

CAPITAL IMPROVEMENT PLAN



2021 - 2025

**CITY OF FOND DU LAC
CAPITAL IMPROVEMENT PLAN
2021-2025**

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CITY OF FOND DU LAC - Memorandum

City Manager

To: City Council

From: Joseph P. Moore, City Manager

Date: November 11, 2020

Subject: 2021-2025 Capital Improvement Plan

Introduction

With this memo is your copy of the approved 2021-2025 Capital Improvement Plan (CIP). A Capital Improvement Plan is a statement of intent by City officials to establish a multi-year program for major capital expenditures and the financial resources necessary to accomplish the plan. A Capital Improvement Plan is a flexible planning tool designed to be altered annually as conditions warrant.

A multi-year capital improvement plan provides a long-range viewpoint for the community to identify needed projects and expenditures, selects those projects deemed most important in comparison to all others (priorities), determines when such projects should occur and anticipates the impact such expenditures will have on the community and its financial condition.

Some of the benefits of developing a long-range capital improvement plan are that it:

1. Provides a stable tax rate which allows taxpayers and the city government to plan more effectively;
2. Provides adequate time to plan and coordinate construction projects and eliminate costly duplication of efforts;
3. Provides adequate time to search for alternate methods of financing, including debt issues and grants-in-aid;
4. Provides time to acquire land and right-of-way where needed;
5. Allows time for communication and public input regarding future project plans for the community;
6. Reduces spur-of-the-moment decisions; and
7. Assists in planning efforts of other public utilities, agencies, and businesses.

The City defines capital expenditures as projects which cost more than \$25,000 and have a life expectancy of more than six years. Projects are evaluated and priorities are assigned based upon demand or usage, prior commitments, age and condition of facilities and equipment, and costs versus benefits. Priorities are subject to change as conditions warrant.

This plan does not authorize any expenditure, but does provide a plan of capital expenditures for the development of each year's budget.

Capital Financing Philosophies and Debt Levels

There are two major philosophies used in the financing of long-term capital projects: the "pay-as-you-go" and the "pay-as-you-use" philosophies.

The "pay-as-you-go" philosophy is based upon financing capital projects with current revenues and property tax levies or accumulated resources. Under this financing method the community can save on interest costs by avoiding debt issues.

The "pay-as-you-use" philosophy is based upon debt financing of capital improvements. Under this philosophy, those citizens paying for the projects use them while they are paying for them. An example would be a major street construction project which is financed by issuing debt. The citizens who use the street in the future pay the property taxes needed to repay the debt.

2021-2025 Capital Projects Overview

Total capital projects for all funds vary by year and range from a low of \$15.4 million in 2024 to a high of \$44.1 million in 2023. Details of the individual projects, their timing as well as the funding sources for the projects are listed on the projects detail pages for each department by year. Some of the more significant 2021 projects include:

- Lincoln & Thomas Pump Station Upgrade - \$3,700,000
- Lakeside Park Master Plan Projects - \$2,510,000
- Fox Ridge Industrial Park Road Extension (TID 10) - \$2,500,000
- Wastewater Utility annual clear water elimination program - \$2,100,000
- Wastewater Utility modifications for phosphorus removal - \$1,266,300
- Water Utility annual main replacement program - \$1,064,625
- Public Works annual capital equipment replacements - \$1,040,000
- Water Utility State Highway 23 at County Road K – \$950,000
- Transit bus replacement - \$920,000
- Police Department evidence storage facility - \$747,500
- Street Maintenance - \$700,000
- Police Department building renovations/remodeling - \$681,000
- Annual street restoration-utility repair projects - \$665,000
- Concrete street rehabilitation - \$500,000

2021 Projects Funded by General Operating Funds

This 5-year plan continues to invest a significant amount of operating revenues rather than long-term debt on CIP projects. These revenues include items levied for directly in the capital project funds and items for which the capital projects funds receives operating transfers from other funds. This funding amount is \$1,972,765 for 2021 and will average \$1.9 million each year of this 5-year CIP.

A review of the projects funded by operations will show that they are either maintenance-type expenditures or annually recurring projects where the City spends similar amounts on these types of projects every year. It is good financial practice to fund such projects on a “pay-as-you-go” basis with operating funds, if possible, rather than funding these projects with long-term debt. The changes made in the last few years’ CIPs return the City to its former, more financially sound, practice of funding its annually recurring projects on a pay-as-you-go basis.

Another benefit of funding the annually recurring projects with operating funds rather than long-term debt is that the amount of money the City borrows in future years is reduced. Not only will the City have a lower amount of outstanding debt in future years, but its future debt payments and property tax levies required to pay debt principal and interest will be lower than they otherwise would have been if the City continued its practice of borrowing for its annually recurring capital projects.

Police squad video and body worn camera system funds of \$255,000 are included in the 2021 capital improvement plan. These funds will allow for the replacement of the existing police squad video system that was implemented in 2014 and is nearing the end of its life expectancy. While replacing squad video, the Police Department intends to provide a complete recording system and incorporate body worn cameras. Body worn cameras allow the department to capture and preserve the critical data from incidents outside the reach of in-squad cameras. This will help determine training needs and mitigate department and City liability.

A detailed schedule listing all projects funded by operations is included in this report.

2021 Projects Funded by Long-Term Debt

The total amount of 2021 projects to be funded by general obligation (G.O.) long-term debt is \$13,805,500. A detailed schedule listing the projects funded by general obligation long-term debt is included in this report.

Public Works capital improvement plan for 2021 includes a continued increase in funding for street maintenance projects throughout the city, in order to extend the linear miles repaired, with an emphasis on the lowest rated pavements. The amount increased from \$270,000 in 2019 to \$650,000 in 2020 and \$700,000 in 2021. The additional money will allow for three-times as many chip sealing or overlay projects to be completed than have been normally scheduled.

This will be achieved by relying more heavily on debt funded public works projects rather than limiting the funding to what could be supported from within the operational budget, which to this point has been our policy. In summary, public works projects that are forecasted to have a useful life of 10 years or more will be eligible for debt funding. The 10 year guideline is used because debt is issued with a 10 year repayment schedule. By relying more heavily on debt funding, there is no savings to the taxpayer, but this change provides the opportunity to improve the quality and extend the life of our street pavements more quickly than prior years. By relying less on operations funding, the levy limit effect as it pertains to street maintenance has been reduced, but the increased reliance on debt will increase the levy nonetheless.

The Police Department is current utilizing off-site long term storage for evidence and property. As an accredited agency, our Police Department collects and preserves evidence according to best practices and industry standards. During the self-assessment phase of obtaining accreditation, it became apparent that the current physical space at the Police Department no longer provided adequate space and physical make-up to store large/long term evidence according the industry standards. As a result, included in the 2021 capital improvement plan is \$747,500 to purchase and harden the off-site facility currently being used. The location and size of the site will also allow for future expansion as City needs and priorities change.

In the 2021 CIP is \$2,510,000 in funding for projects related to the Lakeside Park Master Plan. In October, 2020 the City Council authorized an Enhancement Agreement with Lakeside Forward, which was the basis for forming the Master Plan Management Team. The Management Team will be working through the two master plans and the feasibility study, and then presenting recommendations on future projects in Lakeside Park.

Repayment Term for New G.O. Debt

The G.O. debt that the City issues to fund general capital projects in 2021 will be issued for a term of 10 years. In 2014 the City implemented a policy that returned to the pre-2007 10-year term from 20-year terms, this fiscally sound debt management practice results in a close matching of debt repayment terms with the useful lives of the assets acquired with the debt.

Decreasing G.O. Debt Balances

Appendix A is a projection of the outstanding G.O. debt balances through 2025. Existing debt, new debt and total debt balances are indicated on the chart. The projections indicate that even with the new debt issued for the capital projects contained in the 2021-2025 CIP, the G.O. debt balance will on remain fairly consistent. The G.O. debt balance ranges from \$85.2 million in 2024 to \$89.2 million in 2023, with the average debt balance from 2021-2025 at \$87.3 million.

Consistent with past City Council policy, 60% of the State legal debt limit is used as the limiting goal in developing future capital expenditure plans. The State legal debt limit is 5% of the equalized valuation of taxable property. As shown in Appendix D, the City's projected debt levels are at 55.8% in 2021, and projected to drop to 49.5% by 2025.

Increasing G.O. Debt Payments

Appendix B is a projection of G.O. debt payments through 2025. Existing debt, new debt and total debt payments are indicated on the chart. Total G.O. debt payments are projected to decrease each year over the next five years by a total of \$2,986,724.

Increasing Property Tax Levy

A major consideration in developing the Capital Improvement Plan is the impact the proposed projects will have on future property tax rates. The City's property tax levy is subject to strict State-imposed levy limits. Under the levy limit, the City's property tax levy is allowed to increase by no more than the growth in property value due to net new construction, which is 1.64% for 2021. The levy limit is further allowed to increase by the amount of increases in general obligation debt principal and interest payments.

The property tax rate projections indicated in Appendix C show that scheduled increasing debt payments will require increases in the portion of the property tax levy needed for debt service, and the total property tax levy over the next several years. The chart further indicates that the portion of the property tax for operating costs is virtually unchanged over the next several years. The increases in the tax rates are due almost entirely to required increases in the debt payment portion of the tax levy.

2021 Utility Projects

The 2021 CIP includes \$3,561,300 in Wastewater Utility projects and \$2,939,625 in Water Utility projects. Wastewater Utility's modifications for phosphorus removal project totaling \$1,266,300 will be funded by debt, while the remainder of Wastewater Utility projects will be funded by operating funds. The Water Utility will fund \$1,500,000 in a variety of projects with debt, with all other Water Utility projects funded by utility operating funds. No general taxpayer money is used to support utility operations, utility capital projects or utility debt payments.

Utility Debt Balances

Appendix E indicates that the Water Utility debt balances drop from \$27.4 million in 2021 to \$20.0 million by 2025. Appendix F indicates that the net debt balances for the Wastewater Utility increase from \$19.8 million in 2021 to \$49.3 million by 2025, due primarily to significant upcoming project costs related to mandated phosphorous removal and compliance.

Future Capital Projects

Appendix G contains a list of the larger known future capital projects that are beyond the five-year time frame of the 2021-2025 capital improvement plan.



Joseph P. Moore
City Manager

City of Fond du Lac

Summary of Capital
Projects and Funding Sources

2021 – 2025

**City of Fond du Lac
Capital Improvement Program
Summary of Capital Projects and Funding Sources
For the Years 2021 through 2025**

	2021	2022	2023	2024	2025
<i>Funding Sources:</i>					
Tax Levy	\$ 1,972,765	\$ 1,944,836	\$ 1,506,834	\$ 2,086,750	\$ 1,897,750
Utility Operations	3,734,625	4,851,125	4,086,000	4,609,300	5,477,500
G.O. Debt-General Projects	13,805,500	6,975,000	9,520,000	4,777,000	10,103,480
Available Capital Fund Balances	3,425,300	242,400	680,000	275,600	701,200
<i>Utility Revenue Debt:</i>					
Wastewater Treatment & Resource Recovery	1,266,300	10,388,000	25,456,000	2,719,425	14,869,425
Water	1,500,000	1,491,000	1,065,100	870,000	4,319,500
<i>Federal/State Grants</i>					
Governmental Funds	808,700	2,409,600	1,772,000	62,400	896,320
<i>Transfers from Other Funds:</i>					
Utilities	-	200,000	-	-	-
<i>Total Funding Sources</i>	\$ 26,513,190	\$ 28,501,961	\$ 44,085,934	\$ 15,400,475	\$ 38,265,175
<i>Proposed Capital Projects:</i>					
General Government	\$ 208,000	\$ 398,000	\$ 165,000	\$ -	\$ -
Community Development	3,550,000	512,000	325,000	150,000	-
Library	-	-	100,000	-	-
Police	2,133,265	1,351,836	933,834	1,321,750	424,750
Fire	835,000	525,000	650,000	290,000	-
Rescue	310,000	-	300,000	220,000	320,000
<i>Public Works:</i>					
Engineering & GIS	-	-	-	90,000	-
Streets	3,290,000	6,050,000	6,570,000	3,410,000	10,830,000
Storm Water	4,458,000	990,000	1,750,000	815,000	780,000
Lakeside Park Master Plan	2,510,000	-	-	-	-
Parks	619,000	131,000	1,535,000	62,000	60,000
Municipal Service Center	35,000	-	55,000	-	-
Capital Equipment	1,040,000	802,000	1,020,000	765,000	1,103,000
Harbor & Boating Facilities	35,000	-	-	-	-
Wastewater Treatment & Resource Recovery	3,561,300	13,198,000	27,746,000	5,179,425	18,229,425
Water Utility	2,939,625	3,532,125	2,861,100	3,019,300	6,437,000
Transit System	989,000	1,012,000	75,000	78,000	81,000
<i>Total Capital Projects</i>	\$ 26,513,190	\$ 28,501,961	\$ 44,085,934	\$ 15,400,475	\$ 38,265,175

City of Fond du Lac
Capital Projects Detail Overview
2021 - 2025

**City of Fond du Lac
Capital Improvement Program
Capital Projects Detail Overview
For the Years 2021 through 2025**

	2021	2022	2023	2024	2025
Information Technology Services:					
Redesign of Network Infrastructure with Encryption	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
WiFi Network Replacement	68,000	68,000	-	-	-
GIS Server Replacement	40,000	-	-	-	-
Water/Sewer Billing Software	-	200,000	-	-	-
Vehicle Replacement	-	30,000	-	-	-
Firewall Refresh	-	-	65,000	-	-
Total Information Technology Services	\$ 208,000	\$ 398,000	\$ 165,000	\$ -	\$ -
Community Development:					
Macy Parking Ramp - Repairs	\$ 135,000	\$ 225,000	\$ 225,000	\$ 150,000	\$ -
Placemaking Public Spaces	100,000	100,000	100,000	-	-
Senior Center Parking Lot Repair/Replacement-Gillett St	140,000	-	-	-	-
Lot 8A Repair/Replacement	225,000	-	-	-	-
Industrial Park Development	100,000	-	-	-	-
Brownfield Redevelopment	350,000	-	-	-	-
Fox Ridge Industrial Park Road Extension (TID 10)	2,500,000	-	-	-	-
Military Road Railroad Crossing	-	150,000	-	-	-
Parking Facilities Equipment Replacement	-	37,000	-	-	-
Total Community Development	\$ 3,550,000	\$ 512,000	\$ 325,000	\$ 150,000	\$ -
Library:					
Library Roof Replacement	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Total Library	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Police:					
Squad Replacement Program	\$ 404,765	\$ 229,836	\$ 291,834	\$ 414,750	\$ 384,750
Building Renovations	681,000	1,122,000	642,000	172,000	-
Evidence Storage Facility	747,500	-	-	-	-
Squad Video and Body Worn Camera System	255,000	-	-	-	-
Building Exterior Maintenance	45,000	-	-	-	-
Portable Radio Replacement	-	-	-	500,000	-
Stationary ALPR Units	-	-	-	200,000	-
Boiler Replacement Program	-	-	-	35,000	-
Handgun Replacement Program	-	-	-	-	40,000
Total Police	\$ 2,133,265	\$ 1,351,836	\$ 933,834	\$ 1,321,750	\$ 424,750
Fire:					
Ballistic Gear Replacement	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Fire Station 1 - Addition to Tradition (Training) Room	450,000	-	-	-	-
Fire Station 1 - Concrete Work	300,000	350,000	-	-	-
Replace Overhead Apparatus Doors	45,000	100,000	-	-	-
Support Vehicle Replacement	-	75,000	-	-	-
Fire Engine Replacement	-	-	650,000	-	-
Fire Station 1 - Roof Replacment	-	-	-	250,000	-
Replace Mobile Data Computers	-	-	-	40,000	-
Total Fire	\$ 835,000	\$ 525,000	\$ 650,000	\$ 290,000	\$ -
Rescue:					
Ambulance Replacement	\$ 280,000	\$ -	\$ 300,000	\$ -	\$ 320,000
IV Pumps	30,000	-	-	-	-
EMS Skills and Simulation Lab	-	-	-	180,000	-
Mobile Data Computer Replacements	-	-	-	40,000	-
Total Rescue	\$ 310,000	\$ -	\$ 300,000	\$ 220,000	\$ 320,000
Public Safety Training Center					
Phase 2 - Training Classrooms & Apparatus Bay	\$ -	\$ -	\$ -	\$ 100,000	\$ 4,000,000
Total Public Safety Training Center	\$ -	\$ -	\$ -	\$ 100,000	\$ 4,000,000
Public Works-Engineering & GIS:					
Aerial Orthophotos, Oblique, LiDAR	\$ -	\$ -	\$ -	\$ 90,000	\$ -
Total Engineering & GIS	\$ -	\$ -	\$ -	\$ 90,000	\$ -

**City of Fond du Lac
Capital Improvement Program
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	2021	2022	2023	2024	2025
Public Works-Streets:					
Street Maintenance	\$ 700,000	\$ 820,000	\$ 830,000	\$ 840,000	\$ 850,000
Bridge Rehabilitation	200,000	210,000	210,000	220,000	220,000
Bridge Maintenance	100,000	110,000	110,000	120,000	120,000
Street Reconstruction	260,000	585,000	370,000	270,000	280,000
Street Restoration - Utility Repair	665,000	685,000	850,000	880,000	925,000
Sidewalk Program - City	95,000	95,000	100,000	100,000	110,000
Sidewalk Program - Private	225,000	225,000	225,000	230,000	230,000
Concrete Street Rehabilitation	500,000	-	400,000	-	550,000
Military Rd - Hickory to Western - DOT STP Urban	100,000	2,300,000	-	-	-
Traffic Signal Cabinet Upgrade	110,000	-	-	-	-
Street Lighting - Conduit & Wiring	-	120,000	-	-	120,000
W Division St Bridge Replacement	-	50,000	2,600,000	-	-
CTH VV - Pioneer Rd - Forest to Johnson	150,000	500,000	-	-	-
CTH VV - Pioneer Rd & Johnson St Intersection	50,000	125,000	-	-	-
CTH VV - Pioneer Rd - Sullivan to Forest	10,000	175,000	-	-	-
CTH VV - Pioneer Rd - Martin to CTH V	125,000	-	100,000	650,000	-
CTH VV - Pioneer Rd - CTH V to FDL Ave	-	50,000	400,000	-	-
CTH VV - Pioneer Rd - S Park to Martin	-	-	150,000	100,000	1,250,000
CTH VV - Pioneer Rd - S Main to S Park	-	-	-	-	3,000,000
Promen Drive Bridge - DOT Bridge Cost Share	-	-	225,000	-	1,450,000
Country Lane Bridge	-	-	-	-	1,100,000
Scott St/Van Dyne Rd Intersection Reconstruction	-	-	-	-	300,000
Johnson Right Turns - National, Prairie, Country Lane	-	-	-	-	325,000
Total Streets	\$ 3,290,000	\$ 6,050,000	\$ 6,570,000	\$ 3,410,000	\$ 10,830,000
Public Works-Storm Water:					
Storm Water Pump & Motor Replacement	\$ -	\$ 350,000	\$ -	\$ 350,000	\$ -
Stormwater Control Upgrades	50,000	50,000	50,000	50,000	50,000
Neighborhood Drainage Program - Private	24,000	30,000	30,000	35,000	35,000
Neighborhood Drainage Program - Public	24,000	30,000	30,000	35,000	35,000
Storm Sewer Replacement - Utility Repair	310,000	330,000	290,000	345,000	390,000
TMDL Storm Water Improvements	100,000	200,000	1,100,000	-	-
Armor Drainage Way Banks	250,000	-	250,000	-	270,000
Lincoln & Thomas Pump Station Upgrade	3,700,000	-	-	-	-
Total Storm Sewers	\$ 4,458,000	\$ 990,000	\$ 1,750,000	\$ 815,000	\$ 780,000
Public Works-Lakeside Park Master Plan:					
Lakeside Park Master Plan Projects	\$ 2,510,000	\$ -	\$ -	\$ -	\$ -
Total Lakeside Park Master Plan	\$ 2,510,000	\$ -	\$ -	\$ -	\$ -
Public Works-Parks:					
Fairground Pool Floor Resurfacing	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Loop Trail - Landscaping	20,000	-	35,000	-	-
Taylor Pool Heater Replacement	54,000	-	-	-	-
Pool Upgrades - Taylor & Fairgrounds	75,000	-	-	-	-
Adelaide Park Tennis Court Resurfacing	-	42,000	-	-	-
Boardwalk - Lakeside West	230,000	-	-	-	-
Bridge from Lakeside East to Lakeside West	-	-	1,300,000	-	-
Taylor Park Basketball Court Resurfacing	-	34,000	-	-	-
Trail Maintenance	-	55,000	-	-	-
Oven to Fountain Island Bridge Replacement	-	-	200,000	-	-
Playground Resurfacing - Jefferson, Franklin, McKinley	-	-	-	62,000	-
Parking Lot Resurfacing - Buttermilk, McDermott, Adelaide	-	-	-	-	60,000
Total Parks	\$ 619,000	\$ 131,000	\$ 1,535,000	\$ 62,000	\$ 60,000
Public Works-Municipal Service Center:					
Emergency Siren Replacement	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Salt Storage Building - Replace Fabric Cover	-	-	55,000	-	-
Total Municipal Service Center	\$ 35,000	\$ -	\$ 55,000	\$ -	\$ -

**City of Fond du Lac
Capital Improvement Program
Capital Projects Detail Overview
For the Years 2021 through 2025**

	2021	2022	2023	2024	2025
<i>Public Works-Capital Equipment:</i>					
Fleet	\$ 580,000	\$ 635,000	\$ 585,000	\$ 650,000	\$ 648,000
Parks	115,000	132,000	110,000	115,000	130,000
Sanitation	310,000	-	325,000	-	325,000
Engineering	35,000	35,000	-	-	-
<i>Total Capital Equipment</i>	\$ 1,040,000	\$ 802,000	\$ 1,020,000	\$ 765,000	\$ 1,103,000
<i>Harbor & Boating Facilities Improvements:</i>					
Lakeside Park West Parking Lot Resurfacing	\$ 35,000	\$ -	\$ -	\$ -	\$ -
<i>Total Harbor & Boating Facilities</i>	\$ 35,000	\$ -	\$ -	\$ -	\$ -
<i>Transit:</i>					
Handi-Van Fleet Replacement	\$ 69,000	\$ 72,000	\$ 75,000	\$ 78,000	\$ 81,000
Bus Replacement	920,000	940,000	-	-	-
<i>Total Transit</i>	\$ 989,000	\$ 1,012,000	\$ 75,000	\$ 78,000	\$ 81,000
<i>SUBTOTAL GOVERNMENTAL FUND CAPITAL PROJECTS</i>	\$ 20,012,265	\$ 11,771,836	\$ 13,478,834	\$ 7,201,750	\$ 13,598,750

**City of Fond du Lac
Capital Improvement Program
Capital Projects Detail Overview
For the Years 2021 through 2025**

	2021	2022	2023	2024	2025
Wastewater Treatment & Resource Recovery:					
Capital Equipment Replacement	\$ 85,000	\$ 75,000	\$ 25,000	\$ 35,000	\$ 35,000
Annual Clearwater Elimination	2,100,000	1,800,000	2,200,000	2,300,000	2,300,000
14th St Private Clearwater Pilot Project	-	400,000	-	-	-
Sanitary Flow Meter Replacement	35,000	35,000	-	-	-
Military Road - Hickory to Western-DOT STP Urban	-	450,000	-	-	-
Modifications Phosphorus Removal	1,266,300	-	-	-	-
STH 23 East - DOT Reconstruction - Sanitary	75,000	-	-	-	-
W Division St Bridge Sanitary Adjustment	-	-	15,000	-	-
Pioneer Rd Sanitary Adjustments	-	50,000	50,000	125,000	75,000
West Scott Street Sanitary Sewer Relay	-	-	-	-	950,000
<i>Phosphorus Compliance</i>					
Treatment Process and Plant Mods/Biosolids Dryer Design	-	10,388,000	-	-	-
EQ Storage Tank/Biosolids Dryer Construction	-	-	25,456,000	-	-
WQT/Filters/Biogas Utilization Design	-	-	-	2,719,425	-
WQT/Filters/Biogas Utilization Construction	-	-	-	-	14,869,425
Total WTRRF	\$ 3,561,300	\$ 13,198,000	\$ 27,746,000	\$ 5,179,425	\$ 18,229,425
Water Utility:					
Capital Equipment Replacement	\$ 95,000	\$ 195,000	\$ 135,000	\$ 120,000	\$ 100,000
Annual Water Meter Additions & Replacements	175,000	100,000	80,000	80,000	80,000
Annual 4-inch Main Replacement - City Wide	175,000	175,000	175,000	175,000	175,000
Annual Well Renovation & Pump Work	330,000	330,000	330,000	330,000	330,000
Annual Emergency Well Reserve	100,000	100,000	100,000	100,000	100,000
Annual Clearwater Elimination - Main Replacement	1,064,625	1,141,125	976,000	1,344,300	1,332,500
<i>Stand Alone Projects</i>					
NE GSR Painting (0.5 MG)	30,000	130,000	-	-	-
Martin Tower Painting (0.5 MG)	-	45,000	450,000	-	-
Southview Acres Water Main Loop-Springs to Morningside	-	-	193,000	-	-
Trowbridge GSR Painting & Overflow Modification (3.0 MG)	-	-	55,000	490,000	-
Trowbridge Backflow Upgrade	-	-	-	30,000	200,000
Montana Street	-	-	-	-	220,000
Advanced Metering Infrastructure Upgrade	-	-	-	-	3,500,000
<i>Annual City St Reconstruction-Water Main Replacements</i>					
Military - Superior to Western - STP Urban Project	-	462,500	-	-	-
2nd St-Vincent to DeNevue Creek	-	217,500	-	-	-
3rd St - Park to Everett	-	-	165,000	-	-
<i>Outside Agency Projects</i>					
STH 23 E Johnson at CTH K - (DOT)	950,000	-	-	-	-
W Division St Bridge	-	150,000	-	-	-
CTH VV Pioneer - Forest to Johnson	20,000	476,000	-	-	-
CTH VV Pioneer - Martin to CTH V	-	-	10,000	340,000	-
CTH VV Pioneer - CTH V to Fond du Lac Ave	-	10,000	192,100	-	-
CTH VV Pioneer - S Main to S Park	-	-	-	10,000	399,500
Total Water Utility	\$ 2,939,625	\$ 3,532,125	\$ 2,861,100	\$ 3,019,300	\$ 6,437,000
TOTAL CAPITAL PROJECTS	\$ 26,513,190	\$ 28,501,961	\$ 44,085,934	\$ 15,400,475	\$ 38,265,175

**City of Fond du Lac
Capital Improvement Plan
For the Years 2021 through 2025
Summary of Projects Funded by General Operations**

DESCRIPTION	2021	2022	2023	2024	2025
Projects Funded by Tax Levy					
Public Works-Streets:					
Street Maintenance	\$ 700,000	\$ 820,000	\$ 830,000	\$ 840,000	\$ 850,000
Bridge Maintenance	100,000	110,000	110,000	120,000	120,000
Street Lighting - Conduit & Wiring	-	120,000	-	-	120,000
Total Streets	\$ 800,000	\$ 1,050,000	\$ 940,000	\$ 960,000	\$ 1,090,000
Public Works-Capital Equipment Replacement	\$ 295,000	\$ 312,000	\$ 130,000	\$ 200,000	\$ 203,000
Public Works-Storm Water:					
Stormwater Control Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Neighborhood Drainage Program - Private	24,000	30,000	30,000	35,000	35,000
Neighborhood Drainage Program - Public	24,000	30,000	30,000	35,000	35,000
Total Storm Water	\$ 98,000	\$ 110,000	\$ 110,000	\$ 120,000	\$ 120,000
Public Works-Municipal Service Center:					
Emergency Siren Replacements	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Total MSC	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Public Works-Engineering & GIS:					
Aerial Orthophotos, Oblique, LIDAR	\$ -	\$ -	\$ -	\$ 90,000	\$ -
Total Engineering & GIS	\$ -	\$ -	\$ -	\$ 90,000	\$ -
Public Works-Parks					
Loop Trail - Landscaping	\$ -	\$ -	\$ 35,000	\$ -	\$ -
Adelaide Park Tennis Court Resurfacing	-	42,000	-	-	-
Taylor Park Basketball Court Resurfacing	-	34,000	-	-	-
Trail Maintenance	-	55,000	-	-	-
Playground Resurfacing - Jefferson, Franklin, McKinley	-	-	-	62,000	-
Playground Resurfacing - Buttermilk, McDermott, Adelaide	-	-	-	-	60,000
Total Parks	\$ -	\$ 131,000	\$ 35,000	\$ 62,000	\$ 60,000
Total Public Works	\$ 1,228,000	\$ 1,603,000	\$ 1,215,000	\$ 1,432,000	\$ 1,473,000
Police:					
Squad Replacement Program	\$ 404,765	\$ 229,836	\$ 291,834	\$ 414,750	\$ 384,750
Squad Video and Body Worn Camera System	255,000	-	-	-	-
Building Exterior Maintenance	45,000	-	-	-	-
Stationary ALPR Units	-	-	-	200,000	-
Handgun Replacement Program	-	-	-	-	40,000
Total Police	\$ 704,765	\$ 229,836	\$ 291,834	\$ 614,750	\$ 424,750
Fire:					
Ballistic Gear Replacement	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Support Vehicle Replacement	-	75,000	-	-	-
Replace Mobile Data Computers	-	-	-	40,000	-
Total Fire	\$ 40,000	\$ 75,000	\$ -	\$ 40,000	\$ -
Community Development:					
Parking Facilities Equipment Replacement	\$ -	\$ 37,000	\$ -	\$ -	\$ -
Total Community Development	\$ -	\$ 37,000	\$ -	\$ -	\$ -
Total Projects Funded by Tax Levy	\$ 1,972,765	\$ 1,944,836	\$ 1,506,834	\$ 2,086,750	\$ 1,897,750
Projects Funded by Operating Transfers					
Information Technology Services:					
Transfer from Water Utility-Utility Billing Software	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Total Information Technology Services	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Total Projects Funded by Operating Transfers	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Total Projects Funded by General Operations	1,972,765	2,144,836	1,506,834	2,086,750	1,897,750

**City of Fond du Lac
Capital Improvement Plan
For the Years 2021 through 2025
Summary of Projects Funded by General Obligation Debt**

Project Description	2021	2022	2023	2024	2025
General Government:					
Redesign of Network Infrastructure with Encryption	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -
WiFi Network Replacement	68,000	68,000	-	-	-
GIS Server Replacement	40,000	-	-	-	-
Vehicle Replacement	-	30,000	-	-	-
Firewall Refresh	-	-	65,000	-	-
Total General Government	\$ 208,000	\$ 198,000	\$ 165,000	\$ -	\$ -
Community Development:					
Macy Parking Ramp - Repairs	\$ 135,000	\$ 225,000	\$ 225,000	\$ 150,000	\$ -
Placemaking Public Spaces	100,000	100,000	100,000	-	-
Senior Center Parking Lot Repair/Replacement-Gillett St	140,000	-	-	-	-
Lot 8A Repair/Replacement	225,000	-	-	-	-
Industrial Park Development	100,000	-	-	-	-
Brownfield Redevelopment	350,000	-	-	-	-
Military Road Railroad Crossing	-	150,000	-	-	-
Total Community Development	\$ 1,050,000	\$ 475,000	\$ 325,000	\$ 150,000	\$ -
Library:					
Roof Replacement	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Total Library	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Police:					
Building Renovations	\$ 681,000	\$ 1,122,000	\$ 642,000	\$ 172,000	\$ -
Evidence Storage	747,500	-	-	-	-
Portable Radio Replacement	-	-	-	500,000	-
Boiler Replacement Program	-	-	-	35,000	-
Total Police	\$ 1,428,500	\$ 1,122,000	\$ 642,000	\$ 707,000	\$ -
Fire:					
Fire Station 1 - Addition to Tradition (Training) Room	\$ 450,000	\$ -	\$ -	\$ -	\$ -
Fire Station 1 - Concrete Work	300,000	350,000	-	-	-
Replace Overhead Apparatus Doors	45,000	100,000	-	-	-
Fire Engine Replacement	-	-	650,000	-	-
Fire Station 1 - Roof Replacement	-	-	-	250,000	-
Total Fire	\$ 795,000	\$ 450,000	\$ 650,000	\$ 250,000	\$ -
Public Safety Training Center					
Phase 2 - Training Classrooms & Apparatus Bay	\$ -	\$ -	\$ -	\$ 100,000	\$ 4,000,000
Total Public Safety Training Center	\$ -	\$ -	\$ -	\$ 100,000	\$ 4,000,000
Public Works-Streets:					
Bridge Rehabilitation	\$ 200,000	\$ 210,000	\$ 210,000	\$ 220,000	\$ 220,000
Street Reconstruction	260,000	585,000	370,000	270,000	280,000
Street Restoration - Utility Repair	665,000	685,000	850,000	880,000	925,000
Sidewalk Program - City	95,000	95,000	100,000	100,000	110,000
Sidewalk Program - Private	225,000	225,000	225,000	230,000	230,000
Concrete Street Rehabilitation	500,000	-	400,000	-	550,000
Military Rd - Hickory to Western - DOT STP Urban	100,000	700,000	-	-	-
Traffic Signal Cabinet Upgrades	110,000	-	-	-	-
W Division St Bridge Replacement	-	50,000	888,000	-	-
CTH VV - Pioneer Rd - Forest to Johnson	150,000	500,000	-	-	-
CTH VV - Pioneer Rd & Johnson St Intersection	50,000	125,000	-	-	-
CTH VV - Pioneer Rd - Sullivan to Forest	10,000	175,000	-	-	-
CTH VV - Pioneer Rd - Martin to CTH V	125,000	-	100,000	650,000	-
CTH VV - Pioneer Rd - CTH V to FDL Ave	-	50,000	400,000	-	-
CTH VV - Pioneer Rd - S Park to Martin	-	-	150,000	100,000	1,250,000
CTH VV - Pioneer Rd - S Main to S Park	-	-	-	-	3,000,000
Promen Drive Bridge - DOT Cost Share	-	-	225,000	-	618,480
Country Lane Bridge	-	-	-	-	1,100,000
Scott St/Van Dyne Rd Intersection Reconstruction	-	-	-	-	300,000
Johnson Right Turns - National, Prairie, Country Lane	-	-	-	-	325,000
Total Streets	\$ 2,490,000	\$ 3,400,000	\$ 3,918,000	\$ 2,450,000	\$ 8,908,480

**City of Fond du Lac
Capital Improvement Plan
For the Years 2021 through 2025
Summary of Projects Funded by General Obligation Debt**

Project Description	2021	2022	2023	2024	2025
Public Works-Storm Water:					
Storm Water Pump & Motor Replacements	\$ -	\$ 350,000	\$ -	\$ 350,000	\$ -
Storm Sewer Replacement - Utility Repair	310,000	330,000	290,000	345,000	390,000
TMDL Storm Water Improvements	100,000	200,000	1,100,000	-	-
Armor Drainage Way Banks	250,000	-	250,000	-	270,000
Lincoln & Thomas Pump Station Upgrade	3,700,000	-	-	-	-
Total Storm Sewers	\$ 4,360,000	\$ 880,000	\$ 1,640,000	\$ 695,000	\$ 660,000
Public Works-Lakeside Park Master Plan:					
Lakeside Park Master Plan Projects	\$ 2,510,000	\$ -	\$ -	\$ -	\$ -
Total Lakeside Park Master Plan	\$ 2,510,000	\$ -	\$ -	\$ -	\$ -
Public Works-Parks:					
Fairgrounds Pool Floor Resurfacing	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Pool Upgrades - Taylor & Fairgrounds	75,000	-	-	-	-
Taylor Pool Heater Replacement	54,000	-	-	-	-
Loop Trail Landscaping	20,000	-	-	-	-
Boardwalk - Lakeside West	180,000	-	-	-	-
Bridge from Lakeside East to Lakeside West	-	-	1,300,000	-	-
Oven to Fountain Island Bridge Replacement	-	-	200,000	-	-
Total Parks	\$ 569,000	\$ -	\$ 1,500,000	\$ -	\$ -
Public Works-Municipal Service Center:					
Salt Storage Building - Replace Fabric Cover	\$ -	\$ -	\$ 55,000	\$ -	\$ -
Total Municipal Service Center	\$ -	\$ -	\$ 55,000	\$ -	\$ -
Public Works-Capital Equipment					
Capital Equipment Program	\$ 395,000	\$ 450,000	\$ 525,000	\$ 525,000	\$ 535,000
Equipment Replacement	395,000	450,000	525,000	525,000	535,000
Total Debt - All Projects	\$ 13,805,500	\$ 6,975,000	\$ 9,520,000	\$ 4,777,000	\$ 10,103,480

**City of Fond du Lac
Capital Improvement Program
For the Years 2021 through 2025
Summary of Other Funding Sources**

EXPENDITURE CATAGORY	2021	2022	2023	2024	2025
FEDERAL/STATE GRANTS:					
Public Works-Streets:					
W Division St Bridge Replacement	\$ -	\$ -	\$ 1,712,000	\$ -	\$ -
Military Rd - Hickory to Western - DOT STP Urban	-	1,600,000	-	-	-
Total Streets	\$ -	\$ 1,600,000	\$ 1,712,000	\$ -	\$ -
Public Works-Parks:					
Promen Drive Bridge - DOT Local Bridge Program	\$ -	\$ -	\$ -	\$ -	\$ 831,520
Total Parks	\$ -	\$ -	\$ -	\$ -	\$ 831,520
Harbor & Boating Facilities Improvement					
Lakeside West Parking Lot Resurfacing	\$ 17,500	\$ -	\$ -	\$ -	\$ -
Total Harbor & Boating Facilities Improvement	\$ 17,500	\$ -	\$ -	\$ -	\$ -
Transit:					
Federal Capital Equipment Grant	\$ 791,200	\$ 809,600	\$ 60,000	\$ 62,400	\$ 64,800
Total Transit	\$ 791,200	\$ 809,600	\$ 60,000	\$ 62,400	\$ 64,800
Total Federal & State Grants-All funds	\$ 808,700	\$ 2,409,600	\$ 1,772,000	\$ 62,400	\$ 896,320
AVAILABLE CAPITAL BALANCES:					
Community Development:					
Fox Ridge Industrial Park Road Extension (TID 10)	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Total Community Development	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Rescue:					
Ambulance Replacement	\$ 280,000	\$ -	\$ 300,000	\$ -	\$ 320,000
IV Pumps	30,000	-	-	-	-
EMS Skills and Simulation Lab	-	-	-	180,000	-
Mobile Data Computer Replacements	-	-	-	40,000	-
Total Rescue	\$ 310,000	\$ -	\$ 300,000	\$ 220,000	\$ 320,000
Public Works-Parks:					
Boardwalk - Lakeside West	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Total Parks	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Public Works-Capital Equipment:					
Public Works	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Sanitation	310,000	-	325,000	-	325,000
Total Capital Equipment	\$ 350,000	\$ 40,000	\$ 365,000	\$ 40,000	\$ 365,000
Harbor & Boating Facilities Improvement					
Lakeside West Parking Lot Resurfacing	\$ 17,500	\$ -	\$ -	\$ -	\$ -
Total Harbor & Boating Facilities Improvement	\$ 17,500	\$ -	\$ -	\$ -	\$ -
Transit:					
Local Share - Handi-Van Replacement	\$ 13,800	\$ 14,400	\$ 15,000	\$ 15,600	\$ 16,200
Local Share - Bus Replacement	184,000	188,000	-	-	-
Total Transit	\$ 197,800	\$ 202,400	\$ 15,000	\$ 15,600	\$ 16,200
Total Available CPF Fund Balances	3,425,300	242,400	680,000	275,600	701,200
Total Available Capital Fund Balances	\$ 3,425,300	\$ 242,400	\$ 680,000	\$ 275,600	\$ 701,200

**City of Fond du Lac
Capital Improvement Plan
For the Years 2021 through 2025
Summary of Projects Funded by Utility Debt**

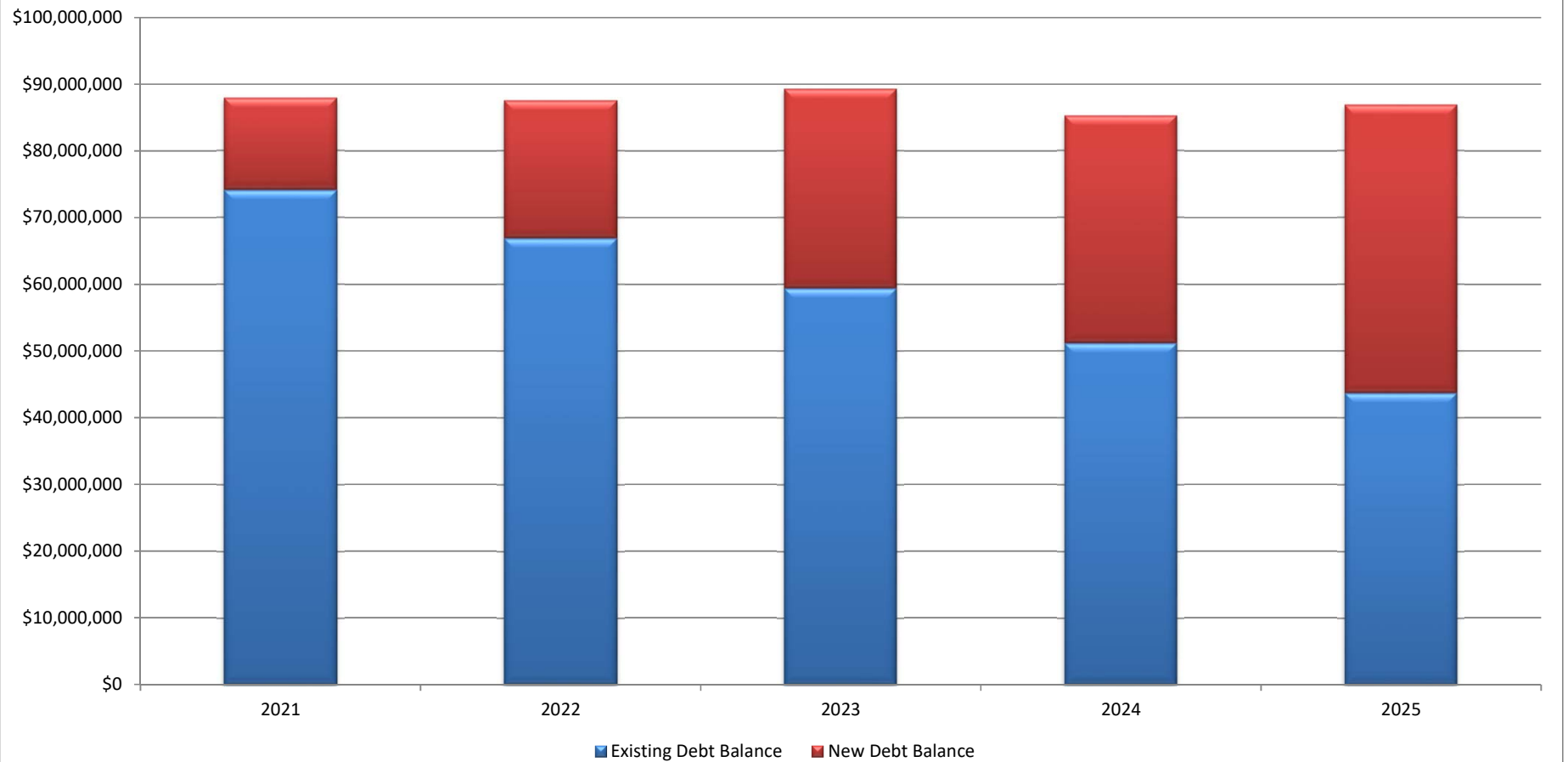
Project Description	2021	2022	2023	2024	2025
<i>Wastewater Treatment & Resource Recovery:</i>					
Modifications Phosphorus Removal	\$ 1,266,300	\$ -	\$ -	\$ -	\$ -
<i>Phosphorus Compliance</i>					
Treatment Process and Plant Modifications/Biosolids Dryer Design	-	10,388,000	-	-	-
EQ Storage Tank/Biosolids Dryer Construction	-	-	25,456,000	-	-
WQT/Filters/Biogas Utilization Design	-	-	-	2,719,425	-
WQT/Filters/Biogas Utilization Construction	-	-	-	-	14,869,425
<i>Total WTRRF</i>	\$ 1,266,300	\$ 10,388,000	\$ 25,456,000	\$ 2,719,425	\$ 14,869,425
<i>Water Utility:</i>					
<i>Stand Alone Projects</i>					
NE GSR Painting (0.5 MG)	\$ 30,000	\$ 130,000	\$ -	\$ -	\$ -
Martin Tower Painting (0.5 MG)	-	45,000	450,000	-	-
Southview Acres Water Main Loop-Springs to Morningside	-	-	193,000	-	-
Trowbridge GSR Painting & Overflow Modification (3.0 MG)	-	-	55,000	490,000	-
Trowbridge Backflow Upgrade	-	-	-	30,000	200,000
Montana Street	-	-	-	-	220,000
Advanced Metering Infrastructure Upgrade	-	-	-	-	3,500,000
<i>Annual City St Reconstruction-Water Main Replacements</i>					
Clearwater Elimination	500,000	-	-	-	-
Military - Superior to Western - STP Urban Project	-	462,500	-	-	-
2nd St - Vincent to DeNevue Creek	-	217,500	-	-	-
3rd St - Park to Everett	-	-	165,000	-	-
<i>Outside Agency Projects</i>					
STH 23 E Johnson at CTH K - (DOT)	950,000	-	-	-	-
W Division St Bridge	-	150,000	-	-	-
CTH VV Pioneer - Forest to Johnson	20,000	476,000	-	-	-
CTH VV Pioneer - Martin to CTH V	-	-	10,000	340,000	-
CTH VV Pioneer - CTH V to Fond du Lac Ave	-	10,000	192,100	-	-
CTH VV Pioneer - S Main to S Park	-	-	-	10,000	399,500
<i>Total Water Utility</i>	\$ 1,500,000	\$ 1,491,000	\$ 1,065,100	\$ 870,000	\$ 4,319,500
<i>Total Projects Funded by Utility Debt</i>	\$ 2,766,300	\$ 11,879,000	\$ 26,521,100	\$ 3,589,425	\$ 19,188,925

**City of Fond du Lac
Capital Improvement Plan
For the Years 2021 through 2025
Summary of Projects Funded by Utility Operations**

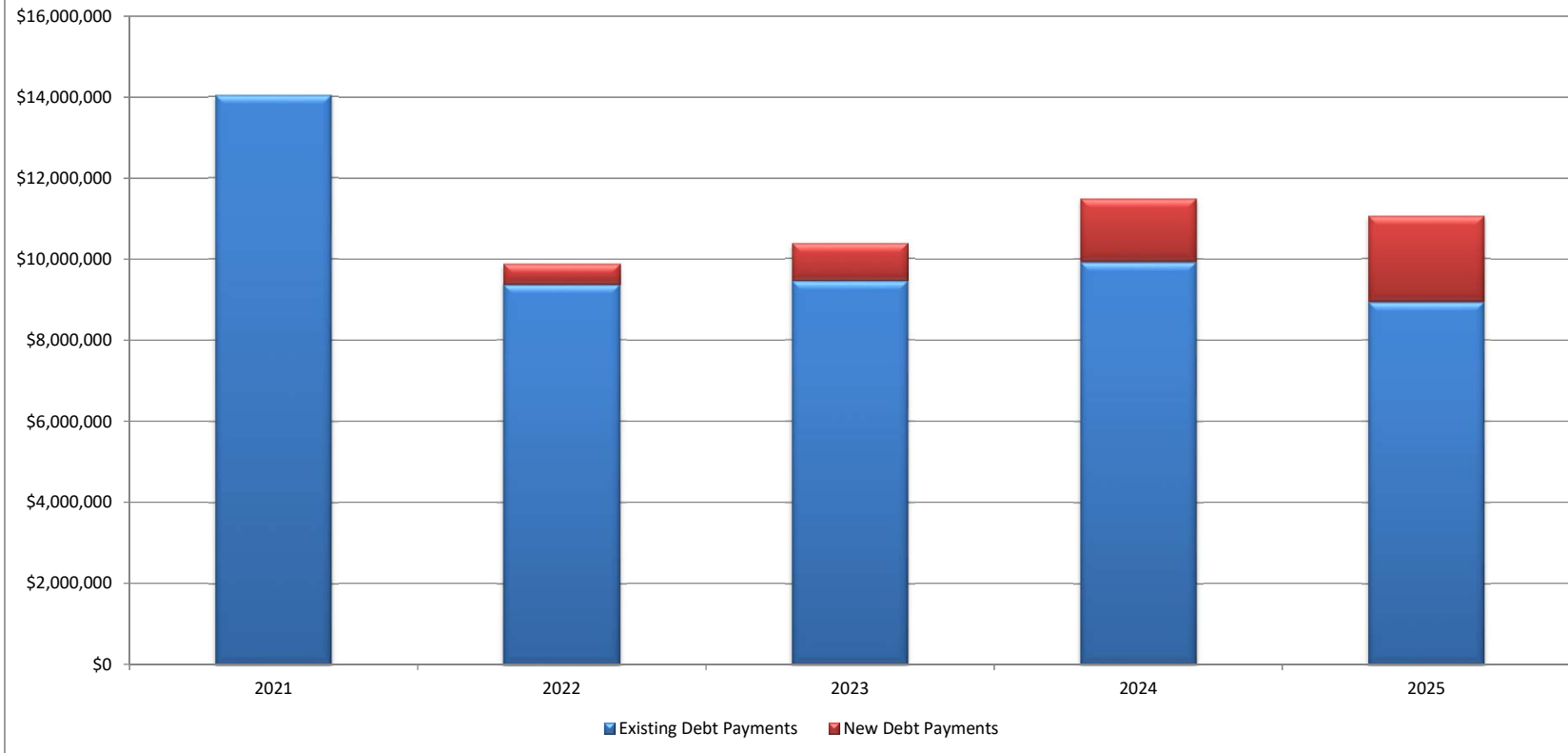
Project Description	2021	2022	2023	2024	2025
<i>Wastewater Treatment & Resource Recovery:</i>					
Capital Equipment Replacement	\$ 85,000	\$ 75,000	\$ 25,000	\$ 35,000	\$ 35,000
Annual Clearwater Elimination	2,100,000	1,800,000	2,200,000	2,300,000	2,300,000
14th St Private Clearwater Pilot Project	-	400,000	-	-	-
Sanitary Flow Meter Replacement	35,000	35,000	-	-	-
Military Road - Hickory to Western - DOT STP Urban	-	450,000	-	-	-
STH 23 East - DOT Reconstruction - Sanitary	75,000	-	-	-	-
W Division St Bridge Sanitary Adjustment	-	-	15,000	-	-
Pioneer Rd Sanitary Adjustments	-	50,000	50,000	125,000	75,000
West Scott Street Sanitary Sewer Relay	-	-	-	-	950,000
<i>Total WTRRF</i>	<i>\$ 2,295,000</i>	<i>\$ 2,810,000</i>	<i>\$ 2,290,000</i>	<i>\$ 2,460,000</i>	<i>\$ 3,360,000</i>
<i>Water Utility:</i>					
Capital Equipment Replacement	\$ 95,000	\$ 195,000	\$ 135,000	\$ 120,000	\$ 100,000
Annual Water Meter Additions & Replacements	175,000	100,000	80,000	80,000	80,000
Annual 4-inch Main Replacement - City Wide	175,000	175,000	175,000	175,000	175,000
Annual Well Renovation & Pump Work	330,000	330,000	330,000	330,000	330,000
Annual Emergency Well Reserve	100,000	100,000	100,000	100,000	100,000
Annual Clearwater Elimination - Main Replacement	564,625	1,141,125	976,000	1,344,300	1,332,500
<i>Total Water Utility</i>	<i>\$ 1,439,625</i>	<i>\$ 2,041,125</i>	<i>\$ 1,796,000</i>	<i>\$ 2,149,300</i>	<i>\$ 2,117,500</i>
<i>Total Projects Funded by Utility Operations</i>	<i>\$ 3,734,625</i>	<i>\$ 4,851,125</i>	<i>\$ 4,086,000</i>	<i>\$ 4,609,300</i>	<i>\$ 5,477,500</i>

City of Fond du Lac
Capital Improvement Plan
2021 - 2025
Appendices

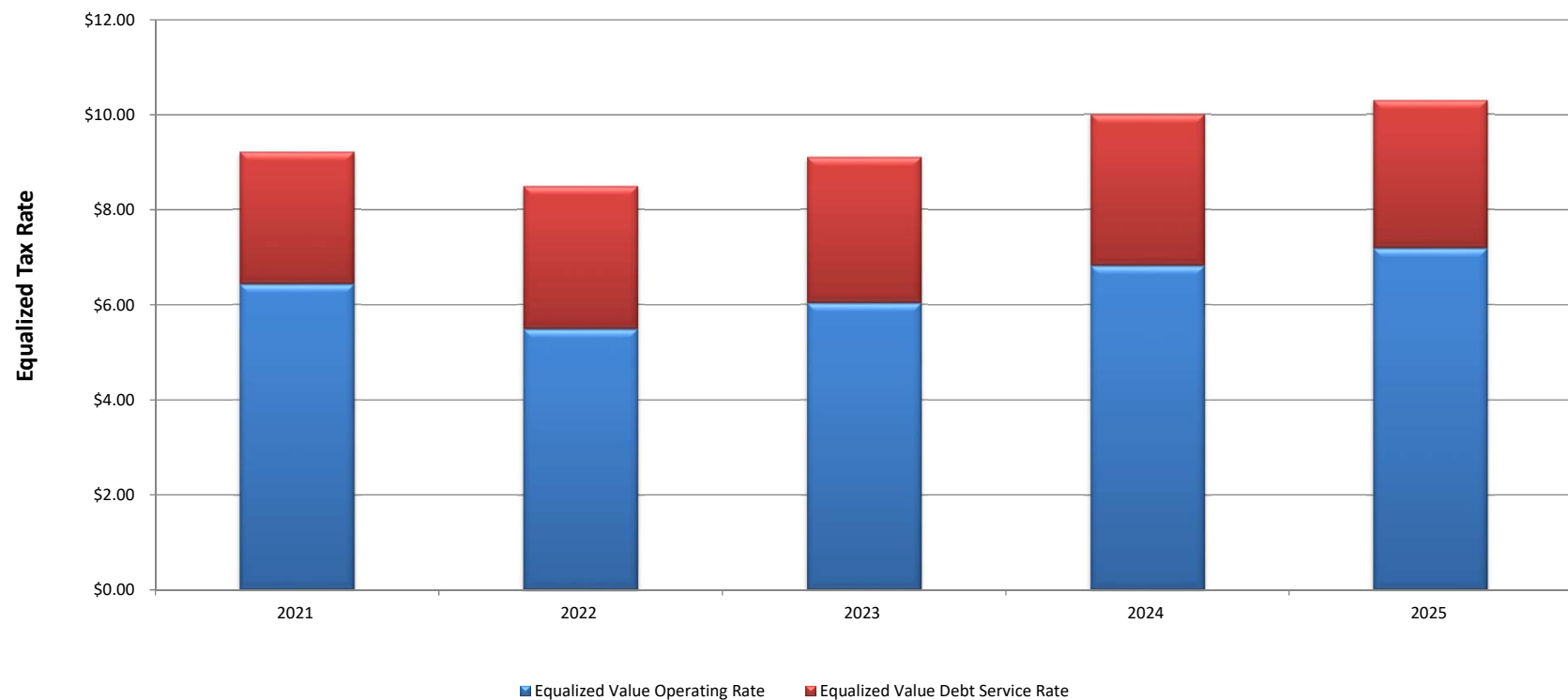
Appendix A
General Obligation Debt Balances
Existing Debt & New Debt



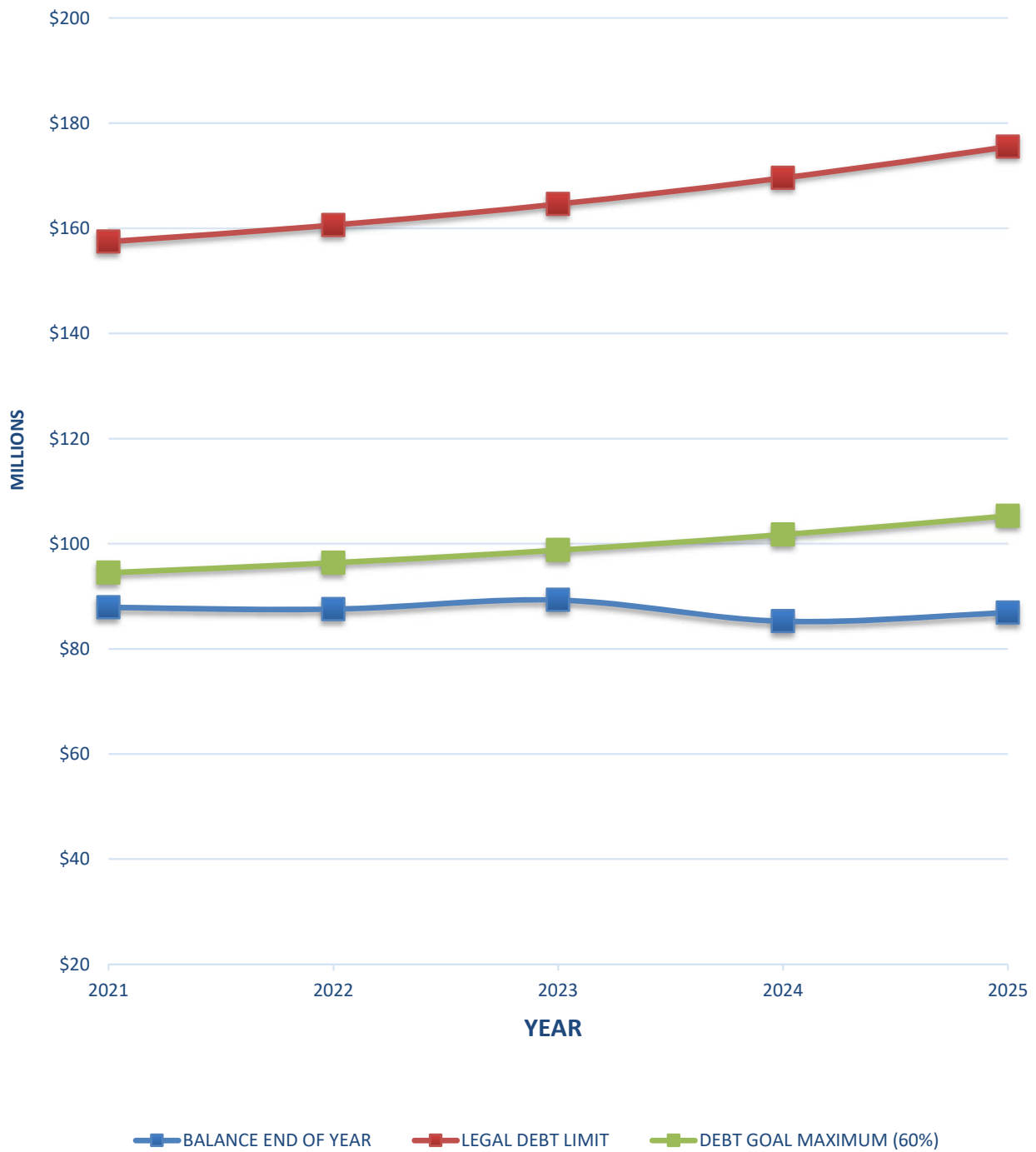
Appendix B
General Obligation Debt Payments
New Debt & Existing Debt



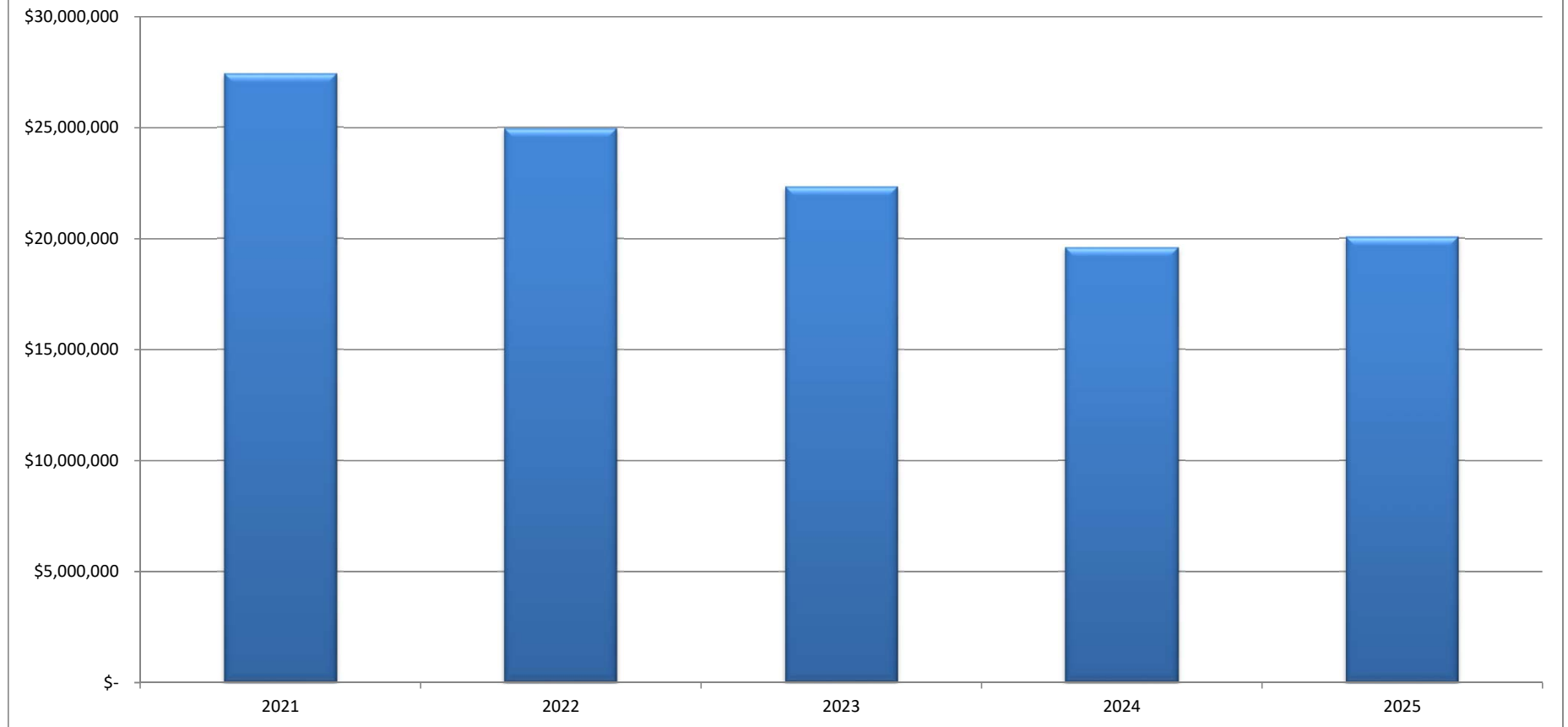
Appendix C
Projected Property Tax Rates
(Equalized Value Basis)



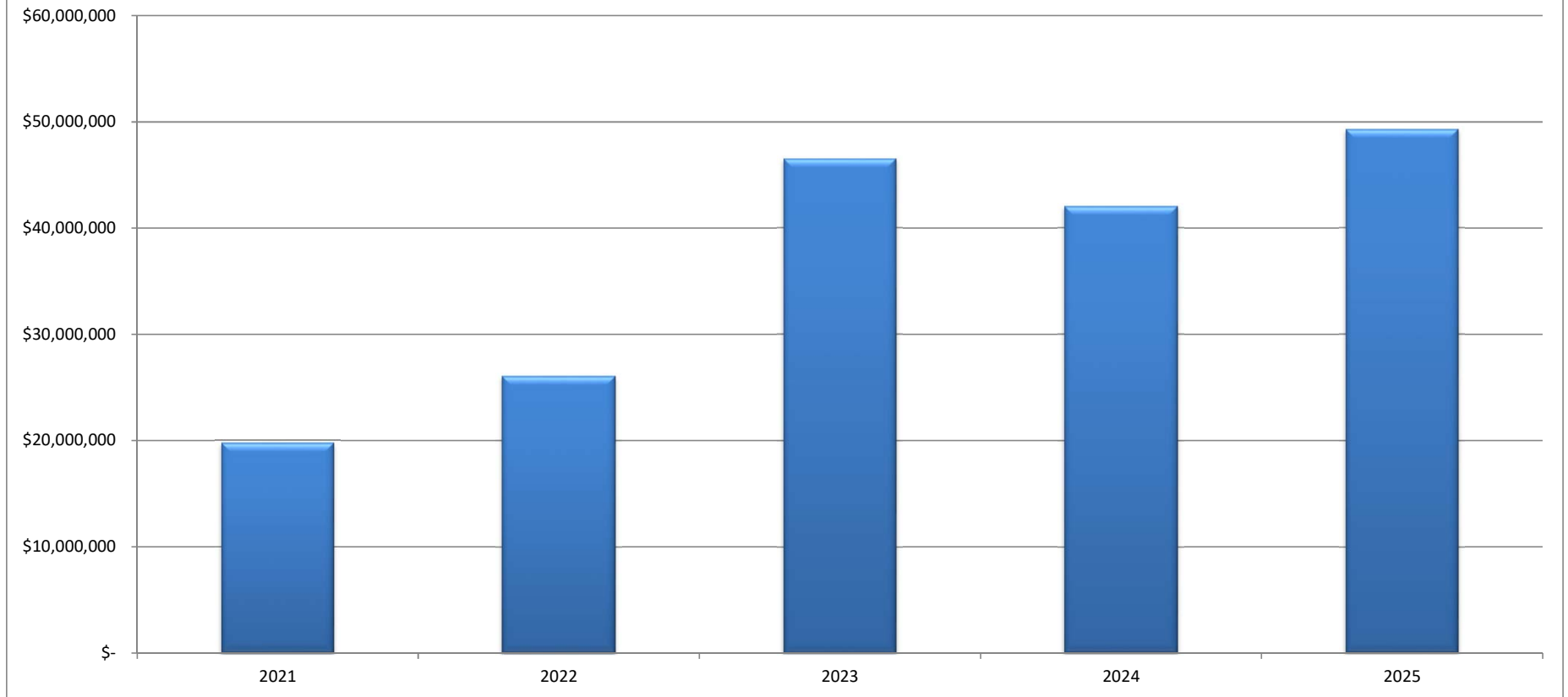
APPENDIX D DEBT CHART GENERAL OBLIGATION DEBT COMPARISON



Appendix E Water Debt Balance



Appendix F
Wastewater Debt Balance



**APPENDIX G
CITY OF FOND DU LAC
CAPITAL IMPROVEMENT PLAN
For the Years 2021 through 2025
PROJECTS BEYOND 2025**

Water

Backflow Modifications
Generator at Well 16