as contained in the latest draft. He also recommended amending the mural section to allow murals that depict an historic rendering of a business, organization, product or service and having historical, cultural or artistic significance that will benefit the city or commercial district.

Hamre questioned and asked for revisions in the latest sign ordinance draft, including the requirement for phone numbers on garage sale signs, a rewrite of the 'abandoned sign' definition to make it clearer, allowing off, premise advertising for non-profit groups, allowing flashing signs like 'open signs' for businesses, striking the

prohibition against product advertising that might appear on temporary event banners/signs, and the downtown canopy sign limitation to a 36" projection.

The Commission discussed whether or not to limit temporary banners and whether this should be better addressed with special event permits or in the sign ordinance revision.

Director Sobiek indicated Staff will review these issues and make necessary changes in the next draft.

Sobiek indicated that Staff continue to meet with business groups, non-profit groups and sign vendors to obtain their input and suggestions for the sign ordinance revision. He will report progress and an update at the next meeting.

6. Update on Conditional Use Permit Application for City of Refuge Church.

Director Redelings reported that in Staff discussions with the building owner, he has not agreed to provide the required off-street parking either on the property or via a street vacation of Skaters Way.

In addition, the building owner has retained legal counsel to represent him in this matter. Administrator Murphy has sent a letter to the attorney requesting how the building owner wished to proceed on the Church's Conditional Use permit parking issue .

7. Update on Pflanz, Mantey, Mendrala Funeral Home parking lot development.

Director Redelings reported that an onsite inspection for the parking lot project revealed a power line pole in the Wisconsin Street driveway that was not shown on the site plan. Because of the expense of moving the power line pole, this driveway will be slightly skewed to allow vehicle travel.

8. Adjournment.

Motion by Charles, second by Zirbes to adjourn. Motion passed 7 to 0 on call of the roll. The meeting concluded at 7:45 p.m.

Respectfully submitted,
Steven Sobiek
Director, Business Development and Planning

ORDINANCE NO. 15-010
ORDINANCE RELATIVE TO PARKING REGULATIONS

The Common Council of the City of Portage does hereby ordain as follows:

The following Section is hereby repealed and re-created to read as follows:

CHAPTER 50, Article III, Section 50-78 No Parking Areas

- (29) Eastridge Drive. The following area along the north curb line:
- a. From the east curbline of the New Pinery frontage road north of Eastridge Drive to the west curb line of Hunters Trail.

This Ordinance shall take effect upon passage and publication thereof.

Passed this _____ day of August, 2015.

W. F. "Bill" Tierney, Mayor

Attest:

Marie A. Moe, WCPC, MMC, City Clerk

1st Reading:

Rules Suspended by Motion:

2nd Reading:

Published:

Ordinance requested by:

Legislative and Regulatory Committee

2015 AGREEMENT FOR USE OF VETERAN'S MEMORIAL FIELD HORSE ARENA FACILITY

This Agreement made this ____ day of _____, 2015
by and between the City of Portage WI, a municipal corporation located in Columbia County, (hereinafter referred to as "the City") and the Columbia County 4H Horse Council (hereinafter referred to as "Horse Council") for use of the horse arena facility and surrounding green space at Veteran's Memorial Fields.

WHEREAS, the City owns the property in the First Aldermanic District known as Veteran's Memorial Fields that are used by special groups for specific dates, and the Horse Council has placed on this property a horse arena, including fencing and an announcer's stand; and

WHEREAS, the initial term of this agreement shall begin on the agreement date above and terminate on September 1st, 2017. Either party may terminate the agreement by providing written notice to the other with a one (1) year notice of termination, and

WHEREAS, the City and Horse Council acknowledge and understand master plan implementation and construction for Veteran's Memorial Fields are scheduled throughout this agreement term and shall require further coordination between both parties during transition and/or construction periods; and

WHEREAS, it is the intention of both the City and the Horse Council to continue to collaborate in the maintenance and improvements to these premises being of the opinion that a well kept Veteran's Memorial Field with the Horse Council arena and announcer's stand placed thereon, promotes the public welfare of the citizens of the City of Portage, as well as the economic well being of its citizens; and

WHEREAS, both the City and the Horse Council are concerned with the orderly development and use of the premises and the buildings and other facilities thereon, for municipal as well as for fair purpose; and

WHEREAS, the City and Horse Council acknowledge that this agreement is not intended to be comprehensive, but serve as a framework for how they will work together, herein are minimum conditions and obligations by which the parties agree to abide.

NOW, THEREFORE, in consideration of the terms and covenants set forth herein, it is agreed as follows:

- 1) This agreement pertains to that part of Veteran's Memorial Field bounded by the following streets:
a. Griffith b. Morgan c. Wauona Trail d. gravel alley to the west of arena
All located in the City of Portage, Columbia County, Wisconsin.
- 2) The Horse Council shall have use of the area of the buildings and facilities described in #1, in addition to green space located north of Dog Park for trailer parking. The Horse Council will be responsible for all cost incurred for maintenance of said structures located on this property. The Horse Council shall notify the Park and Recreation Department of the selected dates of events to be held on the property by the first business day in February. This is to be recorded in the Veterans Memorial Field Master Calendar which is kept with the Portage Parks and Recreation Department located at 806 Silver Lake Drive.
- 3) In order that all improvements will not conflict with the use of the area by either the City or the Horse Council, all major improvements to existing buildings, facilities, and grounds, and all proposed new construction shall be performed only by the City or Horse Council or their designee. The Horse council shall submit a written request to Manager of Parks and

Recreation for any and all proposed facility improvements or alterations to gain approval. When necessary, requests will be reviewed by the Parks and Recreation Board.

- 4) At times other than specified under the contract between the Columbia County Fair Association and the City, other groups may use or rent the arena area with written permission from the City of Portage. Residents of the area may use this area to walk or run their pets, as long as it does not interfere with any Horse Council events. The City of Portage shall require any groups that use this facility to fill out a rental application form and follow all written rules and requirements for Veteran's Memorial Fields. **The City of Portage shall notify the Horse Council of such times as the City is renting or allowing the use of the arena.**
- 5) Groups requesting to rent announcer stand and/or equipment within stand must do so by contacting the Horse Council following successful issuance of rental permit for grounds from the City. The Horse Council shall be permitted to rent the announcer stand and/or equipment for rates they deem appropriate. The Horse Council shall administer and collect rental contracts, fees, etc. separate from the City.
- 5) Should the Horse Council or the City, with a one (1) year written notice, cancel this agreement, the buildings, facilities and improvements to the grounds which may have been constructed on said property by the Horse Council, shall be removed within 60 days of termination date, or become the property exclusively of the City.
- 6) The description of the property is a 148' x 220' arena with double entry gates with a 20' entry gate on each end of the arena. There are two (2) single entry gates, 10' each with one 4' gate near the announcer's stand. The announcer stand is 8' x 12' with an upper and lower level. The fenced arena is a two (2) rail treated fence with 4 x 4 posts.
- 7) The City agrees to maintain the described property by mowing and trimming when needed.
- 8) The Horse Council shall provide the City of Portage a Certificate of Insurance no later than February 1st each year of the Agreement with the City listed as an additional insured for the following minimum coverage limits

General Liability (per occurrence):	\$1,000,000
Personal & Advertising Injury:	\$500,000
Products-Completed Operations Aggregate:	\$1,000,000
Damage to Premises Rented:	\$50,000
Medical Expense:	\$5,000
General Aggregate:	\$1,000,000

A copy of the Certificate of Insurance issued by the Renter's Insurance Provider is attached and made part of this Agreement. The Renter shall annually provide a replacement Certificate of Insurance no later than 10 days from the expiration date of the previous Certificate for the duration of this Agreement.

- 9) The City reserves the right to inspect the property for unsafe conditions that may cause a liability concern for the City. All concerns will be presented to the Horse Council in writing and shall be corrected as soon as possible to eliminate any liability concerns.

IN WITNESS WHEREOF, the parties have executed this agreement at the City of Portage, Columbia County, Wisconsin

Dated this _____ day of _____ month, 2015.

W.F. "Bill" Tierney, Mayor

Columbia County 4H Horse Council President

Marie A. Moe, City Clerk

DRAFT

To: Common Council
From: Marie A. Moe, WCPC, MMC, City Clerk
Re: Report on Legislative & Regulatory Committee Recommendation on Dean Pauliot Sr., Dangerous Animal Determination
Date: August 17, 2015

On June 28, 2015, Officer Bartaczewicz responded to a complaint about the report of a Pitbull that growled at Ashley Kreger. The dog was at large and loose in her backyard. According to Ms. Kreger, the dog was near or on her back porch and she advised the dog to go home. The dog (Hercules) was barking and growling. According to Ms. Kreger, this is a reoccurring problem. It was reported that the dog belongs at 535 Karla Court and was still wandering around outside that residence not under the control of an owner or leash. Officer Bartaczewicz concluded, pursuant to City of Portage Municipal Code Section 6-102(a)(1) and b, c and d, that Mr. Pauliot Sr.'s dog met the criteria to declare it a dangerous animal. Dean Pauliot Sr. submitted an appeal to the determination of dangerous animal on July 10, 2015, a copy of which was included in the Legislative and Regulatory Committee's meeting packet. Officer Bartaczewicz's report was also included in the Legislative and Regulatory Committee's meeting packet.

The appeal of the determination was held before the Legislative and Regulatory Committee on August 3, 2015. All members of the Committee were present. Officer Bartaczewicz's report indicated Ms. Kreger wanted the dog to stop being at large as she has two (2) young daughters.

Dean Pauliot Sr. appeared before the Committee stating that his dog has never bitten anyone, and he had never observed the dog chasing people or another dog. Mr. Pauliot explained that his dog (Hercules) is a six (6) year old Olde English Bulldog, which is getting old for the breed.

Adam Kreger addressed the Committee, saying that he wanted the dog to stay in its' own yard, so his wife could feel safe taking their children outside.

Upon unanimous approval, the Committee overturned the dangerous animal determination. City of Portage Municipal Code Section 6-102(b)(7) states that Council will approve the decision and report of the Legislative and Regulatory Committee.

cc: Rita A. Maass, Legislative and Regulatory Committee Chairperson
Jesse Spankowski, City Attorney

Spinal Cord Injury Awareness Month Proclamation

WHEREAS, the annual incidence of spinal cord injury (SCI) is approximately 12,500 new cases each year in the United States each year with more than 250 being here in Wisconsin; and

WHEREAS, anyone can suffer from a spinal cord injury, and more than 25,000 individuals in Wisconsin have SCI, and over 300,000 individuals in Wisconsin have mobility impairments, and the therapy required and care for these individuals can vary greatly; and

WHEREAS, An estimated 337,000 people in the USA are living with chronic SCI, caused by a trauma and 100,000 of those individuals are veterans who were impacted by spinal cord injury while serving as members of the United States Armed Forces; and

WHEREAS, Madison SCI, a chapter of the National SCI Association, offers education, resources, and support and is committed to enriching the lives of people including our veterans who have been impacted by SCI and mobility impairments. Madison SCI members include people who have incurred paralysis due to a spinal cord injury or disability due to related chronic conditions, and also their families and friends, healthcare and rehabilitation professionals, policy makers, and corporations.

WHEREAS, spinal cord injury research benefits not only the paralyzed, it also has the potential to discover cures for other diseases such as strokes, Alzheimer's, Huntington's, multiple sclerosis, Parkinson's, post-polio syndrome, transverse myelitis, traumatic brain injury, and many other traumas and diseases of the central nervous system. Increased awareness, education, resources and the investment in research here in Wisconsin is needed to continue to improve the quality of life for individuals with spinal cord injuries and related chronic conditions; and

WHEREAS, the dedication of local, regional and national organizations, researchers, doctors, volunteers, and individuals that are working to improve the quality of life for individuals, family and friends impacted by SCI is to be commended; and

WHEREAS, Madison SCI is recognizing September 2015 as Spinal Cord Awareness Month.

NOW THEREFORE, I, W.F. "Bill" Tierney, Mayor of the City of Portage, do hereby proclaim September 2015 as **Spinal Cord Injury Awareness Month** in the City of Portage, and I encourage individuals and businesses in our state to join in this observance and get involved in this effort.

Given under my hand this 27th day of August,
2015, at Portage Wisconsin

W.F. "Bill" Tierney, Mayor