

It is expected that a Quorum of the Personnel Committee, Board of Public Works, Plan Commission, Redevelopment Authority and Administration Committee will be attending this meeting: (although it is not expected that any official action of any of those bodies will be taken)

**CITY OF MENASHA
COMMON COUNCIL
Third Floor Council Chambers
140 Main Street, Menasha
Monday, June 3, 2013**

**COMMON COUNCIL WORKSHOP
Council Orientation
5:00 PM**

**6:00 PM
AGENDA**

- A. CALL TO ORDER
- B. PLEDGE OF ALLEGIANCE
- C. ROLL CALL/EXCUSED ABSENCES
- D. PUBLIC HEARING
- E. PUBLIC COMMENTS ON ANY MATTER OF CONCERN TO THE CITY
(five (5) minute time limit for each person)
- F. REPORT OF DEPARTMENT HEADS/STAFF/CONSULTANTS
1. Clerk Galeazzi - the following minutes and communications have been received and placed on file:
Minutes to receive:
 - a. [Administration Committee, 5/20/13](#)
 - b. [Board of Public Works, 5/20/13](#)
 - c. [Library Board, 5/16/13](#)
 - d. [Neenah-Menasha Fire Rescue Joint Fire Commission, 5/22/13](#)
 - e. [Neenah-Menasha Sewerage Commission, 4/23/13](#)
 - f. [Personnel Committee, 5/20/13](#)
 - g. [Plan Commission, 5/21/13](#)Communications:
 - h. [Mayor Merkes, 5/22/13; Weed Commissioner Appointment](#)
 - i. [Menasha Utilities, Customer First! The Wire Newsletter, 5/2013](#)
 - j. [Neenah-Menasha Sewerage Commission Powerpoints, 4/23/13 and 5/28/13](#)
 - k. [Mayor Merkes to Representatives, 5/29/13; Open Book Requirements for Municipalities](#)
- G. CONSENT AGENDA
(Prior to voting on the Consent Agenda, items on the Consent Agenda may be removed at the request of any Alderman and place immediately following action on the Consent Agenda. The procedures to follow for the Consent Agenda are: (a) removal of items from Consent Agenda; and (b) motion to approve the items from Consent Agenda.)
Minutes to approve:
1. [Common Council, 5/20/13](#)
[Administration Committee, 5/20/13; Recommends approval of:](#)
 2. [Accept quote of The Post Crescent as the official City newspaper, May 2013-May 2014.](#)
 3. [Agreement with Spielbauer Fireworks Co., Inc for fireworks programs on July 4, 2013 and July 4, 2014](#)
- H. ITEMS REMOVED FROM CONSENT AGENDA
- I. ACTION ITEMS
1. [Accounts payable and payroll for the term of 5/20/13-5/30/13 in the amount of \\$805,891.78.](#)
 2. [Beverage Operators License Applications for the 2013-2015 licensing year.](#)
 3. [Liquor License Applications for 2013-2014 licensing year.](#)
 4. ["Class B" liquor license application for S&S Jabber LLC, d/b/a Luigi's Pizza & Pasta, 332 Ahnaip Street, Menasha, Gianna Jaber/Agent to deal in intoxicating liquor and fermented malt beverages, July 1, 2013- June 30, 2014](#)

5. [Outdoor Alcoholic Beverage Permit for 2013-2014 licensing year.](#)
6. [Accept Springsted Incorporated Succession and Efficiency Final Report](#)
7. Tower and ground space lease agreement between City of Menasha and Sprint Spectrum L.P. at 455 Baldwin Street.

J. ORDINANCES AND RESOLUTION

K. APPOINTMENTS

1. Mayor Appointment of Alderman Langdon to Parks and Recreation Board, June 3, 2013-April 14, 2014

L. HELD OVER BUSINESS

M. CLAIMS AGAINST THE CITY

N. PUBLIC COMMENTS ON ANY MATTER LISTED ON THE AGENDA

(five (5) minute time limit for each person)

O. ADJOURN

MEETING NOTICE

Common Council – June 17, 2013 – 6:00 pm
Committee meetings to follow Common Council

CITY OF MENASHA
ADMINISTRATION COMMITTEE
Third Floor Council Chambers
140 Main Street, Menasha
May 20, 2013
MINUTES

A. CALL TO ORDER

Meeting called to order by Chairman Nichols at 8:20 p.m.

B. ROLL CALL/EXCUSED ABSENCES

PRESENT: Aldermen Sevenich, Keehan, Zelinski, Englebert, Benner, Nichols, Taylor

EXCUSED: Alderman Langdon

ALSO PRESENT: Mayor Merkes, CA/HRD Captain, PC Styka, FC Auxier, DPW Radtke, CDD Keil, Dpty Treasurer Sassman, Clerk Galeazzi

C. MINUTES TO APPROVE

1. [Administration Committee, 5/6/13](#)

Moved by Ald. Englebert, seconded by Ald. Benner to approve minutes.

Motion carried on voice vote.

D. DISCUSSION/ACTION ITEMS

1. [Accept quote of The Post Crescent as the official City newspaper, May 2013-May 2014.](#)

Moved by Ald. Englebert, seconded by Ald. Benner to recommend to Common Council to accept quote of the Post Crescent as the official City newspaper, May 2013-May 2014. Motion carried on roll call 7-0.

2. [Agreement with Spielbauer Fireworks Co., Inc for fireworks programs on July 4, 2013 and July 4, 2014](#)

Mayor Merkes explained in the past the City's agreement with Spielbauer for the fireworks programs has been for two years to keep the cost the same for both years.

Moved by Ald. Englebert, seconded by Ald. Benner to recommend to Common Council Agreement with Spielbauer Fireworks Co, Inc for fireworks programs on July 4, 2013 and July 4, 2014.

Motion carried on roll call 7-0.

E. ADJOURNMENT

Moved by Ald. Zelinski, seconded by Ald. Keehan to adjourn at 8:24 p.m.

Motion carried on voice vote.

Respectfully submitted by Deborah A. Galeazzi, WCMC, City Clerk

CITY OF MENASHA
Board of Public Works
Third Floor Council Chambers
140 Main Street, Menasha
May 20, 2013
MINUTES

A. CALL TO ORDER

Meeting called to order by Chairman Taylor at 8:25 p.m.

B. ROLL CALL/EXCUSED ABSENCES

PRESENT: Aldermen Sevenich, Keehan, Zelinski, Englebert, Benner, Nichols, Taylor

EXCUSED: Alderman Langdon

ALSO PRESENT: Mayor Merkes, CA/HRD Captain, PC Styka, DPW Radtke, CDD Keil,
Dpty Treasurer Sassman, Clerk Galeazzi

C. MINUTES TO APPROVE

1. [May 6, 2013](#)

Moved by Ald. Benner, seconded by Ald. Keehan to approve minutes.

Motion carried on voice vote.

D. ACTION ITEMS

1. [Storm Water Utility Financial Report](#)

DPW Radtke and Dpty Treasurer Sassman presented the semi-annual Storm Water Utility report. They explained the departments that are funded by Storm Water Utilities. The City has received a grant to assist in planning runoff management standards as related to the Lower Fox River TMDL.

General discussion regarding the Storm Water Utility ensued.

E. ADJOURNMENT

Moved by Ald. Nichols, seconded by Ald. Sevenich to adjourn at 8:44 p.m.

Motion carried on voice vote.

Respectfully submitted by Deborah A. Galeazzi, WCMC, City Clerk

D R A F T
MINUTES OF REGULAR MEETING
ELISHA D. SMITH PUBLIC LIBRARY TRUSTEES
Elisha D. Smith Public Library
May 16, 2013

Call to order at 4:00 p.m. by President Murray

Present: Crawmer, Eisen, Enos, Kiley, Murray, Nichols, Wicihowski, Webster (teen rep)

Absent: Kobylski

Also present: Director Lenz, K. Seefeldt (Office Manager), C. Brandt (Head of Support Services), K. Beson (Head of Children's Services)

Public Comment/Communication

Enos stated that Dr. Kobylski had resigned as Superintendent of Schools.

Nichols inquired about the arrangements that had been made to cover all of the morning custodial responsibilities since the retirement of Steve Griesbach. An employee from ServiceMaster is temporarily responsible for cleaning restrooms and the lobby, emptying waste baskets, and performing other basic clean-up duties. Building Services supervisor Adam Alix is currently covering morning meeting room setups. The custodial needs of the library will be reconsidered at budget planning time later this year.

President Murray notified the board that he would not continue to serve on the Fundraising Committee. Mary Crawmer agreed to chair that committee.

Authorization of Bills

Motion to authorize payment of the May list of bills from the 2013 budget as presented by Enos, seconded by Wicihowski, and carried unanimously.

Consent Business

The following Consent Business items were presented for the board's consideration:

Approve Library Board meeting minutes, April 18, 2013

Motion to approve the Library Board meeting minutes of April 18, 2013 by Nichols and seconded by Kiley. Motion carried.

Director's Report/Information Items

1. Fundraising Committee Report. Mary Crawmer reported on the committee's initial plan to conduct a fundraising campaign, which involves collecting 1,000,000 pennies. Details regarding these plans were discussed. Board members approved of the project.
2. April Statistics. Lending of adult materials increased by 5.4%, while lending of children's materials remained basically the same as last year. Website visits and wireless network sessions continue to increase significantly. Meeting room usage is up as well.

3. Endowment Report. Endowment investments show a gain of \$8,376.45 since the beginning of the year. Director Lenz noted that we currently have two certificates of deposit with Community First Credit Union. Funds from the CD that had recently come due were transferred to the library's general trust fund at the Community Foundation for the Fox Valley Region.
4. Current Budget Status. The status of this year's budget was reviewed. Director Lenz anticipates a carryover of \$12,127 from our 2012 budget. The Common Council will be asked to approve this carryover at their next regular meeting.
5. Staff Reports.
 - Library aide Kelsey Christie has submitted a letter of resignation, effective May 31, 2013. Plans to fill this position are under consideration.
 - Copies of a year-end report for the library's 1000 Books Before Kindergarten were included in the board's packet, along with a Happy Birthday Baby! Club report. Kathy Beson reported that 73 new families were involved in the 1000 Books program this year; 184 families have finished the program in the past 5 years.
 - Plans for the library's entry in the Memorial Day parade are in place. Trustees were invited to walk with the group.

Discussion/Action Items

6. Ad Hoc Nominating Committee. Nominating Committee members Jill Enos and Kathy Wicichowski have successfully prepared a slate of officers to present to the board for their consideration at their July meeting. Nominations will also be taken from the floor.
7. Library Art Works. The painting "Drama of Life" was donated to our library many years ago by Mrs. Frank Lake. Mark Moran, art appraiser, recommended that we attempt to sell the painting on Craigslist or with the Landmarks Art Gallery in Milwaukee. Enos recommended that we try to sell the painting on e-bay and that we set a minimum bid amount of \$2,000. If there are no interested parties, we could attempt to sell the piece as recommended by Mr. Moran. Mr. Moran examined the deteriorated remains of the library's Jean Nicolet soft sculpture while he was here. He determined that the piece no longer has any monetary value. He recommended that we simply dispose of it. Director Lenz informed former trustee John Nebel of the sculpture recommendation, and Mr. Nebel offered to find someone who might be willing to remove the sculpture from the library within a month of his meeting with Director Lenz.

Motion

Motion to authorize Director Lenz to post the "Drama of Life" painting on eBay for an adequate sum of money. If there is no interest, she may post it on Craigslist or with the Landmarks Art Gallery. This motion was made by Crawmer, seconded by Wicichowski, and carried unanimously.

8. Unpaid Leave of Absence Request. Library Clerk Anne Keller has a medical condition that qualified her for 2 weeks of state family medical leave. Recently, Director Lenz granted her an additional 2 weeks of unpaid leave. According to library policy, she is required to request board approval for additional unpaid leave with benefits. Discussion ensued.

Motion

Motion to approve an unpaid leave of absence with continuation of benefits until June 8, 2013, to Anne Keller by Eisen, seconded by Nichols. Motion passed.

Kathy Beson left the meeting at 4:50 p.m.

9. Personnel Policy. The newly revised personnel policy chapter was presented to the board for their consideration. Discussion ensued. The policy will be presented for board approval at their next regular meeting. The Policies & Personnel Committee will begin to review the library's finance policies at their next meeting.

Jill Enos left the meeting at 4:54 p.m.

10. Mid-Year Salary Adjustment. Most other city employees received a 1.5 percent cost of living adjustment on January 1, 2013 and are due to receive an additional 1.5 percent COLA on July 1, 2013. Due to budget constraints, library employees received a 1.25 percent COLA on January 1, 2013. If the Common Council approves the library's carryover from 2012, Director Lenz recommends awarding another 1.25 percent COLA effective July 1 to all library employees. Eisen recommended that the board approve the COLA, contingent on the 2012 rollover being approved by the Council at next week's meeting. Nichols recommended waiting until after the Council approved the carryover before approving this COLA. Discussion ensued.

Motion

Motion to approve a 1.25 percent cost of living adjustment for all library employees effective July 1, 2013, contingent on the library's 2012 rollover being approved by the Common Council by Eisen, seconded by Wicichowski. Discussion ensued.

Motion

Motion to postpone action on this issue until the library board's next regular meeting by Nichols, seconded by Eisen. This motion did not pass, with a roll call vote of four nays (Crawmer, Kiley, Murray and Wicichowski) and two ayes (Eisen and Nichols).

A roll call vote was taken on the first motion presented. Five voted in favor (Crawmer, Eisen, Kiley, Murray, and Wicichowski) and 1 voted against (Nichols). Motion passed

Cate Brandt and Ashley Webster left the meeting at 5:16 p.m.

Announcements

11. Trustee Essentials: Chapter Ten. Becky Nichols reviewed chapter ten of the Trustee Essentials "*Developing Essential Library Policies*." Mary Crawmer agreed to review chapter eleven "*Planning for the Library's Future*" at the June meeting.

Adjournment

Motion to adjourn the meeting at 5:28 p.m. by Crawmer, seconded by Kiley and carried unanimously.

Respectfully submitted,
Kathy Wicichowski, Secretary
Kris Seefeldt, Recording Secretary

Neenah-Menasha Fire Rescue
Joint Fire Commission Meeting
May 22, 2013 – 12:00 p.m.
2nd Floor Conference Room – City of Neenah

Present: Commissioners Kubiak, Keating, Liebhauser and Mattes.

Also Present: Chief Auxier and Office Manager Theisen.

Excused: Commissioners Lewis and John

Commissioner Kubiak called the meeting to order at 12:00 p.m.

Election of Chair: **MSC Keating/Liebhauser to elect Commissioner Mattes as the Chair of NMFR's Joint Fire Commission, all voting aye.**

Commissioner Mattes proceeded as Chair for the remainder of the meeting.

Election of Vice-Chair: **MSC Keating/Kubliak to elect Commissioner Liebhauser as Vice-Chair of NMFR's Joint Fire Commission, all voting aye.**

Minutes: The Commission reviewed the meeting minutes of April 24, 2013. **MSC Keating/Kubiak to approve the meeting minutes of April 24, 2013 and place on file, all voting aye.**

April Activity Reports: The Commission reviewed the April activity reports. This is informational only and no action is required.

April Budget Report: The Commission reviewed the April budget report. This is informational only and no action is required.

MSC Keating/Liebhauser to adjourn at 12:20 p.m., all voting aye.

Respectfully Submitted,

Al Auxier
Chief

AA/tt

NEENAH-MENASHA SEWERAGE COMMISSION

Regular Meeting

Tuesday April 23, 2013

Commission President Youngquist requested a moment of silence for the victims of the Boston Marathon bombing and explosion at the fertilizer plant in West, Texas.

Meeting was called to order by Commission President Youngquist at 8:01 a.m.

Present: Commissioners Mike Sambs, Kathy Bauer, Tim Hamblin, Jim Gunz, Gordon Falck, Raymond Zielinski, Dale Youngquist; Manager Randall Much, Accountant Roger Voigt.

Also Present: Chad Olsen, Tom Kispert (McMAHON); Paul Much, Rob Franck (MCO).

March 26, 2013 meeting minutes: The minutes need to be corrected to show Tim Hamblin was in attendance, Gordon Falck was listed twice; after discussion, motion by Commissioner Gunz, second by Commissioner Zielinski to approve the minutes from the March 26, 2013 Regular Meeting as amended and the minutes from the March 26, 2013 closed session. Motion carried unanimously.

Correspondence

There was no correspondence to be discussed.

New Business

Operations, Engineering, Planning

Chad Olsen updated the Commission on the Fox-Wolf Watershed Alliance (FWWA). Five communities are working together to see if adaptive management is feasible and to compare costs of adaptive management verses costs to build phosphorus removal treatment. FWWA initially met with the DNR in September 2012 to discuss if Little Lake Butte des Morts is considered a "Lake" or "River". It has been classified as a river; this will provide a higher phosphorus discharge limit (0.1 vs. 0.04). With a TMDL in place we will be looking at a limit of 0.2 mg/l and have 15 years to meet the 0.1 mg/l limit. The next step is for FWWA to meet with various teams set-up for discussing adaptive management. This is estimated to be completed by late August.

Chad further reported on a company who will be providing pilot testing in the state; this company uses one of the technologies looked at for the Commission to build its own phosphorus removal treatment system. This would be a two week testing; the costs would be the chemicals and transportation costs. A worst case estimate of the transportation costs would be \$3,000. At this point it is preliminary; Chad may have a proposal at the next meeting. The Commissioners discussed doing the pilot study now verses needing to do the pilot study again in 9-10 years if the Commission would proceed with phosphorus removal construction. President Youngquist asked the Commissioners to give it some thought and to be discussed later if there would be interest in pursuing this.

Tom Kispert presented a power point slide show and discussed the construction activities that have occurred since the March 26, 2013 meeting.

Construction Progress Update. Tom Kispert reviewed and discussed his memorandum handout on the plant construction progress, the Certificates for Payment and contract change orders. April 15 was the start-up date for the sodium hypochlorite system. Crane Engineering was given until Wednesday April 24 to provide needed parts to have the system operational. The system needs to be operational by May 1 to meet DNR disinfection requirements.

After discussion, motion by Commissioner Gunz, second by Commissioner Bauer to approve for payment Certificate for Payment #6 from August Winter & Sons Inc. in the amount of \$640,775.00. Motion carried unanimously.

Tom Kispert discussed proposed change orders for the contract with August Winter & Sons. Motion by Commission Gunz, second by Commissioner Bauer to approve change orders #8, #9, #10, and #11 for the contract with August Winters & Sons in the amounts of \$7,498.00, \$69,391.00, \$40,977.00, and \$26,557.00. Motion carried unanimously.

Motion by Commissioner Gunz, second by Commissioner Bauer to approve Change Order #1 (deduction) from HSI in the amount of \$(40,977.00). Motion carried unanimously.

Tom Kispert reviewed pending change orders with the Commissioners and the Equipment Procurement Certificates for Payment. Tom recommends withholding the payment at this time to Crane Engineering for Contract O – Metering Pumps. Tom reported that HSI does not have a firm delivery date for the additional high speed blower; they are currently having a production issue on the airfoil bearing. This production issue is not an issue with the blowers already supplied to the NMSC, it is a recent development.

Motion by Commissioner Gunz, second by Commissioner Bauer to approve Certificate for Payment #1 from HSI for Contract B-High Speed Blowers in the amount of \$372,300.00; Certificate for Payment #2 from Energenecs for Contract K-Digester Mixers in the amount of \$155,540.00; and Certificate for Payment #4 from XYLEM for Contract L-Aeration Membrane Discs in the amount of \$32,308.00. Motion carried unanimously.

Motion by Commissioner Gunz, second by Commissioner Sambs to hold the Certificate for Payment #1 from Crane Engineering for Contract O-Metering Pumps. Motion carried unanimously.

Tom Kispert reviewed the contract summary log. Commissioner Hamblin questioned if we are looking at a normal amount of change orders for a project. Tom responded in situations of a retrofit we can expect change orders in the amount of 10%-15% of the project cost.

Motion by Commissioner Gunz, second by Commissioner Bauer to approve for payment McMahon invoices: #43403 - \$40,125.00; #43404 - \$62,400.00; #43405 – \$3,025.00; #43406 -

\$1,100.00; #43407 - \$560.00; #43408 - \$17,401.26; #43409 - \$260.00; and #43410 – \$2,780.00.
Motion carried unanimously.
Commissioner Bauer excused from the meeting (9:22).

Manager Much discussed the Operating Report for March. The plant is operating well; the plant experienced a second month of violating the effluent mercury discharge limit. Paul Much will be setting up a sampling program to attempt to locate the sources of mercury; there will additional costs for lab testing fees. Rob Franck reported on time spent looking for a front end loader; on Saturday April 20 Rob Franck, Randy Much, Bob Potratz and Merick Potratz attended an auction in Lomira to look at 3 different front end loaders. One of the front end loaders was purchased at the auction for the Commission for \$36,000. Prior to attending the auction discussions were held with the Potratz's and a mechanic with Hietpas and Sons regarding the reasonable price for the units and the front end loader purchased was within the recommendation of these individuals. The Commission will need to spend another \$20,000 for tires and bucket upgrade. Manager Much distributed an email from Mark Radtke (Menasha) regarding sampling accuracy; additional discussion ensued on inflow/infiltration (I/I). Rob Franck distributed and discussed flow charts from recent rain events and the issue of the Neenah Main Street lift station. Additional discussion on finding sources of I/I followed. Manager Much discussed further potential issues with phosphorus removal and treatment for drugs in the wastewater and the impact high flows will have on the costs for treating for these chemicals – less I/I will reduce the size of the construction project needed to treat for these items. Commissioners discussed how to achieve a reduction in the amount of I/I received from the communities. Commissioner Gunz reported this is a political issue that needs to be handled with the communities; Commissioner Zielinski questioned what directive does the Commission need to do to get this going; President Youngquist reported the Commissioners need to go back to your public works officials to bring them our concerns; Commissioner Zielinski questioned if this should be on the next agenda. President Youngquist indicated this should go under Old Business. After discussion, motion by Commissioner Gunz, second by Commissioner Falck to accept the Operating Report for March. Motion carried unanimously.

Manager Much presented a sewer extension request for Road J located in the Waverly Sanitary District, Village of Harrison. Motion by Commissioner Gunz, second by Commissioner Samps to approve the sewer extension request for Road J located in the Waverly Sanitary District, Village of Harrison. Motion carried unanimously.

Budget, Finance, Personnel

Accountant Voigt discussed the Financial Statements for the month of March 2013. Accountant Voigt also reported on discussions with David Maccoux concerning eliminating various Contribution Equity accounts in the Commission chart of accounts to follow current GAAP guidelines. It was the consensus of the Commission this would be acceptable to do; they requested written explanation from the auditors prior to giving final authorization. After discussion, motion by Commissioner Gunz, second by Commissioner Zielinski to accept the financial statements for the month of March, 2013. Motion carried unanimously.

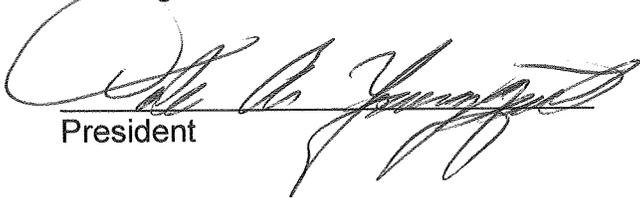
Motion by Commissioner Gunz, second by Commissioner Zielinski to approve Operating and Payroll Vouchers #133651 thru #133708 in the amount of \$360,279.78 and Construction Fund

Vouchers #184 thru #188 in the amount of \$1,561,676.06 for the month of March 2013. Motion carried unanimously.

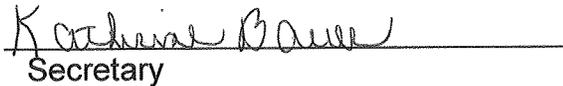
Accountant Voigt discussed the Accountant's Report for March 2013. The interest rates on the checking and money market accounts have not changed. MCO generated \$3,100 in income for the Commission in March. Accountant Voigt reported the Cash Flow report was updated to current known information. The Commission discussed reviewing the contract with MCO; reviewing Insurance Agents and insurance companies, and reviewing the auditor selection process. President Youngquist and Commissioner Gunz will meet with Manager Much and Accountant Voigt to review these items and to eventually bring Attorney Thiel into the discussions when the need arises. Motion by Commissioner Gunz, second by Commissioner Falck to accept the Accountant's Report and Cash Flow Report for the month of March 2013. Motion carried unanimously.

Motion by Commissioner Bauer, second by Commissioner Falck to approve for payment MCO invoices #17281 - \$120,999.71; #17317 - \$381.10; and #17314 - \$81.96 and to pay the invoices after May 1, 2013. Motion carried unanimously.

Motion made by Commissioner Zielinski, seconded by Commissioner Sambas to adjourn the meeting. Motion carried unanimously. Meeting adjourned at approximately 10:32 a.m.



President



Secretary

THE NEXT REGULAR MEETING IS SCHEDULED FOR TUESDAY MAY 28th 2013.

CITY OF MENASHA
Plan Commission
Council Chambers, City Hall – 140 Main Street
May 21, 2013
DRAFT MINUTES

A. CALL TO ORDER

The meeting was called to order at 3:35 PM by Mayor Merkes.

B. ROLL CALL/EXCUSED ABSENCES

PLAN COMMISSION MEMBERS PRESENT: Mayor Merkes, Ald. Benner, DPW Radtke and Commissioners Schmidt and DeCoster.

PLAN COMMISSION MEMBERS EXCUSED: Commissioners Cruickshank and Sturm.

PLAN COMMISSION MEMBERS ABSENT: None

OTHERS PRESENT: CDD Keil, PP Homan and John Davel.

C. MINUTES TO APPROVE

1. **Minutes of the April 23, 2013 Plan Commission Meeting**

Motion by Comm. Schmidt, seconded by Ald. Benner to approve the April 23, 2013 Plan Commission meeting minutes. The motion carried.

D. PUBLIC COMMENT ON ANY ITEM OF CONCERN ON THIS AGENDA

1. No one spoke.

E. DISCUSSION

1. **Zoning Designation – 428 Sixth Street**

CDD Keil reviewed the drawings showing the zoning classifications of the subject parcel and others in the vicinity. The parcel is currently zoned C-1 General Commercial, the Future Land Use Plan calls for low density residential. Commissioners discussed:

- The suitability of the site for commercial use.
- The area and depth of the parcel and possibilities for splitting it into two lots.
- The C-1 zoning designation of the predominantly residential uses in portions of the Sixth and Racine Street corridors.
- Whether a comprehensive approach should be taken to rezoning properties in these corridors.

Consensus was that staff should conduct an evaluation of these considerations and report back to the commission in fall.

2. **Lot Split – Lot 10, Province Terrace**

CDD Keil reviewed the environmental conditions on the parcel related to shore yard and wetland protective area setbacks. It was noted that the asking price on this lot had been adjusted to account for the reduction in buildable area associated with these restrictions. Commissioners discussed:

- Relationship of Lot 10 to the adjoining storm water pond.
- Relationship of the Province Terrace trail to the lot and whether the planned trail location should be on the east or west side of the street.
- Desirability of additional open space/natural area in the neighborhood.

Consensus was that Public Works should evaluate the feasibility of relocating the trail to the east side of Province Terrace and that a lot line and dimensions should be brought back related to the lot split.

3. **Amendment to Section 13-1-31 (e)(3) of the Menasha Code of Ordinances – reduction in the minimum lot depth requirement from 245 feet to 235 feet**

CDD Keil described the relationship of this item to Action Item 1 below, where the existing platted lot does not meet the minimum lot depth requirement, and hence the CSM could not be created due to the zoning nonconformity. Commissioners discussed:

- The prevalence of this situation on other parcels zoned I-1 General Commercial.
- Prospects for adverse unintended consequences of making the change.

Consensus was that staff should continue working on the proposed ordinance change and conduct an assessment of how this change would impact other parcels zoned I-1.

ACTION ITEMS

1. **Certified Survey Map combining Lots 6 & 7 of J.O. Johnson Industrial Park Plat – Bud Drive (to be received)**

In light of the discussion above, DPW Radtke made and Comm. DeCoster seconded a motion to table this item. The motion carried.

2. **Site Plan Review – 1845 Bud Drive – Minimax Storage II**

PP Homan reviewed the memo she had prepared concerning the site plan. Commissioners discussed:

- Building setbacks.
- The phasing of construction relative to parking lot paving.
- The location and type of curbing.

Motion by DPW Radtke, Seconded by Comm. Schmidt to approve the site plan for 1845 Bud Drive subject to the following conditions:

1. That the remaining \$50 of the site plan review fee be paid.
2. That specifications for lighting be submitted for review and approval.
3. That the building plans be modified so that the requirement that 1/3 of the building be faced with masonry, architectural composite aluminum or steel panels, glass or a combination thereof, and that illustrations showing same be submitted for approval.
4. That building setbacks comply with zoning regulations either in the current lot configuration or in the event the proposed CSM is recorded. Building #3 shall not be constructed until a final determination has been made concerning the lot configuration.
5. That all proposed curbing shall have a 6" vertical face.

3. **Garage Relocation – 420 Second Street**

This item was withdrawn at the request of the owner.

G. ADJOURNMENT

Motion by Ald. Benner, seconded by Comm. DeCoster to adjourn at 5:45 p.m.

The motion carried.

Minutes respectfully submitted by CDD Keil.



Memorandum

DATE: May 22, 2013

TO: Mark Radtke, Director of Public Works
Tim Jacobson, Street Superintendent
Tim Styka, Chief of Police
Joe Polzien, Code Enforcement Officer

FROM: Donald Merkes, Mayor

RE: Weed Commissioner Appointment

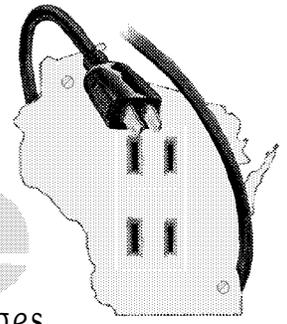
As per Ordinance O-2-13 which was approved May 20, 2013,

“The Weed Commissioner shall be appointed by the Mayor on or before May 15 in each year and shall have the powers and duties enumerated in this SEC. and in Section 66.0517, Wis. Stats., except that the person shall receive no compensation for his or her services other than his or her regular salary”

For the 2013 calendar year, the appointed weed commissioner will continue to be Street Superintendent Tim Jacobson. Please direct reports of noxious weeds or unkempt lawns to the Public Works Facility at 976-3620

A Coalition
to preserve
Wisconsin's
Reliable and
Affordable
Electricity

Customers First! the Wire



Plugging you in to electric industry changes

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Customers First! conference crowd hears of Wisconsin's future energy challenges

The Obama administration will try to double the nation's reliance on renewable energy sources by 2020, according to Lauren Azar, former member of Wisconsin's Public Service Commission and since 2011, senior advisor to the secretary of the U.S. Department of Energy.



Azar

Azar stressed that her use of the term "renewables" is intended to include hydropower and a new generation of modular nuclear reactors currently

under development but not yet ready for broad, commercial-scale deployment.

She was in Madison April 24 for the *Customers First!* Coalition's annual POWER Breakfast, where she told a crowd of about 120 that in addition to doubling renewables, the administration hopes to boost the nation's "energy productivity"—meaning efficiency measures to prevent energy losses—50 percent by 2030 and to drive a conversion of the nation's truck fleet to compressed natural gas while at the same time pushing a move to electric vehicles for passenger cars.

Looking ahead four or more decades, Azar painted a challenging energy picture for Wisconsin, which she called "one of a few states without strong natural [energy] resources."

There are "no really significant native fuels here," she said, adding that opportunities to develop solar energy are "marginal," and while the

state has good wind power sites, they are "very localized."

Azar qualified her description of Wisconsin's solar potential as "marginal" by adding it is roughly comparable to the quality of the solar resource in Germany and some American East Coast states such as New Jersey—as opposed to Western and Southwestern states where solar has its greatest U.S. potential.

Small modular nuclear reactors might be the energy source of the future for Wisconsin, she said, assuming the state is able to get through the next 40–60 years relying on currently inexpensive natural gas.

Lake Michigan sites could be the "best in the nation" for offshore wind, Azar said, apply-

ing the caveat that developing them—something no one has yet done in U.S. waters—would be "really expensive."

Utilities here will need to begin thinking about how to maintain viability in a business environment drastically altered by "consumerization," Azar observed. Some West Coast utilities are already "in a death spiral," she said, with the rapid expansion of consumer-owned solar generation creating severe complications in their efforts to retain their customer bases.

Some states are beginning to redefine the meaning of a public utility and regulators should begin to consider average-cost ratemaking, "already a dinosaur," Azar said. 💡

MEUW names new executive director

Following an extensive national search, directors of the Municipal Electric Utilities of Wisconsin (MEUW) last month named Zachary Bloom as the organization's new executive director, succeeding David Benforado.

General manager of Waupun Utilities at the time of his hiring, Bloom comes to MEUW with 15 years' experience in the electric industry. "We were impressed with the interest demonstrated by so many quality executive-level candidates. The membership should be very pleased with our final selection of Bloom," said Jerry Ewert, chairman of the search committee. Bloom was to begin his new duties May 6.

"I'd like to thank former MEUW Executive Director David Benforado for his enormous contributions to the *Customers First!* Coalition," said CFC Executive Director Matt Bromley. "We look forward to continuing our collaboration with MEUW under Zachary Bloom's leadership."

A founding member organization of the *Customers First!* Coalition, the Sun Prairie-based MEUW trade association serves all 82 Wisconsin communities that own and operate an electric utility. Combined, they distribute about 11 percent of Wisconsin's electric load to nearly 280,000 residential, commercial, industrial, and farm customers. 💡



Bloom

THE WIRE is a monthly publication of the Customers First! Coalition—a broad-based alliance of local governments, small businesses and farmers, environmental groups, labor and consumer groups, retirees and low-income families, municipal electric utilities, rural electric cooperatives, wholesale suppliers, and an investor-owned utility. Customers First! is a coalition dedicated to preserving Wisconsin's reliable and affordable electricity.

If you have questions or comments about THE WIRE or the Customers First! Coalition, please call 608/286-0784.



KEEPING CURRENT

With CFC Executive Director Matt Bromley



A key state legislator and a top official in Governor Walker's administration shared their views on current energy issues with a packed house at the Customers First! Coalition's POWER Breakfast last month. Representative Mark Honadel (R-South Milwaukee), chair of the Assembly Committee on Energy and Utilities, and Chris Schoenherr, deputy secretary of the Department of Administration, talked candidly about a variety of topics including the state budget, nuclear power, and biodigesters.

Schoenherr gave a brief overview of two energy-related items in the governor's proposed 2013-15 state budget currently before the Legislature's Joint Committee on Finance. The governor's budget, he said, expands the current property tax exemption for solar and wind energy systems to biogas. Under the proposal, equipment that directly converts biomass into biogas and is used to generate electricity, heat, or compressed natural gas exclusively from biogas, as well as equipment used exclusively to transfer or store biomass or biogas, would be exempt from the property tax.

The second budget provision Schoenherr discussed with the group involves the sale of state-owned property. He said that although the sale of state power plants has received the most attention, there is a lot of other property the state owns that is considered surplus and no longer needed. With respect to power plants, Schoenherr said only four of the 38 plants potentially up for sale generate any electricity. He said the state will continue to need the output from the plants but there is no need for the state to be in the business of running them when there are those in the private sector that do it every day.

Rep. Honadel said that although the state currently has more than adequate generation capacity, there's always a need for good baseload generation. He said he would never have thought that natural gas would be the baseload fuel source it has become today.

While acknowledging that a proposed bill to add nuclear power to the state's renewable standards law is "too little too late" to save the Kewaunee nuclear plant from closing, Rep. Honadel said the state "should not shut out any technology" and said he will pursue legislation this session to lift



Bromley



Rep. Mark Honadel and Deputy DOA Secretary Chris Schoenherr delve into state initiatives during the April 24 Customers First! POWER Breakfast.

the state's "moratorium" on new nuclear power plants.

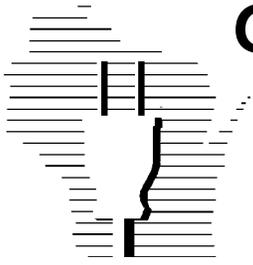
He also commented on the interest among some lawmakers, especially those representing rural districts, in expanding biogas systems like manure biodigesters. "I don't see this issue going away and we are going to have to take the next five to 10 years to get it right," he said, while adding that preservation of adequate, reliable "baseload generation comes first." 



POWER Breakfast—The Customers First! Coalition drew an attentive crowd of about 120 April 24 for its annual POWER Breakfast at Madison’s Concourse Hotel. (Clockwise from upper right) Rep. Mark Honadel talks with DOE’s Lauren Azar following her presentation; Dave Jenkins of the State Energy Office describes biofuel resources; CFC Executive Director Matt Bromley introduces Azar; and (middle photo) Wisconsin PSC Chairman Phil Montgomery makes a point during his presentation.

Energy saver tip

Considering what spring has been like, it might seem you’ll never need your air conditioner again. But you will, and now, when you don’t have too much use for it, is the perfect time to get it ready. Outdoor units can use a good bath this time of year. Open the breaker, clear out last fall’s leaves, and use a garden hose to flush away accumulated grime and obtain maximum efficiency. 💡



Customers First!

P.O. Box 54
Madison, WI 53701

A Coalition
to preserve
Wisconsin's
Reliable
and Affordable
Electricity



Be sure
to check out
the *Customers First!*
website at

www.customersfirst.org



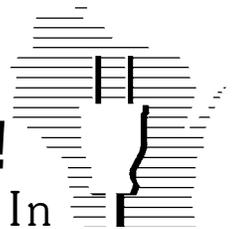
Quotable Quotes

"In the conversations I've been having, people overwhelmingly prefer an even keel, and maintaining the Renewable Portfolio Standard at 10 percent for the current session is a commitment I've made."

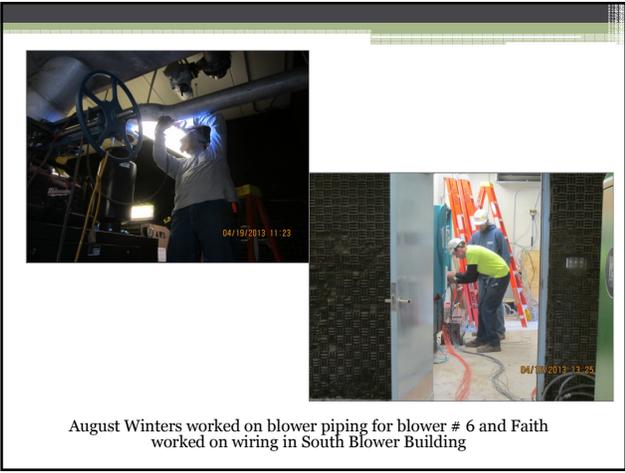
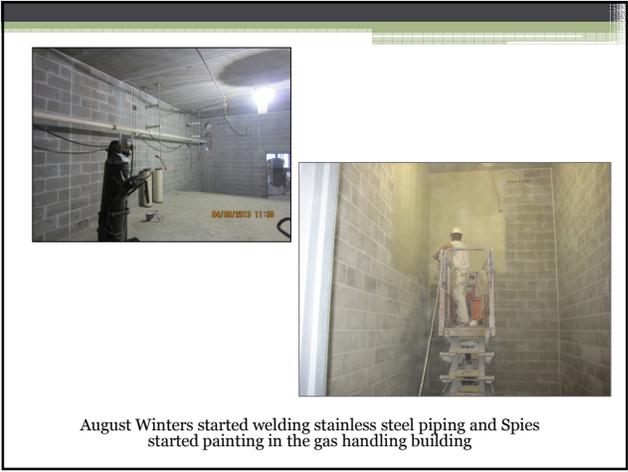
—Assembly Energy and Utilities Committee Chairman Mark Honadel (R-South Milwaukee) saying he will decline to advance legislation either increasing or freezing Wisconsin's renewable energy requirements, at the *Customers First! Coalition's* annual POWER Breakfast in Madison, April 24, 2013

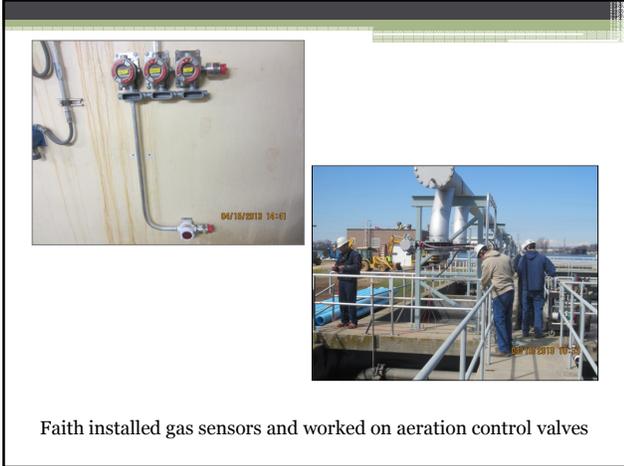
Help us share our messages with others. If you know of businesses or organizations that would like to learn more about protecting Wisconsin's reliable and affordable electricity, please feel free to copy and share with them all or part of this newsletter, or you can call 608/286-0784 to arrange an informational meeting.

Customers First!
Plugging Wisconsin In

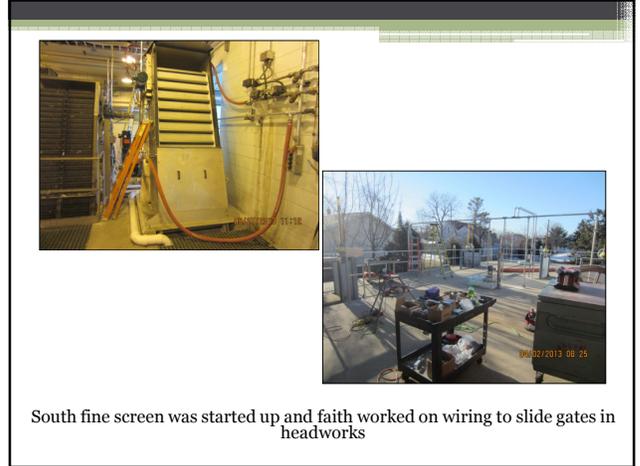


Neenah Menasha Sewerage Commission
WWTF Modifications
04/23/13

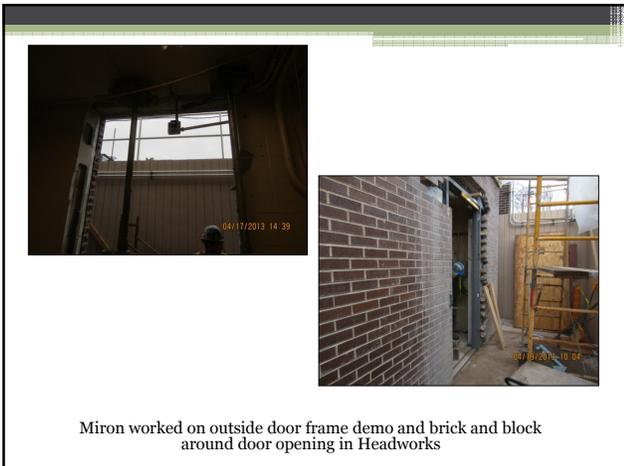




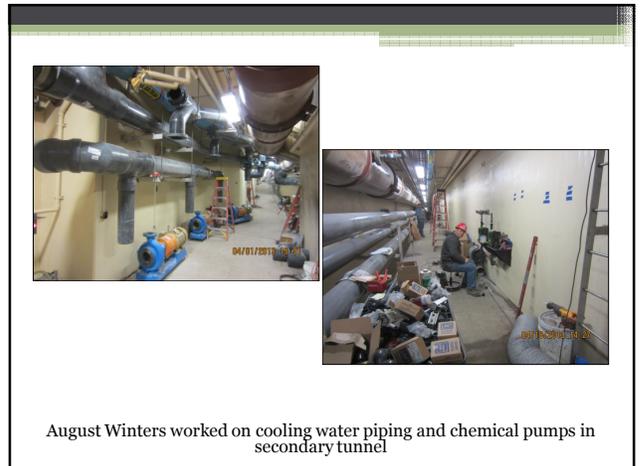
Faith installed gas sensors and worked on aeration control valves



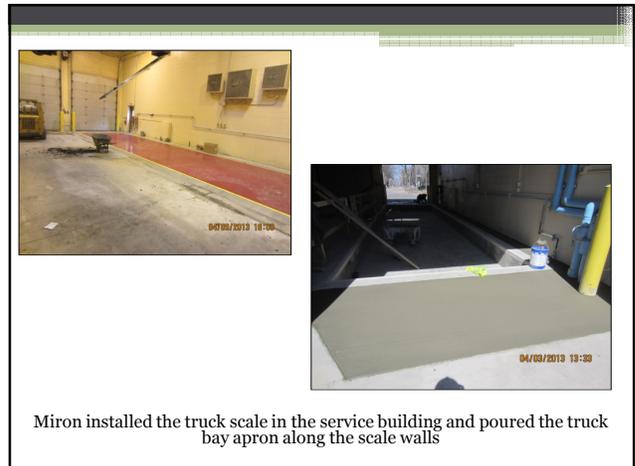
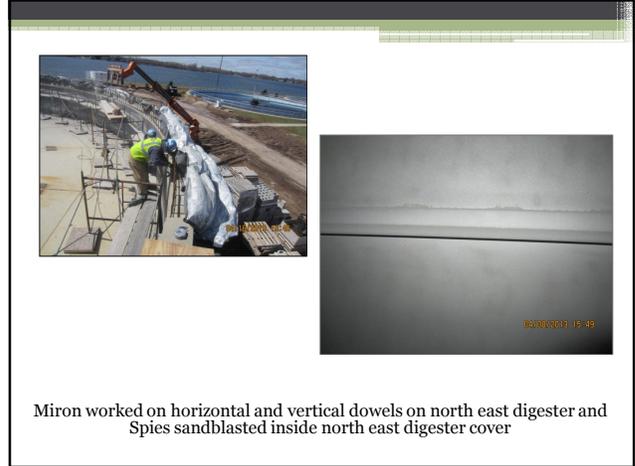
South fine screen was started up and faith worked on wiring to slide gates in headworks



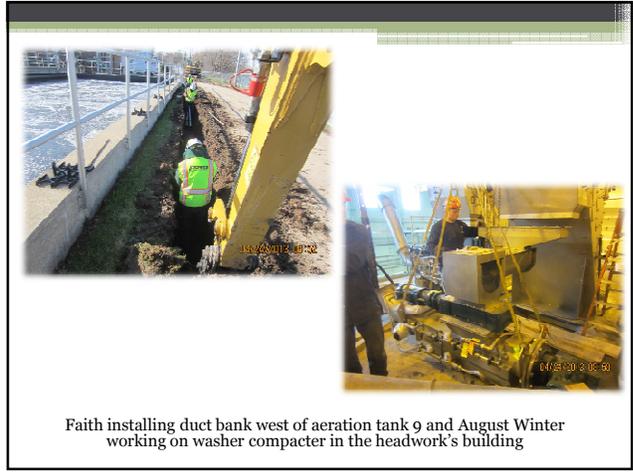
Miron worked on outside door frame demo and brick and block around door opening in Headworks



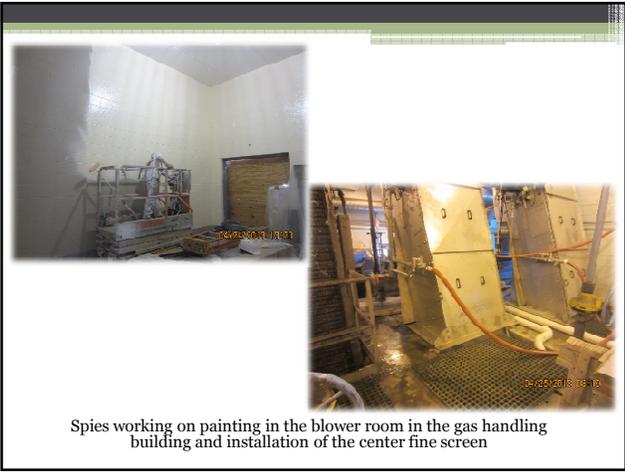
August Winters worked on cooling water piping and chemical pumps in secondary tunnel



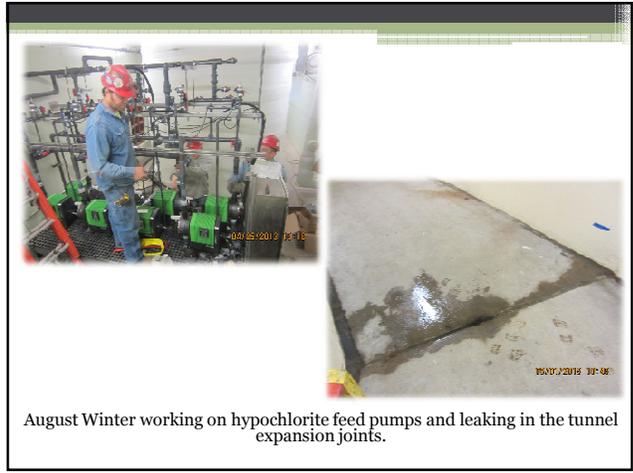
Neenah Menasha Sewerage Commission
WWTF Modifications
05/28/13



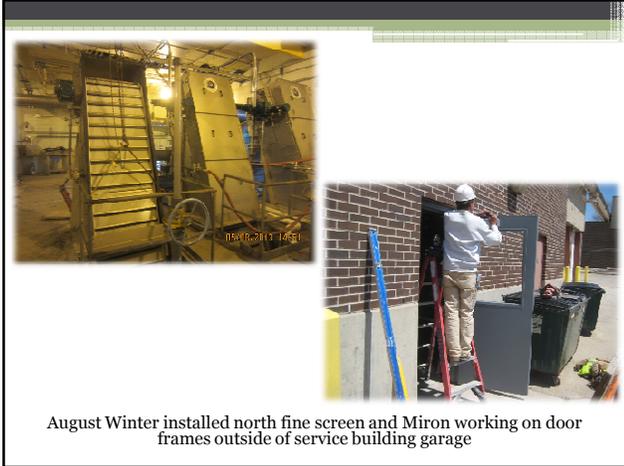
Faith installing duct bank west of aeration tank 9 and August Winter working on washer compacter in the headwork's building



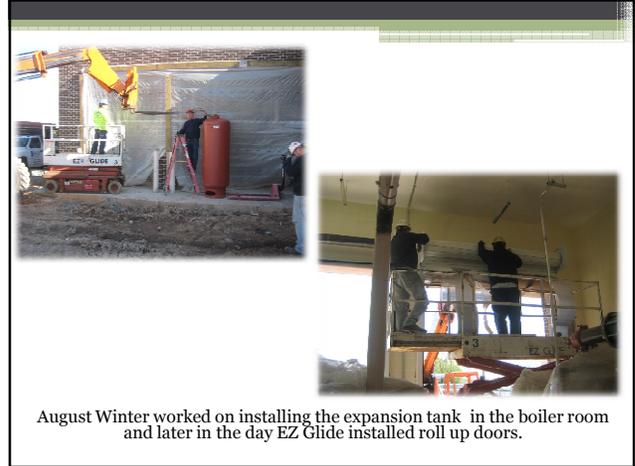
Spies working on painting in the blower room in the gas handling building and installation of the center fine screen



August Winter working on hypochlorite feed pumps and leaking in the tunnel expansion joints.



August Winter installed north fine screen and Miron working on door frames outside of service building garage



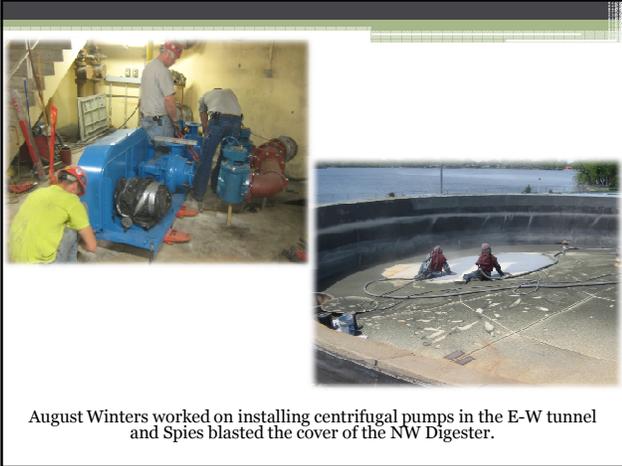
August Winter worked on installing the expansion tank in the boiler room and later in the day EZ Glide installed roll up doors.



A representative from LAI worked on starting up the east grit pump in the headwork's building and Kuhn worked on removing unit heaters.



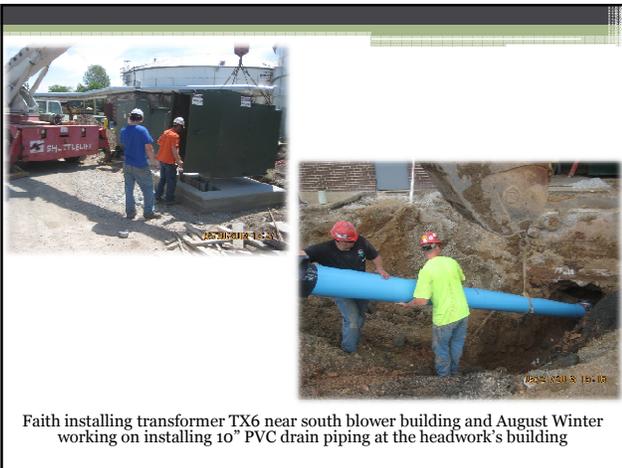
Faith working on installing duct bank outside of south blower building and Spectrum checking for leaks in the headwork's building.



August Winters worked on installing centrifugal pumps in the E-W tunnel and Spies blasted the cover of the NW Digester.



Miron working on cutting out sections of concrete in front of the headwork's building and Spies paint job on the north west digester cover



Faith installing transformer TX6 near south blower building and August Winter working on installing 10" PVC drain piping at the headwork's building



August Winter moving a spiral heat exchanger into the digester building and working on underground piping in front of headwork's building



29 May 2013

Representative Penny Bernard Schaber
Room 122 North
State Capitol
P.O. Box 8953
Madison, WI 53708

Dear Representative Bernard Schaber,

The number one priority for Wisconsin and its communities needs to be jobs. Getting people back to work at wages where they can support a family, own a home, and purchase the everyday necessities. With the decline in the paper industry here, it is of utmost importance that local government continues to nurture and encourage growth of its businesses to maintain a high standard of living.

We would like to do much more; however, we have limited resources that continue to be burdened by additional state mandates and reporting.

The latest proposal for municipalities to be involved in the state's "open book" reporting system creates yet another burden for local government without studying the return on investment. Placing a requirement without implementation costs in the budget is not good policy. With levy limits and expenditure restraints, this new requirement could very well take important human and financial resources away from job one, increasing family supporting employment in our community.

This does not mean that Menasha isn't committed to transparency. Since 2006, Menasha has televised City Council meetings giving residents access to the governing process. In addition, a complete packet of information given to elected officials and board members is posted online. Finally, we post the complete check register of all expenditures twice a month as part of the common council agenda online. Frankly, "open book" would be duplication at best and could result in diminished transparency if resources were to be shifted from current transparency efforts to "open book".

Being that the true costs and benefits of municipal participation in "open book" system remain unknown I ask that you remove the provision from the budget until such data can be collected.

Menasha's goal in 2014 is to expand our efforts to attract and retain employers regionally and in the city proper. To do this we need maximum flexibility to devote our resources where they can have the most impact. We believe that local innovation and investment are the best way to do so. I ask that the state continue to give local municipalities the freedom and flexibility in growing our state by removing new policy items and local mandates such as the "open book" requirement from the 2013-15 State Budget.

Sincerely,

Donald Merkes, Mayor

Representative Nygren

ADMINISTRATION -- GENERAL AGENCY PROVISIONS

OpenBook Requirement for Municipalities

Motion:

Move to require that counties, and any cities, villages and towns with a population larger than 5,000, participate in the Department of Administration's internet-based disclosure of expenditures reporting requirement by July 1, 2015. Expand current DOA statutory requirements related to internet-based disclosure of expenditures reporting to also include reporting by counties, and any cities, villages and towns with a population larger than 5,000. Require DOA to operate the expanded expenditure reporting system. Counties, and any cities, villages and towns with existing internet-based disclosure of expenditures reporting systems would be required to coordinate that system with the system operated by DOA by July 1, 2015.

Note:

Under current law, the Department of Administration (DOA) is required to ensure that all state agency expenditures for state operations exceeding \$100, including salaries and fringe benefits paid to state agency employees, are available for inspection on a searchable Internet Web site maintained by DOA (OpenBook). The Department is required to categorize the expenditure information by state agency, expenditure category, expenditure amount, and the person to whom the expenditure is made. If any of the expenditure information may be found on other Web sites, DOA is required to provide access to that information through the searchable internet Web site.

The motion would extend the internet based disclosure of expenditures reporting requirement to counties, and any cities, villages and towns with a population larger than 5,000, beginning July 1, 2015. The Department of Administration would be required to administer the expanded system.

Motion #236

Don Merkes

From: Rep.BernardSchaber [rep.bernardschaber@legis.wisconsin.gov]
Sent: Tuesday, May 28, 2013 3:11 PM
To: Don Merkes
Subject: RE: Budget Amendment requiring participation in Open Book
Attachments: Motion 236.pdf

Hi Mayor Merkes,

Here is what I've found out so far, though I am waiting for a call back from the Department of Administration (DOA).

I am attaching a copy of the motion, in case you haven't seen it yet. In talking with the Legislative Fiscal Bureau, it is my understanding that it will essentially mirror Ch. 16.413 in the State Statutes:

16.413 Disclosure of expenditures relating to state agency operations and state agency contracts and grants.

(1) (intro.) DEFINITIONS. In this section:

(a) "Financial instrument" includes any check, draft, warrant, money order, note, certificate of deposit, letter of credit, bill of exchange, credit or credit card, transaction authorization mechanism, marketable security, and any computer representation of them.

(b) "Grant" means a payment made to a person, other than aids to individuals and organizations and local assistance and the payment of salaries and fringe benefits for state employees.

(c) (intro.) "Searchable Internet Web site" means a Web site that allows any person to search for both of the following:

1. State aggregate expenditures for state operations by state agency, expenditure category, expenditure amount, and the person to whom the expenditure is made.

2. Grants made by state agencies and contracts entered into by state agencies.

(d) "State agency" has the meaning given in s. 20.001 (1).

(e) "State operations" means all purposes except aids to individuals and organizations and local assistance.

(2) STATE AGENCY EXPENDITURES FOR STATE OPERATIONS.

(a) The department shall ensure that all state agency expenditures for state operations exceeding \$100, including salaries and fringe benefits paid to state agency employees, are available for inspection on a searchable Internet Web site maintained by the department. Copies of each financial instrument relating to these expenditures, other than payments relating to state employee salaries, shall be available for inspection on the searchable Internet Web site.

(b) The department shall categorize the expenditure information under par. (a) by state agency, expenditure category, expenditure amount, and the person to whom the expenditure is made. If any of the expenditure information may be found on other Web sites, the department shall ensure that the information is accessible through the searchable Internet Web site under par. (a).

(c) State agencies shall provide the department with all expenditure information required under par. (a). The department may specify the format in which state agencies provide the expenditure information.

(3) STATE AGENCY CONTRACTS AND GRANTS.

(a) (intro.) The department shall ensure that all of the following information relating to each grant made by a state agency or contract entered into by a state agency is available for inspection on a searchable Internet Web site maintained by the department:

1. A copy of the contract and grant award.

2. The state agency making the grant or entering into the contract.

3. The name and address of the person receiving the grant or entering into the contract.

4. The purpose of the grant or contract.

5. The amount of the grant or the amount the state agency must expend under the contract and the name of the state fund from which the grant is paid or moneys are expended under the contract.

(b) State agencies shall provide the department with all of the information required under par. (a). The department may specify the format in which state agencies provide the information. The department shall make the information available on the searchable Internet Web site.

History: 2011 a. 32.

Here is a link to the Wisconsin Eye coverage of this motion:

<http://www.wiseye.org/Programming/VideoArchive/EventDetail.aspx?evhdid=7534> This motion is discussed right around the 2 hour mark. After listening to the discussion it seems like this is an unfunded mandate and a policy change. There is no estimate as to the cost to local governments including staff time, new reporting software, etc...

In speaking with Assembly Democratic staff on the Joint Finance Committee, it sounds like this motion was introduced and voted on quite quickly, with members only seeing it about 10 minutes before the vote.

It is very unclear as to what the fiscal impacts will be or how it will be implemented, other than DOA will do something and the municipalities will report spending. I do have a call in to DOA to see what their OpenBook program looks like and if it is an actual software that municipalities can use or what exactly.

I'm certain that you have more questions and the more that I am looking into it, the more questions I have. If you do have any other questions, be sure to let me know and I'll do my best to find an answer.

Sincerely,

Eric Koch

Office of Rep. Penny Bernard Schaber

57th Assembly District

Phone: 608.266.3070

Toll Free: 888.534.0057

CITY OF MENASHA
COMMON COUNCIL
Third Floor Council Chambers
140 Main Street, Menasha
Monday, May 20, 2013
MINUTES

DRAFT

A. CALL TO ORDER

Meeting called to order by Mayor Merkes at 6:00 p.m.

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL/EXCUSED ABSENCES

PRESENT: Aldermen Sevenich, Keehan, Zelinski, Englebert, Benner, Nichols, Taylor

EXCUSED: Alderman Langdon

ALSO PRESENT: Mayor Merkes, CA/HRD Captain, PC Styka, FC Auxier, DPW Radtke, CDD Keil,
Dpty Treasurer Sassman, PRD Tungate, LD Lenz, Clerk Galeazzi

DEPT. HEAD EXCUSED: PHD Nett

D. PUBLIC HEARING

E. PUBLIC COMMENTS ON ANY MATTER OF CONCERN TO THE CITY

(five (5) minute time limit for each person)

No one spoke.

F. REPORT OF DEPARTMENT HEADS/STAFF/CONSULTANTS

1. Recognition Plaque Presentation - 210 Main Street - Landmarks Commission

Tom Grade from Landmarks Commission presented a plaque to Joe & Mary Jo Weidert for the restoration of their building at 210 Main Street.

2. [Introduction of new Police Officers and Awards Presentation](#)

PC Styka introduced to the Council new officers, Dan Hoerneke, Marty Effert, Tony Edwards and Joshua Gallagher. New Officer Denton Heidemann was not available to attend meeting.

PC Styka recognized officers that received awards at the recent Police Department Awards Dinner.

3. Clerk Galeazzi - the following minutes and communications have been received and placed on file:

Minutes to receive:

a. [Administration Committee, 5/6/13](#)

b. [Board of Public Works, 5/6/13](#)

c. [Neenah-Menasha Fire Rescue Joint Finance & Personnel, 5/7/13](#)

d. [Personnel Committee, 5/6/13](#)

e. [Water & Light Commission, 5/8/13](#)

Communications:

f. [Clerk Galeazzi, 5/15/13; City Business Cards](#)

g. [FC Auxier, 5/6/13; NMFR's Open House at Station 36](#)

h. [Certificate of Recycling, City of Menasha/Menasha Utilities](#)

i. [Library Strategic Plan 2013-2018](#)

j. [PRD Tungate, 5/16/13; Jefferson Park Refuse Containers](#)

k. [Valley Transit to Mayor Merkes, 5/13/13; Refund for 2012 Fixed Route Services](#)

l. [FC Auxier, 5/14/13; Demo Engine Purchase from Pierce](#)

Moved by Ald. Benner, seconded by Ald. Sevenich to receive Minutes and Communications A-L

General discussion ensued.

Motion carried on voice vote.

G. CONSENT AGENDA

(Prior to voting on the Consent Agenda, items on the Consent Agenda may be removed at the request of any Alderman and place immediately following action on the Consent Agenda. The procedures to follow for the Consent Agenda are: (a) removal of items from Consent Agenda; and (b) motion to approve the items from Consent Agenda.)

Minutes to approve:

1. [Common Council, 5/6/13](#)

Personnel Committee, 5/6/13; Recommends approval of:

2. Establish salary range of Administrative Services Director at a Grade 1

Administration Committee, 5/6/13; Recommends approval of:

3. [Wellness incentives for participation in WEA initiatives](#)

Board of Public Works, 5/6/13; Recommends approval of:

4. [Street Use Application, Communityfest Parade of Lights, Wednesday July 3, 2013, 9:00pm-10:15pm \(Cities of Neenah and Menasha\)](#)

5. [Street Use Application, Otto Grunski Runski, Saturday August 10, 2013, 6:00am-11:00am \(City of Menasha\)](#)

6. [Change Order, Pieper Electric, Inc, Contract No. M0002-910283-B, High Lift Pumping Station; ADD \\$5,641.00 \(Change Order No. 2\)](#)

NMFR Joint Finance & Personnel, 5/7/13; Recommends approval of:

7. To create a 2013 NMFR Dive Team program budget and authorize the City of Neenah Finance Department to amend the current budget on file for the Dive Team to reflect \$2,000.00 for Overtime/Wages, \$660.00 Fringes, \$1,000.00 Schools/Seminars/Training, \$1,500.00 Maintenance of Operating Equipment and \$1,000.00 All Other Equipment for a total budget of \$6,160.00. The budget will be funded through the donated dollars currently in the Dive Team Trust Account

8. Look at the lease/purchase agreement of this demo vehicle in a timely fashion and Direct Administration to pursue reviewing this vehicle and discussing financing options with both Communities-NO ACTION NECESSARY

Ald. Benner requested to removed item 8 from Consent Agenda-no action necessary on this item.

Ald. Taylor requested to remove item 2 from Consent Agenda.

Moved by Ald. Benner, seconded by Ald. Keehan to approve Consent Agenda items 1, 3, 4, 5, 6, 7

Motion carried on roll call 7-0.

H. ITEMS REMOVED FROM CONSENT AGENDA

Moved by Ald. Benner, seconded by Ald. Zelinski to approve Consent Agenda item 2, Establish salary range of Administrative Services Director at a Grade 1.

Discussion: Ald. Taylor stated he supports position, but not a salary at a Grade 1.

Motion carried on roll call 6-1. Ald. Taylor voted no

I. ACTION ITEMS

1. [Accounts payable and payroll for the term of 5/9/13 to 5/16/13 in the amount of \\$381,695.31.](#)

Moved by Ald. Nichols, seconded by Ald. Benner to approve accounts payable and payroll.

Ald. Taylor requested to separate check #37274 (McMahon). He will abstain due to personal connections.

General discussion ensued on expenditures.

Motion to approve accounts payable and payroll minus check #37274 carried on roll call 7-0.

Motion to approve check #37274 carried on roll call 6-0. Ald. Taylor-abstained.

2. [Beverage Operators License Applications for the 2013-2015 licensing year.](#)

Moved by Ald. Benner, seconded by Ald. Englebert to approve list of Operators License applicants.
Motion carried on roll call 7-0.

Moved by Ald. Benner, seconded by Ald. Nichols to deny Operators License for Ashley Burkett for providing inaccurate information on application.
Ms. Burkett explained she was not familiar with the application and did not understand the question.
General discussion ensued.
Motion carried on roll call 4-3.
Ald. Nichols, Taylor, Englebert, Benner voted yes
Ald. Sevenich, Keehan, Zelinski voted no

Moved by Ald. Benner, seconded by Ald. Zelinski to deny Operator License for Sierra Will for three or more convictions in the last five years which would classify as habitual law offender according to City Guidelines For Operator Licenses.
Motion carried on roll call 7-0.

3. [Tower and Ground Space Lease Agreement between City of Menasha and Airadigm Communications Inc at 455 Baldwin Street.](#)

Moved by Ald. Benner, seconded by Ald. Englebert to approve Tower and Ground Space Lease Agreement Between City of Menasha and Airadigm Communications Inc. at 455 Baldwin Street.
General discussion ensued on the terms of the agreement
Moved by Ald. Sevenich, seconded by Ald. Keehan to amend paragraph 16, Opportunity to Cure Defaults, change grace period from thirty (30) days to fifteen (15) days and paragraph 17, Transfer of Tenant's Interest, to allow tenant to assign interest to any entity which controls, is controlled by or is under the common control of tenant.
Motion on amendment carried on roll call 7-0.
Motion as amended carried on roll call 7-0.

4. [Acquisition of 221 Washington Street - Notice of Commencement of Proceedings in REM to Foreclose Tax Liens by Winnebago County Under Wis. Stats. 75.521.](#)

Moved by Ald. Benner, seconded by Ald. Nichols for acquisition of 221 Washington Street.
General discussion ensued on the process of acquiring the property and the condition of the property.
Moved by Ald. Englebert, seconded by Ald. Zelinski to amend to instruct staff to pursue the acquisition of 221 Washington Street.
Motion on amendment carried on roll call 7-0.
Motion as amended carried on roll call 7-0.

J. ORDINANCES AND RESOLUTION

1. [O-2-13 An Ordinance Amending Section 8-1-6 of the Code of Ordinances \(Destruction of Noxious Weeds\) \(Introduced by Ald. Keehan\)](#)

Moved by Ald. Keehan, seconded by Ald. Sevenich to adopt O-2-13.
Motion carried on roll call 7-0.

2. [R-5-13 Resolution Continuing Appropriations \(Introduced by Ald. Nichols\)](#)

Moved by Ald. Nichols, seconded by Ald. Englebert to adopt R-5-13.
Motion carried on roll call 7-0.

3. [R-6-13 Resolution Transferring/Appropriating Funds \(Introduced by Ald. Nichols\)](#)

Moved by Ald. Nichols, seconded by Ald. Englebert to adopt R-6-13.
Motion carried on roll call 7-0.

K. APPOINTMENTS

L. HELD OVER BUSINESS

M. CLAIMS AGAINST THE CITY

N. PUBLIC COMMENTS ON ANY MATTER LISTED ON THE AGENDA
(five (5) minute time limit for each person)
No one spoke.

O. ADJOURN

Moved by Ald. Nichols, seconded by Ald. Benner to adjourn at 7:56 p.m.
Motion carried on voice vote.

Respectfully submitted by Deborah A. Galeazzi, WCMC, City Clerk



MEMO

To: Common Council
From: Debbie Galeazzi, City Clerk
Subject: Official City Newspaper
Date: May 15, 2013

The Post-Crescent was the only quote received for publishing council proceedings and other city advertising for the ensuing year.

Attached to this memo are the 2013 and 2012 rate quotes for comparison. The rate quoted for 2013 is slightly lower from 2012 and is based on the Post Crescents' most recent certification from the state of Wisconsin.

Wis. Stats. 985.06 states that the eligible newspaper making the lowest effective bid for the city's legal notices shall be awarded the contract. Eligibility is determined pursuant to Wis. Stats. 985.03.



Classified Display rate for a font other than Arial 6-point Font:

1st Insertion - \$11.23; Subsequent Insertion(s) - \$8.82

Retail Display rate for a font other than Arial 6-point Font:

1st Insertion - \$18.72; Subsequent Insertion(s) - \$14.70

When electronic copy for the entire notice or substantial areas thereof is provided, eliminating typesetting, enlargements or reduction, or other changes by the newspaper, the maximum rate is the same as the maximum rate established for subsequent insertions.

Our rates/fonts have changed since last year's bid based on our most recent certification from the state of Wisconsin. Going forward, if the State of Wisconsin changes their legal rate certifications, a 30 day notice will be sent accordingly. We can discuss a change at that point if that specific rate change is suggested to take affect outside the normal bidding timeframe/guidelines

Thank you for the opportunity to serve your community.

Sincerely,

Nicole Mertes
Advertising Manager
Appleton Post Crescent

THE POST-CRESCENT

April 30, 2012

Deborah A. Galeazzi
City Clerk
City of Menasha
140 Main St.
Menasha, WI, 54952

Dear Ms. Galeazzi,

In accordance with the legal advertising rates established by the State of Wisconsin as well as the May 1st, 2012 legal bid deadline, we are pleased to quote you the following legal advertising rates for the publication of council proceedings and other city legal advertising for the upcoming year.

Classified 10 Column Per Line charge – Arial 6-point Font:

Number of Columns	First Insertion	Subsequent Insertion(s)
1	\$0.7217	\$0.5670
2	\$1.3935	\$1.0948
3	\$2.1689	\$1.7040
4	\$2.9443	\$2.3132
5	\$3.7197	\$2.9224
6	\$4.4875	\$3.5256
7	\$5.2629	\$4.1348
8	\$6.0383	\$4.7440
9	\$6.8061	\$5.3472
10	\$7.5815	\$5.9564

Retail 6 Column Per Line charge – Arial 6-point Font:

Number of Columns	First Insertion	Subsequent Insertion(s)
1	\$1.1017	\$0.8656
2	\$2.3992	\$1.8849
3	\$3.6967	\$2.9043
4	\$4.9942	\$3.9237
5	\$6.2840	\$4.9370
6	\$7.5815	\$5.9564

RECEIVED
MAY 01 2012
CITY OF MENASHA
BY dg

THE POST-CRESCENT

Classified Display rate for a font other than Arial 6-point Font:

1st Insertion - \$11.28; Subsequent Insertion(s) - \$8.82

Retail Display rate for a font other than Arial 6-point Font:

1st Insertion - \$18.80; Subsequent Insertion(s) - \$14.70

When electronic copy for the entire notice or substantial areas thereof is provided, eliminating typesetting, enlargements or reduction, or other changes by the newspaper, the maximum rate is the same as the maximum rate established for subsequent insertions.

Our rates/fonts have changed since last year's bid based on our most recent certification from the state of Wisconsin. Going forward, if the State of Wisconsin changes their legal rate certifications, a 30 day notice will be sent accordingly. We can discuss a change at that point if that specific rate change is suggested to take affect outside the normal bidding timeframe/guidelines

Thank you for the opportunity to serve your community.

Sincerely,



Jennifer Maertz
Advertising Manager
Appleton Post Crescent



Date: 14 May 2013
To: Members of the Common Council
From: Donald Merkes, Mayor

D/M

RE: 2013-2014 Fireworks Contract

The Communityfest fireworks are an important part of the quality of life that we enjoy here in Menasha. Spielbauer Fireworks has provided our dramatic displays for years, pleasing thousands of spectators, lighting the sky with color. In order to secure the best price the City normally enters into a two year contract. By doing this we lock in 2013 pricing for the 2014 show as well.

I have structured the contract for both 2013 and 2014 to have a base of \$15,500. This represents the City and Menasha Utilities contribution to the show. While the base show is passable, each year we do additional fundraising to create a spectacular display, adding in specialized shells, shell flights, midlevel boxes, and emphasis to the finale. We have the ability to add as many or few additional shells as funding is available for.

Portions of the 2013 show will be shot from a slightly different location (closer to the boat launch) to address issues with wind we have had for the past few years. In addition more aerial shells will replace ground displays to increase visibility to more in the park.

I would recommend that we approve a contract with Spielbauer Fireworks for both 2013 and 2014.



SPIELBAUER FIREWORKS CO., INC.

DISTRIBUTORS & EXHIBITORS

WISCONSIN'S OLDEST EXHIBITION FIREWORKS CO.

Office: 1976 Lane Road
Green Bay, WI 54311

Factory & Warehouses: Bellevue

Telephone 1-920-336-0446

Fax 1-920-336-1214

Menasha

(Village)

WI

(Location)

Contract entered onto this 9th day of **May** A.D., 2013 by and between Spielbauer Fireworks Co., Inc. party of the first part, and the **City of Menasha**.

Authorized Agent Mayor Don Merkes
(Official in Charge)

Party of the first part agrees to furnish party of the second part Fireworks per program submitted, said display to be given on the evening of **July 4th, 2013** weather permitting. It should be understood that should inclement weather prevent the giving of said display on date herein mentioned, the program would be given on the next clear night falling during the above week, for the additional sum of three hundred dollars, to cover auxiliary costs suffered by party of the first part. If said display is not rescheduled, a cancellation fee of 20% of the contract price shall be charged.

Party of the second part agrees to furnish party of the first part sufficient space for the proper giving of said display, also to furnish dry space to store and prepare said fireworks; furnish necessary police protection and necessary lumber that may be required for erecting the display, to help our expert display man that we send to superintend said displays.

The party of the first part agrees that proper protection for the benefit of spectators will be covered by bodily injury and property damage insurance at the time of display, automobiles excluded. It is further agreed and understood that the party of the second part is to pay the party of the first part the sum of **\$15,500.00** for the above display, same to be paid **balance due by July 4th, 2013**.

The parties hereto do mutually and severally guarantee the terms, conditions, and payments of this contract, their articles to be upon the parties themselves, their heirs, executors, administrators and assigns.

IN WITNESS WHEREOF we set our hands and seals in duplicate hereof this 9th day of **May**, A.D., 2013.

WITNESSES:

ACCEPTED BY X

(Official in Charge)

Pat W. Spullman
Spielbauer Fireworks Co., Inc. REP

REMARKS:

Fireworks as per itemized proposal number 13Me2083 dated 5/9/13. Note that this is a one-year contract for July 4th, 2013.



SPIELBAUER FIREWORKS CO., INC.

DISTRIBUTORS & EXHIBITORS

WISCONSIN'S OLDEST EXHIBITION FIREWORKS CO.

Office: 1976 Lane Road
Green Bay, WI 54311

Factory & Warehouses: Bellevue

Telephone 1-920-336-0446

Fax 1-920-336-1214

Menasha
(Village)

WI
(Location)

Contract entered onto this 14th day of **May** A.D., 2013 by and between Spielbauer Fireworks Co., Inc. party of the first part, and the **City of Menasha**.

Authorized Agent Mayor Don Merkes
(Official in Charge)

Party of the first part agrees to furnish party of the second part Fireworks per program submitted, said display to be given on the evening of **July 4th, 2014** weather permitting. It should be understood that should inclement weather prevent the giving of said display on date herein mentioned, the program would be given on the next clear night falling during the above week, for the additional sum of three hundred dollars, to cover auxiliary costs suffered by party of the first part. If said display is not rescheduled, a cancellation fee of 20% of the contract price shall be charged.

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IN WITNESS WHEREOF we set our hands and seals in duplicate hereof this 14th day of **May**, A.D., 2013.

WITNESSES:

ACCEPTED BY

X

(Official in Charge)

Spielbauer Fireworks Co., Inc. REP

REMARKS:

Fireworks as per itemized proposal number 13Me2083 dated 5/9/13. Note that this is a one-year contract for July 4th, 2014.

City of Menasha Disbursements

Accounts Payable	5/20/13-5/30/13 Checks # 37323-37485	\$ 645,437.11
Payroll	5/30/13	<u>\$ 160,454.67</u>
	Total	<u><u>\$ 805,891.78</u></u>

Medical Expense Reimbursement Trust-Retirement Pay Out

Menasha Employees Credit Union-Employee Deductions

United Way-Employee Donations

Wisconsin Support Collections-Child/Spousal Support

WI SCTF-Child Support Annual Fee

**A gap in check numbers is due to more invoices being paid than fit on the check stub.
The last check stub used is the check number that will appear on the check register.

AP Check Register

Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
ACC PLANNED SERVICE INC	37323	5/20/2013	10540	100-0601-551.24-03	389.33	BLDG REPAIR & MAINTENANCE
			Total for check: 37323		389.33	
AMAZON	37325	5/20/2013	109692970582	100-0601-551.30-14	21.15	LIBRARY MATERIALS
		5/20/2013	109693484309	100-0601-551.30-14	26.99	LIBRARY MATERIALS
		5/20/2013	1096936755974	100-0601-551.30-14	424.59	LIBRARY MATERIALS
		5/20/2013	109698413156	100-0601-551.30-14	143.73	LIBRARY MATERIALS
		5/20/2013	109699201235	100-0601-551.30-14	18.00	LIBRARY MATERIALS
		5/20/2013	113971521788	100-0601-551.30-14	180.28	LIBRARY MATERIALS
		5/20/2013	113972096236	100-0601-551.30-14	(2.00)	CREDIT
		5/20/2013	113973521861	100-0601-551.30-14	(2.87)	CREDIT
		5/20/2013	113974832682	100-0601-551.30-14	(1.97)	CREDIT
		5/20/2013	113974861389	100-0601-551.30-14	(2.00)	CREDIT
		5/20/2013	113974935978	100-0601-551.30-14	(2.00)	CREDIT
		5/20/2013	113976614022	100-0601-551.30-14	192.79	LIBRARY MATERIALS
		5/20/2013	136450584632	100-0601-551.30-14	(1.97)	CREDIT
		5/20/2013	136450714514	100-0601-551.30-14	41.77	LIBRARY MATERIALS
		5/20/2013	136451189618	100-0601-551.30-14	(1.97)	CREDIT
		5/20/2013	136454822249	100-0601-551.30-14	(1.97)	CREDIT
		5/20/2013	136455979760	100-0601-551.30-14	(2.00)	CREDIT
		5/20/2013	136456455055	100-0601-551.30-14	82.77	LIBRARY MATERIALS
		5/20/2013	162011245046	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	162016679355	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	162016735459	100-0601-551.30-14	107.94	LIBRARY MATERIALS
		5/20/2013	162017129908	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	162017336310	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	162019428700	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	162019494834	100-0601-551.30-14	(1.00)	CREDIT
		5/20/2013	212179809771	100-0601-551.30-14	9.00	LIBRARY MATERIALS
		5/20/2013	246084079056	100-0601-551.30-14	210.06	LIBRARY MATERIALS
		5/20/2013	246089641275	100-0601-551.30-14	24.95	LIBRARY MATERIALS
			Total for check: 37325		1,459.27	

AP Check Register

Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
AUDIOGO	37326	5/20/2013	486215	100-0601-551.30-14	120.00	LIBRARY MATERIALS
			Total for check: 37326		120.00	
BAKER & TAYLOR INC	37329	5/20/2013	2028050537	100-0601-551.30-14	245.02	LIBRARY MATERIALS
		5/20/2013	2028058254	100-0601-551.30-14	118.12	LIBRARY MATERIALS
		5/20/2013	2028060312	100-0601-551.30-14	273.10	LIBRARY MATERIALS
		5/20/2013	2028060807	100-0601-551.30-14	26.55	LIBRARY MATERIALS
		5/20/2013	2028062922	100-0601-551.30-14	529.33	LIBRARY MATERIALS
		5/20/2013	2028077665	100-0601-551.30-14	147.90	LIBRARY MATERIALS
		5/20/2013	2028078894	100-0601-551.30-14	93.98	LIBRARY MATERIALS
		5/20/2013	2028079269	100-0601-551.30-14	21.80	LIBRARY MATERIALS
		5/20/2013	2028080767	100-0601-551.30-14	478.52	LIBRARY MATERIALS
		5/20/2013	2028081181	100-0601-551.30-14	48.94	LIBRARY MATERIALS
		5/20/2013	2028088611	100-0601-551.30-14	258.56	LIBRARY MATERIALS
		5/20/2013	2028092527	100-0601-551.30-14	490.13	LIBRARY MATERIALS
		5/20/2013	2028097557	100-0601-551.30-14	325.02	LIBRARY MATERIALS
		5/20/2013	2028099451	100-0601-551.30-14	34.06	LIBRARY MATERIALS
		5/20/2013	2028102782	100-0601-551.30-14	562.91	LIBRARY MATERIALS
		5/20/2013	2028113027	100-0601-551.30-14	74.99	LIBRARY MATERIALS
		5/20/2013	2028116962	100-0601-551.30-14	12.02	LIBRARY MATERIALS
		5/20/2013	2028120309	100-0601-551.30-14	267.54	LIBRARY MATERIALS
		5/20/2013	2028128887	100-0601-551.30-14	710.04	LIBRARY MATERIALS
		5/20/2013	2028136721	100-0601-551.30-14	545.97	LIBRARY MATERIALS
		5/20/2013	2028138446	100-0601-551.30-14	72.14	LIBRARY MATERIALS
		5/20/2013	2028144617	100-0601-551.30-14	260.08	LIBRARY MATERIALS
		5/20/2013	5012519924	100-0601-551.30-14	87.68	LIBRARY MATERIALS
		5/20/2013	5012542700	100-0601-551.30-14	19.92	LIBRARY MATERIALS
		5/20/2013	L0297512	100-0601-551.30-14	100.00	LIBRARY MATERIALS
		5/20/2013	M12403570	100-0601-551.30-14	20.99	LIBRARY MATERIALS
		5/20/2013	M12403571	100-0601-551.30-14	7.19	LIBRARY MATERIALS
		5/20/2013	M13431650	100-0601-551.30-14	27.96	LIBRARY MATERIALS
		5/20/2013	M13431651	100-0601-551.30-14	107.95	LIBRARY MATERIALS
		5/20/2013	M13431660	100-0601-551.30-14	4.23	LIBRARY MATERIALS
		5/20/2013	M13755550	100-0601-551.30-14	143.68	LIBRARY MATERIALS

AP Check Register

Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
BAKER & TAYLOR INC...	37329...	5/20/2013	M14094770	100-0601-551.30-14	64.77	LIBRARY MATERIALS
		5/20/2013	M14094771	100-0601-551.30-14	129.54	LIBRARY MATERIALS
		5/20/2013	M14094772	100-0601-551.30-14	21.56	LIBRARY MATERIALS
		5/20/2013	M14256940	100-0601-551.30-14	17.79	LIBRARY MATERIALS
		5/20/2013	M14256941	100-0601-551.30-14	107.95	LIBRARY MATERIALS
		5/20/2013	M14620330	100-0601-551.30-14	35.99	LIBRARY MATERIALS
		5/20/2013	M14620331	100-0601-551.30-14	64.77	LIBRARY MATERIALS
			Total for check: 37329		6,558.69	
BECK ELECTRIC INC	37330	5/20/2013	A1513-PL1	100-0601-551.24-03	228.28	BLDG REPAIR & MAINTENANCE
			Total for check: 37330		228.28	
CDW GOVERNMENT INC	37331	5/20/2013	BW54242	100-0601-551.30-10	77.07	OFFICE SUPPLIES
			Total for check: 37331		77.07	
CENTER POINT LARGE PRINT	37332	5/20/2013	1093100	100-0601-551.30-14	133.02	LIBRARY MATERIALS
			Total for check: 37332		133.02	
DEMCO INC	37333	5/20/2013	4963343	100-0601-551.30-18	710.86	DEPT SUPPLIES
		5/20/2013	4968705	100-0601-551.30-19	871.39	OFFICE FURNISHINGS
			Total for check: 37333		1,582.25	
FINDAWAY WORLD LLC	37334	5/20/2013	96004	100-0601-551.30-14	159.08	LIBRARY MATERIALS
			Total for check: 37334		159.08	
GALE	37335	5/20/2013	99150606	100-0601-551.30-14	38.92	LIBRARY MATERIALS
		5/20/2013	99158851	100-0601-551.30-14	429.44	LIBRARY MATERIALS
		5/20/2013	99172103	100-0601-551.30-14	79.97	LIBRARY MATERIALS
		5/20/2013	99208631	100-0601-551.30-14	55.98	LIBRARY MATERIALS

AP Check Register

Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
GALE...	37335...	5/20/2013	99212573	100-0601-551.30-14	27.19	LIBRARY MATERIALS
			Total for check: 37335		631.50	
KITZ & PFEIL INC	37336	5/20/2013	0321090017	100-0601-551.30-13	20.49	HOUSEKEEPING SUPPLIES
		5/20/2013	0402140060	100-0601-551.30-13	39.56	HOUSEKEEPING SUPPLIES
			Total for check: 37336		60.05	
LAPPEN SECURITY PRODUCTS INC	37337	5/20/2013	LSPQ25125	100-0601-551.30-13	35.00	HOUSEKEEPING SUPPLIES
			Total for check: 37337		35.00	
MADER NEWS AGENCY INC	37338	5/20/2013	2002	100-0601-551.30-14	124.88	LIBRARY MATERIALS
			Total for check: 37338		124.88	
MIDWEST TAPE	37339	5/20/2013	90885440	100-0601-551.30-14	17.98	LIBRARY MATERIALS
		5/20/2013	90885442	100-0601-551.30-14	26.97	LIBRARY MATERIALS
		5/20/2013	90903426	100-0601-551.30-14	377.82	LIBRARY MATERIALS
		5/20/2013	90925980	100-0601-551.30-14	55.96	LIBRARY MATERIALS
		5/20/2013	90937002	100-0601-551.30-14	14.99	LIBRARY MATERIALS
			Total for check: 37339		493.72	
MINITEX	37340	5/20/2013	81626	100-0601-551.30-18	898.00	LIBRARY MATERIALS
			Total for check: 37340		898.00	
MODERN BUSINESS MACHINES	37341	5/20/2013	26311617	100-0601-551.24-04	115.32	SPEC EQUIP MAINTENANCE
			Total for check: 37341		115.32	
MORTON SAFETY	37342	5/20/2013	791343	100-0601-551.30-18	17.00	DEPT SUPPLIES
			Total for check: 37342		17.00	

AP Check Register
Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
PENWORTHY COMPANY	37343	5/20/2013	546836	100-0601-551.30-14	398.20	LIBRARY MATERIALS
		5/20/2013	547799	100-0601-551.30-14	316.93	LIBRARY MATERIALS
	Total for check: 37343				715.13	
RANDY PETERSON	37344	5/20/2013	05162013	100-0601-551.20-05	300.00	CONTRACT SERV-ENTERTAINER
	Total for check: 37344				300.00	
RANDOM HOUSE INC	37345	5/20/2013	1086695418	100-0601-551.30-14	30.00	LIBRARY MATERIALS
		5/20/2013	1086901038	100-0601-551.30-14	10.00	LIBRARY MATERIALS
	Total for check: 37345				40.00	
RECORDED BOOKS LLC	37346	5/20/2013	74711982	100-0601-551.30-14	69.98	LIBRARY MATERIALS
		5/20/2013	74713454	100-0601-551.30-14	99.00	LIBRARY MATERIALS
		5/20/2013	74717342	100-0601-551.30-14	26.99	LIBRARY MATERIALS
		5/20/2013	74721291	100-0601-551.30-14	99.00	LIBRARY MATERIALS
		5/20/2013	74721696	100-0601-551.30-14	62.20	LIBRARY MATERIALS
Total for check: 37346				357.17		
SERVICEMASTER BUILDING MAINTENANCE	37347	5/20/2013	8561	100-0601-551.20-01	2,681.00	CONTRACT SERV-JANITORIAL
	Total for check: 37347				2,681.00	
SHERYL SMOLINSKI	37348	5/20/2013	05162013	100-0601-551.30-14	15.00	LIBRARY MATERIALS
	Total for check: 37348				15.00	
JAMIE SWENSON	37349	5/20/2013	05162013	100-0601-551.20-05	175.00	CONTRACT SERV-ENTERTAINER
	Total for check: 37349				175.00	

AP Check Register

Check Date: 5/20/2013

<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
UNIQUE BOOKS INC	37350	5/20/2013	360171.3	100-0601-551.30-14	44.01	LIBRARY MATERIALS
			Total for check: 37350		44.01	
UNIQUE MANAGEMENT SERVICES INC	37351	5/20/2013	238207	100-0000-441.19-00	179.00	COLLECTION AGENCY FEE
			Total for check: 37351		179.00	
WERNER ELECTRIC SUPPLY CO	37352	5/20/2013	S3824460.002	100-0601-551.24-03	159.59	BLDG REPAIR & MAINTENANCE
			Total for check: 37352		159.59	
JULIE WING	37353	5/20/2013	05162013	100-0601-551.33-01	38.00	MILEAGE REIMBURSEMENT
			Total for check: 37353		38.00	
WISCONSIN DEPT OF JUSTICE	37354	5/20/2013	G3228 5.1.13	100-0601-551.21-06	21.00	PROF SERV - MGMT
			Total for check: 37354		21.00	
					17,807.36	

AP Check Register

Check Date: 5/23/2013

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ACCURATE	37355	5/23/2013	1305892	731-1022-541.30-18	33.75	Smart Eraser Wheel
		5/23/2013	1306038	731-1022-541.30-18	60.62	Sealant/Red Wire/Nitro
		5/23/2013	1306174	731-1022-541.30-18	118.11	Fender Washer/Ties/Misc
	Total for check: 37355				212.48	
AIRGAS USA LLC	37356	5/23/2013	9015272536	731-1022-541.30-18	118.03	Acetylene Cyl
		5/23/2013	9015272537	731-1022-541.30-18	39.21	Nitrogen Cyl
		5/23/2013	9909267842	731-1022-541.21-06	151.50	Lease Cyl & Renewal
		5/23/2013	9909591641	731-1022-541.21-06	157.05	Cylinder Rental
Total for check: 37356				465.79		
APEX SOFTWARE	37357	5/23/2013	278861	100-0402-513.21-04	215.00	Maintenance Renewal
Total for check: 37357				215.00		
CITY OF APPLETON	37358	5/23/2013	212448	100-0302-542.25-01	12,917.00	April Valley Transit
Total for check: 37358				12,917.00		
ARNDT, MIKE	37359	5/23/2013	ARNDT	100-0000-422.03-00	40.00	1092 Silver Birch/Refund Outside Sewer Project
Total for check: 37359				40.00		
ASSOCIATED APPRAISAL CONSULTANTS	37360	5/23/2013	14982	100-0402-513.21-09	4,991.67	Professional Services
				100-0402-513.30-11	5.06	Postage
		5/23/2013	14983	100-0402-513.21-04	59.76	Internet Posting 6640 Parcels
Total for check: 37360				5,056.49		
AT&T	37361	5/23/2013	920R09453005	601-1020-543.22-01	292.50	Monthly Charges
				100-1001-514.22-01	113.90	Monthly Charges
Total for check: 37361				406.40		

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BADGER HIGHWAYS CO INC	37362	5/23/2013	159475	601-1020-543.30-18	93.15	Cold Mix
			Total for check: 37362		93.15	
BRAZEE ACE HARDWARE	37363	5/23/2013	021838	207-0707-552.30-18	19.73	Pin Lynch
		5/23/2013	021839	207-0707-552.30-18	(1.87)	Return-Credit
			Total for check: 37363		17.86	
BUBRICK'S	37364	5/23/2013	737746	100-0801-521.19-03	73.52	Supplies
			Total for check: 37364		73.52	
CALUMET COUNTY REGISTER OF DEEDS	37365	5/23/2013	485968	209-0703-553.21-08	30.00	Document Processing
			Total for check: 37365		30.00	
CULLIGAN WATER CONDITIONING	37366	5/23/2013	ACCT 718387	100-1001-514.20-01	18.90	May Rental Services
			Total for check: 37366		18.90	
DIGICORPORATION	37367	5/23/2013	132383	100-0703-553.29-01	51.90	Business Cards
				100-0304-562.29-01	51.90	Business Cards
				100-0000-134.00-00	(15.80)	Business Cards
		5/23/2013	132384	100-0702-552.29-01	86.00	Envelopes
				100-0000-134.00-00	(34.00)	Envelopes
			Total for check: 37367		140.00	
DRINKWINE, PERRY	37368	5/23/2013	DRINKWINE	100-0000-201.10-00	100.00	Excavation Deposit ReturnPermit 11276
			Total for check: 37368		100.00	
EARTHLINK BUSINESS	37370	5/23/2013		100-0402-513.22-01	6.57	May Telephone/Assessor
				100-0201-512.22-01	5.38	May Telephone/Attorney
				100-0000-123.00-00	15.59	May Telephone/Bldg Insp
				100-0203-512.22-01	12.91	May Telephone/Clerk

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EARTHLINK BUSINESS...	37370...	5/23/2013...	...	100-0304-562.22-01	27.99	May Telephone/Com Dev
				100-1001-514.22-01	72.62	May Telephone/City Hall
				100-0401-513.22-01	30.95	May Telephone/Finance
				731-1022-541.22-01	32.75	May Telephone/Garage
				100-0903-531.22-01	51.24	May Telephone/Health
				743-0403-513.22-01	15.54	May Telephone/IT
				100-0601-551.22-01	173.92	May Telephone/Library
				100-0101-511.22-01	9.62	May Telephone/Mayor
				100-0702-552.22-01	28.15	May Telephone/Recreation
				100-0703-553.22-01	46.37	May Telephone/Parks
				100-0202-512.22-01	14.90	May Telephone/Personnel
				100-0801-521.22-01	249.74	May Telephone/Police
				100-1002-541.22-01	43.44	May Telephone/Engineering
				100-0920-531.22-01	13.13	May Telephone/Senior
				100-1008-541.22-01	5.40	May Telephone/Sign
				100-0502-522.22-01	40.02	May Telephone/EOC
207-0000-123.00-00	28.92	May Telephone/Marina				
100-0000-123.00-00	320.48	May Telephone/Utilities				
			Total for check: 37370		1,245.63	
ERB, GERALD	37371	5/23/2013	ERB	100-0000-201.10-00	100.00	Excavation Deposit ReturnPermit 11302
			Total for check: 37371		100.00	
EVANS TITLE COMPANIES	37372	5/23/2013	925-650184826	100-0304-562.21-09	50.00	Deed Search 2-274
			Total for check: 37372		50.00	
FERGUSON ENTERPRISES #448	37373	5/23/2013	0862497	100-0703-553.30-18	456.71	Adpt/Cleaner/Shutoff/Conn
				100-0703-553.24-03	18.00	Drain Cleaner
				207-0707-552.24-03	113.14	Adpt/Cleaner/Shutoff/Conn
			Total for check: 37373		587.85	

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FIRST SUPPLY LLC - APPLETON	37374	5/23/2013	9860953-00	100-0701-533.30-18	3.58	Caps
			Total for check: 37374		3.58	
FORCE AMERICA DISTRIBUTING LLC	37375	5/23/2013	02118267	731-1022-541.38-03	320.87	Level Sender w/ Shield Suction Strainer
			Total for check: 37375		320.87	
FOX VALLEY TRUCK	37376	5/23/2013	503347	731-1022-541.38-03	62.31	Lamp
			Total for check: 37376		62.31	
GRAINGER INC	37377	5/23/2013	9129020500	100-0703-553.30-18	99.78	V-Belts/Seal
			Total for check: 37377		99.78	
GUSTMAN CHEVROLET SALES INC	37378	5/23/2013	27489	731-1022-541.38-03	53.73	Sensor
		5/23/2013	27491	731-1022-541.38-03	240.27	W-Hub
		5/23/2013	CM27632	731-1022-541.38-03	(77.70)	Wire Kit/Credit
			Total for check: 37378		216.30	
HORST DISTRIBUTING INC	37379	5/23/2013	28272-000	100-0703-553.30-18	778.90	Pro Chalk/Athletic Paint
			Total for check: 37379		778.90	
JOHN DEERE FINANCIAL	37380	5/23/2013	64395834	100-0703-553.30-18	26.50	L&O Micro
			Total for check: 37380		26.50	
KENOSHA JOINT SERVICES	37381	5/23/2013		100-0000-201.03-00	451.40	Bond/MEPD 13-1397
			Total for check: 37381		451.40	
KJ WASTE SYSTEMS INC	37382	5/23/2013		266-1027-543.21-06	728.00	Recycling
			Total for check: 37382		728.00	

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KUNDINGER FLUID POWER INC	37383	5/23/2013	50234595	731-1022-541.38-03	15.29	Straight Thread Connector
			Total for check: 37383			15.29
KWIK TRIP INC	37384	5/23/2013	ACCT 244691	100-0801-521.29-05	3,086.21	Fuel
			Total for check: 37384			3,086.21
LAKE PARK VILLAS HOMEOWNERS ASSN	37385	5/23/2013		501-0305-562.51-03	437.32	Invoices/Phase 2
				501-0703-553.21-06	814.16	Invoices/Phase 2
				501-0703-553.22-03	24.01	Invoices/Phase 2
				501-1012-541.22-03	36.91	Invoices/Phase 2
				501-1010-541.22-03	25.45	Invoices/Phase 2
				501-0703-553.22-05	59.45	Invoices/Phase 2
Total for check: 37385			1,397.30			
MATTHEWS TIRE & SERVICE CENTER	37386	5/23/2013	47069	731-1022-541.38-02	353.07	Repair
		5/23/2013	47070	731-1022-541.38-02	93.94	Tires
		5/23/2013	47095	731-1022-541.38-02	759.96	Tires
Total for check: 37386			1,206.97			
MCC INC	37387	5/23/2013	11433	625-1010-541.30-18	262.44	Grade A-FA 3/4/Water
			Total for check: 37387			262.44
MCKAY NURSERY COMPANY	37388	5/23/2013	04-08-1327237-1	625-0706-561.30-18	842.00	Plants
			Total for check: 37388			842.00
MENASHA NEENAH MUNICIPAL COURT	37389	5/23/2013		100-0000-201.03-00	328.00	Bond/MEPD 13-108
				100-0000-201.03-00	328.00	Bond/MEPD 13-1397
Total for check: 37389			656.00			
MENASHA ROTARY	37390	5/23/2013	387	100-0801-521.32-01	37.00	Foundation Fee/Dues

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MENASHA ROTARY...	37390...	5/23/2013...	387...	100-0801-521.34-03	104.00	Lunches
			Total for check: 37390		141.00	
MENASHA UTILITIES	37391	5/23/2013		267-0102-581.22-03	2,164.49	198 River St
			Total for check: 37391		2,164.49	
MENASHA UTILITIES	37392	5/23/2013		267-0102-581.22-05	175.56	Steam Plant Water Charge
			Total for check: 37392		175.56	
MENDOZA, LUIS	37393	5/23/2013	MENDOZA	100-0000-441.23-00	47.50	Cancelled Park Reserve
			Total for check: 37393		47.50	
MICHELS MATERIALS	37394	5/23/2013	265797	100-0703-553.30-18	93.60	Peastone
			Total for check: 37394		93.60	
MIDWEST DIVE TRAINING LLC	37395	5/23/2013	2013008	100-0804-521.33-02	195.50	Auxiliary CPR Books
			Total for check: 37395		195.50	
MODERN BUSINESS MACHINES	37396	5/23/2013	26311279	743-0403-513.29-01	243.10	June Contract
			Total for check: 37396		243.10	
NETWORK HEALTH SYSTEM INC	37397	5/23/2013	300463	100-0202-512.21-06	466.00	April Screenings/Exams
			Total for check: 37397		466.00	
ONE BEAT CPR LEARNING CENTER INC	37398	5/23/2013	40059	100-0000-132.00-00	250.00	Defibrillator Batteries
			Total for check: 37398		250.00	

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OSHKOSH FIRE & POLICE EQUIPMENT INC	37399	5/23/2013	151391	100-0801-521.29-05	2,090.00	Partition/Seat/Barriers
			Total for check: 37399		2,090.00	
OSI ENVIRONMENTAL INC	37400	5/23/2013	406821	266-1027-543.21-06	150.00	Gasoline & Diesel Mix
			Total for check: 37400		150.00	
PERSONNEL EVALUATION INC	37401	5/23/2013	03925	100-0801-521.21-06	260.00	April JV Pep Billing
			Total for check: 37401		260.00	
PIGGLY WIGGLY MIDWEST LLC	37402	5/23/2013	8747470	100-0905-531.30-18	24.14	
			Total for check: 37402		24.14	
POLK DIESEL & MACHINE INC	37403	5/23/2013	128979	731-1022-541.38-03	23.79	Oil Filter
			Total for check: 37403		23.79	
REGISTRATION FEE TRUST TVRP	37404	5/23/2013	70ME	100-0000-454.00-00	500.00	Parking Ticket Processing
			Total for check: 37404		500.00	
RENS NURSERY RETAIL	37405	5/23/2013		100-0706-561.30-18	1,129.50	
			Total for check: 37405		1,129.50	
ROAD EQUIPMENT	37406	5/23/2013	WA560092	731-1022-541.38-03	70.70	Clamp Band Kit/Diaphragm
			Total for check: 37406		70.70	
SCHENCK BUSINESS SOLUTIONS	37407	5/23/2013	635183	100-0601-551.21-03	540.00	Year End 12/31/12 Audit
				100-0401-513.21-03	5,460.00	Year End 12/31/12 Audit
			Total for check: 37407		6,000.00	

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SCHICHEL'S NURSERY INC	37408	5/23/2013	001484401	625-0706-561.30-18	3,650.00	Plants
			Total for check: 37408		3,650.00	
SMT MANUFACTURING & SUPPLY	37409	5/23/2013	0022535-IN	731-1022-541.38-03	25.31	Belts/Bearing
		5/23/2013	0022606-IN	731-1022-541.38-03	14.99	
		5/23/2013	0022638-IN	731-1022-541.38-03	28.44	Belts
		5/23/2013	0022650-IN	731-1022-541.38-03	47.88	Bearings/Oil Seal
			Total for check: 37409		116.62	
SPORTS GRAPHICS	37410	5/23/2013	0413-109	100-0702-552.30-18	80.00	Basketball T-Shirts
			Total for check: 37410		80.00	
SUNGARD PUBLIC SECTOR INC	37411	5/23/2013	64805	743-0403-513.24-04	2,806.00	Service Contracts
			Total for check: 37411		2,806.00	
SUPERIOR CHEMICAL CORP	37412	5/23/2013	25646	731-1022-541.30-18	267.98	Lubricant/Degreaser
			Total for check: 37412		267.98	
TAPCO	37413	5/23/2013	I421400	100-1008-541.30-18	623.00	Traffic Signal Bases
		5/23/2013	I421446	100-1008-541.30-18	497.10	Posts/Sheeting
			Total for check: 37413		1,120.10	
THEDACARE LABORATORIES	37414	5/23/2013	201304-0	100-0000-201.17-00	645.70	
			Total for check: 37414		645.70	
UNIFIRST CORPORATION	37415	5/23/2013	097 0137501	731-1022-541.20-01	106.99	Clothing/Supply Cleaning
			Total for check: 37415		106.99	

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UNIFORM SHOPPE	37416	5/23/2013	220288	100-0801-521.19-03	38.50	Dress Jackets/Stripes
			Total for check: 37416		38.50	
UWSP	37417	5/23/2013	3110	100-0702-552.34-02	25.00	Workshop/Active Community
			Total for check: 37417		25.00	
THE VALLEY GUIDE LLC	37418	5/23/2013	0613	100-0702-552.30-18	95.00	Grunski Runski Ad
			Total for check: 37418		95.00	
VERIZON WIRELESS	37419	5/23/2013	9704239553	100-0703-553.22-01	28.96	Cell Phones
				100-0702-552.22-01	4.79	Cell Phones
		5/23/2013	9704239554	100-1001-514.22-01	1.79	Cell Phone
				100-1002-541.22-01	125.86	Cell Phone
				625-1002-541.22-01	63.18	Cell Phone
				601-1020-543.22-01	61.71	Cell Phone
				743-0403-513.30-15	40.01	IPAD Charge
		5/23/2013	9704239555	743-0403-513.30-15	40.01	IPAD Charge
		5/23/2013	9704239556	100-0919-531.22-01	7.51	Health Dept
				743-0403-513.30-15	160.04	I Pads/Health Dept
		5/23/2013	9704239557	743-0403-513.30-15	80.02	IPAD Charges
				743-0403-513.24-04	81.88	IT Cell/ IPAD Charges
		5/23/2013	9704239558	743-0403-513.24-04	454.74	IPAD Charges
			Total for check: 37419		1,150.50	
VISION INSURANCE PLAN OF AMERICA	37420	5/23/2013	128846	100-0000-204.10-00	1,028.50	June 2013
			Total for check: 37420		1,028.50	
WINNEBAGO COUNTY CLERK OF COURTS	37421	5/23/2013		100-0000-201.03-00	135.00	Bond/MPD 13-1400
			Total for check: 37421		135.00	
WINNEBAGO COUNTY TREASURER	37422	5/23/2013	4327	209-0703-553.21-08	38.00	CSM

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WINNEBAGO COUNTY TREASURER...	37422...	5/23/2013...	4327...	100-0402-513.29-01	8.00	Laredo Copies	
			5/23/2013	LF119681	100-1016-543.25-01	13,070.62	April Haul to Outagamie
					100-1017-543.25-01	4,316.30	April Haul to Outagamie
			Total for check: 37422		17,432.92		
WINNEBAGO COUNTY TREASURER	37423	5/23/2013		100-0000-201.03-00	1,182.16	Unpaid Property Taxes Parcel 2-00519	
			Total for check: 37423		1,182.16		
WISCONSIN DEPT OF JUSTICE	37424	5/23/2013	L7101T	100-0801-521.21-06	56.00	Name Searches	
			Total for check: 37424		56.00		
WLECHA	37425	5/23/2013		100-0801-521.34-02	150.00	Registration	
			Total for check: 37425		150.00		
ZARNOTH BRUSH WORKS INC	37426	5/23/2013	0143649-IN	625-1005-541.30-15	829.00	Cablewrap/Gutter Broom	
			Total for check: 37426		829.00		
ZEP SALES & SERVICE	37427	5/23/2013	9000259305	731-1022-541.30-18	224.86	Aero/Cherry Bomb	
			Total for check: 37427		224.86		
					77,089.63		

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AAA SANITATION INC	37428	5/30/2013	600804	100-0703-553.20-09	86.25	Rental
			Total for check: 37428		86.25	
ACCURATE	37429	5/30/2013	1306473	731-1022-541.30-18	82.06	Quad Cut Reamer/Speednut
		5/30/2013	1306526	731-1022-541.30-18	18.69	Bushing/Pipe Plug
		5/30/2013	1306549	731-1022-541.30-18	242.59	Wires/Brakleen/Misc
			Total for check: 37429		343.34	
AIRGAS USA LLC	37430	5/30/2013	9015424167	100-0801-521.24-03	60.45	Nitrogen Industrial 300
				100-0501-522.24-03	40.30	PPF Repiping
		5/30/2013	9015506666	100-0801-521.24-03	21.07	PPF Repiping
				100-0501-522.24-03	14.05	PPF Repiping
		5/30/2013	9015506667	731-1022-541.30-18	82.66	Argon Industrial 300
			Total for check: 37430		218.53	
APPLETON HYDRAULIC COMPONENTS	37431	5/30/2013	25114	731-1022-541.38-03	64.38	Bulk Seals
			Total for check: 37431		64.38	
BADGER HIGHWAYS CO INC	37432	5/30/2013	159553	100-1003-541.30-18	196.65	Cold Mix
			Total for check: 37432		196.65	
BAHCALL RUBBER CO INC	37433	5/30/2013	614150-001	731-1022-541.38-03	116.54	Couplers
		5/30/2013	614151-001	731-1022-541.38-03	196.51	Unplated Shaft
		5/30/2013	614338-001	731-1022-541.30-18	45.24	Coilhoses
			Total for check: 37433		358.29	
BAYCOM INC	37434	5/30/2013	75943	100-0801-521.29-05	28.40	Console Box Screws
			Total for check: 37434		28.40	

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BOBCAT PLUS	37435	5/30/2013	RG07355	741-0000-193.00-00	12,454.56	Repair
			Total for check: 37435		12,454.56	
BRUCE MUNICIPAL EQUIPMENT INC	37436	5/30/2013	5131466	731-1022-541.38-03	232.90	Belt
			Total for check: 37436		232.90	
CARDMEMBER SERVICE	37441	5/30/2013		100-0801-521.24-03	(162.94)	Credit
				100-0501-522.24-03	(108.63)	Credit
				100-0601-551.30-13	49.96	Lib Outdoor Ashtray
				100-0903-531.30-13	34.11	Freezer Adapter
				100-1001-514.30-18	42.12	Sealant
				100-1001-514.24-03	18.00	CH Strike Plate
				100-0801-521.24-03	875.03	PPF Piping
				100-0501-522.24-03	583.35	PPF Piping
				743-0403-513.34-04	12.95	Online Tech Database
				100-0502-522.30-18	28.03	Power supply for EOC
				743-0403-513.34-02	2,000.00	BOSS Training/IT
				100-0801-521.30-12	134.00	Keyboard Replacement
				100-0801-521.30-12	810.99	PC's/Traffic Tech
				100-0304-562.30-12	324.40	PC's/Com Dev
				100-0702-552.30-12	486.59	PC's/Park/Rec
				100-0801-521.30-10	89.88	Ink
				743-0403-513.30-15	47.34	Mouses & USB Hubs
				743-0403-513.29-01	62.00	Toner
				743-0403-513.30-15	13.26	Cell Phone Cases
				625-1002-541.30-18	2.25	Charger
				100-1002-541.30-18	6.73	Charger
				100-0903-531.30-18	134.98	IPad Cases
				100-0801-521.30-18	67.49	IPad Cases
				100-0304-562.30-18	67.49	IPad Cases
				731-1022-541.30-18	67.49	IPad Cases
				743-0403-513.34-02	565.80	Atl Flight-Training/IT
				743-0403-513.34-02	19.00	Flight Seat Charge

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<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
CARDMEMBER SERVICE...	37441...	5/30/2013...	...	743-0403-513.34-02	19.00	Flight Seat Charge
				743-0403-513.34-04	14.00	Parking
				743-0403-513.34-03	21.12	Meal
				100-0601-551.30-16	47.99	Oriental Trading
				100-0601-551.30-16	73.00	Raymond Geddes
				100-0601-551.30-16	79.50	Book Farm
				100-0601-551.30-16	287.80	Rhode Island Novelty
				100-0601-551.30-16	77.76	Raymond Geddes
				100-0601-551.30-16	18.09	Book Farm
				100-0703-553.34-02	325.00	Conference
				100-0706-561.30-18	600.00	Johnsons Nursery
				100-0704-552.24-03	107.70	Filters
				100-0703-553.30-18	349.00	Decorative Rock for Valve Cover
				100-0703-553.34-02	90.00	Summer Park Tour Reg
				100-0601-551.30-16	52.49	Office Max
				100-0601-551.33-02	75.00	Wisconsin Library Assoc
				100-0601-551.30-14	16.00	Paypal
				100-0601-551.33-03	107.42	Grand Geneva Resort
				100-0601-551.30-16	34.98	Hobby Lobby
				100-0601-551.30-16	18.88	Party America
				100-0801-521.19-03	144.98	Streicher's/Boots/Holster
				100-0801-521.32-01	4.25	TLO/Searches
				100-0801-521.34-03	43.70	Panera Bread
				100-0801-521.24-02	142.56	Security Camera
				100-0702-552.34-02	10.00	Training
				100-0702-552.34-02	40.00	Training
				100-0702-552.33-03	23.88	Aspen Landing
				100-0801-521.30-15	1,025.69	Magnum Elect/Headset
				100-0801-521.34-03	70.00	Chula Vista Resort
				100-0801-521.29-05	37.86	Del City/Connectors
				100-0801-521.30-18	125.00	Sarstedt Inc
				100-0801-521.34-03	27.42	CVR Market Fresh
				100-0801-521.29-05	16.85	Del City
				100-0801-521.34-03	140.00	Chula Vista Resort
				100-0801-521.34-03	12.65	Sprechers Restaurant

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<i>Vendor Name</i>	<i>Check Number</i>	<i>Check Date</i>	<i>Invoice Number</i>	<i>Account Number</i>	<i>Amount</i>	<i>Description</i>
CARDMEMBER SERVICE...	37441...	5/30/2013...	...	100-0801-521.34-03	15.84	CVR Market Fresh
				100-0801-521.30-18	19.45	Battery
				100-0802-521.30-18	264.60	Traffic Vests
				100-0801-521.30-15	170.81	Supplies
				100-0801-521.30-15	131.96	Slings
				100-0801-521.30-15	98.97	Slings
				100-0801-521.30-15	47.82	Supplies
				824-0807-521.30-15	33.60	Tailwaggers
				824-0807-521.30-15	96.58	Tailwaggers
Total for check: 37441					11,430.87	
CARGILL INCORPORATED	37442	5/30/2013	2901118996	100-1006-541.30-18	27,160.13	Deicer Salt
				Total for check: 37442		
COCA-COLA REFRESHMENTS	37443	5/30/2013	3598145814	100-0704-552.30-17	723.28	Concessions
				Total for check: 37443		
COMMUNITY HOUSING COORDINATOR	37444	5/30/2013	175	100-0304-562.21-06	1,800.00	April/Housing Plan Admin
				Total for check: 37444		
DICKSON	37445	5/30/2013	906140	100-0903-531.24-04	180.00	NIST Calibration
				Total for check: 37445		
DIGICORPORATION	37446	5/30/2013	132247	266-1027-543.29-01	2,498.89	In the Works Newsletter
				100-0405-513.29-01	2,150.00	Horizon Spring 2013
		5/30/2013	132812	100-0101-511.30-16	69.50	Mayor Foldover Cards
Total for check: 37446					4,718.39	

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DUMKE & ASSOCIATES &	37447	5/30/2013	316 RACINE	100-0903-531.29-06	2,077.50	316 Racine St
			Total for check: 37447		2,077.50	
FIRST SUPPLY LLC - APPLETON	37448	5/30/2013	9860953-01	100-0701-533.24-03	26.16	Coupling
			Total for check: 37448		26.16	
GALLS LLC	37449	5/30/2013	000608452	100-0801-521.19-03	134.75	Aluminum Rechargeable
			Total for check: 37449		134.75	
GRAINGER INC	37450	5/30/2013	9136236925	100-0703-553.30-18	45.72	Gaskets/Washers
			Total for check: 37450		45.72	
GUNDERSON INC	37451	5/30/2013	91626	100-0801-521.30-13	33.48	Towels & Mats
			Total for check: 37451		33.48	
GUSTMAN CHEVROLET SALES INC	37452	5/30/2013	27548	731-1022-541.38-03	250.00	Radio
		5/30/2013	27601	731-1022-541.38-03	179.82	Seal/Hose/Gasket/Valve
		5/30/2013	27632	731-1022-541.38-03	163.24	Wire Kit
			Total for check: 37452		593.06	
HORN PRECAST	37453	5/30/2013	4875	625-1010-541.30-18	120.00	Risers
			Total for check: 37453		120.00	
INTERSTATE BATTERY OF GREEN BAY	37454	5/30/2013	90084976	731-1022-541.38-03	72.05	Battery
			Total for check: 37454		72.05	
JOHN'S SAW SERVICE	37455	5/30/2013	9166	731-1022-541.38-03	81.92	Filters
			Total for check: 37455		81.92	

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KAEMPFER & ASSOCIATES INC	37456	5/30/2013	16895	601-1020-543.21-02	446.64	Sewer User Monitoring E145-01.07
		5/30/2013	16896	601-1020-543.21-02	242.88	NMSC WWTP Sampling Eval E145-01.10
		5/30/2013	16897	601-1020-543.21-02	647.68	9th St Sew Lift Station E145-08.05/Funding Assist
		5/30/2013	16898	601-1020-543.21-02	278.13	9th St Sew Lift Station E145-08.06/Bidding Serv
		5/30/2013	16899	601-1020-543.21-02	4,330.19	9th St Sew Lift Station E145-08.07/Const Serv
		5/30/2013	16900	601-1020-543.21-02	249.35	Wastewater Collection E145-09.01/Capacity Analy
Total for check: 37456					6,194.87	
LEAGUE OF WISCONSIN MUNICIPALITIES	37457	5/30/2013		100-0201-512.34-02	275.00	Institute Registration
	Total for check: 37457					275.00
LINCOLN CONTRACTORS SUPPLY INC	37458	5/30/2013	168548	731-1022-541.38-03	255.86	Clutch & Belt
	Total for check: 37458					255.86
MATTHEWS TIRE & SERVICE CENTER	37459	5/30/2013	47134	731-1022-541.38-02	69.99	Tire
		5/30/2013	47144	731-1022-541.38-02	248.95	Tires/Hardware
	Total for check: 37459					318.94
MCKAY NURSERY COMPANY	37460	5/30/2013	04-08-1327237	100-0706-561.30-18	6,200.00	Plantings
				625-0706-561.30-18	519.45	Plantings
				826-0706-561.30-18	1,114.00	Plantings
		5/30/2013	05-06-1328561	100-0706-561.30-18	300.00	Freight Charges
	Total for check: 37460					8,133.45
MENASHA EMPLOYEES CREDIT UNION	37461	5/30/2013	20130530	100-0000-202.05-00	12,388.00	PAYROLL SUMMARY
	Total for check: 37461					12,388.00
MENASHA JOINT SCHOOL DISTRICT	37462	5/30/2013	MAYMOBILEHOME	100-0000-412.00-00	6,010.80	May Mobile Home
	Total for check: 37462					6,010.80

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TOWN OF MENASHA POLICE DEPARTMENT	37463	5/30/2013		100-0000-201.03-00	295.40	Bond Report #13-1652
			Total for check: 37463		295.40	
MENASHA UTILITIES	37464	5/30/2013	BILLING 1	100-1008-541.22-03	338.47	Electric
				100-0000-123.00-00	15.53	Electric
				100-1012-541.22-03	76.16	Electric
				501-0304-562.22-03	19.01	Electric
				501-0304-562.22-06	43.13	Storm
				100-0304-562.22-03	26.95	Electric
				625-0304-562.22-03	7.42	Electric
				100-1013-541.22-03	52.67	Electric
				100-1013-541.22-06	277.51	Storm
				207-0707-552.22-03	310.78	Electric
				207-0707-552.22-05	34.42	Water/Sewer
				207-0707-552.22-06	48.76	Storm
				100-0703-553.22-03	474.34	Electric
				100-0703-553.22-05	86.60	Water/Sewer
				100-0703-553.22-06	341.27	Storm
				100-1001-514.22-03	1,302.56	Electric
				100-1001-514.22-05	473.60	Water/Sewer
				743-0403-513.21-04	3,856.37	Outside Service
				100-0305-562.22-06	2.50	Storm
				100-1014-543.22-06	53.13	Storm
				267-0102-581.22-06	12.50	Storm
				100-1019-552.22-03	217.26	Electric
				601-1020-543.22-03	42.92	Electric
		5/30/2013	ST LIGHTS	100-1012-541.22-03	15,988.76	April Street Lighting
			Total for check: 37464		24,102.62	
MORTON SAFETY	37465	5/30/2013	789301	731-1022-541.30-18	64.74	Sfty Cuff
			Total for check: 37465		64.74	
CITY OF NEENAH	37466	5/30/2013	FD GRANT	100-0000-201.03-00	31,923.00	Return of grant funds received in error

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CITY OF NEENAH...	37466...	5/30/2013	NM FIRE	100-0501-522.25-01	253,089.00	Fire/Rescue Services
			Total for check: 37466		285,012.00	
POLK DIESEL & MACHINE INC	37467	5/30/2013	129028	731-1022-541.38-03	12.91	Front Seal
			Total for check: 37467		12.91	
REDI-WELDING CO	37468	5/30/2013	14529	731-1022-541.30-18	263.98	Alum Angle
			Total for check: 37468		263.98	
DR TERESA RUDOLPH	37469	5/30/2013		100-0903-531.21-05	150.00	Monthly Services
			Total for check: 37469		150.00	
SOLEA MEXICAN GRILL LLC	37470	5/30/2013		100-0000-201.03-00	185.73	Overpay Personal PropertyBill #2380
			Total for check: 37470		185.73	
SPRINGSTED INC	37471	5/30/2013	2	100-0202-512.21-06	14,505.95	Work Plan
			Total for check: 37471		14,505.95	
STANLEY SECURITY SOLUTIONS INC	37472	5/30/2013	902699907	207-0707-552.30-18	173.63	Keys
			Total for check: 37472		173.63	
STAPLES ADVANTAGE	37473	5/30/2013	3198389263	100-0702-552.30-10	11.87	Office Supplies
				100-0304-562.30-10	11.87	Office Supplies
				601-1020-543.30-18	26.58	Office Supplies
			Total for check: 37473		50.32	
TAPCO	37474	5/30/2013	I421646	100-1008-541.30-18	601.70	Posts/Sheeting
			Total for check: 37474		601.70	

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THEDACARE	37475	5/30/2013	9200737833	100-0801-521.21-05	58.90	Venipuncture/Woodard
			Total for check: 37475		58.90	
UNIFIRST CORPORATION	37476	5/30/2013	097 0137994	731-1022-541.20-01	112.65	Uniform & Supply Cleaning
			Total for check: 37476		112.65	
UNITED WAY FOX CITIES	37477	5/30/2013	20130530	100-0000-202.09-00	30.25	PAYROLL SUMMARY
			Total for check: 37477		30.25	
US VENTURE	37478	5/30/2013	L46864	731-1022-541.21-06	12.00	Sample
			Total for check: 37478		12.00	
UWSP	37479	5/30/2013	3109	100-0304-562.33-02	25.00	WI Active Community
			Total for check: 37479		25.00	
VALLEY GRINDING & MANUFACTURING INC	37480	5/30/2013	174428	731-1022-541.21-06	70.00	Chipper Blade Sharpening
			Total for check: 37480		70.00	
WAYNE INDUSTRIAL HOLDINGS LLC	37481	5/30/2013	89368	731-1022-541.38-03	872.80	Cyl, Arm Lift
			Total for check: 37481		872.80	
WE ENERGIES	37482	5/30/2013		100-0703-553.22-04	18.17	2170 Plank Rd
				100-0000-123.00-00	485.80	N-M Fire
				100-1001-514.22-04	488.50	City Hall
				100-0801-521.22-04	670.87	Police
				100-0920-531.22-04	138.30	Senior Center
				100-0601-551.22-04	1,633.95	Library
				100-0703-553.22-04	434.88	Parks
				100-0704-552.22-04	296.43	Pool
				207-0707-552.22-04	41.49	Marina

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WE ENERGIES...	37482...	5/30/2013...	...	731-1022-541.22-04	2,815.12	Garage
				Total for check: 37482	7,023.51	
WEA INSURANCE TRUST	37483	5/30/2013		100-0000-204.08-00	105,126.18	6/1/13 - 7/1/13
				100-0000-204.11-00	12,034.74	6/1/13 - 7/1/13
				Total for check: 37483	117,160.92	
WINNEBAGO COUNTY TREASURER	37484	5/30/2013	4280	100-0204-512.29-01	1,042.39	Ballots
				100-0204-512.29-02	82.59	Publishing/Post Crescent
				100-0204-512.24-04	364.47	Programming
				Total for check: 37484	1,489.45	
WISCONSIN SUPPORT COLLECTIONS	37485	5/30/2013	20130530	100-0000-202.03-00	1,508.13	PAYROLL SUMMARY
				Total for check: 37485	1,508.13	
					550,540.12	



To: Menasha Common Council
From: Jenny Groeschel and Ginger Tralongo, Police Records
RE: Beverage Operator License (Bartender) Applicants
Date: **May 29, 2013**

The below individuals have applied for a bartender license to serve, dispense and/or sell alcohol at a licensed establishment within the City. They have all met the criteria under the "Guidelines for Operator Licenses" approved by the Common Council. Therefore, staff is recommending the following people be **APPROVED** for an Operator's License for the 2013-2015 licensing period:

Judith A. Winzenz	Deborah A. Limpert
Brandy L. Brockman	Jean I. Follendorf
Heidi L. Reagan	Connie G. Latvis
Kirk S. Unbehaun	Paul S. Johnson
Trevor M. Szymanski	Samantha J. Konrad
Susan L. Reuter	Danielle M. Kaddatz
Elizabeth E. Fritzsinger	Tianna D. Clark
Lawrence D. Konetzke	Patricia L. Gumbert
Dylan M. Kullman	Susan M. Schmitt
Timothy M. Verhagen	Brenda J. Jorgensen
Doris A. Szymanski	Kevin M. Redlin
Heather A. Waite	Sharon M. Jensen
Alicia K. Vanseiver	Gertrude S. Johnson
David J. Van Boxtel	Jonelle J. Trader
Peter C. Olson	Thomas J. Konetzke
Jacob S. Danke	Melissa S. Seidl
Jessica R. Seidl	Debra L. Schuh
Sarah M. Cattanach	Ann M. Spilski
Derek N. Selle	Charlene D. Wilson
Charity H. Otto	Jennifer M. Lemon



May 29, 2013

To: Common Council

From: Debbie Galeazzi, Clerk *dg*

Subject: Liquor License Applications, July 1, 2013-June 30, 2014

The following is a partial list of renewal applications to deal in intoxicating liquor and/or fermented malt beverages for the July 1, 2013-June 30, 2014 licensing period that have been filed in the Clerk's office. The remaining applications will be submitted for consideration on June 17, 2013.

CLASS "A" MALT

Valley Petroleum, Inc, 1320 Oak Creek Dr., Green Bay, d/b/a Southsider C-Store, 1490 S. Oneida, Appleton, Steve Rosek/Agent
Van Zeeland Oil Co., Inc., P.O. Box 7777, Appleton, WI, d/b/a Midway Marathon, 1492 Appleton Rd. Menasha Todd Van Zeeland/Agent

"CLASS A" LIQUOR AND MALT

Doris A. Szymanski, 701 Keyes St. Menasha, d/b/a Club Liquor, 234 Main St. Menasha
Fishtail LLC, 3045 Winnepeg St. Menasha, d/b/a Pride of Menasha, 209 Racine St. Menasha, Buddi Sagar Subedi/Agent
Piggly Wiggly Midwest Inc., 2215 Union Ave., Sheboygan, WI, d/b/a Piggly Wiggly Supermarket #24, 1151 Midway Rd., Glen L. Femal/Agent
Kwik Trip, Inc, 1626 Oak St., LaCrosse, WI, d/b/a Kwik Trip #743, 1870 USH 10/114, Jessica Hartjis/Agent
U.S. Venture, Inc., 425 Better Way, Appleton, d/b/a Express Convenience Centers, 700 3rd St Menasha, Lorie A. Beyer/Agent
Wisconsin CVS Pharmacy, LLC, 1 CVS Dr., #23062A Woonsocket, RI, d/b/a CVS Pharmacy #5186, 1485 S. Oneida Street, Appleton, Amy Lynn Vandenhogen-Braun/Agent
Walgreen Co., 300 Wilmond Rd., Deerfield, IL, d/b/a Walgreens #03851, 305 Racine St Menasha, Toni Minor/Agent
Quick Mart Menasha Inc., 1427 Stadler Court, Menasha, d/b/a Quick Mart Menasha, 1515 Appleton Road, Menasha, Satnam Gill/Agent
Dolgencorp LLC, 1000 Mission Ridge, Goodlettsville, TN, d/b/a Dollar General Store #13175, 1135 Appleton Road, Menasha, Ted Druckrey/Agent

CLASS "B" MALT

St. Patrick's Parish, 324 Nicolet Blvd, Menasha, Denise Meyers/Agent

CLASS "B" MALT AND CLASS C WINE

Patrick DuFrane, 610 Tayco St. Menasha, d/b/a The Weather Vane Restaurant, 186 Main St, Menasha

"CLASS B" LIQUOR AND MALT

Paul C. Beck, 422 Sixth St. Menasha, d/b/a Beck's Home Plate, 422 Sixth St. Menasha
Andrew John Brodzinski, 1027 Brighton Dr. Menasha, d/b/a Fish Fry Tavern, 528 Milwaukee St. Menasha
Patricia J. Rice, 10 Tayco St. Menasha, d/b/a Pat's Legend Inn, 10 Tayco St. Menasha
Peter John Kemp, 104 River St., Kaukauna, d/b/a Jitters Lounge, 23 Main St. Menasha
David Seidl, 8879 Pioneer Rd., Larsen, d/b/a City Limits, 544 Fourth St. Menasha
Thomas John Siegel, 1221 Beechwood Ln. Menasha, d/b/a Tony's Bar, 212 Manitowoc St. Menasha
Steven Craig Szymanski, 361 Elm St. Menasha, d/b/a Club Tavern, 56 Racine St. Menasha

“CLASS B” LIQUOR AND MALT (Cont’d)

Franky’s of Menasha, LLC, 200 Main St. Menasha, d/b/a The Blind Pig/The Attic, 200 Main St. Menasha,
Frank Prokash/Agent
Germania Hall, LLC, 320 Chute St. Menasha, d/b/a Germania Hall, 320 Chute St., Menasha,
Robert Y. Dove, Jr./Agent
Menasha Grill, Inc., 204 Main St. Menasha, d/b/a Menasha Grill, 204 Main St. Menasha, Charlie Cross/Agent
Mr. Steak of Menasha, Inc., 3341 S. Oneida St, Appleton, d/b/a B.J. Clancy’s, 3341 S. Oneida St, Appleton,
Robert A. John/Agent
Nauts Landing, Inc., 124 Main St. Menasha, d/b/a Aspen Landing, 124 Main St. Menasha
Richard E. Brey/Agent
Neenah-Menasha K of C Building Assn., 746, 3rd St. Menasha, d/b/a Knights of Columbus, 746 3rd St. Menasha,
Dale Berken/Agent
Ramsey & Ramsey, Inc., 2 Tayco St. Menasha, d/b/a R & R Bar, 2 Tayco St. Menasha,
Mary A. Saunders/Agent
Brian K. Ritchie, 514 N. Mead St., Appleton and Thomas P. Theisen, 143 Besie O’Halloran, Menasha,
Partnership, d/b/a Tonic, 1010 Manitowoc Rd. Menasha.
Stone Toad Inc, 1109 S. Oneida St. Menasha, d/b/a Stone Toad Bar-Grill, 1109 S. Oneida St. Menasha,
Jennifer Weinandt/Agent
Trailside Tavern Inc., 977 Plank Rd, d/b/a Trailside Tavern, 977 Plank Rd. Menasha, Jean M. Redlin/Agent

RESERVE “CLASS B” LIQUOR AND MALT

Wiseguys Pizzeria LLC, 1440 S. Oneida St, Appleton, d/b/a Wiseguys Pizzeria & Pub, 1440 S. Oneida St., Appleton,
Brenda Jean Jorgensen/Agent
Historic Hotel Pub LLC, 177 Main St. Menasha, d/b/a Hotel Pub, 177 Main St. Menasha, Laura A. Biechler/Agent
Vertigo 1894 LLC, 167 Main St. Menasha, d/b/a Vertigo 1894, 167 Main St. Menasha, Daniel Pamerter/Agent
Lake Park Swim & Fitness LLC, 730 Lake Park Rd, Menasha, d/b/a Lake Park Swim & Fitness, 730 Lake Park
Road, Menasha, Megan Collins/Agent
Mario’s Old House Mexican Cuisine LLC, 14 Tayco Street, Menasha, d/b/a Mario’s Old House Mexican Cuisine,
14 Tayco Street, Menasha, Mario A. Nunez/Agent

Section 7-2-9 of the City Code states when approving an application for a liquor license the following must be taken into consideration:

- Suitability of an applicant-must pass background check by Police Dept.
- Appropriateness of the location and premises to be licensed.
- All financial claims of the City must be satisfied (taxes, assessments, utilities)
- Must conform to all sanitary, safety and health requirement of the State Building Codes, State Board of Health and Local Board of Health Codes.

The Police Dept. has done a background check on all of the above mentioned applicants and has no reason to withhold any license based on their findings.

All necessary inspections by the Fire Dept., Health Dept., and Building Inspectors have been completed and all the above listed properties are compliant.

Finance Dept. and Menasha Utilities report that all financial claims of the city have been satisfied for the above mentioned applicants.

It is my recommendations that these applications be approved for the 2013-2014 licensing year.



MEMO

To: Common Council

From: Debbie Galeazzi, Clerk

Subject: S&S Jaber LLC, d/b/a Luigi's Pizza & Pasta, 332 Ahnaip Street

Date: May 30, 2013

An application for a "Class B" intoxicating liquor and fermented malt beverage for the 2013-2014 liquor licensing year has been submitted by S&S Jaber LLC, d/b/a Luigi's Pizza & Pasta, 332 Ahnaip Street.

The Police Dept. has done background checks on all members of the LLC and the agent and find no reason to deny a license. The Fire Department, Health Department and Building Inspectors have inspected the property and have no reason to hold up the liquor license approval. All financial obligations to the City are current.

ORIGINAL ALCOHOL BEVERAGE RETAIL LICENSE APPLICATION

Submit to municipal clerk.

For the license period beginning July 1 20 13 ;
ending June 30 20 14

TO THE GOVERNING BODY of the: Town of }
 Village of } MENASHA
 City of }

County of WINNEBAGO Aldermanic Dist. No. _____ (if required by ordinance)

1. The named INDIVIDUAL PARTNERSHIP LIMITED LIABILITY COMPANY
 CORPORATION/NONPROFIT ORGANIZATION

hereby makes application for the alcohol beverage license(s) checked above.

2. Name (individual/partners give last name, first, middle; corporations/limited liability companies give registered name): S&S Jaber LLC

An "Auxiliary Questionnaire," Form AT-103, must be completed and attached to this application by each individual applicant, by each member of a partnership, and by each officer, director and agent of a corporation or nonprofit organization, and by each member/manager and agent of a limited liability company. List the name, title, and place of residence of each person.

Title	Name	Home Address	Post Office & Zip Code
President (Member)	<u>Gianna Jaber</u>	<u>W6541 Landon Dr</u>	<u>Appleton WI 54915</u>
Vice President (Member)	<u>Mohamed Jaber</u>	<u>W6541 Landon Dr</u>	<u>Appleton WI 54915</u>
Secretary/Member			
Treasurer/Member			
Agent	<u>Gianna Jaber</u>		
Directors/Managers	<u>Mohamed Jaber</u>		

3. Trade Name Luigi's Pizza & Pasta Business Phone Number 920-722-8000

4. Address of Premises 332 Ahncip St. Post Office & Zip Code 54952

5. Is individual, partners or agent of corporation/limited liability company subject to completion of the responsible beverage server training course for this license period? Yes No
6. Is the applicant an employe or agent of, or acting on behalf of anyone except the named applicant? Yes No
7. Does any other alcohol beverage retail licensee or wholesale permittee have any interest in or control of this business? Yes No
8. (a) Corporate/limited liability company applicants only: Insert state WI and date 6/1/13 of registration.
(b) Is applicant corporation/limited liability company a subsidiary of any other corporation or limited liability company? Yes No
(c) Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin? Yes No
(NOTE: All applicants explain fully on reverse side of this form every YES answer in sections 5, 6, 7 and 8 above.)

9. Premises description: Describe building or buildings where alcohol beverages are to be sold and stored. The applicant must include all rooms including living quarters, if used, for the sales, service, and/or storage of alcohol beverages and records. (Alcohol beverages may be sold and stored only on the premises described.) first floor bar & storage room

10. Legal description (omit if street address is given above): _____

11. (a) Was this premises licensed for the sale of liquor or beer during the past license year? Yes No

(b) If yes, under what name was license issued? MNS Inc dba Luigi's

12. Does the applicant understand they must file a Special Occupational Tax return (TTB form 5630.5) before beginning business? [phone 1-800-937-8864] Yes No

13. Does the applicant understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in Section 2, above? [phone (608) 266-2776] Yes No

14. Does the applicant understand that they must purchase alcohol beverages only from Wisconsin wholesalers, breweries and brewpubs? Yes No

READ CAREFULLY BEFORE SIGNING: Under penalty provided by law, the applicant states that each of the above questions has been truthfully answered to the best of the knowledge of the signers. Signers agree to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another. (Individual applicants and each member of a partnership applicant must sign; corporate officer(s), members/managers of Limited Liability Companies must sign.) Any lack of access to any portion of a licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

SUBSCRIBED AND SWORN TO BEFORE ME

this 14th day of May, 20 13

Reborah A. Malozzi
Clerk/Notary Public

Gianna Jaber
Officer of Corporation/Member/Manager of Limited Liability Company/Partner/Individual

M. Jaber
Officer of Corporation/Member/Manager of Limited Liability Company/Partner

My commission expires 9-11-16

(Additional Partner(s)/Member/Manager of Limited Liability Company if Any)

TO BE COMPLETED BY CLERK

Date received and filed with municipal clerk <u>5/14/13</u>	Date reported to council/board	Date provisional license issued	Signature of Clerk / Deputy Clerk
Date license granted	Date license issued	License number issued	

Applicant's Wisconsin Seller's Permit Number: <u>456-10281822341-02</u>	
Federal Employer Identification Number (FEIN): <u>46-2632303</u>	
LICENSE REQUESTED	
TYPE	FEE
<input type="checkbox"/> Class A beer	\$
<input checked="" type="checkbox"/> Class B beer	\$ <u>100.</u>
<input type="checkbox"/> Class C wine	\$
<input type="checkbox"/> Class A liquor	\$
<input checked="" type="checkbox"/> Class B liquor	\$ <u>375.</u>
<input type="checkbox"/> Reserve Class B liquor	\$
Publication fee	\$ <u>25.</u>
TOTAL FEE	\$



May 30, 2013

To: Common Council

From: Debbie Galeazzi, Clerk *dg*

Subject: Outdoor Alcoholic Beverage Permit, July 1, 2013-June 30, 2014

In accordance with Section 7-2-17 of City of Menasha Municipal Code, the following have submitted an application for extension of "Class B", license for the July 1, 2013-June 30, 2014 licensing period requesting outdoor serving of alcoholic beverage on a deck/patio.

- 1) Nauts Landing, Inc., 124 Main St., Richard E. Brey/Agent, d/b/a Aspen Landing
- 2) Stone Toad Inc, 1109 S. Oneida Rd., Jennifer Weinandt/Agent, d/b/a Stone Toad Bar & Grill
- 3) Wiseguys Pizzeria LLC, 1440 S. Oneida St., Brenda Jorgensen/Agent, d/b/a Wiseguys Pizzeria & Pub
- 4) Franky's of Menasha LLC, 200 Main Street, Frank Prokash/Agent, d/b/a The Blind Pig Saloon
- 5) Trailside Tavern Inc, 977 Plank Road, d/b/a Trailside Tavern, Jean Redlin/Agent
- 6) Peter Kemps, 23 Main Street, d/b/a Jitters Lounge, 23 Main Street
- 7) Mario's Old House Mexican Cuisine, 14 Tayco Street, d/b/a Mario's Old House, Mario Nunez/Agent



Final Report Succession and Efficiency Report

City of Menasha and Menasha Utilities, Menasha, Wisconsin

May 9, 2013

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Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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Milwaukee, WI 53203

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Fax: 414-220-4251
www.springsted.com

LETTER OF TRANSMITTAL

May 9, 2013

Don Merkes, Mayor
City of Menasha
140 Main Street
Menasha, WI 54952

Re: **Final Report: Succession and Efficiency Study**

Dear: Mayor Merkes:

On behalf of the Springsted project team, we are pleased to submit the Draft Final Report on the City of Menasha-Menasha Utilities Succession and Efficiency Study to the Menasha Common Council and the Menasha Utilities Commission. It has been our distinct pleasure to work with you as well as with City and Utilities staff and members of the Common Council and Utilities Commission on this important project. Involvement and participation from a broad cross section of representatives of both organizations have ensured a comprehensive study process, a detailed understanding of the areas we reviewed and practical findings and recommendations to be considered for implementation.

Leadership, relationships and strategy emerge as the dominant themes of this study. The study identifies many opportunities to increase the coordination, collaboration and cooperation within each organization and between the City and the Utilities. Integration of service across both organizations, not consolidation, is recommended.

The findings and recommendations of this study reflect the information and insights provided by many individuals from both organizations through interviews and participation in an employee survey completed by 82 respondents. The recommended course of action includes high priority items requiring immediate consideration as well as longer-term strategies that address organizational structure, a leadership approach to strengthen the culture of each organization and increased collaboration within and between the City and the Utilities.

We hope that our work provides City and Utilities officials with a framework for thoughtful discussion and deliberate conversation about the future of the community and the role of municipal and utilities

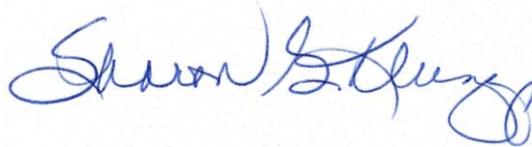
services. We are confident that with purposeful, outcome-oriented conversations you will make enhancements and improvements in your services to both the *taxpayers* and *the ratepayers*.

We wish to express our thanks and appreciation to you and to Pam Captain and Melanie Krause for guidance throughout the study and assistance in coordinating study logistics and details. We also want to recognize Council President Stan Sevenich and Utilities Commission President Mark Allwardt who offered feedback on the presentation of preliminary findings. Finally, we want to acknowledge all of those individuals who shared their perspectives, suggestions and hopes for the future of these organizations. The time, involvement and input provided by all of the study participants were greatly appreciated. Their individual support was instrumental in our ability to complete the study. We thank you for this opportunity to be of service and look forward to the opportunity to provide future assistance to you.

Respectfully,



David Unmacht
Springsted, Incorporated



Sharon Klumpp
Springsted, Incorporated

sml

I. Executive Summary

The City of Menasha and the Menasha Utilities retained Springsted Incorporated to conduct an organizational assessment to identify opportunities to achieve efficiencies through interdepartmental cooperation and consolidation in Utilities, Finance including Information Technology (IT), Human Resources, and Public Works including Parks Maintenance. The assessment also included a review of department structures and succession planning.

Information for the assessment came from a variety of sources, including on-site employee interviews and focus groups, an on-line confidential survey completed by 82 City and Utilities respondents and an extensive review of public documents provided by the City and the Utilities. Comparative information from cities and utilities also contributed to our research. Entities supplying information for this study were: the Cities of Appleton, Kaukauna and Neenah; the Town of Menasha and the municipal utilities for Cedarburg, Kaukauna, Manitowoc, Marshfield, New Holstein and Sturgeon Bay. The findings and recommendations of the study are based on a synthesis of information gathered from each organization and its employees and from the comparable cities and utilities and draw upon organizational design theory and practices.

The findings of the employee survey, which were validated through employee interviews and focus group meetings identified the following organizational strengths and areas of improvement:

	Organizational Strengths	Areas of Improvement
City of Menasha	<ul style="list-style-type: none"> • Employees • Location • Small community • Parks • Customer service • Dedication • Community orientation • Public safety 	<ul style="list-style-type: none"> • Communication • Image • Efficiencies • Morale • Strategic direction • Cooperation • Management
Menasha Utilities	<ul style="list-style-type: none"> • Low electric rates • Employees • Good tools to do the job • Community-minded • Reliability 	<ul style="list-style-type: none"> • Communication • Management • Morale • Cooperation • Working with the City

Overall, the most frequently cited opportunities for improvement included establishing greater internal coordination and cooperation between departments, identifying areas of duplication that exist between departments within and across both organizations and ensuring the alignment of staff and resources with assigned tasks.

Leadership, relationships and strategy emerged as the three principal themes of this study; each theme is described below in more detail.

Leadership is the essential ingredient in building a positive culture, articulating a shared direction, developing cohesion within an organization and empowering members to accomplish the organization's goals in a coordinated and efficient manner. For policy-makers, leadership is exercised collectively through the adoption of strategies and policies that support the organization's vision and values. Within the organization, leadership must be cultivated as a core competency for managers with a continued focus on helping them set realistic goals and expectations that align with the organization's policy direction and to engage staff to understand what drives and motivates employees.

Relationships are the cornerstone of coordination, cooperation and collaboration. The relationship between the City and the Utilities is in need of clear and sustained change. Past experiences, long-held opinions and personal relationships still permeate the underlying foundation of these organizations today. However, past standards do not need to define the future. Rather, new relationships built on respect, collegiality, mutual benefit and partnerships must be cultivated.

Strategy refers to a series of action steps for implementing organizational goals and realizing the vision for the future. Effective strategies align with the direction and policy adopted by the governing body; they demonstrate an organization's capacity to capitalize on opportunities and solve problems often using ingenuity and out-of-the-box thinking to improve operations continuously. A shared commitment to public service and making good policy and business decisions can provide a strong source of cooperation for implementing strategies that require the collective action of both organizations.

The study offers seven major recommendations, organized below by theme.

Leadership Recommendations

Recommendation 1: Develop and implement a structured and defined organizational change process that focuses on public service and promotes increased communication and engagement with employees. Putting the steam plant to rest and taking deliberate steps to foster a positive and respectful workplace are high priorities that need to be addressed immediately.

Recommendation 2: Develop, update and implement a strategic planning process to help each organization develop a vision and direction for the future that includes a vision to increase the coordination and integration of functions between the City and the Utilities.

Recommendation 3: Establish clear and common leadership expectations for managers and supervisors and provide performance feedback on an on-going basis.

Relationship Recommendations

Recommendation 4: Build a positive and cooperative partnership between the City and the Utilities based on increased communication, consultation and shared problem-solving.

Strategy Recommendations

Recommendation 5: Fill mission-critical positions utilizing a process that first analyzes the position requirements and clearly establishes the desired skill sets and competencies.

Recommendation 6: Develop a model organizational structure to guide change, support integration and increase coordination within and between both organizations.

Recommendation 7: Develop and/or update a succession plan that identifies mission-critical positions, the desired level of employee cross-training and options for providing mission-critical services when absences or vacancies occur in these positions.

The recommendations offered in this report will help the organizations enhance leadership, build relationships and develop strategies. Some of these recommendations can be implemented immediately while others will take a period of years to implement. All of the recommendations are subject to review and modification by the City Council and the Utilities Commission.

High Priorities (within next six months)

1. Fill Mission Critical Positions

- a. City—Create an Administrative Services Department and define the role and responsibilities of an Administrative Services Director; execute a recruitment and selection process.
- b. Utilities—Define the role and responsibilities of a General Manager; execute a recruitment and selection process.
- c. City and Utilities—Explore opportunities to hire a Human Resources Manager who would be housed in the Administrative Services Department and provide services to both organization; execute a recruitment and selection process.

2. Commit to Strategic Planning

- a. City—Develop an agenda that encourages the City Council’s involvement and commitment to a strategic planning process. Undertaking the strategic planning process appears as a medium priority, because the process will likely take longer than six months to complete and implement.
- b. Utilities—Participate in discussions about the City’s strategic planning process to ensure one of the outcomes of this process is a unified vision.

3. Focus on Public Service and the Organizational Culture

- a. City and Utilities—Initiate an on-going process that promotes increased communication and engagement with employees with the ultimate focus on cultivating a strong public service orientation.
 - i. Put the steam plant issue to rest.
 - ii. Focus on developing a positive and respectful workplace

4. Build the Team

- a. City and Utilities—Establish clear and common leadership expectations for managers and supervisors and provide performance feedback on an on-going basis
- b. City and Utilities—Increase leadership and management competencies through coaching and mentoring.

Medium Priorities (over six months)

5. Strengthen the City-Utilities Partnership

- a. City and Utilities—Build a positive and cooperative partnership between the City and the Utilities based on increased communication, consultation and shared problem-solving.
- b. City and Utilities—Increase two-way communication
- c. City and Utilities—Establish inter-organizational committees to work on joint projects and to identify areas where it is in the best interests of both organizations to share services. Take advantage of vacancies, purchasing services and equipment to explore opportunities for coordination and cooperation.

6. Develop a Model Organizational Structure

- a. Develop a model organizational structure to guide change, support integration and increase coordination within and between both organizations
- b. City—Implement the Administrative Services Department with direction from the Administrative Services Director and restructure the human resources function with assistance from the City Attorney.
- c. Utilities—Implement a model organizational structure with direction from the General Manager. This implementation is expected to occur over time.
- d. City and Utilities—Develop an IT strategic plan.
- e. City and Utilities—Establish a vision for shared services.
- f. City and Utilities—Establish an interagency committee to evaluate shared services.
- g. City and Utilities—Coordinate infrastructure activities.

7. Develop a Formal Succession Plan

- a. City and Utilities—Develop and/or update a succession plan for each organization that identifies mission-critical positions, the desired level of employee cross-training and options for providing mission-critical services when absences or vacancies occur in these positions.
- b. City and Utilities—Implement a professional and technical development training program to assist in implementation of the organizational succession plans, coordinating training whenever possible.

II. Introduction and Study Process

The City of Menasha and the Menasha Utilities retained Springsted Incorporated to conduct an assessment and analysis of a select portion of their business operations. The City Council and Utility Commission prepared a Request for Proposals seeking an objective organizational assessment to understand fundamental dynamics occurring in four specific business functions and to identify opportunities and recommendations to move forward. This study focuses on three primary areas:

1. Organizational opportunities to achieve efficiencies through interdepartmental cooperation and consolidation in Utilities, Finance including Information Technology (IT), Human Resources, and Public Works including Parks Maintenance
2. Department structures
3. Succession planning

The study process used for the organizational review included the following 14 steps:

- Four (4) days of on-site interviews on October 8-9 and November 28-29, 2012.
- On-line confidential survey for City and Utilities staff.
- Over 70 individual or small group interviews with City and Utilities personnel including top administrators, department heads, supervisors and staff. This is a large sample size equating to roughly 43% of the joint workforce.
- Briefing with the City Council and Utilities Commission on October 9, 2012.
- A series of follow-up meetings and interactions to clarify data and review supplemental information.
- An extensive review of public documents and information obtained from public websites.
 - City and Utilities planning documents
 - Financial data
 - Statistical data
 - Department organizational charts
 - Memorandums, e-mails and correspondence
 - Reports and other documents related to this study
- Questionnaire completed by comparable communities.
 - City of Appleton
 - City of Kaukauna
 - City of Neenah
 - Town of Menasha
- Telephone interviews with municipal utilities.
 - New Holstein
 - Manitowoc
 - Kaukauna
 - Cedarburg (via e-mail)
 - Sturgeon Bay
 - Marshfield

- Telephone conversation with Dan Ebert of the Wisconsin Public Power, Incorporated (WPPI).
- Consultation with professional peers and colleagues.
- Examination of organizational design theory and practices.
- Briefing on the Preliminary Findings with City and Utilities officials on February 6, 2013.
- Review of feedback provided on February 20, 2013.
- Discussion on the Draft Report with City and Utility staff on March 15, 2013.
- Joint presentation to the City Council and Utilities Commission on March 19, 2013 and two employee presentations on March 20, 2013.

Each step is an important component of the overall study process. Collectively they represent a thorough foundation for the analysis and recommendations resulting from this study. The process followed generally acceptable business standards and where necessary was expanded to be more comprehensive.

III. Organizational Research

Organizational research for the City and the Utilities included an on-line employee survey as well as a large number of individual and group meetings with employees. These research methods provided a broad cross-section of employees from both organizations and the opportunity to verify survey data through conversations with employees. The findings from this research are presented below.

Employee Survey

Springsted administered a confidential on-line survey to give staff the opportunity to provide input and share ideas in a manner that protected their privacy. The survey was designed to ask a series of questions related to the core objectives of the study. Of the 82 people responding to this survey, there were 52 with the City and 30 with the Utilities. 7 responses, representing 8% of the respondents, were from elected officials or appointed board members with the balance of 75, or 92% of the responses submitted by employees. Supervisors made up nearly 33% or 27 of the respondents with employees accounting for 59% or 48 of the respondents.

Respondents took advantage of the opportunity to share their thoughts; providing us almost 100 pages of survey information to analyze. This response is significant, and likely generates reliable and valid data. The 17-question employee survey appears in Appendix I along with graphs illustrating the response to these questions. A summary of survey findings is presented below.

Organizational Strengths and Areas of Improvement

- The strengths of the City are the employees, location, small community, parks, customer service, dedication, community orientation and public safety.
- The strengths of the Utilities are the low electrical rates, employees, having the tools to do the job, being community-minded and reliability.
- Improvements identified within the City include communication, image, efficiencies, morale, strategic direction, cooperation and management.
- Improvements identified within the Utilities include communication, management, morale, cooperation and working with the City.

Employee Survey Results

- The order of internal priorities is: communication, efficiencies, cooperation between departments, training and staffing levels.
- The order of external priorities is: customer service (by far), communication, service levels, cost effectiveness and city image.
- Employees identify the barriers to improved relations between the two entities as past practices, tradition, entrenchment, communications, pay scales, existing relationships, fiscal stress and trust.
- Employees report general satisfaction with their position in the following order: type of work (by far), people they work with, tools, salary and benefits, training and management.
- In both organizations, over half of the respondents rate internal coordination and cooperation between departments as fair or poor, indicating opportunities for improvement in these areas.
- Three-quarters of the respondents from both organizations rate the partnership between the City and the Utilities as fair to poor.

- Nearly three-quarters of City respondents believe there is duplication between departments or between the City and the Utilities with just under half of Utilities respondents sharing that opinion.
- City and Utilities respondents agree that there are tasks that are not being completed due to insufficient staffing or lack of resources.

Summary of Employee Meetings

To gather information for this study, Springsted consultants met with nearly 70 staff members employed by the City of Menasha and the Menasha Utilities. Meetings with staff focused predominantly on the functional areas selected for this study including utilities, finance, information technology, human resources, public work and park maintenance.

In these meetings, above all other topics, the workplace culture and the many dynamics that define it, including morale, was overwhelmingly the top concern of employees. Within both organizations, leadership positions are defined more in terms of technical and operational skills than leadership and managerial competencies, making this finding not altogether unexpected. Workplace culture, morale and related topics are addressed in greater detail later in this report.

Comments and suggestions offered by staff during these meetings and consultant observations appear below, organized by function.

Finance

- The payroll function is frequently part of Finance. This function should be moved from Human Resources and reassigned to Finance to ensure continuity and redundancy in this mission critical process. Similarly, budgeting of personnel costs, which is currently handled by Human Resources, should also be reassigned to Finance. Wages and benefits represent over 70% of municipal operating budgets, making this an important financial function. Finance should expect a close working relationship with Human Resources on all matters pertaining to employee wages and benefits.
- Increase the department's focus on serving internal customers to increase organizational efficiencies.
- Establish a goal of developing a budget as a major policy document incorporating best practices adopted by the Government Finance Officers Association (GFOA).
- Prepare a Certified Annual Financial Report (CAFR). A CAFR is an important financial management tool that increases accountability and transparency and aids elected officials in their oversight of municipal activities. Best practices are available through the GFOA.
- Develop a five-year Capital Improvement Plan (CIP) to project and prioritize capital expenses and manage the City's debt.
- Strengthen and expand long-range financial planning. This is an important area of coordination for the City and the Utilities because of the impact that debt has on the fiscal health of both organizations.
- Flexible staffing could be explored to assist Finance staff with peak workloads during tax collections; Finance staff could provide reciprocal arrangements to assist other departments during their peak workloads.
- Financial software used by the City is different from that used by the Utilities which could be a barrier to joint services.

- Assess the skill sets of City and Utilities financial staff to identify where duplication, overlap and redundancies exist. This assessment will facilitate consideration of joint service opportunities as vacancies occur in the financial operations of both organizations.

Information Technology

- Information technology is rarely part of strategy and leadership discussions. Provide greater clarity and direction for IT including the use of the IT Steering Committee to ensure that the City's use of technology meets evolving customer demands and supports efficient business processes.
- The current day-to-day focus of information technology makes it difficult to develop a strategic vision and long term plans. It also challenges the City's ability to undertake or complete large projects or software conversions.
- Expanded capital improvement planning and budgeting for the IT infrastructure is needed.
- Contracting for a security audit would help the City identify potential exposures and risks.
- The IT Department lacks sufficient staffing to address City needs. With the exception of the Police Department which has a staff person who interacts and assists with police applications, the two-member IT staff handle all City needs. More staff resources are needed to provide help desk services and network administration.
- Some sharing of IT resources is already in place. The City uses the fiber optic system operated by Menasha Utilities and has a telephone system that is interconnected with the Utilities but managed independently. The City's tax application is hosted by the City of Neenah.
- Interaction with Utilities occurs at a high level but not on an operational basis. The City and the Utilities have a different operational focus with the Utilities being involved in specialized technology programs for the water system (SCADA) and the electrical substations.

Human Resources

- The positions of Human Resources Director and City Attorney are combined, creating a very large workload and limited capacity to address City-wide policy, strategy and organizational culture needs. Human Resources can play an important role in addressing workplace culture and morale. Opportunities exist to develop and implement a City-wide performance management program and an employee development and training program that identifies and addresses staff development and coaching.
- Human Resources currently devotes a significant amount of time to processing payroll and projecting personnel costs for the annual budget. These tasks should be handled in Finance.
- The City has experienced a delay in issuing a new employee manual, which has created questions for employees affected by Act 10 on the status of workplace rules.
- Some human resource functions are being handled by departments, which can lead to inconsistent administration of personnel policies. Centralizing these functions in Human Resources would increase the capacity of department heads by freeing them from some human resource responsibilities such as employee recruitment and hiring.
- It will be important for the City to determine the overall human resources functions it needs and the skill sets required to support those functions. Then the City can examine the options for providing those functions in-house, contracting with private vendors or developing service-sharing arrangements with other entities, such as the Utilities.

Public Works

- Department personnel frequently receive inconsistent priorities and direction from the Superintendent and Assistant Superintendent on department projects and activities. Greater efficiency could be achieved by increased planning of projects and scheduling of equipment and improved communication.
- In some instances, the allocation of staff in department budgets does not reflect actual staff assignments. For example, an employee's time may be split between public works and parks maintenance even though the employee does not perform park maintenance activities. While the method for actually allocating staff is not a concern, how the information is reported causes concern because these allocations could be used for determining staffing priorities in the budget.
- Functions should be analyzed periodically to determine if it is more efficient to perform functions in-house or to contract for them. Over time, factors such as the cost of supplies and materials, cost of equipment, quality of work and the estimated life of the improvements could warrant a different approach to how services are provided.
- Inadequate space is available in the garage to handle repairs efficiently.
- The City has a good program in place to meet equipment needs and to plan for and fund replacement equipment. The process for gathering input and for evaluating equipment could be strengthened by establishing an interdepartmental committee that considers equipment priorities and makes recommendations on equipment. It may be possible to expand this process to include the Utilities.

Park Maintenance

- Tools, resources and equipment available for park maintenance are good.
- Upgrading the ball diamonds has resulted in fewer rain outs.
- Park maintenance is planning for an increased focus on Emerald Ash Borer, the cost of which will be partially covered through grant funding.
- Efficiencies could be recognized through an improved system of maintaining budget and purchasing information. Because budget and purchasing records are not readily available from Finance, Parks Maintenance maintains duplicate records, which essentially requires managers to spend time on clerical paperwork.
- There is room for more coordination with Public Works on right of way trees on street projects. Some redundancy exists with the mechanics' role in both parks and public works suggesting another area for increased coordination.
- In some cities, parks maintenance functions are performed as part of the public works department. This structure could be an option for the City to consider after first defining leadership needs and coordination with recreation.

Utilities

- The ineffectiveness of the Co-General Manager roles is the most prominent concern voiced by Utilities staff. Inconsistent management roles and a lack of clear, cohesive expectations have resulted in misperceptions across the organization. The second most prominent theme involves employees "coming over" from the steam plant and the animosity that still surrounds these employees, their roles and the work they perform. These concerns indicate a strong need for teambuilding and workplace integration.
- The Utilities has developed strategic management processes, including a strategic plan that is updated annually. The Utilities has also developed a succession plan.

- Some expressed the desire for the Commission to be more engaged and to have a fuller understanding of the work performed by Utilities staff. Within the organization, there is a desire for increased communication and improved coordination of work.
- The Utilities staff generally feel good about their tools, resources and equipment and are comfortable with their safety.
- Employees note the efforts underway to reform wellness activities. Pay and benefits are perceived to be competitive in contrast to the perception of city staff on their pay and benefits.
- Various suggestions on changes to the organizational structure were offered including:
 - Looking at the appropriate the number and nature of reporting relationships in the Distribution and Utility Services Department.
 - Opportunities to increase the use of automation in collections.
 - Structuring positions to achieve the same or better outcomes and enhancing opportunities for cross-training.

City – Utilities Cooperation

In our meetings with City and Utilities staff, the consultant team compiled a list of areas where cooperation currently exists among the City and the Utilities. We found some significant shared services that benefit both entities, indicating the opportunity to identify still more areas for further cooperation. Existing areas of cooperation and potential areas for future cooperation are provided below.

Existing

Existing areas of cooperation include various written agreements and unwritten practices, including

- Joint purchase and maintenance of a radio communication system.
- Joint phone system.
- Lighting at Koslo and Jefferson Parks.
- Charging each City and Utilities department for utility usage.
- Wastewater and storm water charges are billed by the Utilities.
- The City charges the Utilities for material costs for permanent repairs to the rights-of-way.
- Electric distribution crews trim trees by power lines, using a City truck and employee paid for by the Utilities.
- The Utilities pays the City \$1,000 per month for the services of the City Attorney, including contract review and WPPI transactions.
- Locates done in the City of Menasha are split between the utilities including electric, water, fiber and sewer.
- The City and Utilities work in partnership to respond to storms and emergencies.
- There is a good working relationship among the line crews and public works crews.
- The Utilities use many shared services offered by WPPI, such as customer services and the benefit plan trust which offers competitive benefit plans and wellness programs. Advanced metering and outsourced retailed billing are being explored for possible implementation in the near future.

Joint Needs/Potential Areas for Cooperation

Potential areas of cooperation identified by City and Utilities personnel include:

- Building positive relationships at the managerial levels within both organizations.

- Establishing a good working relationship between the Utilities Commission and the City Council.
- Creating a shared expectation at all levels in both organizations to improve service coordination.
- Exploring opportunities to increase operational efficiencies in finance and to work cooperatively on high level financial activities such as forecasting, long-range operational and capital planning and debt management.
- The City and Utilities currently use different e-mail systems and file servers; potential cost savings from sharing information technologies could be reviewed.
- Determining if mutual benefits exist in jointly bidding and contracting for services both agencies use.
- Exploring ways that facility information can be maintained jointly and updating engineering as-builts for vertical and horizontal integration of information.
- The City could provide snow removal and grounds maintenance for Utilities facilities and properties.
- The City and Utilities could explore giving customers the ability to complete certain City and Utilities business transactions at both offices.
- Evaluating the potential to establish a shared employee performance review system and an employee orientation program for the City and the Utilities.
- Identifying opportunities to share or jointly develop personnel policies and determine if human resources support for hiring employees (job postings, application processing) could be shared.
- Exploring the possibility of offering benefits program to cover both City and Utilities staff.
- Some equipment is currently shared between the Utilities and the City; there may be opportunities for additional equipment sharing. In addition, consideration could be given to establishing an interagency committee to evaluate equipment needs and vehicle maintenance. Joint purchasing of vehicles could also be reviewed.
- Whenever work is being done underground, opportunities exist for increased cooperation and efficiency, especially in the areas of water and wastewater.

IV. Research from Comparable Entities

Springsted contacted other communities identified in consultation with the City to collect information about the similarities and differences of the services provided. The Cities of Neenah, Kaukauna, and Appleton and the Town of Menasha provided information that allows for some general comparison with the services provided by the City of Menasha. This information provides a general context for identifying prevailing business practices and service delivery methods. While these entities share a similar geographic location, there are some differences that must be taken into account. First, the Town of Menasha does not provide a full range of municipal services when compared to the cities we contacted. Second, the City of Appleton has a much greater population that is approximately three times the size of the other communities. Finally, Kaukauna is the only entity in which water and electric services are provided by an independent commission. In Appleton, Neenah and the Town of Menasha, the water utility is part of the municipal organization.

The commentary presented below highlights information that may provide useful insight to the City of Menasha and Menasha Utilities on the services addressed in this study.

City Functions

Finance

- Payroll is handled by the finance department in Appleton, Kaukauna and the Town of Menasha.
- All four communities have a five-year capital improvement plan in place.
- Risk management responsibilities are handled by the finance departments in Neenah and Kaukauna.
- Investments are handled by finance departments in Neenah and the Town of Menasha.
- Property assessment is not provided by any of the four survey communities.
- Finance departments provide utility billing where the water utility is part of the public works department.

Information Technology

- Kaukauna Utilities provides information technology services to the City of Kaukauna.
- The City of Neenah provides complete support for the city's water utility and for the Neenah-Menasha Fire Rescue and for the Menasha-Neenah Municipal Court. It also hosts the City of Menasha's tax system.
- Neenah and the Town of Menasha assign responsibility for the telephone system and cell phones to information technology.

Human Resources

- Recruitment is handled exclusively by the human resources departments in the four communities.
- Hiring is handled by the human resources staff in all of the survey entities, except for the Town of Menasha.
- Human resources staff is responsible for legal compliance on such things as affirmative action, equal employment, ADA, etc., except in the Town of Menasha where this function is outsourced.
- Classification and compensation is handled exclusively by human resources staff, except in the Town of Menasha.

- Performance evaluation systems and maintenance of the personnel manual are handled exclusively by human resources staff in all four communities.
- Labor relations are handled by the human resources staff; the City of Kaukauna also makes use of a third party provider.
- Succession planning, benefits administration and unemployment compensation are most frequently handled by human resources staff.
- Of the four communities, only Neenah assigns payroll to its human resources staff.
- The City of Kaukauna provides human resource services to the Kaukauna Utilities.

Public Works

- The Cities of Neenah and Appleton do some asphalt street paving with municipal staff; the Town of Menasha and Kaukauna contract for these services. This area should be studied to see if it is cheaper to contract or to do this work in-house.
- The communities report different frequencies on yard waste/brush pick up. Appleton has 2 pick-ups per year while Neenah and the Town of Menasha collect yard waste and brush 8 and 10 months of the year, respectively. Kaukauna offers this service monthly throughout the year as does the City of Menasha. The variations in the frequencies of providing this service may suggest an area for further review.
- With the exception of the Town of Menasha, the other communities provide refuse collection with in-house staff. The Town of Menasha contracts for this service as well as for curbside recycling. In Kaukauna and Appleton, curbside recycling is provided by Outagamie County.
- All of the communities contract for seal-coating, except for Neenah.
- Street sweeping and sewer jetting are handled by in-house staff in all of the communities, except for Appleton which contracts for annual sewer cleaning and televising.
- Maintenance of municipal buildings is assigned to public works in the Town of Menasha and Kaukauna. Appleton has a Facilities Management Department which includes maintenance of public grounds and buildings as well as parks and recreation function.
- Only the Town of Menasha and Kaukauna include park maintenance as part of the public works department.
- Forestry is part of public works in Neenah, Kaukauna and Appleton.

Parks Maintenance

- Information gathered on park maintenance levels was inconclusive. The four communities report an average of 77 acres of park land maintained per full-time equivalent. Based on other studies we have conducted, it appears that these communities may have reported total acres of parkland instead of acres of maintained parkland, which could greatly skew this ratio. In the City of Menasha, 29.6 acres are maintained per full-time equivalent. According to past studies we have conducted, this ratio suggests a lean operation.
- Park maintenance staff assists in snow removal in all of the other communities.

Utilities Functions

Menasha Utilities asked us to contact other utilities to gather information on organizational structures and shared service arrangements with municipalities and other utilities and to identify any functions that are outsourced. Information was received from the following utilities: New Holstein, Manitowoc, Kaukauna, Cedarburg, Sturgeon Bay and Marshfield. An outline of the general questions asked of these utilities can be found in Appendix II. An overview of the information we collected from these utilities is presented on the following pages.

Recent Changes to the Organizational Structure and Background of the General Manager

New Holstein

- In 2010, the water and wastewater functions were merged into a single department to promote increased cross-training of personnel.
- The General Manager has a Bachelor of Science degree in business; his utility experience includes operations, marketing and customer service.

Kaukauna

- The GIS function has been moved from IT to distribution.
- The water department is only responsible for distribution; Kaukauna does not have a treatment plant.
- Efficiencies achieved through technology improvements have enabled the utility to reduce one administrative field position.
- WPPI has a full-time energy services representative on site; the regional safety coordinator and WPPI key accounts manager positions are shared with other utilities.
- The operations manager and manager of electric distribution are both engineers.
- The General Manager is registered as a professional engineer and has an MBA.

Sturgeon Bay

- The general manager has a financial background, which is useful because many utility decisions are complex and financially driven.

Manitowoc

- After two years of an organizational structure that combined electric distribution and water distribution, the utility separated these functions. The General Manager explained that distribution issues often occur simultaneously and create priority issues. More importantly, water and electric skill sets are sufficiently different making cross-training difficult to achieve.
- The organizational culture emphasizes cross training which begins on day one. In water, operators must work across all water functions. This rotation provides job satisfaction and prepares staff for future promotions.
- The General Manager is a civil engineer with an environmental background.

Cedarburg

- The existing organizational structure allows the electric and water utilities, which are regulated by the PSC (Public Service Commission), to operate separately from the non-regulated functions of the City.

Marshfield

- In addition to water and electric utilities, Marshfield also operates a small communications utility.
- The General Manager notes that staff has been added to ensure regulatory compliance. The utility reports a good working relationship with the PSC.
- The water treatment plant is automated; employees assigned to water are cross-trained on all aspects of the water utility. The same is true for electric. There is no cross-training between electric and water.

Succession Planning

New Holstein

- The organization is flat, with little room for advancement. Cross training gives employees more variety and better exposure to organizational opportunities. The utility is not seeing as many employees making a career at the utility, which has increased its focus on employee retention.

Kaukauna

- The utility has a goal of getting a formal plan into place over the next two years.

Sturgeon Bay

- The primary focus has been on cross-training.

Cedarburg

- Developing a succession plan will be a major focus in 2013.

Marshfield

- There is not a formal plan in place.

Outsourcing and Shared Services with Other Utilities

New Holstein

- New Holstein outsources projects that involve boring. The utility informally shares equipment with other utilities. Billing is handled through WPPI.

Kaukauna

- Kaukauna contracts out tree-trimming, underground utility locating and directional boring.
- The utility participates in mutual aid with other utilities and shares equipment.
- Joint purchasing is handled through WPPI. The General Manager said the utility would work with the county for joint purchasing, just as the does, if WPPI were not available.

Sturgeon Bay

- Sturgeon Bay Utilities contracts its water and wastewater operations to United Water. The utility has outsourced these operations for over 15 years but has not always used the same company.
- The utility also contracts for electric engineering and receives IT services through WPPI.

Cedarburg

- The utility outsources its annual tree clearance program, underground cable installation, locating of underground electric lines and electric meter testing. Cross connection inspections for business customers are also outsourced.
- The utility participates in mutual aid with other utilities affected by storms and MEUW safety training courses.

Marshfield

- The utility outsources excavation needed for water main construction; utility crews do the construction. It also outsources the actual running and mailing of utility bills.
- The utility participates in mutual aid with other utilities.

Shared Service Arrangements with Municipalities

New Holstein

- Shared service arrangements with the City include:
 - Joint purchase of office equipment (one takes the lead and bills the other).
 - Both entities use the same accounting software.
 - Utility purchases gasoline and fuel from the City.
 - The utility office is in City Hall; the utility pays rent to the City.
 - A shared server houses city and utility data. Both entities contract with a third party vendor for IT services.
 - The City's mechanic services utility equipment and bills the Utility.
 - The City and the Utility jointly set priorities for infrastructure projects in the CIP; they use the same engineering firm for water and sewer that the City uses for street projects.
 - The repair of water main breaks is the sole responsibility of the Utility. Breaks are repaired first with cold mix, which is replaced with asphalt in the fall. Public works provides gravel to repair the breaks and invoices the cost of materials to the utility.
 - The Utility makes its equipment available for installing and removing city banners.
 - There is no regular attendance of utility personnel at city department head meetings; however there is frequent interaction between the Utility Office Manager and the City Clerk. During emergencies, the Utilities staff are in frequent contact with police and IT.

Kaukauna

- The General Manager reports a good working relationship with the City's Finance Manager.
- The Kaukauna Utility shares two positions with the City. A Human Resources Manager is split 50/50 between the utility and the City. Separately, neither entity had a sufficient number of employees to justify an HR position. Although the IT position is not currently split 50/50, the Utility and City are moving in that direction.
- The Utility and the City hold joint discussions on capital projects with a goal of minimizing disruption to each entity and to the street.
- The Utility is responsible for repairing city streets after a water main break.

Sturgeon Bay

- The General Manager and City Administrator have regular interaction. The General Manager frequently attends city meetings, particularly if the utility is a stakeholder on an issue being discussed by the City. Similarly, the Electric and Water/Wastewater Managers meet with their city counterparts on development issues and to ensure a good working relationship with public works.
- The Utility and the City use the same phone system.
- The Utility's human resource, finance and IT functions are all separate from the City. In human resources, there is increasing coordination particularly in health care because joining with the

City creates a larger group. The Utility has also worked with the City on rewriting the handbook to keep policies comparable.

- The City’s public works function is distinct from the Utility; however, the Utility trims right of way trees and the City plows the Utility parking lot. Most sharing of services occurs on a handshake basis.
- The Utility makes an annual \$25,000 contribution to City engineering for work associated with main replacements in small projects.

Manitowoc

- The Utility provides IT for the entire City. IT personnel are cross-trained; one staff person is assigned to and located at City Hall.
- The utility bills for the City wastewater and also sends out the City property tax rolls.
- The Utility exchanges information with the City on capital projects. The General Manager questions the practice of replacing water mains every time a street is reconstructed because the life of a street is considerably less than a water main.
- There is an established policy for repairing concrete streets after a water main break. If the street is 5 years old or less, the Utility is responsible for replacing the whole panel. If the street is more than 5 years old, the Utility must replace one foot around the repair. Slurry is used for the repairs because it fills in where water may have created cracks.

Cedarburg

- The General Manager attends bi-weekly city meetings with department heads and the City Administrator. Each attendee gives a brief update of key activities in their departments.
- The Utility stresses the importance of employees being friendly and helpful to other city departments/employees, and to recognize that “what we say and how we say it reflects on the Utility and the relationship between the Utility and the City.”
- The Utility bills sewer charges on behalf of the City.
- The Police Department handles the Utility’s after-hours dispatch calls. Per a suggestion from the Utility, the Police Department now bills the Utility for this service.
- The City bills the Utility for a portion of the City Engineer’s labor for time spent on water relay projects that are done in conjunction with the City’s street replacement program.
- The Utility and the City participate in a safety and health committee and a wellness program. The Utility also shares information, such as a recently completely comprehensive analysis of city and utility benefit costs with the City Administrator.
- The Utility provides some community support financially and through employee efforts (i.e. putting up Christmas decorations and flags), but most services provided by the Utility are billed to the City.
- The Utility assists the City with street tree removals if they are located near electrical lines. The Utility reimburses the City \$100 for every tree the City removes from under a power line and replaces with a low-growing variety. This incentive reduces future tree trimming costs for the Utility.
- The City and Utility share equipment; the City shares gravel, stone and sand with the Utility.

Marshfield

- The General Manager attends City staff meetings.

- The utility pays one-third the cost of the City Finance Director for financial services provided by the City, which includes co-signing checks, bonding and required public notices.
- The Utility pays one-third the cost of a City electrical inspector to provide code inspections for the Utility's 4,000 customers located outside of the Marshfield city limits.
- The cost of boiler insurance is shared with the City and the School District. In addition, the Utility purchases gas and diesel fuel from the City.
- There is some sharing of equipment between the City and the Utility.
- GIS is maintained by the City; the Utility directly inputs data into the system.
- The Utility shares information on water main breaks with the city and is responsible for repairing the streets and keeping areas of the street that have been repaired in drivable condition. Permanent repairs are done in accordance with standards approved by the City Public Works Committee.
- The Utility takes out permits and pays fees for all street work.
- The City and the Utility coordinate on the planning of capital projects. The City typically gives the Utility a couple of years notice on street re-builds giving the Utility time to determine if lines will be replaced. The Utility has been doing more in-place replacement to avoid disturbing streets.

City Council – Utility Commission Relationships

New Holstein

- The Utility distributes monthly reports to the City Council. The General Manager attends some but not all City Council meetings. Joint meetings of the City Council and Utility Commission are rare, except when financing is required.

Kaukauna

- The City Council appoints a liaison to the Utility Commission, alleviating the need for joint meetings. The Commission has 7 members, including 2 members from the City Council including the Mayor and the Chair of the Public Works Committee.

Sturgeon Bay

- The Utility provides monthly updates at each City Council meeting. These updates are brief and may not be effective.
- The length of a commissioner term is 7 years, reflecting the complex nature of municipal utilities and the time it requires for commissioners to become familiar with utility operations.

Cedarburg

- The Utility provides an annual “State of the Utility” presentation to the City Council. When this practice was started many years ago, it helped improve the relationship between the Utility and Council by opening the lines of communication. Since, then, it continues to solidify this relationship, maintaining a certain level of trust and giving the utility much autonomy.

Marshfield

- Marshfield has a 5-member Utility Commission; commissioners are appointed for 5 year terms. Two members of the City Council serve as liaisons at commission meetings. Commission minutes and the utility department reports are shared with the City.
- The Commission must go to the City Council on major projects over \$25,000 and on all financing.

V. Findings and Recommendations

Study findings and recommendations can be summarized with three words: **Leadership, Relationships** and **Strategy**. Sustained effort addressing these three overarching themes can successfully lead the two entities—collectively—towards a very positive future.

At first, the findings and recommendations may appear to be overwhelming, particularly given that the City and the Utilities are relatively small organizations. However, each finding and recommendation is linked and connected. Actions that address one recommendation may well contribute to the implementation of another recommendation. Study findings and recommendations are presented below, organized according to the themes of **Leadership, Relationships, and Strategy**.

Leadership

Leadership is the essential ingredient in building a positive culture, articulating a shared direction, developing cohesion within an organization and empowering members to accomplish the organization's goals in a coordinated and efficient manner. For policy-makers, leadership is exercised collectively through the adoption of strategies and policies that support the organization's vision and values. Within the organization, leadership must be cultivated as a core competency for managers with a continued focus on helping them set realistic goals and expectations that align with the organization's policy direction and to engage staff to understand what drives and motivates employees.

1. Focus on the Culture and Public Service

Recommendation 1: Develop and implement a structured and defined organizational change process that focuses on public service and promotes increased communication and engagement with employees. Putting the steam plant to rest and taking deliberate steps to foster a positive and respectful workplace are high priorities that need to be addressed immediately.

Public service is the fundamental purpose of each organization, and it is the common, unifying element for focusing on organizational change. Community pride evokes a compelling vision of exceptional public service and a focus on what's in the best interest of the community as a whole. It encompasses the major themes of this study—**Leadership, Relationships and Strategy**.

A commitment to public service drives continuous improvements. In today's environment, public sector organizations do not expect to see significant enhancements in revenue or staffing that can be dedicated to service improvements. Instead, workplace culture is the catalyst for service improvements and efficiencies. This occurs when the workplace culture emphasizes the important role each individual plays in the success of the organization, values everyone's collaboration and cooperation and encourages employees to be creative and innovative in their approach to public service. Elected officials can shape and influence the workplace culture by articulating and supporting these values in policy decisions and in recognizing public service accomplishments that reflect these values.

The culture of both organizations can be summarized from the data provided by employees who completed the on-line survey and participated in meetings with the consultant team. When identifying the strengths, opportunities and challenges that shape an organizational culture, it is not practical or possible to validate and substantiate the reliability of each point. Instead, we look for consistent patterns and themes. Although not everyone will agree with every point listed, for the most part, these strengths, opportunities and challenges indicate the nature of the workplace culture within the two organizations.

Employees identified seven characteristics that reflect positive attributes of the workplace and staff. Generally people like the work they do; are experienced and dependable, work hard and are committed and passionate about the jobs they perform. The business routine is well-established; individuals know their role and function. These seven strengths consistently stood out from our interviews and assessment:

- Passionate employees
- Dedicated and caring people
- Type and diversity of work
- Co-workers
- Experienced and skilled staff
- Small community “culture” where interpersonal relations are strong
- Good jobs

The trends experienced in the two organizations are consistent with patterns we see in other entities. Over the past few years, public sector organizations have generally experienced a reduction in employee turnover and retirements stemming from the economic downturn. Organizations have seen a rise in the experience, knowledge, and tenure of employees. On the whole, employees have recognized that the City and Utilities provide solid, reliable and dependable jobs. However, as the economy has strengthened, retirements are increasing, creating the potential for more movement in the labor market.

Each department and entity has its own specific opportunities and challenges, but in total, it is fair to conclude that many of these opportunities and challenges are shared between the two organizations. While the opportunities and challenges may manifest distinct characteristics in each organization, overall they transcend business lines and functions. Some employees are uneasy about the future and the direction the City and Utilities are going. Interestingly enough, although there are “issues” with the existing culture, there is also “fear” of possible change. Ten opportunities and challenges stood out from the interviews and assessment:

- Labor-management trust can be strengthened.
- An appearance of favoritism exists in staffing decisions and work assignments.
- Department operations are fragmented and often function as silos.
- Employees are skeptical of change.
- The work environment is stressful.
- There is a lack of a unified direction and cohesive leadership within each organization and between the two organizations.
- The small community “culture” (it is a challenge as well as a strength).
- The historical relationship between the City and the Utilities.
- The perception of inconsistent pay practices between the City and Utilities.
- Inconsistent standards of accountability for employees, which avoids addressing problems allowing them to “linger” and “fester.”

The workplace culture is driven by many factors and conditions. Clearly there are improvements that can be undertaken, but given the many dynamics underway and the pending changes that are forthcoming, it is prudent to keep these in mind when moving forward.

One of the critical factors that still impacts morale is the steam plant; it remains an emotional and contentious issue that must be put to rest. The City and Utilities must get beyond this event. The City

and Utilities need to engage in formal and symbolic discussions to move beyond the past and focus on the future. These survey comments summarized the feelings of many, “*There remains too much separation between City and Utilities*” and “*The steam plant is driving this study.*” Frankly, as study authors we know that there are many variables that are driving the study, but candidly, if the study provides a forum to get past the steam plant, then it is worth the investment.

To strengthen morale, the City and Utilities must make consistent and deliberate efforts to foster a positive and respectful work environment. Employees experience the organizational culture as bottom-line only. A “bottom line only organization” may be able to cut costs to meet financial goals, but this environment cannot be an end in itself. It is recommended that both the City and Utilities create processes to engage employees, enhance customer service, and foster changes in the work environment. Many report that sharing ideas and ways to improve operations is not welcomed.

Employee engagement is critical to effecting organization efficiencies and maximizing revenues. One interviewee noted, that “*Fairly small changes will go a long way and send the right message to everyone.*” Little things matter. Actions that support changes in the work environment must begin at the top of the organization and in the supervisory level positions.

2. Commit to Strategic Planning

Recommendation 2: Develop, update and implement a strategic planning process to help each organization develop a vision and direction for the future that includes a vision to increase the coordination and integration of functions between the City and the Utilities.

Committing to an on-going strategic planning process is a critical step for each organization that establishes long-term goals and gives clear direction to the respective staffs of both organizations. The process engages the governing bodies and provides a focus and framework for achieving results. Initiating an on-going strategic planning process will also lay the groundwork for building increased collaboration among the City Council and the Utilities Commission. Joint work sessions for sharing ideas and plans can lead to strategic plans with a united vision and a direction for both entities, capitalizing on the uniqueness and distinctions of each organization and providing the platform to share services when the best interests of the tax payers and the utility customers intersect as they often do.

While the City does not have a strategic plan, it does have many department plans, such as the comprehensive plan and a park master plan, which can be incorporated into an overall strategic plan. Future department plans should be consistent with the direction outlined in the strategic plan. To initiate a strategic planning process, it will be important to identify the benefits of strategic planning and develop an agenda that encourages the City Council’s involvement and commitment to the process.

Menasha Utilities initially completed a strategic management plan in October of 2011. Since then, the plan has been updated annually. The plan has basic information on goals, strategies and performance measures and provides a good foundation for continued work.

Collectively, a strategic planning process can create a vision to increase the coordination and organization of functions between the City and the Utilities. A vision and strategic plan will help individual departments work together to build cohesive working relationships which ultimately will result in more effective and efficient operations for the City and the Utilities. It is important for both the City and Utilities to have their own plan, but the existing and future partnership envisioned for the two entities will require that the plans be coordinated, shared and communicated with each other.

A strategic planning process is also a very good opportunity to discuss, define and agree upon roles. The roles of local government officials are typically defined by whether officials are elected or appointed. Elected officials fulfill a policy and governance role and establish the organization's vision whereas appointed officials play an administrative and advisory role, ensuring that policy makers have the information they need to make decisions and that adopted policies are carried out. Elected officials are integral to establishing the City's future direction and short - and long-range goals and objectives while appointed officials are charged with day-to-day operations. Both roles are essential to the delivery of services and must therefore be highly interactive and respectful.

3. Build the Team

Recommendation 3: Establish clear and common leadership expectations for managers and supervisors and provide performance feedback on an on-going basis.

Developing a strong team starts with a focus on the roles, skills and competencies of supervisors. Studies show that employee feelings about their work are largely driven by their relationship with the immediate supervisor. The distinction between supervisors is at the core of the concept of developing the team. There is a need to define and identify the common expectations for managers and supervisors. By doing this the City and Utilities can improve equity in the administration of policies, ensure the fair treatment of employees, and hold staff accountable for upholding organizational values such as openness, respect, employee engagement and continuous improvement.

In addition, public sector organizations that identify and commit to established roles for the elected aldermen (or appointed policy makers such as the Utilities Commission) and staff have proven to be more successful. The roles of elected officials and staff are distinctive; expectations for each vary based on many factors including fulfilling the statutory responsibilities, adopting policy and actually performing the work to carry out policy directives. One of the greatest reasons why public sector agencies focus on roles is to avoid conflict, confusion and contradiction of purpose. It is highly advisable to discuss expectations and define the roles of elected officials and staff. Developing a consensus on the expectations of elected officials and staff creates efficiencies as each operates with a clear understanding of roles and responsibilities.

Although the roles of city councils vary with any given community, there is a standard set of principles and guidelines to consider. A common base to start a conversation about the role of elected officials includes these nine ideas.

- Provide consistency in policy direction
- Focus on strategies, goals and big picture priorities
- Keep staff informed and educated on your opinions (no hidden agendas)
- Create or maintain a respectful decorum and operating culture
- Remember this is important work, but levity and humor are encouraged
- Stay connected to the community and citizens
- Support and advocate a culture that allows for prudent risk taking
- Don't be afraid to question staff when you don't understand
- Offer personal expressions of thanks and appreciation

On the other hand the roles of staff vary as well. A common base to start a conversation about staff roles includes these seven ideas.

- Be honest and straightforward in your communication
- Live by the “no surprise” rule
- Respect the role of the elected officials in the decision-making process
- Keep current on your professional development and skill sets
- Take personal initiative to effect positive change
- Understand the public nature of the business you are in
- Be fair, impartial and as objective as possible

The workplace has strong technical competency but needs to expand the leadership competencies of its managers and supervisors. The Mayor and the incoming General Manager will be in key positions to develop leadership teams, supported by the respective management teams. Effective leadership teams can be created in each organization as well as between each entity to address individual and joint organizational issues. Core competencies should be established to guide the hiring process and focus on leadership capabilities including the capacity for trust, respect, openness, honesty and continuous learning. Expectations and accountabilities for managers and supervisors must be defined and upheld. Coaching and regular feedback will help managers and supervisors develop and grow in their management capabilities. A mentorship program should be created to develop future leaders.

Relationships

The relationship between the City and the Utilities is in need of clear and sustained change. Past experiences, long-held opinions and personal relationships still permeate the underlying foundation of these organizations today. These are unavoidable, but they don't have to be accepted as the standard, especially going forward in the future. The City and the Utilities are two distinct entities with clear authorities, purposes and responsibilities. However, the relationship must be one of respect, collegiality, mutual benefit and partnerships. Our experience suggests that the ratepayers and the taxpayers would want and expect nothing less.

4. Strengthen the City – Utilities Partnership

Recommendation 4: Build a positive and cooperative partnership between the City and the Utilities based on increased communication, consultation and shared problem-solving.

Coordination, collaboration and cooperation, not consolidation, should be the focus of the City-Utilities partnership. These broad organizational themes were predominant in our interviews and data analysis. One respondent in our survey noted, *“There is a lack of communication and cooperation between some departments. Some of it is intentional... [and] even comes from management. You can be a lot more efficient if everyone works together.”*

Partnerships are built through a succession of small steps that establish trust. Opportunities to partner can readily be found in areas where both organizations recognize positive results by working together. Partnership initiatives often occur in core areas, such as support services, human resources, budgeting, collections, accounting and maintenance. Creating cross-functional interdisciplinary work teams is an effective way to address the details of sharing services and build ownership and commitment to making a shared service arrangement successful. Other activities that support partnership include periodically

holding joint City Council–Utility Commission work sessions and regular joint meetings of department heads.

Action steps to strengthen the City–Utilities partnership appear below.

- **Partnership begins at the top** levels of each entity. Strengthening the relationship begins with aldermen and commissioners. Within each agency, this work must be led by the Mayor and the General Manager as the “CEOs” of their respective organizations. Once the vision is determined and the leaders set the example, change will occur.
- **Cultivate a customer service focus** that is extended to internal customers, including City and Utilities staff. Recognize the importance of providing *service* to each other as well as the citizens and ratepayers.
- **Increase two-way communication** and provide greater opportunity for employee engagement by creating work groups, and opportunities for staff to work together more formally and informally.
- **Establish inter-organization committees** to work on joint projects and to identify areas where it is in the best interests of both organizations to share services. Coordination and cooperation must demonstrate mutual benefit. Without question there are opportunities to increase efficiency that will have a positive impact on both City taxpayers and Utilities ratepayers.
- **Explore a shared human resources manager position** between the City and the Utilities.
- **Explore a shared services model in technology, automation and online services.** The City and Utilities share the same telephone system today, yet e-mail systems are separate. Testimony indicated that the databases do not talk to each other electronically and both the Utilities and the City have staff capable of doing either CAD or GIS work, but to our knowledge these are not integrated. Increase coordination of the GIS functions and services and consider combining these services in the future.

One final consideration on strengthening the relationship between the City and the Utilities involves the Wisconsin Public Service Commission (PSC). Because the PSC regulates utility rates, some actions by the Utilities do ultimately require PSC approval. Strengthening the partnership will include a strategic approach to keeping the PSC informed about the Utilities’ identification and review of areas where cooperation or integration of services with the City could be beneficial. From discussion with other utilities, it appears that the PSC has increased its scrutiny of regulated operations since resolving the steam plant issue. While this may create an additional level of review, it need not be an obstacle to improving processes that are in the best economical interest of Menasha taxpayers and ratepayers. At the same time, it must be recognized that the Utilities is City-owned; PSC oversight does not alter the overall community interest.

Strategy

Strategies are a series of action steps to implementing organizational goals and realizing the vision for the future. To be effective, strategies must align with the direction and policy adopted by the governing body. Strategies demonstrate an organization’s capacity to capitalize on opportunities and to solve problems often using ingenuity and out of the box thinking to continuously improve operations. They are frequently grounded in cooperation and cooperation. For the City and the Utilities, the source of this cooperation can be found in the commitment to public service and making good policy and business decisions. The recommended strategies listed below include both short-and long-term actions.

5. Fill Mission Critical Vacancies

Recommendation 5: Fill mission-critical positions utilizing a process that first analyzes the position requirements and clearly establishes the desired skill sets and competencies.

Vacancies create an opportunity to move towards increased coordination and to capture needed skill sets and competencies. This study identifies two existing mission-critical vacancies, the Utilities General Manager and the City's Finance Director, and recommends the creation of a Human Resources Manager, which we consider to be a third mission-critical position.

The vacancies in the Utilities' General Manager position and the City's Finance Director position create strategic opportunities for both organizations to develop new position descriptions based on an analysis of organizational needs and leadership core competencies. Both positions will function as organizational leaders making it critical that the individuals hired are committed to continuous improvement and promoting a collaborative working relationship between the City and the Utilities.

General Manager

In the Utilities, there is broad consensus that the General Manager function must be performed by one person. Initially splitting responsibilities among two co-managers helped the Utilities navigate transactions related to the steam plant. Now as the Utilities looks to the future, the General Manager function must be redefined to focus on helping the entity articulate and implement a long-term vision, continuously improve operations and efficiencies and provide fiscally sound leadership. Candidates for the General Manager position must have experience in business management and utility operations and a high level of commitment to working cooperatively with the City to identify shared service arrangements of mutual interest to both entities.

Administrative Services Director

The recent retirement of the City's long-tenured Finance Director gives the City an opportunity to take a fresh look at its current and future financial needs and the management capabilities and skills sets required to address those needs. The City should give serious consideration to redefining this position and expanding its role from Finance Director to Administrative Services Director to create a higher level of integration between financial and administrative services. An Administrative Services Director is very different from a City Administrator. The scope of responsibility of an Administrative Services Director is limited to financial and administrative matters; the position functions as a department head that reports to the Mayor and does not supervise other department heads. The concept of an Administrative Services Department is to co-locate functions including human resources and information technology within a single department, recognizing that these functions operate with a high degree of interaction and cooperation in any organizational structure. Skill sets and competencies for an Administrative Services Director position would include financial and analytical skills, organizational and operational analysis, strategic planning, knowledge of information technology and human resources, the ability to collaborate and the ability to define and implement new business processes to maximize City resources. It is critical that candidates for this position have a high level of commitment to working cooperatively with the Utilities to identify shared service arrangements of mutual interest to both agencies.

Human Resources Director

There is also a strong need for creating the position of Human Resources Manager; this position can play a key role in addressing the workplace culture, assisting with the implementation of the organizational changes and developing a succession plan. The research on other utilities shows different models of

cooperation in providing human resources from striving to create comparable personnel policies between municipal and utility organizations to sharing a position. A review of the individual needs of both agencies and their shared needs should be conducted to evaluate this recommendation.

6. Develop a Model Organizational Structure

Recommendation 6: Develop a model organizational structure to guide change, support integration and increase coordination within and between both organizations.

The design and structure of an organization should align with its mission and strategic goals. The Utilities has developed a strategic plan and updated it annually. Although the City does not have a strategic plan, the benefits that come from having a shared direction and goals were discussed by many.

In recent years, the organizational structure for both the City and the Utilities has changed. Attrition occurred in response to the financial issues caused by the default on bonds issued for the steam plant and the economic downturn. While attrition is an appropriate short-term response, it should be followed by a more deliberate, focused and long-range approach that considers how the organization structure can be aligned with its strategic goals and how it can encourage collaboration and cooperation.

Reconsidering the organizational structure begins with an identification of areas where more strategic planning and analysis are required, including the expectations from the City Council and the Utilities Commission. For example, there is a high demand for a more policy-based and strategic foundation in finance, human resources and information technology. Having this foundation will help the City and the Utilities determine if existing organizational and department structures are effective and producing results. Many organizations are achieving greater effectiveness and efficiency by eliminating silos, flattening the organizational structure and pushing down responsibility to the lowest accountable level.

Structural problems often indicate the need for restructuring. Examples of structural problems include:

- **Communications systems** are inadequate to ensure interdepartmental or interagency coordination and collaboration of work.
- Lack of **functional integration** or coordination between departments and functions that should work together.
- Lack of **vertical integration** when a service that is supposed to be seamless and coordinated for clients is fragmented and confusing.
- **Horizontal operations** that are supposed to be shared and standard across departments are not (human resources, finance, technology).
- The **span of control** is too narrow or too wide.
- **Work flow** is inefficient between departments or agencies and needs to be coordinated and streamlined.
- The work of a department is highly specialized and should therefore be distinct or the work is generalized and should be shared (**specialization vs. generalization**).
- **Information systems** are not shared across functions and departments.

Our organizational research shows that some of these structural problems are present at the City and the Utilities. Examples of communications systems, functional and vertical integration, span of control and specialization versus generalization issues are among the observations reported by employees and noted

by the consultant team. Suggested changes emerging from our research can provide a starting point for developing a model organizational structure.

City Suggested Organizational Changes

The consultant team was asked to assess specific municipal functions including finance, information systems, human resources, public works and parks maintenance. The suggested actions presented below offer ideas within those functional areas that should receive review and consideration from the City.

- **Evaluate the opportunity to create an Administrative Services Department.** An Administrative Services Department would provide integration for the finance, human resources and information technology functions and create synergy for process improvements in the City, some of which could perhaps be extended to the Utilities. The vacancy in the Finance Director position offers an opportunity to think more broadly about the City's options for integrating financial and administrative services. A strong business background and experience establishing a collaborative environment and continuous process improvements will be critical.
- **Restructure the human resources function.** Identify core elements of a human resources program that need attention and centralize human resource functions to reduce potential liabilities related to hiring and other human resource issues and to ensure a consistent approach to human resource issues throughout the organization. Consider the opportunity to create a shared position with the Utilities.
- **Develop an IT strategic plan.** An IT strategic plan will provide direction and a long-term strategy to meet the City's information technology needs. The IT plan should include staffing, systems, software, security, and governance considerations; it could be developed through a partnership between the City and Utilities to analyze future needs and requirements.

Consider combining parks maintenance and street maintenance. Combining these functions would encourage cross-training and increased flexibility in assigning personnel to City projects. If the decision is made to merge these functions, it will be important for management to recognize the different dynamics that exist among public works and park and recreation priorities and to clearly outline how priorities will be addressed. There are different department models for structuring these functions. We note Appleton's department structure which combines building maintenance and grounds; this structure could have applicability to Menasha. While Parks and Recreation is not typically housed within Public Works, we have seen that structure used in the City of Beloit.

Utilities Suggested Organizational Changes

- **Create a single General Manager position.** Candidates for this position should possess a strong background in business and experience in utility operations and demonstrate success in leading effective organizational change, establishing a collaborative environment and implementing continuous process improvements.
- **Increase the supervisor-employee ratio.** As attrition has occurred in the organization, the number of employees assigned to supervisors has decreased in some departments. When a supervisor has one or two reports, opportunities to promote cross-training and provide greater flexibility in work assignments are reduced. Ideally, a supervisor-employee ratio should be least five employees to one supervisor.
- **Analyze and restructure positions.** The essential functions of some Utilities job classes create a narrow division of labor. Job classes with a broader range of essential functions support increased cross-training, make positions more interesting and prepare employees for promotional opportunities.

- **Create a Water Department.** Water distribution and the water treatment plant can be combined into a Water Department. Having one department will promote work rotations and cross-training.
- **Broaden the scope of Business Services.** Historically, Business Services has been equated with customer service, billings and accounting. The goal of achieving efficiency, in part through increased coordination with the City, changes the role of this department to continuously improving the business practices that support the production and distribution of utility services. Many of the business services that support Utilities operations are also provided by the City allowing for an on-going and systematic analysis of opportunities to improve efficiency and effectiveness. In the case of IT, the business aspects of how IT services can be provided most efficiently is part of Business Services. However the operational aspects of IT would continue to be embedded in the line departments.
- **Consider options for a new organizational structure.** Two options are provided in Appendix III. Option 1 shows a structure organized along business lines. Option 2 shows a functional organizational structure. The incoming General Manager should have input into changes in the organizational structure and in determining how a new structure is implemented.

Organizational Practices to Increase City and Utilities Coordination

- **Establish a regular schedule for City-Utilities meetings.** Regular City-Utilities meetings should be held at the policy level; these meetings can include the Mayor and General Manager and/or the City Council and Utilities Commission. Holding joint staff meetings is also recommended.
- **Establish a vision for shared services.** The governing bodies of both organizations as well as the Mayor and General Managers must champion increased coordination. The research collected from comparable municipal utilities identifies finance, human resources and IT as areas where the potential for increased coordination is greatest.
- **Establish an interagency committee to evaluate shared services.** This committee, comprised of City and Utilities staff, will be responsible for evaluating shared services opportunities that will be mutually beneficial to the City and the Utilities. Consistent with the vision for shared services, the committee will look for ways to solve problems and create success. These service arrangements should be documented in a shared services agreement that is evaluated and updated annually by the organizations.
- **Coordinate infrastructure activities.** The public owns the infrastructure, whether it is an asset of the City or the Utilities making the coordination of infrastructure activities a win-win for taxpayers and ratepayers alike. Coordination should focus on the joint development of capital improvement priorities, determining a process that ensures a cost-effective approach for designing projects and maintaining infrastructure. In addition, a consistent policy should be established for addressing the repair of streets disturbed by water main breaks.
- **Study combining water distribution with sanitary sewer and storm water.** In our discussions with area cities and municipal utilities, we found several examples of combined water and sewer operations. Where these services were co-located, they emphasized maintenance of the lines. The water treatment plant was a variable as some utilities did not operate a treatment facility or they had an automated water treatment plant. The opportunity for cross-training of water and wastewater maintenance may be impacted by state licensing requirements.

7. Develop a Formal Succession Plan

Recommendation 7: Develop and/or update a succession plan that identifies mission-critical positions, the desired level of employee cross-training and options for providing mission-critical services when absences or vacancies occur in these positions.

Developing a succession plan helps an organization prepare for temporary and long-term vacancies in mission-critical positions and cultivate the needed skills. Succession planning is a management tool. It focuses not only on planning for retirements and absences in mission-critical personnel but also on developing a competitive compensation and benefits program to attract and retain personnel. Succession plans frequently include opportunities to cross-train employees, cultivate management and leadership skills and develop strategies for employee retention.

The City and Utilities are faced with critical decisions in the next few years that will require an understanding of the organizational skill sets and core competencies required for the future as well as the forces that will shape the composition of the workforce. Menasha Utilities has a workforce planning document to guide its actions. The City has adopted a goal to develop a succession plan in 2013. The process for developing or updating a succession plan and implementing succession strategies is outlined below.

- A succession plan strategy should focus on attracting and retaining qualified people and planning for the anticipated as well as unanticipated departure of experienced personnel. Both are equally important and need to be components of a succession plan.
- A succession plan should also identify the key core competencies desired at each level of the organization and mission-critical positions. Our analysis suggests that a change in core competencies must occur, especially at the supervisory and managerial levels.
- Each entity can engage its governing body and managers in discussions about succession planning including the identification of mission-critical positions, the level of employee cross-training desired and options for providing mission-critical services within the organization or through other shared service arrangements or contracts for services.
- Implementation of the plan can occur based on specific needs and areas as opposed to on an organizational basis.
- It is helpful to prepare a professional development plan template for employees and supervisors to use. The template is helpful in meeting with each staff member and identifying their personal goals and professional development needs.
- All development plans can be summarized to create a snapshot of the department and the organization as a whole, enabling the organization to identify gaps and needs for positions and valuable skill sets.
- A professional and technical development training program can be created to assist in implementation of the succession plan. Training programs are also effective in supporting the development of a new organizational culture.

This succession planning process can be expanded and enlarged in time. Some action is needed now as retirements are looming. It is imperative to keep in mind three universal elements of employee engagement: employees perform valuable work; they are appreciated for their input and ideas; and they receive timely feedback on their performance. As succession planning moves forward, it will be important to keep these three elements in mind as a means to accomplish plan objectives.

8. Suggested Approach for Implementation

This study offers many recommendations to enhance leadership, build relationships and develop strategies. The recommendations reflect our best professional thinking on the next steps for the City and the Utilities. But like all recommendations that come before governing boards, these recommendations should be discussed and modified as needed to be responsive to organizational needs and priorities. The implementation measures are organized as high priorities to be initiated and /or completed in the next six months. Medium priorities build on the high priorities and have a longer time horizon for completion.

High Priorities (within next six months)

1. Fill Mission Critical Positions

- a. City—Create an Administrative Services Department and define the role and responsibilities of an Administrative Services Director; execute a recruitment and selection process.
- b. Utilities—Define the role and responsibilities of a General Manager; execute a recruitment and selection process.
- c. City and Utilities—Explore opportunities to hire a Human Resources Manager who would be housed in the Administrative Services Department and provide services to both organization; execute a recruitment and selection process.

2. Commit to Strategic Planning

- a. City—Develop an agenda that encourages the City Council’s involvement and commitment to a strategic planning process. Undertaking the strategic planning process appears as a medium priority, because the process will likely take longer than six months to complete and implement.
- b. Utilities—Participate in discussions about the City’s strategic planning process to ensure one of the outcomes of this process is a unified vision.

3. Focus on Public Service and the Organizational Culture

- a. City and Utilities—Initiate an on-going process that promotes increased communication and engagement with employees with the ultimate focus on cultivating a strong public service orientation.
 - i. Put the steam plant issue to rest.
 - ii. Focus on developing a positive and respectful workplace

4. Build the Team

- c. City and Utilities—Establish clear and common leadership expectations for managers and supervisors and provide performance feedback on an on-going basis
- d. City and Utilities—Increase leadership and management competencies through coaching and mentoring.

Medium Priorities (over six months)

5. Strengthen the City-Utilities Partnership

- a. City and Utilities—Build a positive and cooperative partnership between the City and the Utilities based on increased communication, consultation and shared problem-solving.

- b. City and Utilities—Increase two-way communication
- c. City and Utilities—Establish inter-organizational committees to work on joint projects and to identify areas where it is in the best interests of both organizations to share services. Take advantage of vacancies, purchasing services and equipment to explore opportunities for coordination and cooperation.

6. Develop a Model Organizational Structure

- a. Develop a model organizational structure to guide change, support integration and increase coordination within and between both organizations
- b. City—Implement the Administrative Services Department with direction from the Administrative Services Director and restructure the human resources function with assistance from the City Attorney.
- c. Utilities—Implement a model organizational structure with direction from the General Manager. This implementation is expected to occur over time.
- d. City and Utilities—Develop an IT strategic plan.
- e. City and Utilities—Establish a vision for shared services.
- f. City and Utilities—Establish an interagency committee to evaluate shared services.
- g. City and Utilities—Coordinate infrastructure activities.

7. Develop a Formal Succession Plan

- a. City and Utilities—Develop and/or update a succession plan for each organization that identifies mission-critical positions, the desired level of employee cross-training and options for providing mission-critical services when absences or vacancies occur in these positions.
- b. City and Utilities—Implement a professional and technical development training program to assist in implementation of the organizational succession plans, coordinating training whenever possible.

APPENDIX I
Employee Survey

Menasha Succession and Efficiency Study

***1. Which area do you work in?**

- City departments
- Utility departments

***2. How long have you worked for Menasha?**

- Under 5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- Over 30 years

***3. My position is:**

- Elected official or appointed board member
- Supervisory
- Non-supervisory

***4. Do you feel that this study will prove beneficial to the work environment here?**

- Yes, and I'm excited to participate
- Yes, but I'm nervous about my job
- Unknown, but I have an open mind to the process
- Unknown, and I don't really want to participate
- No, it is a waste of time, nothing will happen
- No, it will make things worse
- Other (please specify)

Menasha Succession and Efficiency Study

***5. The city and utility are undertaking an organizational review with the stated purpose to identify ideas and thoughts about improving the efficiency and effectiveness of the work that we do for the residents of Menasha, as well as planning for retirements and the impact that they may have on the workforce and services to the community.**

Please rate your internal priorities.

<input type="text"/>	Training
<input type="text"/>	Cooperation between departments
<input type="text"/>	Efficiencies
<input type="text"/>	Staffing levels
<input type="text"/>	Communication with employees

***6. Please rate your external priorities.**

<input type="text"/>	Customer service
<input type="text"/>	City image
<input type="text"/>	Cost effectiveness
<input type="text"/>	Communication with residents & businesses
<input type="text"/>	Service levels

***7. The level of partnership, coordination, cooperation, communication, efficiency, and interaction internally between your department and other departments is:**

- Very good
 Good
 Fair
 Poor

Provide an example(s) of where you would increase the partnership, coordination, cooperation, communication, efficiency, or interaction between departments to make the workplace operate more efficiently or provide better customer service.

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Menasha Succession and Efficiency Study

***8. The level of partnership, coordination, cooperation, communication, efficiency, and interaction between the city and the utility is:**

- Very good
 Good
 Fair
 Poor

Provide an example(s) of where you would increase the partnership, coordination, cooperation, communication, efficiency, or interaction between the city and the utility to make the workplace operate more efficiently or provide better customer service.

***9. What do you believe are the barriers to improved cooperation and partnerships between departments as well as between the city and the utility?**

***10. Do you believe there is duplication of services, functions, or processes between the city and the utility or within departments?**

- Yes
 No

If yes, please specify.

Menasha Succession and Efficiency Study

*11. What is your general satisfaction with your position in the following areas?

	Positive	Negative
Type of work	<input type="radio"/>	<input type="radio"/>
People you work with	<input type="radio"/>	<input type="radio"/>
Tools provided to do your job	<input type="radio"/>	<input type="radio"/>
Training	<input type="radio"/>	<input type="radio"/>
Management	<input type="radio"/>	<input type="radio"/>
Salary and benefits	<input type="radio"/>	<input type="radio"/>

Other (please specify)

12. Do you believe that there are tasks that are not being completed due to insufficient staffing or lack of resources?

- Yes
 No

If yes, please identify in which areas.

*13. List the top two strengths of the city.

-
-

*14. List the top two strengths of the utility.

-
-

*15. List the top two things that could be improved at the city.

-
-

*16. List the top two things that could be improved at the utility.

-
-

Menasha Succession and Efficiency Study

***8. The level of partnership, coordination, cooperation, communication, efficiency, and interaction between the city and the utility is:**

- Very good
- Good
- Fair
- Poor

Provide an example(s) of where you would increase the partnership, coordination, cooperation, communication, efficiency, or interaction between the city and the utility to make the workplace operate more efficiently or provide better customer service.

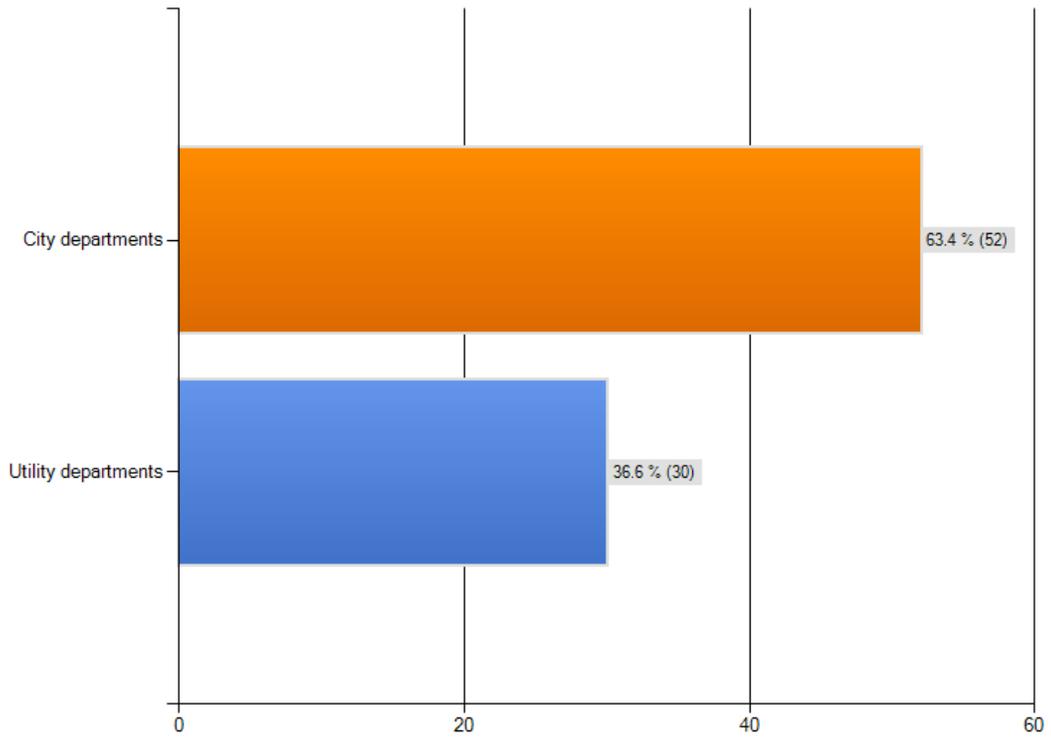
***9. What do you believe are the barriers to improved cooperation and partnerships between departments as well as between the city and the utility?**

***10. Do you believe there is duplication of services, functions, or processes between the city and the utility or within departments?**

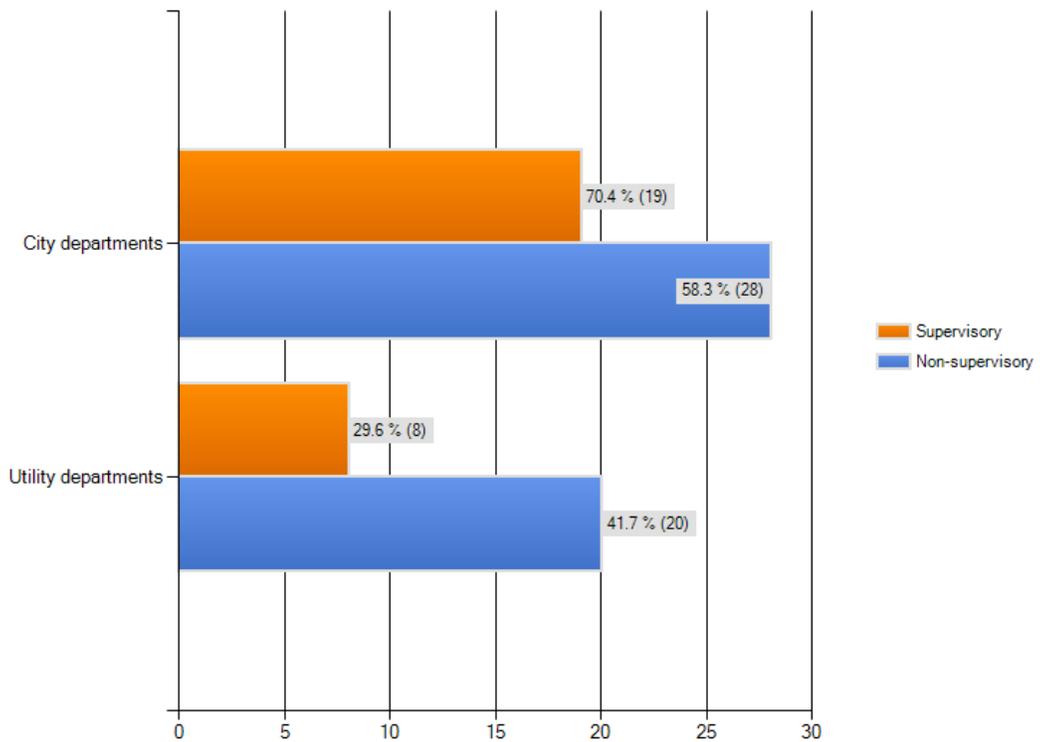
- Yes
- No

If yes, please specify.

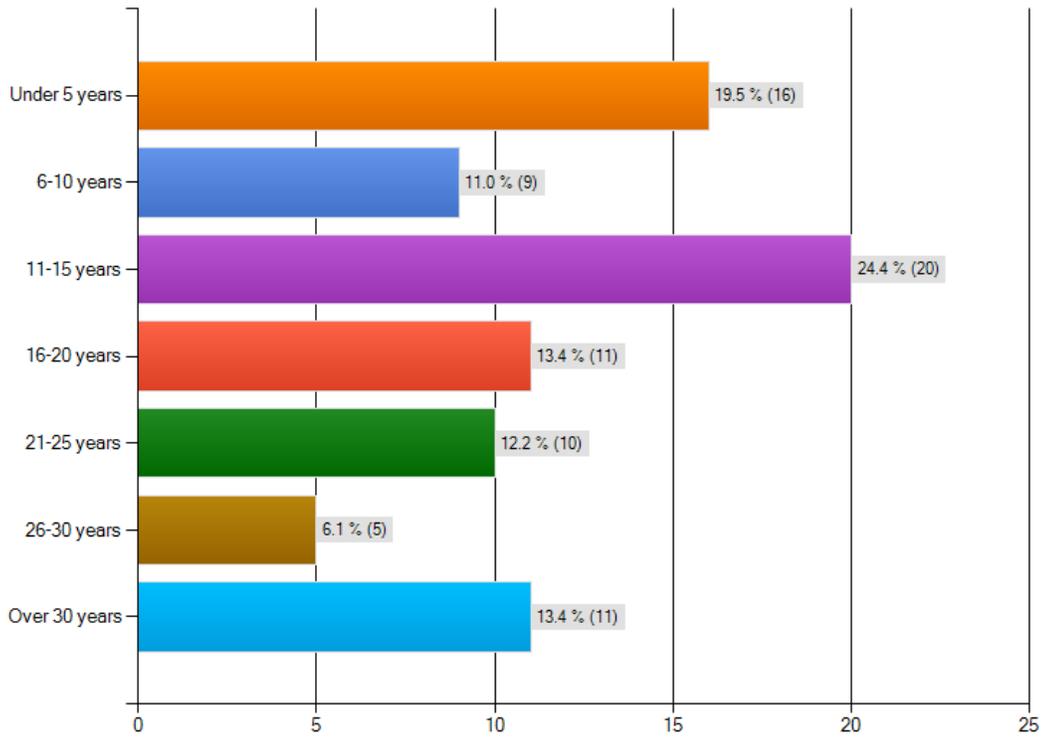
Which area do you work in?



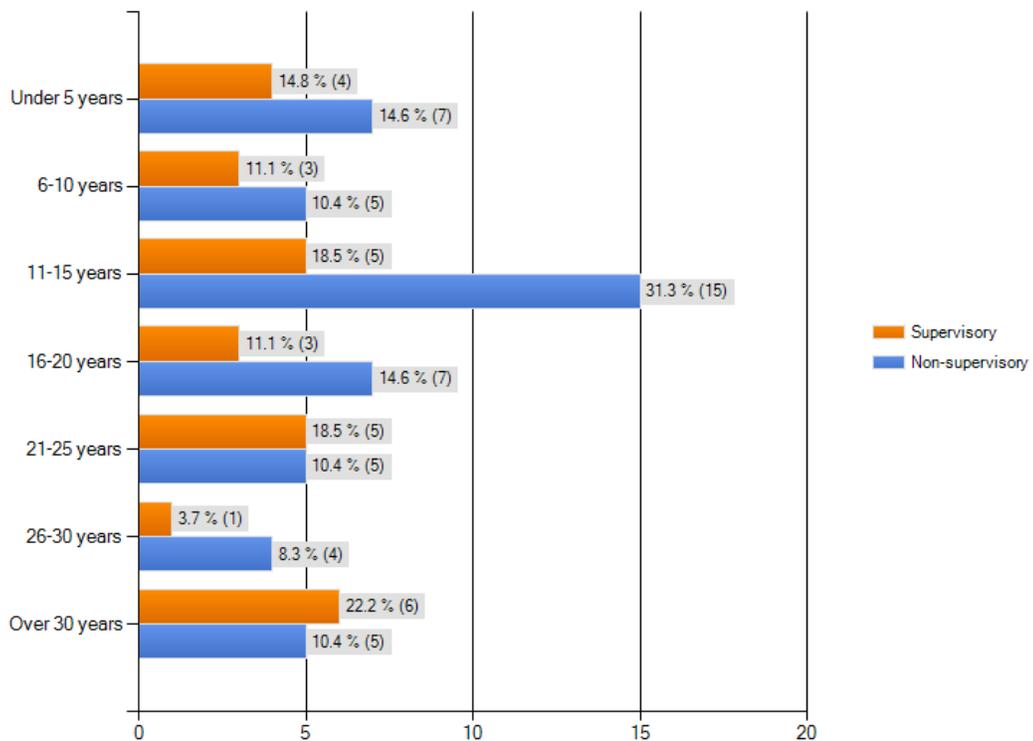
Which area do you work in?



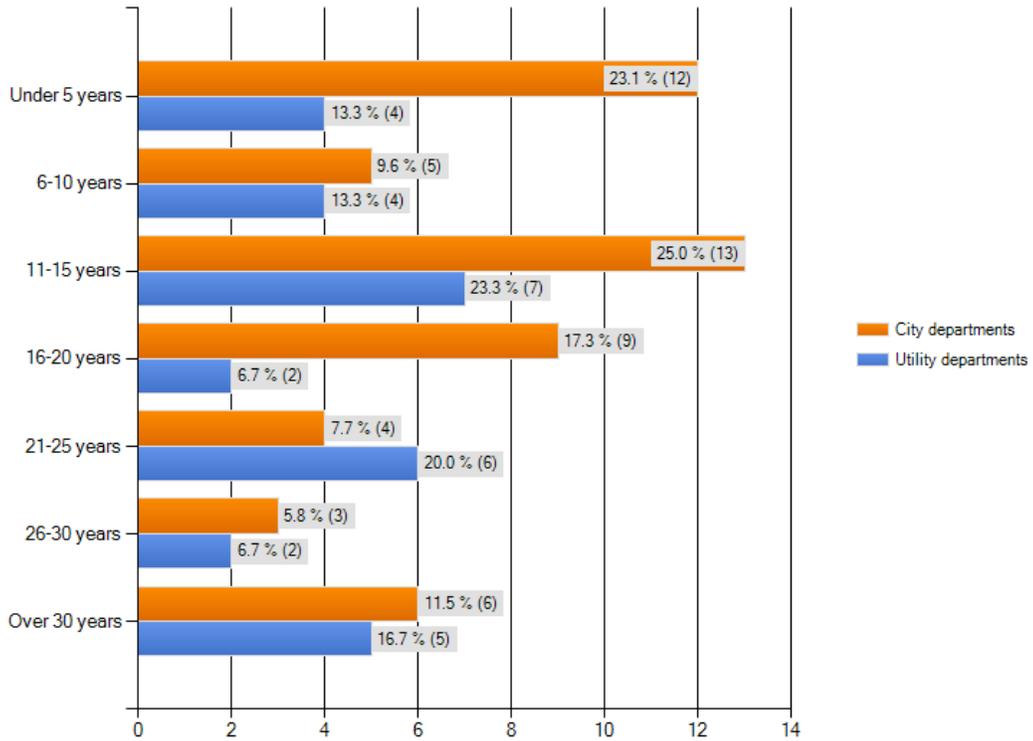
How long have you worked for Menasha?



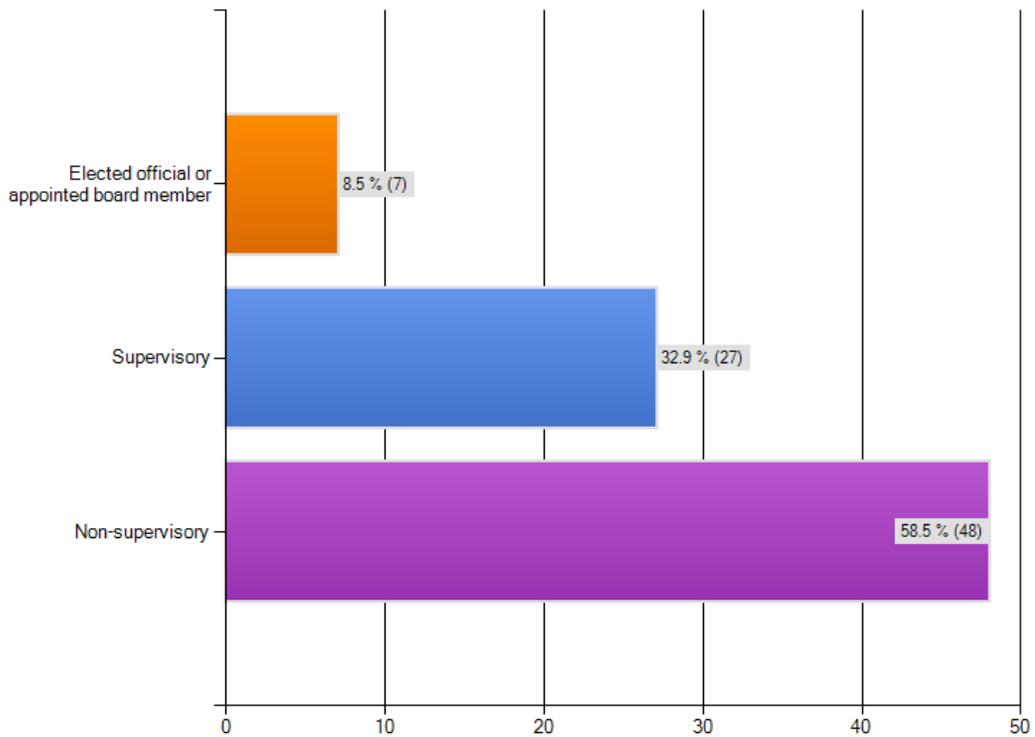
How long have you worked for Menasha?



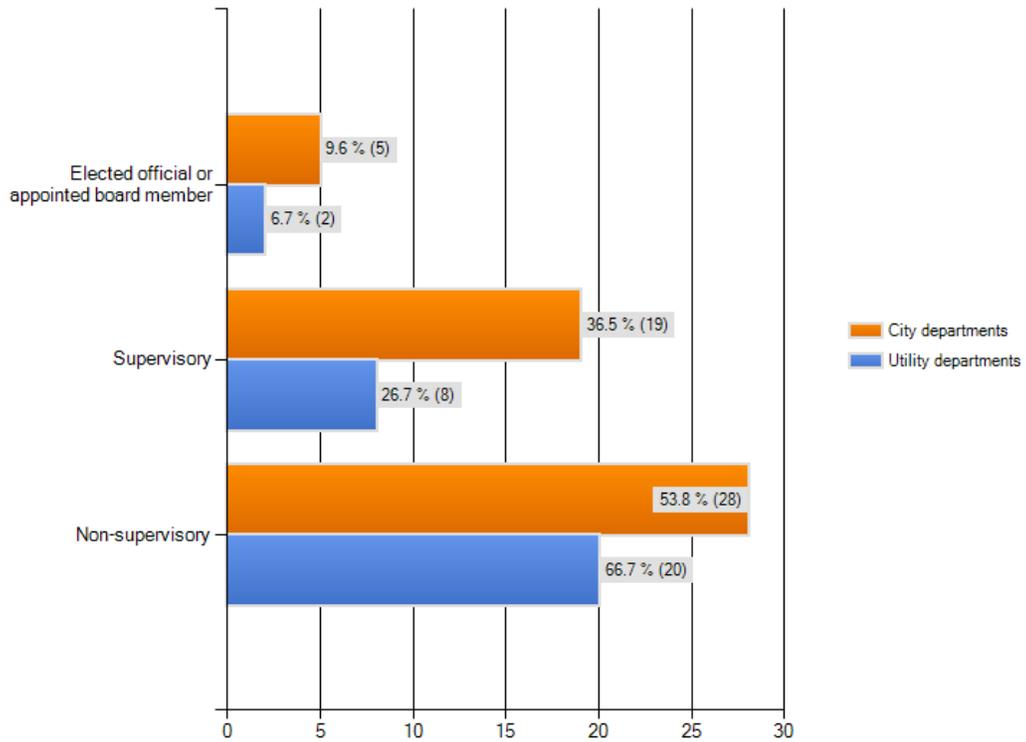
How long have you worked for Menasha?



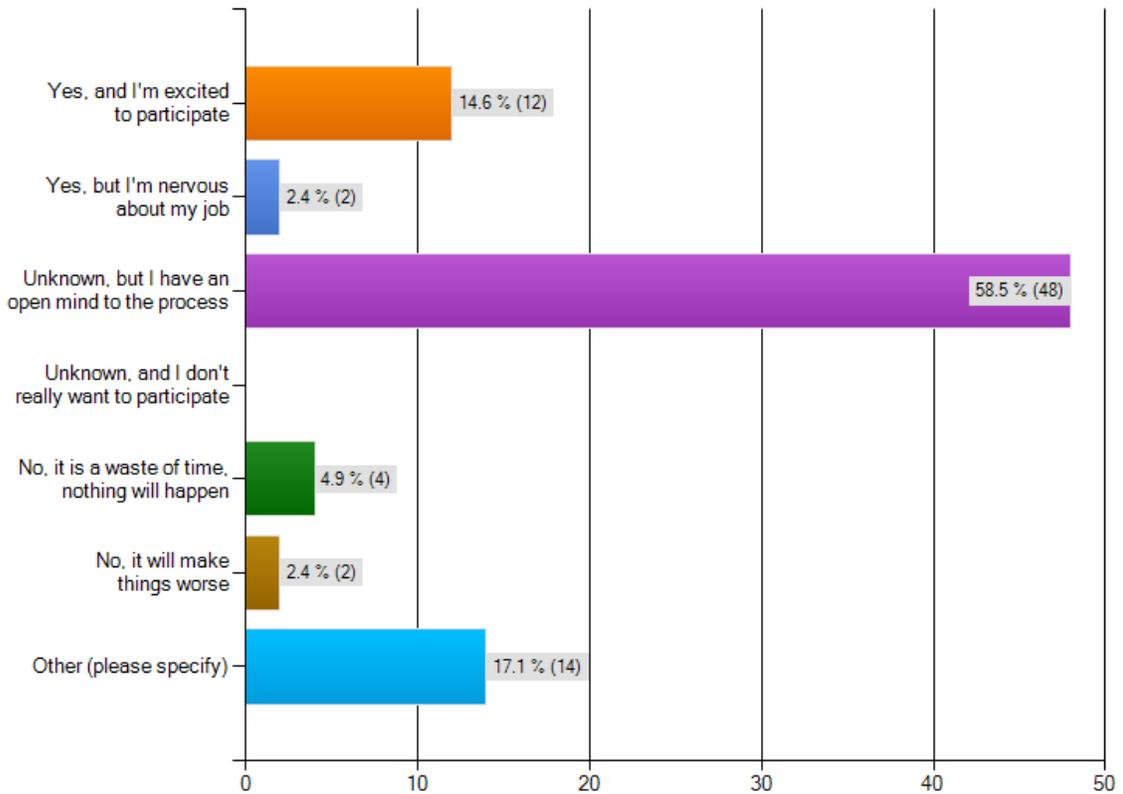
My position is:



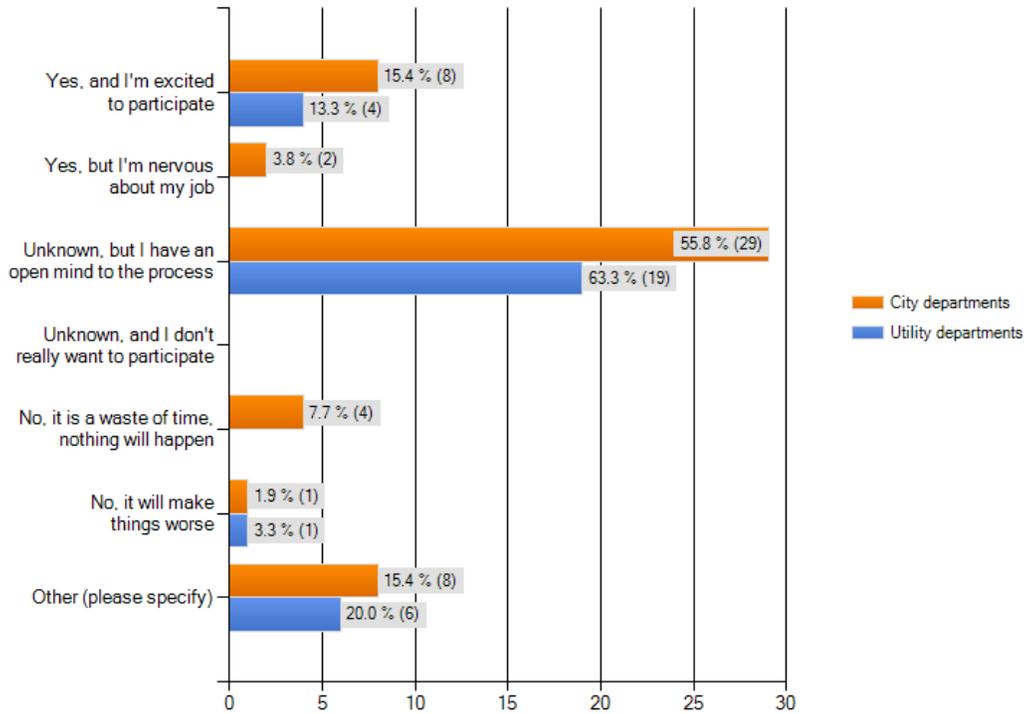
My position is:



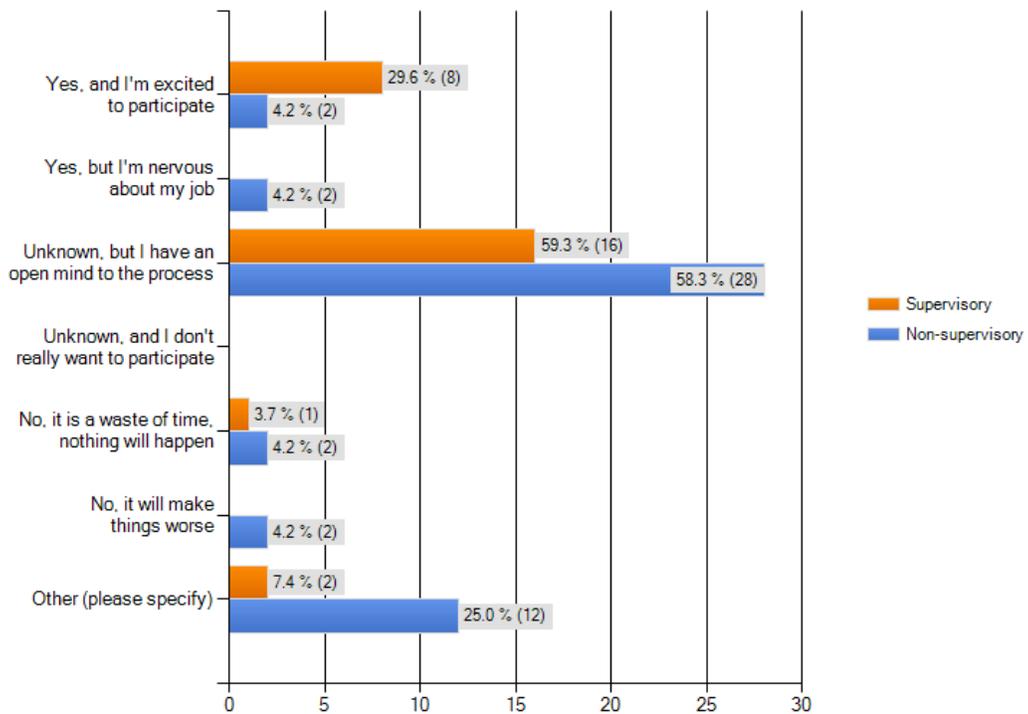
Do you feel that this study will prove beneficial to the work environment here?



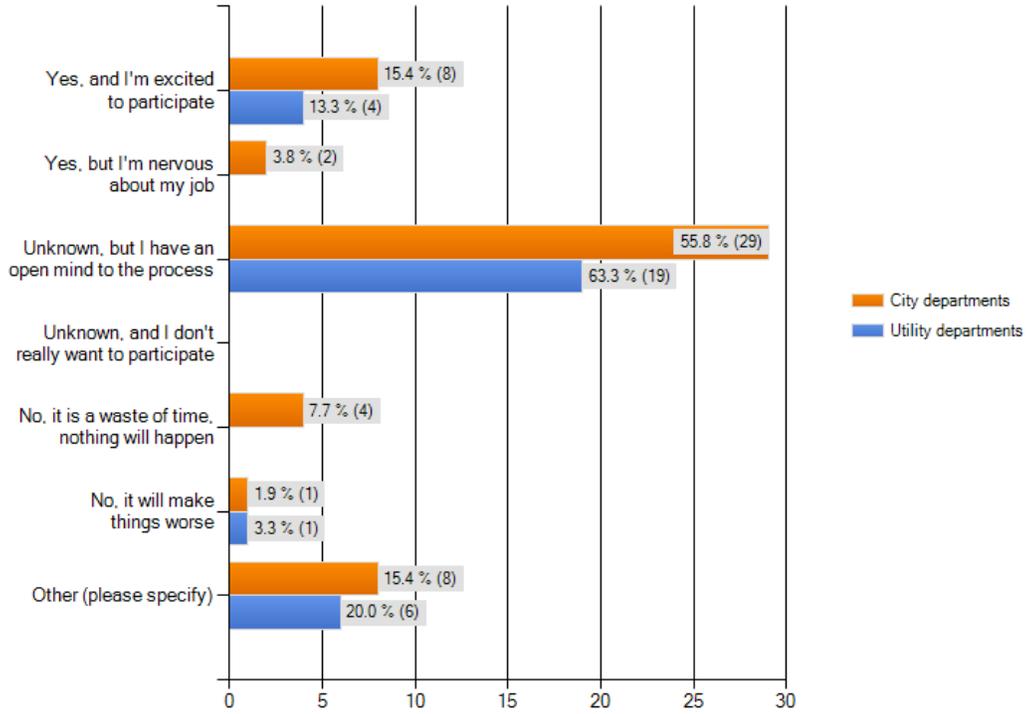
Do you feel that this study will prove beneficial to the work environment here?



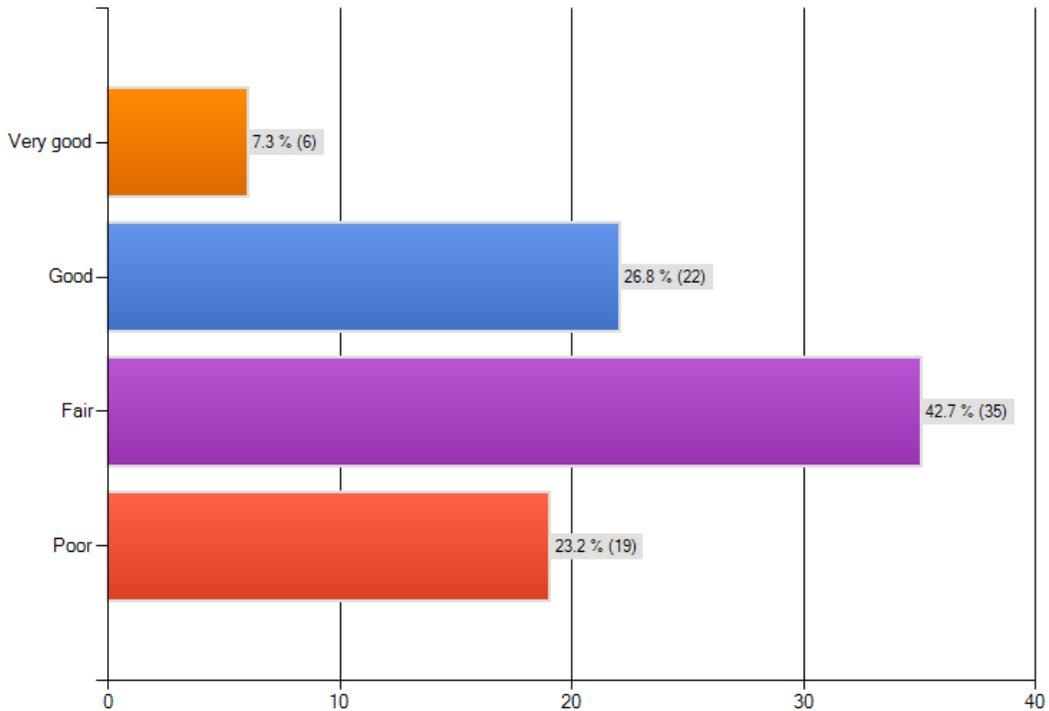
Do you feel that this study will prove beneficial to the work environment here?



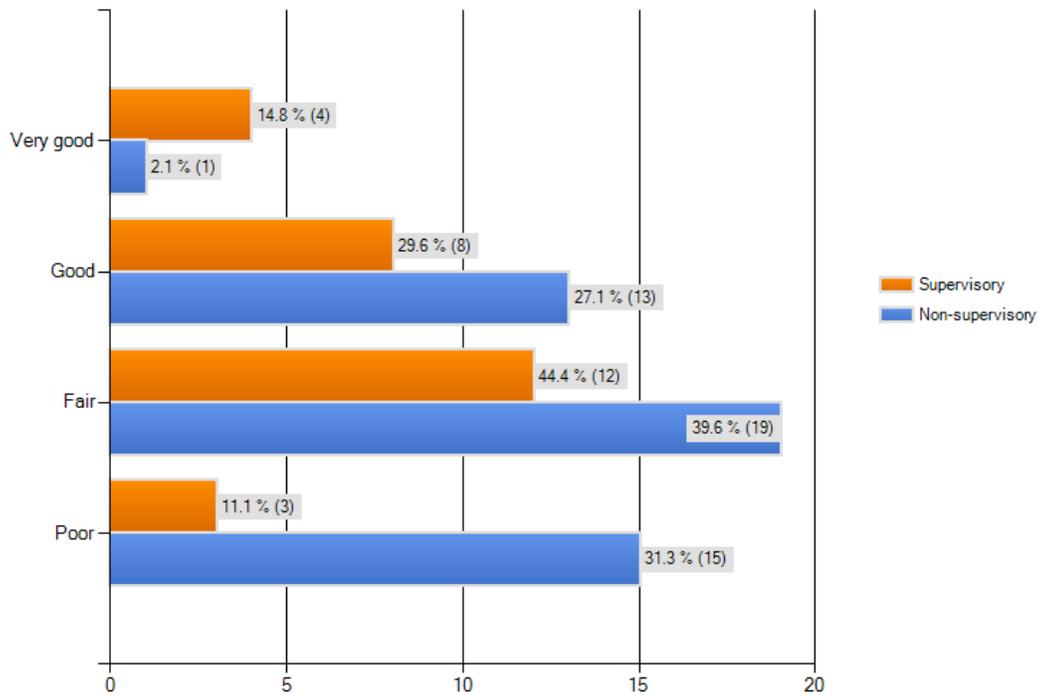
Do you feel that this study will prove beneficial to the work environment here?



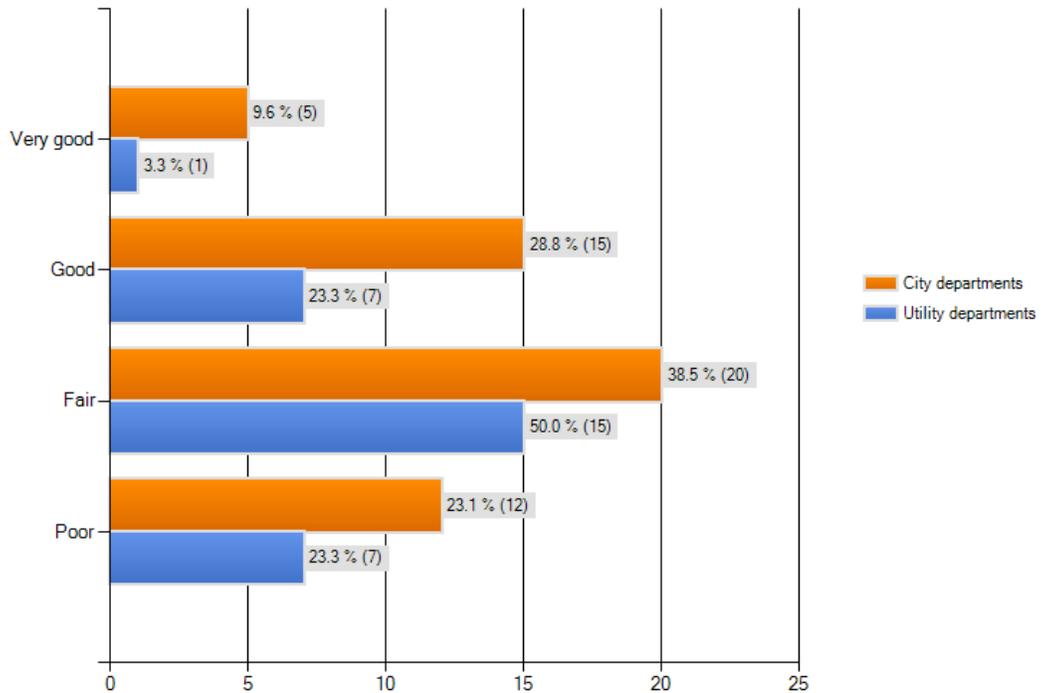
The level of partnership, coordination, cooperation, communication, efficiency, and interaction internally between your department and other departments is:



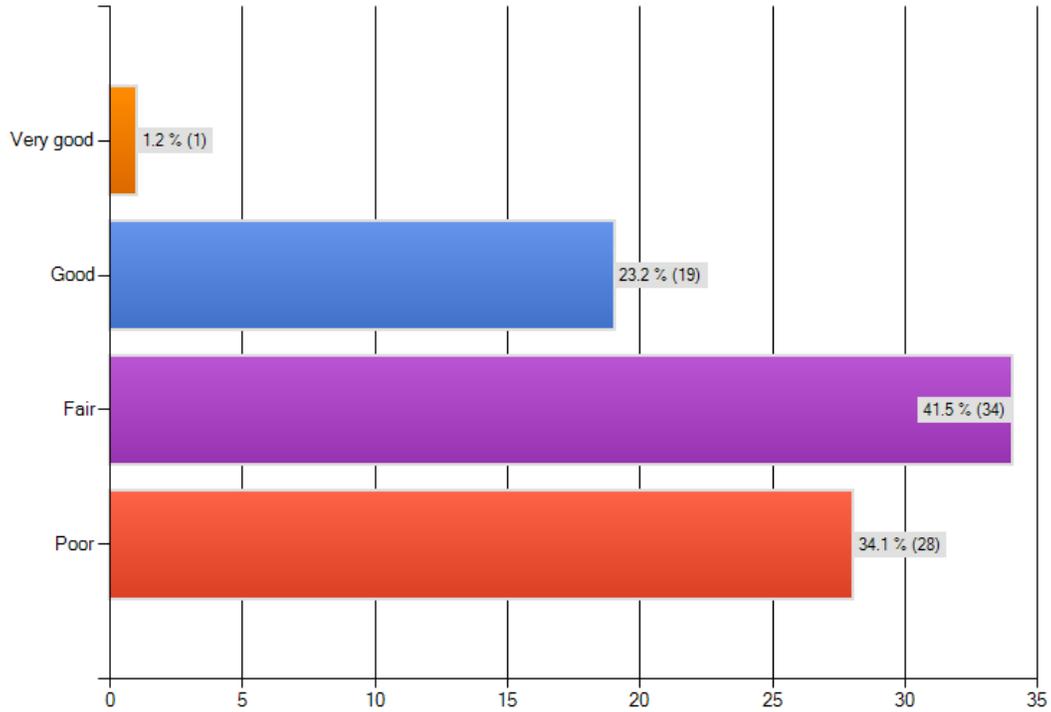
The level of partnership, coordination, cooperation, communication, efficiency, and interaction internally between your department and other departments is:



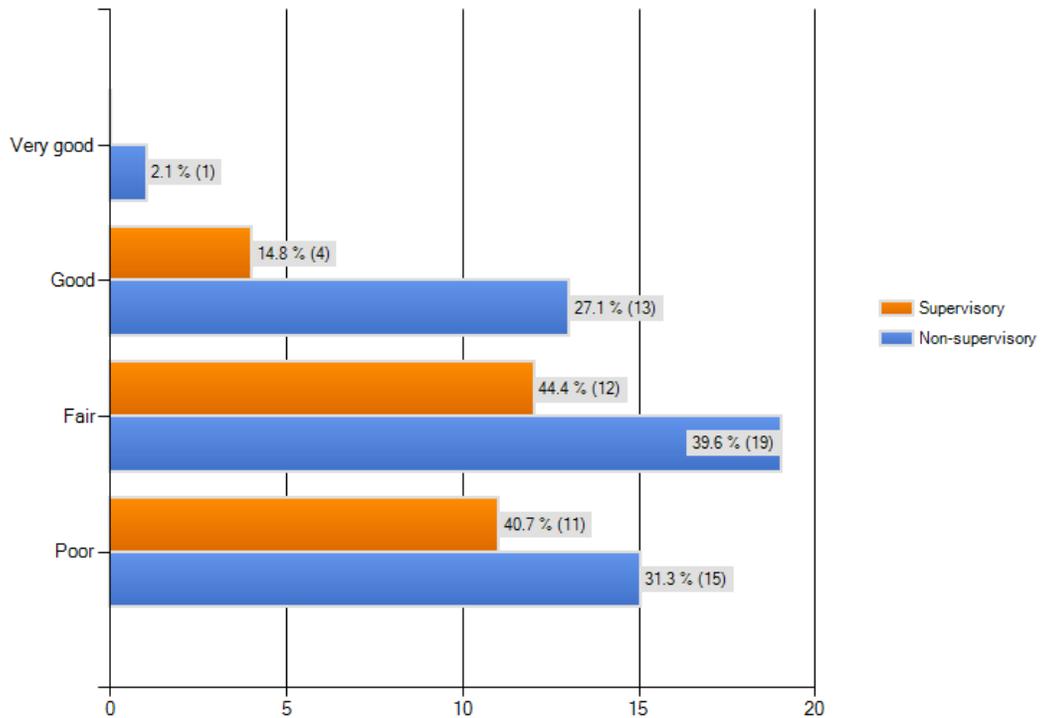
The level of partnership, coordination, cooperation, communication, efficiency, and interaction internally between your department and other departments is:



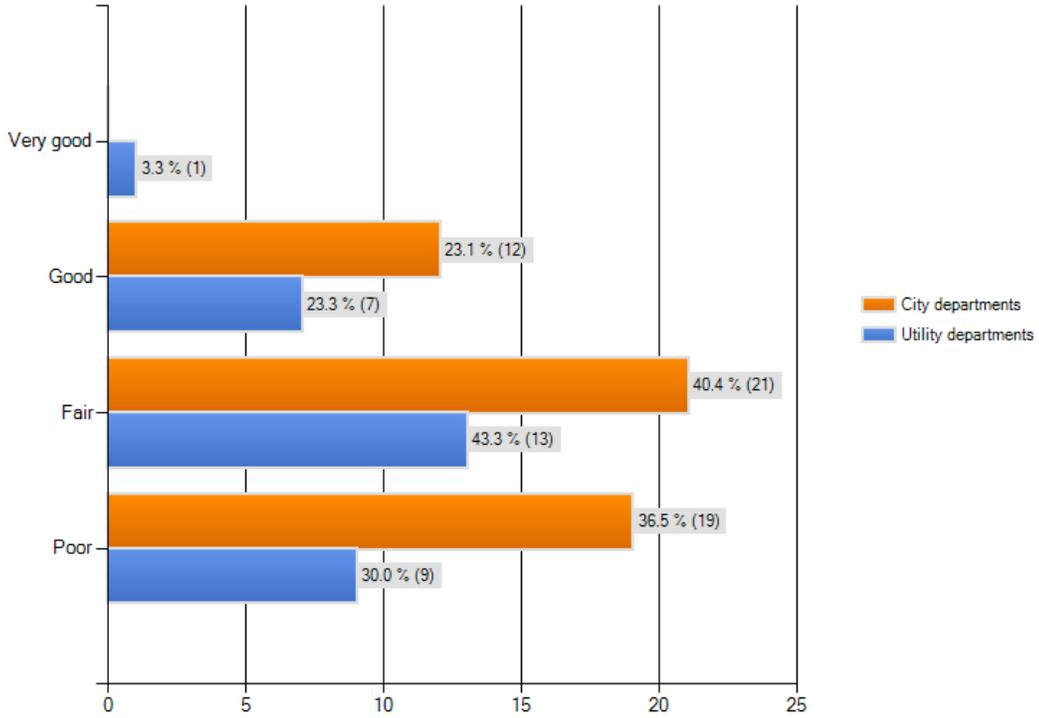
The level of partnership, coordination, cooperation, communication, efficiency, and interaction between the city and the utility is:



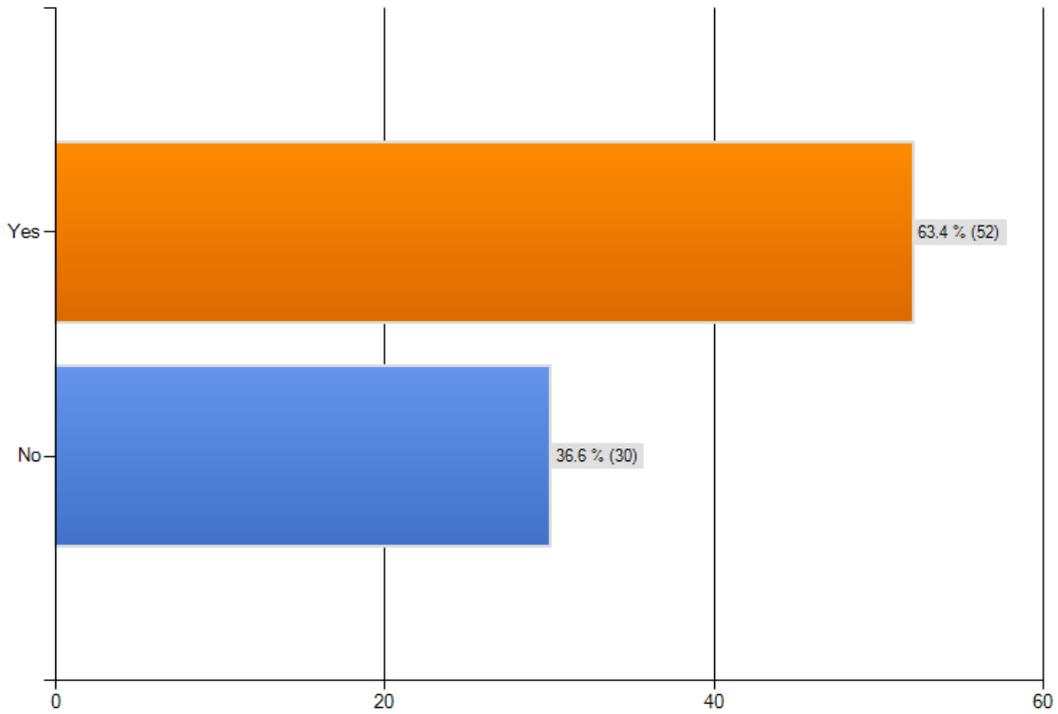
The level of partnership, coordination, cooperation, communication, efficiency, and interaction between the city and the utility is:



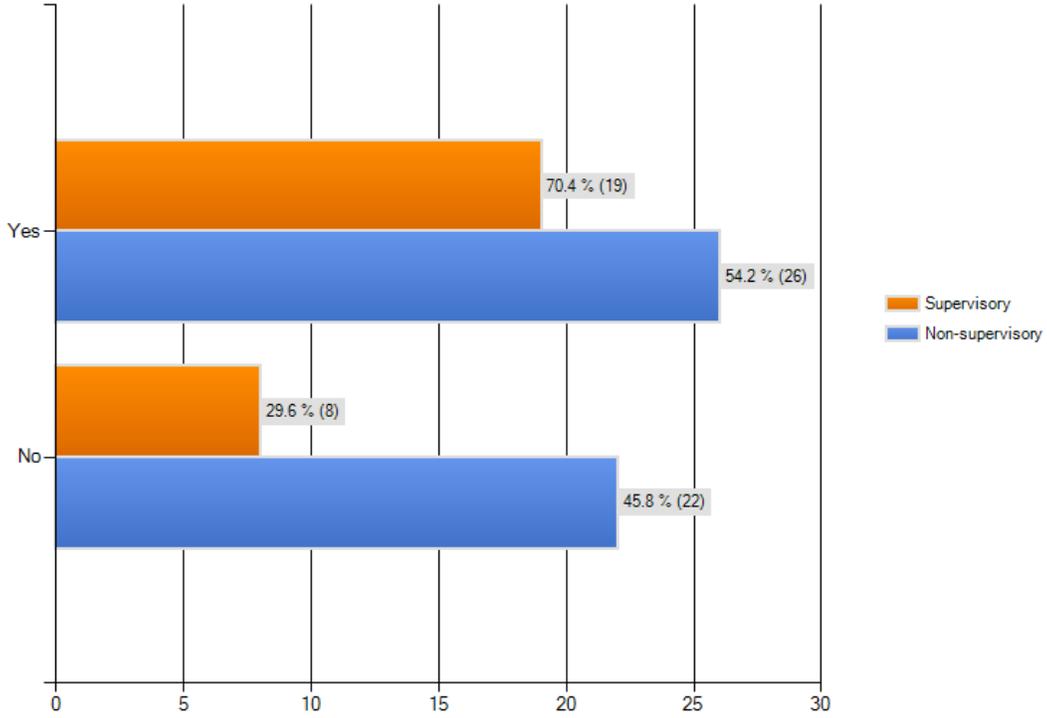
The level of partnership, coordination, cooperation, communication, efficiency, and interaction between the city and the utility is:



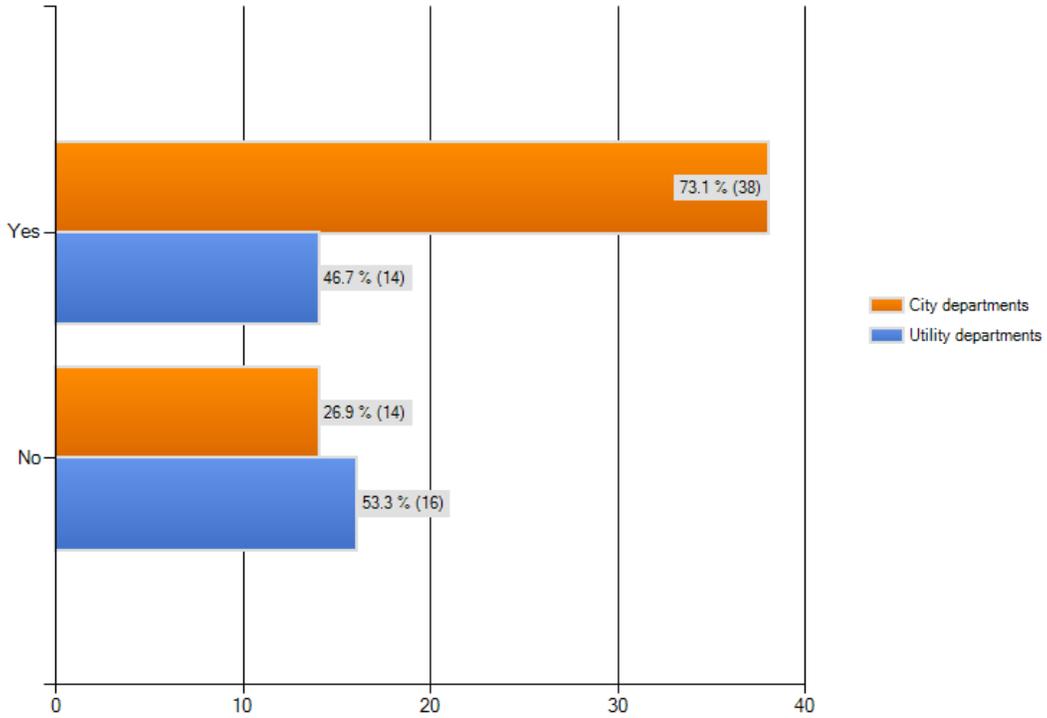
Do you believe there is duplication of services, functions, or processes between the city and the utility or within departments?



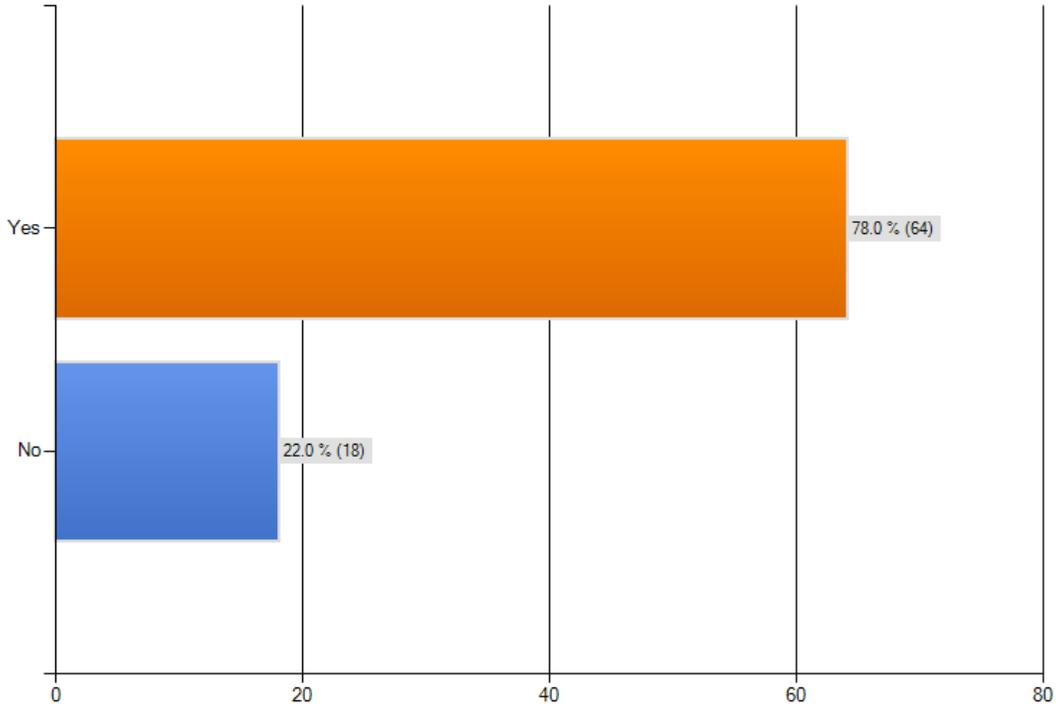
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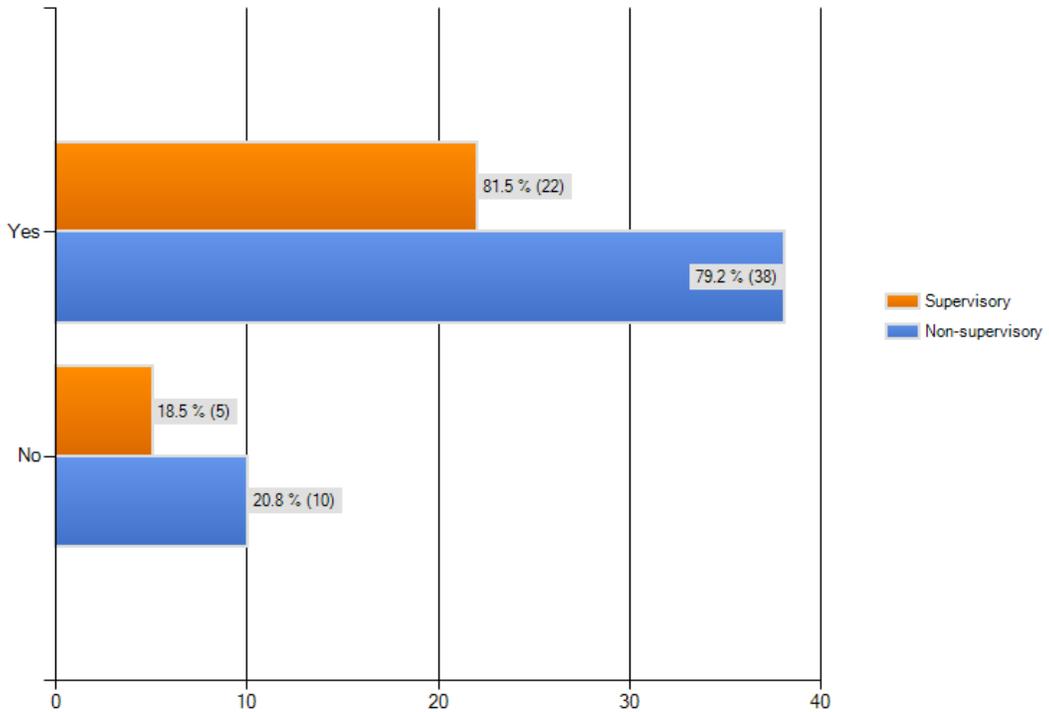
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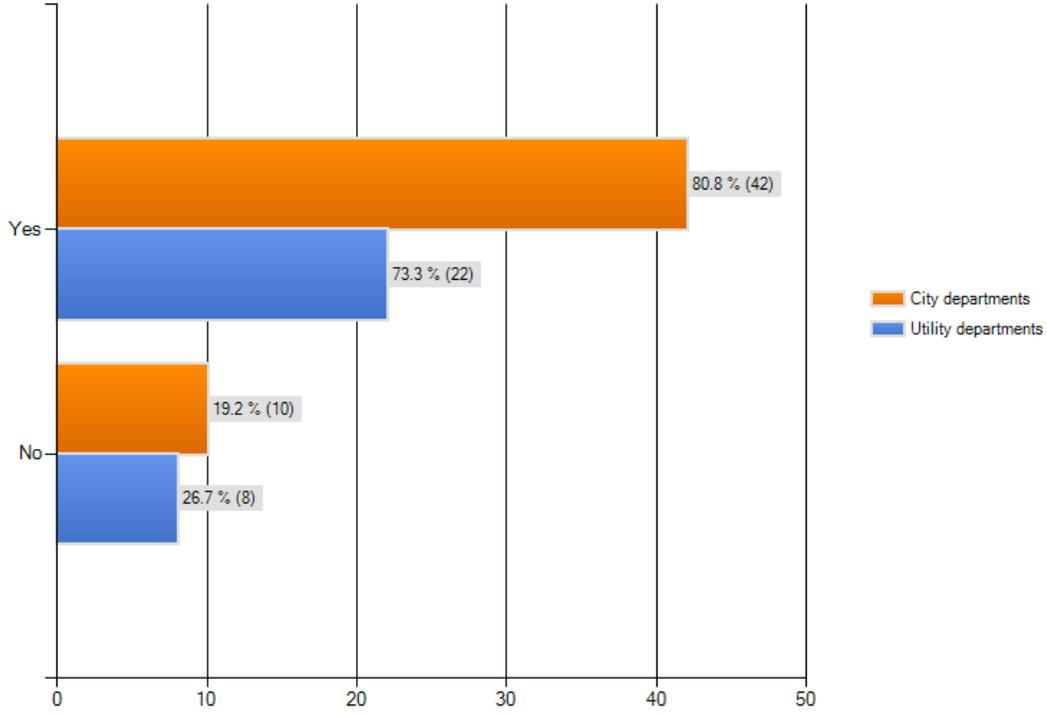
Do you believe that there are tasks that are not being completed due to insufficient staffing or lack of resources?



Do you believe that there are tasks that are not being completed due to insufficient staffing or lack of resources?



Do you believe that there are tasks that are not being completed due to insufficient staffing or lack of resources?



APPENDIX II
Utilities General Questions

Organizational Study for the City of Menasha and Menasha Utilities

1. What municipal utilities do you provide? Please provide the total budget and FTE count for each utility you provide.
2. Describe your working relationship with the City at the policy level (City Council and Utilities Commission) and the operations level (City and Utilities department heads). Are regular meetings held? What is the process for sharing and exchanging information between the organizations?
3. To what extent have the City and the Utilities identified opportunities to increase efficiencies through shared service agreements? Have you studied or are you exploring other potential areas where services could be shared?
4. Do you share services with other Utilities? Are you pleased with the outcome of these shared services? Are you considering other opportunities for sharing services with other Utilities?
5. Do you outsource any aspects of the utility operations to entities other than the City or other Utilities?
6. We have had an opportunity to review your organizational chart. Do you consider this to be an effective organizational structure? Have you considered making any changes to the structure?
7. Do you have a succession plan in place?

Responding Organization	City of Menasha	City of Neenah	Town of Menasha	City of Kaukauna	City of Appleton	Ave. (wo City of Menasha)
County	Winnebago	Winnebago	Winnebago	Oulagamie	Oulagamie	
Population	17,442	25,612	18,545	15,627	72,810	33,149
Area	6.7	9.6	12.4	7.7	24.91	14
Valuation	\$1,012,337,900	\$1,840,562,900	\$1,459,563,400	\$908,544,000	\$4,782,952,700	2,247,905,750
Valuation per sq mile	\$151,095,209	\$191,725,302	\$117,706,726	\$117,992,727	\$192,009,342	154,858,524
Valuation Year	2012	1/1/2012	2013	2011	2011	
Tax Rate	\$10.120	\$9.200	\$5.359	\$8.47483	\$22.21670	
Tax Rate Year	2012	2012	2013	2012	2012	
Number of employees						
FT	120	237	82	86	593	250
PT	34	33	53	14	136	59
Seasonal	80	393		127	8	176
2012 Budget	\$23,961,191	\$52,586,075	\$11,800,000	\$7,800,000	\$121,123,545	48,327,405
Budget per capita	\$1,374	\$2,053	\$636	\$499	\$1,664	\$1,213
Has your city studied the feasibility of outsourcing services in and of the following areas:						
a. Public Works	Y	N	N	N	N	
b. Engineering	Y	Y	N	N	N	
c. Parks Maintenance	Y	N	N	Y	N	
d. Human Resources	Y	N	Y	N	N	
e. Information Technology	Y	N	Y	N	N	
f. Finance	N	N				
Public Works						
Number of Public Works FTEs	24	34	21.5	19	155	57.4
Average annual number of seasonal and/or temporary employees hire	9	3	3	6	12.5	6.1
Average annual number of hours worked by seasonal and/or temporary employees:	556	600	400	480	600	520.0
Total Public Works hours	50,476	71,320	45,095	40,000	323,000	119,853.8
Total FTEs	24.3	34.3	21.7	19.2	155.3	57.6
Indicate if the following services are provided by City staff or by a contractor and the frequency the service is provided:						
Yard waste/brush pick up						
Provided by City Staff?	Y	Y	Y	Y	Y	
Mos. Per Year	12	8	10	12	2	
Frequency	Monthly	Monthly	1 or 2/month		2/year	
Street sweeping						
Provided by City Staff?	Y	Y	Y	Y	Y	
Mos. Per Year	8-9	8		8	8	
Frequency	Monthly	As needed	As needed		every 5 weeks	
Refuse collection						
Provided by City Staff?	Y	Y	N	Y	Y	
Contractor			Advanced Disposal			
Mos. Per Year	12	12	12	12	12	
Frequency	Weekly	Weekly	1/week		1/week	
Curbside recycling						
Provided by City Staff?	Y	Y	N	N	N	
Contractor			Advanced Disposal	County	County	
Mos. Per Year	12	12	12	12	12	
Frequency	Weekly	Weekly	2/month		2/month	
Comments	City collects for residential properties only and uses an automated cart system. City also operates a drop off facility					
Street paving						
Provided by City Staff?	Y and N	Y	N	N	Y	
Contractor	Varies-projects are bid	Varies	Various	Low bid	Concrete Street Paving is contracted annually via public	
Mos. Per Year	6-7	8	1	5		
Frequency	N/A	As needed				
Comments	City does asphalt paving of a limited number of streets annually.				Asphalt Paving is done by City Crews	
Seal-coating						
Provided by City Staff?	N	Y	N	N	N	
Contractor	Varies-projects are bid	Varies	Various		Concrete Bridge Deck Sealing - contracted service via public bid.	
Mos. Per Year	4-5	As needed		1	5	
Frequency	N/A					
Comments	City of Menasha, Town of Menasha and Town of Grand Chute participate in a shared bid project.					

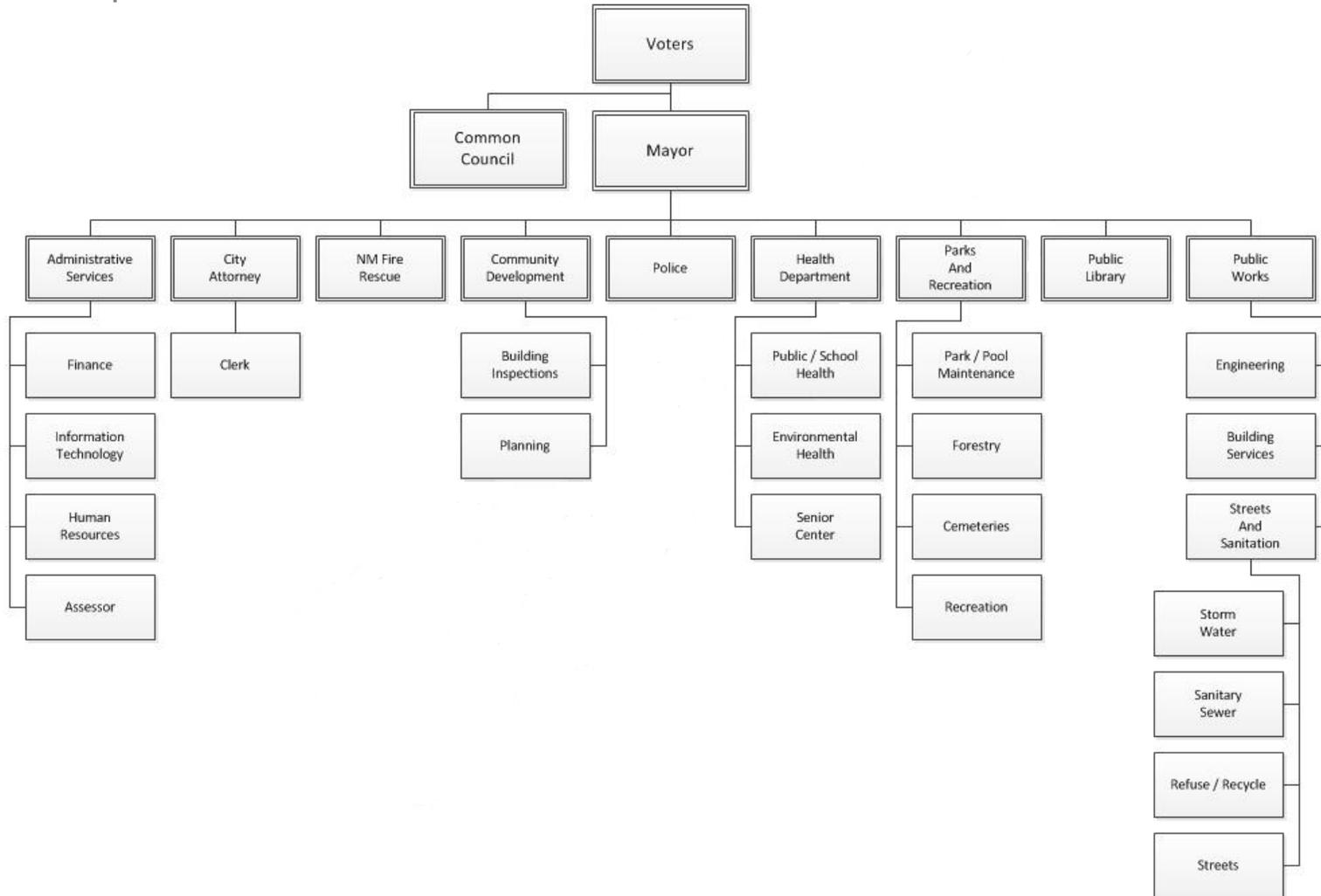
Responding Organization	City of Menasha	City of Neenah	Town of Menasha	City of Kaukauna	City of Appleton	Ave. (w/o City of Menasha)
Sewer cleaning/jetting						
Provided by City Staff?	Y	Y	Y	Y	Y	
Contractor					Annual Sewer Cleaning /Televising Program - contacted via public bid.	
Mos. Per Year	9-10		8	6	12	12
Frequency	Complete citywide cycle every 18 months - problem sections more frequently.	As needed	As needed			
Comments	Cleaning is done primarily for sanitary system but storm system is also cleaned as necessary.					
Do public works services include the following? Check all that apply.						
a. maintenance of water distribution mains	N	N	Y	N	Y	
b. repair of broken water mains	N	N	Y	N	Y	
c. maintenance of municipal buildings	Y	N	Y	Y	N	
d. maintenance of public grounds, excluding parks	Y	Y	Y	Y	Y	
e. maintenance of parks	N	N	Y	Y	N	
f. forestry	N	Y	N	Y	Y	
Engineering						
Number of Engineering FTEs:	6	7	0	3.5	33	10.9
Average annual capital budget:	\$800,000	\$650,440	\$98,500	\$369,801	\$25,000,000	\$6,529,685
Average annual capital budget per capita	\$46	\$25	\$5	\$24	\$343	\$99
Average annual capital budget/FTE	\$133,333	\$92,920		\$105,657	\$757,576	\$318,718
Engineering services that are contracted and estimated annual contract amount						
Service: Sanitary sewer systems analysis; coordination of replacement program	\$50,000	\$1,095,000			\$100,000	
Service: General Engineering			\$26,500			
Service: Bridge Inspection	\$1,000					
Service: Water and Sewer			\$37,000			
Service: Road Construction		\$2,371,000			\$100,000	
Service: Storm water management plan review	Varies	\$473,000	\$35,000		\$300,000	
In the space provided, explain how utility and street improvements are coordinated. If utilities are provided by a separate organization, indicate if capital plans are jointly prepared with the utilities.	City manages all storm sewers in the City. The City manages most of the sanitary sewers, however, there are 2 township water and sanitary sewer districts that service parts of the City as well. Water systems are managed by Menasha Utilities as well as the two other water districts. We do not formally prepare joint capital plans but we do share capital planning information among each other. MU and City Engineering particularly coordinate their respective water main and street projects to link any immediate needs and schedule future improvement priorities.	Engineering does all design work for utilities, including water. Engineering does most street design. One Director for all.	Utility District and Street improvements are coordinated through the Town Administrator who holds monthly Public Works meetings that include the Street Superintendent, Water Superintendent, Wastewater Superintendent, Director of Community Development, Parks and Recreation Director, and at least one contracted engineer (presently contracted through McMahon Engineers and Architects).	Yes	All utility and street improvements are coordinated by City DPW staff through our 5-year CIP/Planning process. This includes coordination with private utilities, businesses, the public and other affected agencies. We typically plan our projects so that all underground improvements are completed in one year and the permanent surface improvements are completed the following year.	
Does the Engineering Department have GIS capabilities?	Y	Y	Y	Y	Y	
Are GIS services provided for other City departments and/or public users?	Y	Y	Y	Y	Y	
Are storm water management and enforcement services provided by Department staff?	Y	Y	Y	Y	Y	
Please indicate informal or formal cooperative service arrangements with water and electric utilities:	There are no formal cooperative service arrangements; however, we do not charge for our labor when assisting each other. We share map files when necessary.	Water Utility is a separate division of Public Works, all under one director. Electric Utility is WE Energies	Stormwater management is handled through the Street Department and Community Development Department in conjunction with contracting from McMahon Engineers.	Informal	Appleton has it's own Water Utility. We also have cooperative agreements with WeEnergies related to many of our public street lights.	

Responding Organization	City of Menasha	City of Neenah	Town of Menasha	City of Kaukauna	City of Appleton	Ave. (wo City of Menasha)
Parks Maintenance						
Number of Parks Maintenance FTEs:	5.6	8	4.396	4	8	6.099
Average annual number of seasonal and/or temporary employees hired:	7.5	9	7	2	8	6.5
Average annual number of hours worked by seasonal and/or temporary employees:	588	5,000	400	480	Varies	1960
Total hours	12,236	21,640	9,544	8,800	16,640	14,156
Total FTEs	6	10	5	4	8	7
Acres of maintained parkland:	160	383	284	523	631	455
Acres of cemeteries:	14	50	0	0	0	13
Total acres maintained	174	433	284	523	631	468
Acres maintained FTE	29.58	41.62	61.90	123.62	78.88	77
Number of pools maintained:	1 outdoor	1 outdoor	0	1 outdoor	2 outdoor	
Miles of trails maintained:	3.5	12	19	12	7.5	12.625
Number of public trees maintained:	4,843	20,900	1,700		Maintained by Forestry under PW	
How many licensed arborists do you employ?	0	1	0	0	0	
Parks maintenance reports to:	Parks & Recreation	Parks & Recreation	Parks & Recreation	Public Works	Parks & Recreation	
Do parks maintenance employees plow snow from city streets, parking lots, etc	Y	Y	Y	Y	Y	
Human Resources						
Number of FTEs assigned to HR:	2	1	1	0.5	8.8	2.8
FTEs per HR staff	60	237	82	172	67.39	139.6
Indicate if the following services are provided by HR, other city departments and/or by a third party provider. Check all that apply:						
Recruitment of applicants for City positions						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	Y					
Hiring employees						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	Y		Y			
Legal compliance with affirmative action, equal						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by third party provider			Y - David & Kuelthau	N		
Maintaining classification and compensation						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	Y		Y	N		
Administering a performance evaluation system						
Provided by HR staff	N	Y	Y	Y	Y	
Handled by city departments	Y			N		
Labor negotiations (police and fire)						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	N		Y	N		
Handled by third party provider			N - Personnel Committee	Y - David & Kuelthau		
Maintaining the personnel manual						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	N			N		
Succession planning						
Provided by HR staff	N	Y	Y	N	Y	
Handled by city departments	Y					
Employee training						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by city departments	Y		Y	N		
Handled by third party provider			N	Y - Fox Valley Tech College		
Benefits administration						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by third party provider	Y - The Horton Group (health, dental, vision insurance)			N		
Unemployment compensation						
Provided by HR staff	Y	Y	N	Y	Y	
Handled by third party provider			N - Finance Department	N		
Workers compensation						
Provided by HR staff	Y	Y	Y	Y	Y	
Handled by third party provider			Y - Aegis Corporation	Y - United Heartland		
Payroll						
Provided by HR staff	Y	Y	N	N	N	
Handled by city departments	N	Y	Y	N	Y	
Handled by third party provider			N - Finance Department	N - City Finance Department		
What practices does your City have to temporarily reassign employees to another department during peak workloads?		No formal practice. The Department asks for help and HR facilitates	Park Maintenance employees plow snow for the Street Department. Street Department conducts set up and take down for Clerk Department elections. Police Communication Technicians can cover for Court Clerk as necessary. Other reassignments occur when necessary.	Joint - Dept. Heads and Mayor	In 2012 we worked with Departments to assist in the Clerks office given all of the extra election work. Three employees from two departments helped out when they could, but we haven't specifically re-assigned someone as noted above. We have however, increased PT hours to assist in these types of situations. On occasion we may allow an employee to fill in for entire day in another department when coverage is needed for the telephone etc. We also have a laborer pool located in DPW that was intended to allow for fill in for Park and Recreation for projects which occurs on	

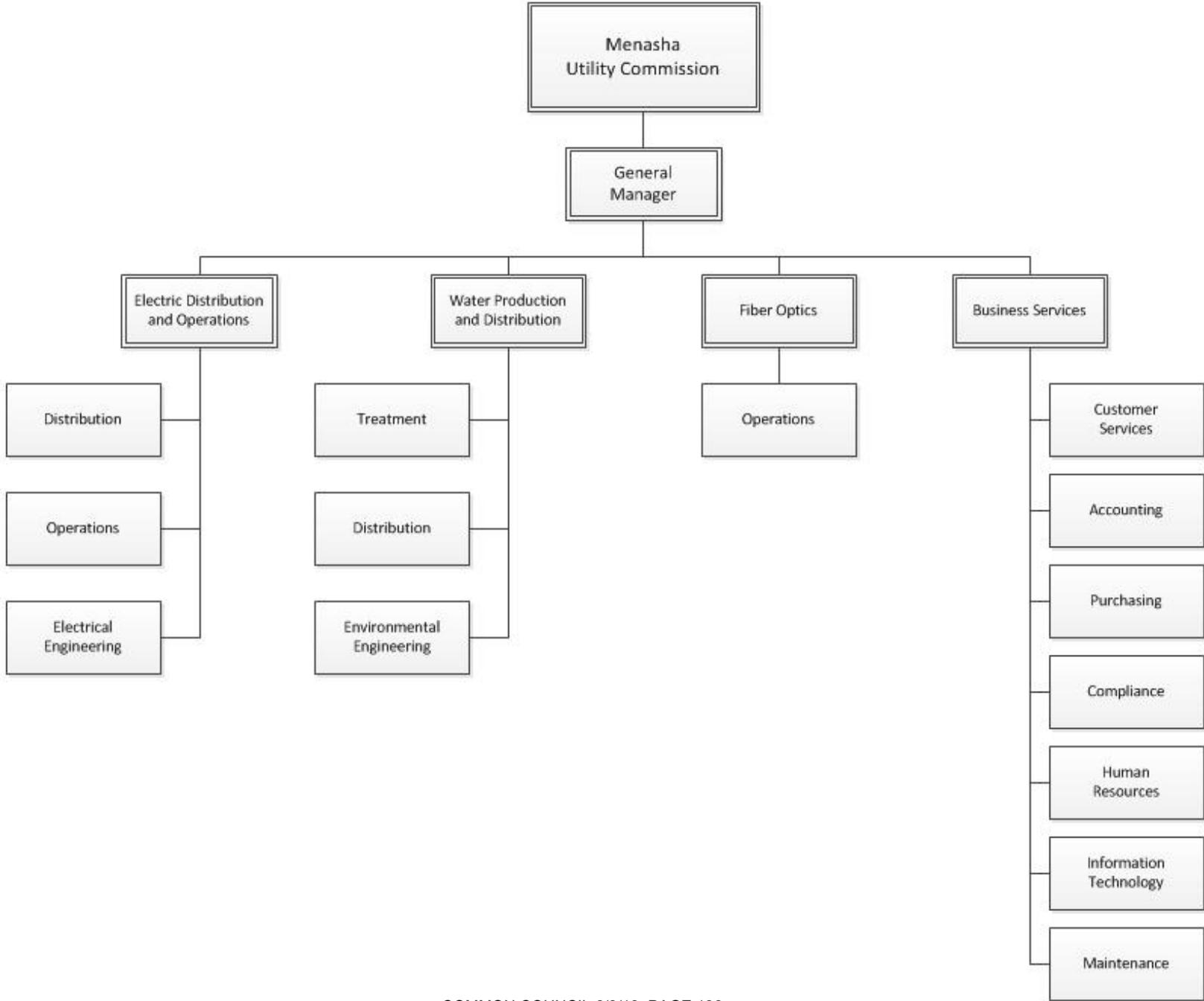
Responding Organization	City of Menasha	City of Neenah	Town of Menasha	City of Kaukauna	City of Appleton	Ave. (w/o City of Menasha)
Information Technology						
Number of FTEs:	2	6	2	0.5	9	4.4
Number of PCs:	125	225	100	55	450	207.5
PCs/FTE	62.5	37.5	50	110	50	61.9
Please list IT services that are contracted and estimated annual contract amount:						
Does IT have in-house application developers?	Y	Y	N	N	Y	
If yes, list the applications developed and maintained in-house:	city data search, cash register system, animal licensing, training, tracking, refuse/recycle app, vehicle usage app, IT budget dissemination app, hours tracking for grants @ health dept., weights & measures & sanitation licensing app, taxfile integration	General Applications: Assessments (Real Estate and Personal Property), Taxes (Real Estate including Special Assessments and Personal Property), Weights and Measures, Permitting and Inspection, Zoning, Cemetery Data Base, Equipment Maintenance, Parking Tickets, Common Council Action Data Base, General Licensing and Various reports against SunGard Financial (Purchased Financial Moduls) Data Files. Lotus Notes/Domino Applications: 65 applications with varying degrees of email and			website, iseries financial package	
Check any additional services provided by IT:						
cell phones	Y	Y	Y	N	N	
phone services	Y	Y	Y	N	Y	
other	Y - network cabling	Y	Y		Y	
Please indicate informal or formal cooperative service arrangements with water and electric utilities:	integrated phone system, purchase fibre optic connectivity & internet service through M.U.	Department provides complete support for the City's Water Utility, Neenah-Menasha Fire Rescue and Menasha-Neenah Municipal Court, along with hosting and supporting the City of Menasha's Tax System.	IT also manages the copiers and printers in the Town and Utility District.		informal	
Finance						
Number of Finance FTEs:	3	9	5	3	14.5	7.9
Budget per Finance FTE	\$7,987,064	\$5,842,897	\$2,360,000	\$2,600,000	\$8,353,348	\$4,789,061
Do you have a five year capital improvement plan?	N	Y	Y	Y	Y	
Do other City departments handle cashier duties for licenses, fees, permits, etc.?	Y	Y	N	Y	Y	
If yes, please indicate the departments:	park & recreation, health, engineering, clerk, library, police, public works facility	Police, Park and Recreation, Library, Building Inspection, Municipal Court	While the Clerk's Department and Community Development issue licenses and permits all cashier duties run through the Finance Department.		Public Works, Valley Transit, City Clerk	
Can residents and others handle financial transactions on line?	Y	Y	Y	N	Y	
Does the Finance Department provide any of the following? Check all that apply.						
a. utility billing (if yes, for which utilities?)	N	Y - water, sanitary sewer and storm sewer	Y	N	Y - Water, sewer, stormwater, sanitation/recycling	
b. utility cashier services (if yes, for which utilities?)	N	Y - water, sanitary sewer and storm sewer	Y-water, sewer & storm	N	Y - all of the above	
c. property assessment	Y	N	N	N	N	
d. risk management	N	Y	N	Y	N	
e. treasury	Y	Y	Y	N	Y	
f. investments	Y	Y	Y	N	N	
g. Other		Y			Y	

APPENDIX III
Organizational Charts

City of Menasha
Proposed



Option 1
Business Lines



Option 2
Functions

