

Item #	Name of Proposed Project	Project Description (general purpose of project, who projects serves, timeline to complete, what additional resources are needed/other departments impacted, etc.)	Estimated project cost:	What need within the community is being met/How will this project help the community?
1	Facility/Operational Consolidation	<p>Purpose: consolidation of city/utilities administration (though other areas could be researched), reduce/eliminate duplication of work efforts, produce cost savings (by going to 1 facility, through staff consolidation [achieved through attrition], etc), provide greater level of customer service to community (fewer staff coverage issues with centralized staff)</p> <p>Who project serves: taxpayers and utility customers</p> <p>Timeline: roughly 2-3 years to from conceptualization through completion</p> <p>Resources needed/other departments impacted: temporary project manager to lead project (as well as any smaller, sub-projects) from conceptualization through completion, at a minimum City Hall staff and Waupun Utilities staff would be impacted</p>	\$ 350,000.00	the project will provide cost savings and greater level of customer service to taxpayers and utility customers
2	Establish Internal (TID) RLF	<p>Purpose - reduce current/eliminate new GF advances to TID's (positive for bond rating), fund small TID projects and cover short-term cash flow shortfalls eliminating the need to borrow or advance from the GF (continue to borrow for large projects), RLF funds would be replenished as TID increment becomes available (could be within a year for some TID's), creates flexibility for implementation of TID projects, if used for repayment of current advances this would immediately free up dollars to be put towards capital improvement plan/LR financial plan, (Note - if pursued, this project would be done in a round-about way per auditor recommendation in order to comply with ARPA requirements)</p> <p>Who projects serves - taxpayers through potential interest savings, provides flexibility to city</p> <p>Timeline - roughly 2-3 months (auditor consultation, new fund creation, council approval)</p> <p>Resources needed/departments impacted - Admin-ED/Finance staff time, Council approval</p>	\$ 400,000.00	potential interest savings will benefit the community

3	Funding of lost sewer utility revenues from the DOC facilities during COVID shut-downs	Revenues from the three Department of Corrections facilities account for 45% of the sewer utilities annual revenues. As a result of COVID-19 lock-downs and operational changes, the three facilities modified their food distribution operations from serving inmates in "mess-halls" to locking-down cells and serving food to each cell as opposed to one communal location to prevent close-contact exposures. Because of this change, the facilities began disposing of food waste in the garbage vs dumping it into the sewer systems to be treated at the WWTF. Beginning in 2020, sewer revenues began a downward trend largely due to the decreases from the three DOC facilities. Actual, realized revenue losses/decreases were \$194,707 and \$66,351 in 2021 and 2020, respectively (\$261,057 for both years). These losses INCLUDED two, seven-percent rate increases (effective April 1 of each year) which "softened" the loss in revenue, however, had the rate increases not been implemented the revenue losses from the three facilities would have been an estimated \$331,900 combined for 2021 and 2020. The sewer utility's rates approved in 2019 were designed to recover additional costs associated with the WWTF upgrade currently being undertaken and did not account for this large loss of revenue the sewer utility experienced during the COVID shut-down period. The loss of revenue continues into our post-pandemic operating world without clarity if it will recover.	\$ 332,000.00	Any funding for lost sewer revenues will reduce the need / impact of reviewing and raises sewer rates in the future. Rate recovery for the sewer utility has been below the forecasts and expectations outlined in the 2019 sewer rate study and short-falls like those experienced with the DOC's may impact future sewer ratepayers.
4	South Madison Street Water/Sewer Re-construction Cost Increases	Material and construction costs for the water/sewer utilities portions of the South Madison Street re-construction project have increased an estimated \$248,679 or 23.3% since the original DOT cost estimate dated 5/29/2020. The City delayed the original project construction timing to obtain a substantial funding grant from the WDOT. The project was subsequently delayed from 2021 until 2022 due to the bidders not meeting State/Federal contracting requirements required for the WDOT grant funding. As a result of these delays, the bid awarded in January 2022 included significant increases in the water and sewer utilities portions of the project from the original WDOT estimates. The water utility's portion of the increases is estimated at \$123,443 or 19.4% and the sewer utility's increase is estimated at \$125,236 or 29.1% higher than original engineered estimates. These increased costs do not include an increase of 11% in inspection-related costs for the project as well. The utility's are still awaiting confirmation from the WDOT of the actual final cost break-down's. Upon receipt of these values (if at all), the water and sewer utility will need to complete a budget amendment to address the cost increases if other funding sources are not available. These cost increases are currently not supported in our 2022 budget or our water and sewer rate structures and place a significant strain on our cash reserves, resources available to fund operations and planning for future projects.	\$ 248,679.00	The water and sewer infrastructure along the planned South Madison Street re-construction site is old and in need of replacement. The water utility re-financed outstanding debt and incurred additional debt to pay for the North portion of the Madison Street re-construction project in 2019 and assist in funding the South portion of the project. Since 2019, costs for South portion of the project have risen significantly for both utilities which places a significant strain on finances for current and future operations/projects. Funding these construction cost increases with an additional funding source will reduce need to increase water and sewer rates in the near future.
5	Essential Worker Pay	In an effort to retain critical staff, essential to maintain operations, consider premium pay.	\$ 250,000.00	Continuity of business operations/delivery of essential services.
6	Stormwater Pond Installation	Allocate funds to purchase future stormwater pond locations per MS4 permit and agreements with WI-DNR.	\$ 300,000.00	Proactive acquire land needed to fulfill requirements of MS4 permit and reduce overall burden on capital budgets in future years.
7	Stop and Go Light Cabinets	The Stop and Go light cabinets are approaching end of life at Main and Madison and Main and Watertown Streets.	\$ 34,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
8	Dodge Park	Replace tennis courts and add outdoor play equipment/elements	\$ 35,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.

9	Shaler ADA Improvement	ADA landscape around ware memorial wall and driveway	\$ 125,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
10	Ball Diamond	Turf Replacement	\$ 500,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
11	Aquatic Center	Climbing Wall	\$ 30,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
12	Wilcox Park	ADA accessible playground	\$ 200,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
13	Zoellner Park	Playground equipment replacement	\$ 50,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
14	Buwalda Park	Playground equipment replacement	\$ 50,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
15	Downtown Green Space	Develop a gathering space in the downtown to support community building as well as downtown revitalization efforts	\$ 750,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
16	Shaler Drive	Install Shaler Drive to improve expand access to commerical and residential lots within the community and support growth of jobs and Tax Increment Districts.	\$ 1,600,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
17	City Hall Boiler	Install/upgrade HVAC systems at City Hall to ensure longevity of building	\$ 1,100,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
18	Ladder Truck	Replace ~30 year old ladder truck	\$ 2,000,000.00	Proactively support capital replacement to reduce overall burden on capital budgets in future years.
19	Childcare	Support renovations and expansion of daycare facilities in the community	\$ 250,000.00	Expand capacity of daycare services to strengthen workforce development in community.
20	Childcare Planning	Work with Dodge County communities on a Dream Up grant to plan sustainable childcare solutions in the community	\$ 25,000.00	Expand capacity of daycare services to strengthen workforce development in community.
21	Communication - Electronic Signage	Replace the digital signage in front of the public safety building.	\$ 30,000.00	Improve overall communication in the community essential to support community public safety needs/build community.
22	Communication - Meeting Solutions	Increase overall virtual meeting capabilities by upgrading technology to enhance presentation; consider digital recording/streaming capabilities.	\$ 25,000.00	Improve overall communication in the community to increase public engagement.
23	Generator - City Hall	Add a generator to City Hall to support emergency response capabilities and sustain basic services during EM events.	\$ 130,000.00	Improve service delivery and proactively support capital replacement to reduce burden on capital budget in future years.
24	EMR Program	Cover the costs associated with EMR start up and operation - established in response to COVID and workforce challenges associated with that to ensure appropriate levels of emergency response.	\$ 250,000.00	Improved Emergency Management Response / mitigate delays in ambulance service delivery.
25	Small Business Grants	Small business grants to offset revenue losses through pandemic - design in such a way that we encourage retention of business (similar to downtown C19 relief program but community wide)	\$ 500,000.00	Business retention
26	EV Charging Station	Add EV charging station in downtown	\$ 50,000.00	Future energy alignment/downtown traffic
27	City Hall Remodel	Address ADA improvements and renovation needs at City Hall	\$ 920,000.00	Public access for meetings and voting as well as general government services
28	Affordable Housing	Develop an affordable housing solution utilizing affordable housing funds.	\$ 750,000.00	Increase access to affordable housing solutions in the community.