

CAPITAL IMPROVEMENT PLAN



**2023-2027
PROPOSED**

**CITY OF FOND DU LAC
CAPITAL IMPROVEMENT PLAN
2023-2027**

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CITY OF FOND DU LAC - Memorandum

City Manager

To: City Council

From: Joseph P. Moore, City Manager

Date: August 26, 2022

Subject: 2023-2027 Capital Improvement Plan

Introduction

With this memo is the proposed 2023-2027 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.

When formulating the CIP we consider what investments will deliver the maximum value for our community's residents.

We incorporate an analysis of our fleet and our equipment's useful life, actual sidewalk and street conditions, underground utility conditions, long term maintenance of real property as well as improvements of or additions to our fleet, equipment and buildings or other structures. This proposed CIP reflects a combination of all of these considerations.

This CIP also reflects the emerging realities of changing economy. For example, some procurement activities in 2022 produced a wide variety of outcomes. Some resulted in bid solicitations that elicited no bidders and, on the other end of the spectrum, bids that were so far beyond estimates that we will need to reevaluate and rebid those projects. As for ongoing projects, many are hindered by supply chain-related delays making their completion dates all but impossible to predict.

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. It also provides transparent and shared expectations for the public, the governing body and for the city departments charged with resourcing and executing the CIP.

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.

We predominantly apply the "pay-as-you-use" philosophy.

2023-2027 Capital Projects Overview

Total capital projects for all funds vary by year and range from a low of \$26.0 million in 2026 to a high of \$40.7 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. There is a variety of funding sources that fund the CIP, which are detailed within the plan itself. Some of the more significant 2023 projects include:

- Wastewater Utility biosolids dryer - \$16,900,000
- West Division St. Bridge Replacement - \$2,350,000
- Wastewater Utility annual clear water elimination program - \$2,220,000
- Annual street restoration-utility repair projects - \$1,965,000

- Bridge from Lakeside Park East to Lakeside Park West - \$1,800,000
- Water Utility annual main replacement program - \$1,634,750
- Street Maintenance & Reconstruction - \$1,250,000
- Police Department building renovations phase 2 - \$925,000
- Fire engine replacement - \$800,000
- Public Works annual equipment replacements - \$725,000
- Pavement Resurfacing-Lighthouse Drive - \$600,000

2023 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. However, the use of operating funds for the CIP is constrained by the demands of the general and special fund operating budget. We apply operating funds to capital investment when we are able without inhibiting operational requirements. 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 \$1,880,162 for 2023 and will average \$2.2 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.

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

2023 Projects Funded by Long-Term Debt

The total amount of 2023 projects to be funded by general obligation (G.O.) long-term debt is \$11,565,125. A detailed schedule listing the projects funded by general obligation long-term debt is included in this report.

Public Works capital improvement plan for 2023 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 \$830,000 in 2023. The additional money will allow for significantly more chip sealing or overlay projects to be completed than had 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.

Due to 2022 bids being significantly higher than budget for the Lighthouse Drive repaving project and Downtown Alley program, both of these projects will be re-budgeted as part of the 2023 CIP. \$600,000 was added for pavement resurfacing on Lighthouse Drive and \$225,000 added for the Downtown Alley program.

Included in the 2023-2027 CIP is \$2,275,000 in continued renovations for the Police Department. The building was purchased from Alliant Energy in 2001 and minimal investment had been made in reconfiguring and adapting the building to its use as the City's police headquarters. As policing has grown and changed over the years, it has become evident that the building required significant renovations. Locker rooms are no longer adequate to accommodate the increase in female officers. Accreditation standards have required the need for expanded and more secured evidence handling, processing and storage areas. HVAC systems have been maintained over the years, but are reaching the end of their useful lives given the needs and usage of the building.

Repayment Term for New G.O. Debt

The G.O. debt that the City issues to fund general capital projects in 2023 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 2027. 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 2023-2027 CIP, the G.O. debt balance will remain fairly consistent. The G.O. debt balance ranges from a low of \$90.2 million in 2023 to a high of \$94.3 million in 2027, with the average debt balance from 2023-2027 at \$92.6 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 48.7% in 2023, and projected to drop to 45.7% by 2027.

Increasing G.O. Debt Payments

Appendix B is a projection of G.O. debt payments through 2027. Existing debt, new debt and total debt payments are indicated on the chart. Total G.O. debt payments are projected to increase each year over the next five years by a total of \$1,317,391.

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 1.28% for 2023. 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 indicates that the portion of the property tax for operating costs increases by only a small amount 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.

2023 Utility Projects

The 2023 CIP includes \$19,865,000 in Wastewater Utility projects. The \$16,900,000 biosolids dryer project includes design in early 2023 with construction completed by winter of 2023/2024. The addition of a biosolids dryer after dewatering will reduce the final product by 70%. This reduction, along with the improved quality of biosolids from Class B to Class A Exceptional Quality will eliminate hauling costs in the range of \$400,000 per year. The biosolids dryer project of \$13,900,000 will be funded by debt, while the remainder of Wastewater Utility projects will be funded by operating funds.

The Water Utility 2023 CIP totals \$3,627,750, with \$2,707,750 in a variety of street reconstruction projects funded with debt, and 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 increase from \$23.0 million in 2023 to \$26.6 million by 2027. Appendix F indicates that the net debt balances for the Wastewater Utility increase from \$29.0 million in 2023 to \$30.1 million by 2027.

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 2023-2027 capital improvement plan.



Joseph P. Moore
City Manager

City of Fond du Lac

Summary of Capital
Projects and Funding Sources

2023 – 2027

**City of Fond du Lac
Capital Improvement Program
Summary of Capital Projects and Funding Sources
For the Years 2023 through 2027**

	2023	2024	2025	2026	2027
Funding Sources:					
Tax Levy	\$ 1,880,162	\$ 2,064,112	\$ 2,596,357	\$ 2,001,759	\$ 2,503,272
Utility Operations	3,885,000	7,037,000	5,820,000	4,295,000	7,070,000
G.O. Debt-General Projects	11,565,125	10,813,750	7,653,480	10,695,000	9,766,500
Available Capital Fund Balances	505,000	445,500	741,000	89,520	922,050
<i>Utility Revenue Debt:</i>					
Wastewater Treatment & Resource Recovery	16,900,000	1,860,000	12,070,000	4,500,000	-
Water	2,707,750	3,878,900	2,915,250	3,114,400	9,343,400
<i>Federal/State Grants</i>					
Governmental Funds	3,207,000	392,625	935,520	1,329,080	4,108,200
<i>Transfers from Other Funds:</i>					
Utilities	-	-	-	-	-
Total Funding Sources	\$ 40,650,037	\$ 26,841,887	\$ 32,731,607	\$ 26,024,759	\$ 33,713,422
Proposed Capital Projects:					
General Government	\$ 599,000	\$ 100,000	\$ -	\$ -	\$ -
Community Development	1,150,000	1,840,000	850,000	150,000	-
Library	325,000	-	-	-	-
Police	1,445,162	1,754,112	1,289,357	326,759	613,272
Fire	800,000	290,000	250,000	950,000	-
Rescue	350,000	380,000	350,000	-	530,000
<i>Public Works:</i>					
Engineering & GIS	-	100,000	-	-	-
Streets	6,900,000	5,200,000	6,145,000	8,435,000	12,051,500
Storm Water	1,203,125	2,984,375	1,335,000	2,885,000	2,620,000
Parks	3,070,000	345,000	387,000	95,000	190,000
Trees	40,000	-	-	-	-
Municipal Service Center	125,000	-	-	250,000	-
Capital Equipment	885,000	945,000	1,190,000	845,000	1,160,000
Harbor & Boating Facilities	100,000	-	-	46,000	-
Wastewater Treatment & Resource Recovery	19,865,000	8,067,000	17,040,000	8,030,000	6,275,000
Water Utility	3,627,750	4,708,900	3,765,250	3,879,400	10,138,400
Transit System	165,000	127,500	130,000	132,600	135,250
Total Capital Projects	\$ 40,650,037	\$ 26,841,887	\$ 32,731,607	\$ 26,024,759	\$ 33,713,422

City of Fond du Lac
Capital Projects Detail Overview
2023 - 2027

City of Fond du Lac - Capital Improvement Plan
Capital Projects Detail Overview
For the Years 2023 through 2027

	2023	2024	2025	2026	2027
Information Technology Services:					
Redesign of Network Infrastructure with Encryption	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
AV Upgrades - Council Chambers	125,000	-	-	-	-
Security Camera Replacements	200,000	-	-	-	-
Cradlepoints - Fire/Rescue Vehicles	74,000	-	-	-	-
Electronic Document Management System Upgrade/Replacement	100,000	-	-	-	-
Total Information Technology Services	\$ 599,000	\$ 100,000	\$ -	\$ -	\$ -
Community Development:					
Macy Parking Ramp - Repairs	\$ 135,000	\$ 225,000	\$ 250,000	\$ 150,000	\$ -
Flood Mitigation - Acquisition	85,000	85,000	-	-	-
Placemaking Public Spaces	180,000	170,000	100,000	-	-
Brownfield Redevelopment	300,000	400,000	300,000	-	-
City Gateway Development	200,000	200,000	200,000	-	-
Loop Wayfinding & Signage	40,000	410,000	-	-	-
Industrial Park Development	100,000	-	-	-	-
Senior Center Roof	80,000	-	-	-	-
Senior Center Signage & Landscaping	30,000	-	-	-	-
Historic District Property Acquisitions	-	350,000	-	-	-
Total Community Development	\$ 1,150,000	\$ 1,840,000	\$ 850,000	\$ 150,000	\$ -
Library:					
Solar Panel Installation	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Total Library	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Police:					
Squad Replacement Program	\$ 388,162	\$ 439,112	\$ 365,357	\$ 326,759	\$ 478,272
Building Renovations	925,000	500,000	850,000	-	-
Mobile Data Computer Replacements	132,000	-	-	-	135,000
Portable Radio Replacement	-	580,000	-	-	-
Stationary ALPR Units	-	200,000	-	-	-
Boiler Replacement Program	-	35,000	-	-	-
Handgun Replacement Program	-	-	74,000	-	-
Total Police	\$ 1,445,162	\$ 1,754,112	\$ 1,289,357	\$ 326,759	\$ 613,272
Fire:					
Fire Engine Replacement	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -
Replace Overhead Apparatus Doors	-	250,000	250,000	-	-
Replace Mobile Data Computers	-	40,000	-	-	-
Total Fire	\$ 800,000	\$ 290,000	\$ 250,000	\$ 950,000	\$ -
Rescue:					
Ambulance Replacement	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ 350,000
Cardiac Monitor Upgrade/Replacement	-	340,000	-	-	-
Mobile Data Computer Replacements	-	40,000	-	-	-
EMS Skills and Simulation Lab	-	-	-	-	180,000
Total Rescue	\$ 350,000	\$ 380,000	\$ 350,000	\$ -	\$ 530,000
Public Safety Training Center					
Phase 2 - Training Classrooms & Apparatus Bay	\$ -	\$ 250,000	\$ -	\$ 4,000,000	\$ -
Total Public Safety Training Center	\$ -	\$ 250,000	\$ -	\$ 4,000,000	\$ -
Public Works-Engineering & GIS:					
Aerial Orthophotos, Oblique, LiDAR	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Total Engineering & GIS	\$ -	\$ 100,000	\$ -	\$ -	\$ -

City of Fond du Lac - Capital Improvement Plan
Capital Projects Detail Overview
For the Years 2023 through 2027

	2023	2024	2025	2026	2027
Public Works-Streets:					
Street Maintenance	\$ 830,000	\$ 840,000	\$ 850,000	\$ 860,000	\$ 870,000
Bridge Rehabilitation	220,000	230,000	240,000	250,000	260,000
Bridge Maintenance	120,000	130,000	140,000	150,000	160,000
Street Reconstruction	420,000	270,000	280,000	610,000	290,000
Street Restoration - Utility Repair	1,330,000	1,435,000	1,335,000	1,590,000	1,140,000
Sidewalk Program - City	100,000	110,000	120,000	130,000	140,000
Sidewalk Program - Private	230,000	235,000	235,000	240,000	240,000
Downtown Alley Program	225,000	175,000	-	185,000	-
Street Lighting - Conduit & Wiring	-	-	120,000	-	120,000
Stow St Bridge Replacement	300,000	-	50,000	1,500,000	-
W Division St Bridge Replacement	2,350,000	-	-	-	-
Hickory St Bridge Replacement	-	425,000	-	50,000	2,500,000
Forest Ave Bridge Replacement	-	425,000	-	50,000	2,500,000
Concrete Street Rehabilitation	400,000	-	550,000	-	750,000
Military Road Railroad Crossing	-	-	225,000	-	-
Traffic Signal Cabinet Upgrade	-	-	-	120,000	-
CTH VV - Pioneer Rd - S Main to Old Pioneer	250,000	225,000	-	2,500,000	-
CTH VV - Pioneer Rd - CTH V to FDL Ave	-	-	400,000	-	-
CTH VV - Pioneer Rd - Martin to CTH V	125,000	700,000	-	-	-
CTH VV - Pioneer Rd - Old Pioneer to Martin	-	-	150,000	125,000	1,250,000
Promen Drive Bridge - DOT Bridge Cost Share	-	-	1,450,000	-	-
Country Lane Bridge	-	-	-	-	1,155,000
Scott St/Van Dyne Rd Intersection Reconstruction	-	-	-	-	316,500
Johnson Right Turns - National, Prairie, Country Lane	-	-	-	-	360,000
Downtown Traffic Study	-	-	-	75,000	-
Total Streets	\$ 6,900,000	\$ 5,200,000	\$ 6,145,000	\$ 8,435,000	\$ 12,051,500
Public Works-Storm Water:					
Storm Sewer Replacement - Utility Repair	\$ 635,000	\$ 515,000	\$ 535,000	\$ 745,000	\$ 595,000
Stormwater Pump Station Control Upgrades	50,000	50,000	50,000	50,000	50,000
Neighborhood Drainage Program - Private	25,000	40,000	40,000	45,000	45,000
Neighborhood Drainage Program - Public	35,000	40,000	40,000	45,000	45,000
Storm Water Pump & Motor Replacement	-	350,000	-	350,000	-
Theisen Middle School Pond	58,125	639,375	-	-	-
TMDL Storm Water Improvements	150,000	1,100,000	200,000	150,000	1,500,000
Armor Drainage Way Banks	250,000	-	270,000	-	300,000
Stormwater Flooding Study	-	-	75,000	-	85,000
Stormwater Flooding Study Projects	-	250,000	-	300,000	-
Quic Frez Remediation	-	-	125,000	1,200,000	-
Total Storm Sewers	\$ 1,203,125	\$ 2,984,375	\$ 1,335,000	\$ 2,885,000	\$ 2,620,000
Public Works-Parks:					
Bridge from Lakeside East to Lakeside West	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
Pavement Resurfacing-Lighthouse Dr & Parking Lot	600,000	-	-	-	-
Oven to Fountain Island Bridge Replacement	450,000	-	-	-	-
Roof Replacements/Repairs	135,000	-	-	-	-
Pool Upgrades - Fairgrounds Water Heater Replacement	60,000	-	-	-	-
Pool Upgrades - Fairgrounds Slide	25,000	150,000	-	-	-
Playground Equipment - New Install - Russell Park	-	90,000	-	-	-
Loop Trail - Landscaping	-	35,000	-	-	-
Playground Resurfacing	-	70,000	-	-	-
Basketball Court Resurfacing	-	-	44,000	-	-
Tennis Court Resurfacing	-	-	95,000	95,000	65,000
Parking Lot Resurfacing - Pavilion	-	-	150,000	-	-
Parking Lot Resurfacing	-	-	98,000	-	-
Playground Equipment Replacements	-	-	-	-	125,000
Total Parks	\$ 3,070,000	\$ 345,000	\$ 387,000	\$ 95,000	\$ 190,000

City of Fond du Lac - Capital Improvement Plan
Capital Projects Detail Overview
For the Years 2023 through 2027

	2023	2024	2025	2026	2027
Public Works-Trees:					
Terrace Trees	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Total Trees	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Public Works-Municipal Service Center:					
Salt Storage Building - Fabric Cover Replacement	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Security Upgrades	70,000	-	-	-	-
Brine Maker	-	-	-	250,000	-
Total Municipal Service Center	\$ 125,000	\$ -	\$ -	\$ 250,000	\$ -
Public Works-Capital Equipment:					
Construction & Maintenance	\$ 725,000	\$ 825,000	\$ 740,000	\$ 725,000	\$ 735,000
Parks	160,000	120,000	125,000	120,000	100,000
Sanitation	-	-	325,000	-	325,000
Total Capital Equipment	\$ 885,000	\$ 945,000	\$ 1,190,000	\$ 845,000	\$ 1,160,000
Harbor & Boating Facilities Improvements:					
Entrance Resurfacing - Lakeside West	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Resurfacing - Boater Parking Areas	-	-	-	46,000	-
Total Harbor & Boating Facilities	\$ 100,000	\$ -	\$ -	\$ 46,000	\$ -
Transit:					
Handi-Van Fleet Replacement	\$ 125,000	\$ 127,500	\$ 130,000	\$ 132,600	\$ 135,250
Radio System Replacement	40,000	-	-	-	-
Total Transit	\$ 165,000	\$ 127,500	\$ 130,000	\$ 132,600	\$ 135,250
SUBTOTAL GOVERNMENTAL FUND CAPITAL PROJECTS	\$ 17,157,287	\$ 14,065,987	\$ 11,926,357	\$ 14,115,359	\$ 17,300,022
Wastewater Treatment & Resource Recovery:					
Capital Equipment Replacement	\$ -	\$ 47,000	\$ 85,000	\$ 375,000	\$ 325,000
Annual Clearwater Elimination	2,220,000	2,300,000	2,300,000	2,400,000	2,500,000
Pioneer Rd Sanitary Adjustments	-	320,000	260,000	300,000	-
Pioneer Rd Lift Station Upgrade	75,000	835,000	-	-	-
Sanitary Flow Meter Replacement	45,000	45,000	-	-	-
Biosolids Dryer	16,900,000	-	-	-	-
W Division St Bridge Sanitary Adjustment	15,000	-	-	-	-
City Growth Area - South of Hwy 151 (Sanitary & Lift Station)	250,000	2,300,000	-	-	-
Biogas Utilization - Pipeline Injection	-	1,700,000	7,500,000	-	-
Mixed Liquor Splitter Structure Modification	-	-	1,750,000	-	-
Administration Building Expansion	-	-	-	4,500,000	-
West Scott Street - Sanitary Sewer Relay	-	-	-	-	950,000
Preliminary Treatment Expansion	-	-	-	-	2,500,000
Phosphorus Compliance					
Water Quality Trading	360,000	360,000	575,000	455,000	-
Excess Flow Rehab	-	160,000	4,570,000	-	-
Total WTRRF	\$ 19,865,000	\$ 8,067,000	\$ 17,040,000	\$ 8,030,000	\$ 6,275,000

City of Fond du Lac - Capital Improvement Plan
Capital Projects Detail Overview
For the Years 2023 through 2027

	2023	2024	2025	2026	2027
Water Utility:					
Capital Equipment Replacement	\$ 225,000	\$ 135,000	\$ 145,000	\$ 60,000	\$ 90,000
Annual Water Meter Additions & Replacements	80,000	80,000	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	340,000	340,000	350,000	350,000	350,000
Annual Emergency Well Reserve	100,000	100,000	100,000	100,000	100,000
Annual Clearwater Elimination - Main Replacement	1,634,750	1,464,000	1,970,250	1,439,400	1,341,400
Stand Alone Projects					
Orthophosphate Infrastructure	350,000	-	-	-	-
NE GSR & Trowbridge GSR Upgrades	310,000	-	-	-	-
Southview Acres Water Main Loop-Springs to Morningside	15,000	280,000	-	-	-
Martin Tower Painting (0.5 MG)	45,000	450,000	-	-	-
City Growth Area - South of Hwy 151	100,000	900,000	-	-	-
Trowbridge Backflow Upgrade	-	30,000	200,000	-	-
Montana Street	-	-	220,000	-	-
N Hickory St - Scott to Dead End	-	-	-	190,000	-
Morris St Storage Upgrade	-	-	-	400,000	-
Trowbridge Drive - Willow Lawn to Freund Ct	-	-	-	650,000	-
Advanced Metering Infrastructure Upgrade	-	-	-	-	3,500,000
Fond du Lac Ave to South Country Lane Loop	-	-	-	15,000	704,000
E Division St to Wisconsin American Drive Loop	-	-	-	15,000	638,000
S Hickory St to Fox Ridge Loop	-	-	-	15,000	924,000
Hickory St Bridge	-	-	-	-	150,000
Stow St Bridge	-	-	-	-	150,000
Forest Ave Bridge	-	-	-	-	150,000
Annual City St Reconstruction-Water Main Replacements					
3rd St - Park to Everett	253,000	-	-	-	-
Morris St - 12th St to 9th St	-	-	-	390,000	-
Hickory St - South of Johnson	-	-	-	-	1,161,000
Outside Agency Projects					
CTH VV Pioneer - CTH V to Fond du Lac Ave	-	259,900	-	-	-
CTH VV Pioneer - Martin to CTH V	-	480,000	-	-	-
CTH VV Pioneer - Main to Old Pioneer	-	15,000	525,000	-	-
CTH VV Pioneer - Old Pioneer to Martin	-	-	-	-	625,000
Total Water Utility	\$ 3,627,750	\$ 4,708,900	\$ 3,765,250	\$ 3,879,400	\$ 10,138,400
TOTAL CAPITAL PROJECTS	\$ 40,650,037	\$ 26,841,887	\$ 32,731,607	\$ 26,024,759	\$ 33,713,422

**City of Fond du Lac
Capital Improvement Plan
For the Years 2023 through 2027
Summary of Projects Funded by General Operations**

DESCRIPTION	2023	2024	2025	2026	2027
Projects Funded by Tax Levy					
Public Works-Streets:					
Street Maintenance	\$ 830,000	\$ 840,000	\$ 850,000	\$ 860,000	\$ 870,000
Bridge Maintenance	120,000	130,000	140,000	150,000	160,000
Street Lighting - Conduit & Wiring	-	-	120,000	-	120,000
Total Streets	\$ 950,000	\$ 970,000	\$ 1,110,000	\$ 1,010,000	\$ 1,150,000
Public Works-Capital Equipment Replacement	\$ 270,000	\$ 80,000	\$ 700,000	\$ 525,000	\$ 515,000
Public Works-Storm Water:					
Stormwater Control Upgrades	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Neighborhood Drainage Program - Private	25,000	40,000	40,000	45,000	45,000
Neighborhood Drainage Program - Public	35,000	40,000	40,000	45,000	45,000
Stormwater Flooding Study	-	-	75,000	-	85,000
Total Storm Water	\$ 110,000	\$ 130,000	\$ 205,000	\$ 140,000	\$ 225,000
Public Works-Engineering & GIS:					
Aerial Orthophotos, Oblique, LiDAR	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Total Engineering & GIS	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Public Works-Parks					
Loop Trail - Landscaping	\$ -	\$ 35,000	\$ -	\$ -	\$ -
Playground Resurfacing	-	70,000	-	-	-
Basketball Court Resurfacing	-	-	44,000	-	-
Parking Lot Resurfacing	-	-	98,000	-	-
Total Parks	\$ -	\$ 105,000	\$ 142,000	\$ -	\$ -
Total Public Works	\$ 1,330,000	\$ 1,385,000	\$ 2,157,000	\$ 1,675,000	\$ 1,890,000
Police:					
Squad Replacement Program	\$ 388,162	\$ 439,112	\$ 365,357	\$ 326,759	\$ 478,272
Mobile Data Computer Replacements	132,000	-	-	-	135,000
Stationary ALPR Units	-	200,000	-	-	-
Handgun Replacement Program	-	-	74,000	-	-
Total Police	\$ 520,162	\$ 639,112	\$ 439,357	\$ 326,759	\$ 613,272
Fire:					
Replace Mobile Data Computers	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Total Fire	\$ -	\$ 40,000	\$ -	\$ -	\$ -
Community Development:					
Senior Center Signage & Landscaping	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total Community Development	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total Projects Funded by Tax Levy	\$ 1,880,162	\$ 2,064,112	\$ 2,596,357	\$ 2,001,759	\$ 2,503,272
Total Projects Funded by General Operations	1,880,162	2,064,112	2,596,357	2,001,759	2,503,272

City of Fond du Lac
Capital Improvement Plan
For the Years 2023 through 2027
Summary of Projects Funded by General Obligation Debt

Project Description	2023	2024	2025	2026	2027
General Government:					
Redesign of Network Infrastructure with Encryption	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -
AV Upgrades - Council Chambers	125,000	-	-	-	-
Security Camera Replacements	200,000	-	-	-	-
Cradlepoints - Fire/Rescue Vehicles	74,000	-	-	-	-
Electronic Document Management System Upgrade/Rep	100,000	-	-	-	-
Total General Government	\$ 599,000	\$ 100,000	\$ -	\$ -	\$ -
Community Development:					
Macy Parking Ramp - Repairs	\$ 135,000	\$ 225,000	\$ 250,000	\$ 150,000	\$ -
Placemaking Public Spaces	180,000	170,000	100,000	-	-
Flood Mitigation - Acquisition	85,000	85,000	-	-	-
Brownfield Redevelopment	300,000	400,000	300,000	-	-
City Gateway Development	200,000	200,000	200,000	-	-
Loop Wayfinding & Signage	40,000	410,000	-	-	-
Industrial Park Development	100,000	-	-	-	-
Senior Center Roof	80,000	-	-	-	-
Historic District Property Acquisitions	-	350,000	-	-	-
Total Community Development	\$ 1,120,000	\$ 1,840,000	\$ 850,000	\$ 150,000	\$ -
Library:					
Solar Panel Installation	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Total Library	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Police:					
Building Renovations	\$ 925,000	\$ 500,000	\$ 850,000	\$ -	\$ -
Portable Radio Replacement	-	580,000	-	-	-
Boiler Replacement Program	-	35,000	-	-	-
Total Police	\$ 925,000	\$ 1,115,000	\$ 850,000	\$ -	\$ -
Fire:					
Fire Engine Replacement	\$ 800,000	\$ -	\$ -	\$ 950,000	\$ -
Replace Overhead Apparatus Doors	-	250,000	250,000	-	-
Total Fire	\$ 800,000	\$ 250,000	\$ 250,000	\$ 950,000	\$ -
Public Safety Training Center					
Phase 2 - Training Classrooms & Apparatus Bay	\$ -	\$ 250,000	\$ -	\$ 4,000,000	\$ -
Total Public Safety Training Center	\$ -	\$ 250,000	\$ -	\$ 4,000,000	\$ -
Public Works-Streets:					
Bridge Rehabilitation	\$ 220,000	\$ 230,000	\$ 240,000	\$ 250,000	\$ 260,000
Street Reconstruction	420,000	270,000	280,000	610,000	290,000
Street Restoration - Utility Repair	1,330,000	1,435,000	1,335,000	1,590,000	1,140,000
Sidewalk Program - City	100,000	110,000	120,000	130,000	140,000
Sidewalk Program - Private	230,000	235,000	235,000	240,000	240,000
Downtown Alley Program	225,000	175,000	-	185,000	-
Stow St Bridge Replacement	60,000	-	50,000	300,000	-
W Division St Bridge Replacement	638,000	-	-	-	-
Hickory St Bridge Replacement	-	425,000	-	50,000	500,000
Forest Ave Bridge Replacement	-	425,000	-	50,000	500,000
Concrete Street Rehabilitation	400,000	-	550,000	-	750,000
Military Road Railroad Crossing	-	-	225,000	-	-
Traffic Signal Cabinet Upgrades	-	-	-	120,000	-
CTH VV - Pioneer Rd - S Main to Old Pioneer	250,000	225,000	-	2,500,000	-
CTH VV - Pioneer Rd - CTH V to FDL Ave	-	-	400,000	-	-
CTH VV - Pioneer Rd - Martin to CTH V	125,000	700,000	-	-	-
CTH VV - Pioneer Rd - Old Pioneer to Martin	-	-	150,000	125,000	1,250,000
Promen Drive Bridge - DOT Cost Share	-	-	618,480	-	-
Country Lane Bridge	-	-	-	-	1,155,000
Scott St/Van Dyne Rd Intersection Reconstruction	-	-	-	-	316,500
Johnson Right Turns - National, Prairie, Country Lane	-	-	-	-	360,000
Downtown Traffic Study	-	-	-	75,000	-
Total Streets	\$ 3,998,000	\$ 4,230,000	\$ 4,203,480	\$ 6,225,000	\$ 6,901,500

**City of Fond du Lac
Capital Improvement Plan
For the Years 2023 through 2027
Summary of Projects Funded by General Obligation Debt**

Project Description	2023	2024	2025	2026	2027
Public Works-Storm Water:					
Storm Sewer Replacement - Utility Repair	\$ 635,000	\$ 515,000	\$ 535,000	\$ 745,000	\$ 595,000
Storm Water Pump & Motor Replacements	-	350,000	-	350,000	-
Theisen Middle School Pond	28,125	348,750	-	-	-
TMDL Storm Water Improvements	150,000	1,100,000	200,000	150,000	1,500,000
Armor Drainage Way Banks	250,000	-	270,000	-	300,000
Stormwater Flooding Study Projects	-	250,000	-	300,000	-
Quic Frez Remediation	-	-	125,000	1,200,000	-
Total Storm Sewers	\$ 1,063,125	\$ 2,563,750	\$ 1,130,000	\$ 2,745,000	\$ 2,395,000
Public Works-Parks:					
Bridge from Lakeside East to Lakeside West	\$ 950,000	\$ -	\$ -	\$ -	\$ -
Pavement Resurfacing-Lighthouse Dr & Parking Lot	600,000	-	-	-	-
Oven to Fountain Island Bridge Replacement	225,000	-	-	-	-
Roof Replacements	135,000	-	-	-	-
Pool Upgrades - Fairgrounds Water Heater Replacement	60,000	-	-	-	-
Pool Upgrades - Fairgrounds Slide	25,000	150,000	-	-	-
Playground Equipment - New Install - Russell Park	-	90,000	-	-	-
Tennis Court Resurfacing	-	-	95,000	95,000	65,000
Parking Lot Resurfacing - Pavilion	-	-	150,000	-	-
Playground Equipment Replacements	-	-	-	-	125,000
Total Parks	\$ 1,995,000	\$ 240,000	\$ 245,000	\$ 95,000	\$ 190,000
Public Works-Trees:					
Terrace Trees	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Total Trees	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Public Works-Municipal Service Center:					
Salt Storage Building - Replace Fabric Cover	\$ 55,000	\$ -	\$ -	\$ -	\$ -
Security Upgrades	70,000	-	-	-	-
Brine Maker	-	-	-	250,000	-
Total Municipal Service Center	\$ 125,000	\$ -	\$ -	\$ 250,000	\$ -
Public Works-Capital Equipment					
Capital Equipment Program	\$ 575,000	\$ 825,000	\$ 125,000	\$ 280,000	\$ 280,000
Equipment Replacement	\$ 575,000	\$ 825,000	\$ 125,000	\$ 280,000	\$ 280,000
Total Debt - All Projects	\$ 11,565,125	#####	\$ 7,653,480	#####	\$ 9,766,500

**City of Fond du Lac
Capital Improvement Program
For the Years 2023 through 2027
Summary of Other Funding Sources**

Project Description	2023	2024	2025	2026	2027
FEDERAL/STATE GRANTS:					
Fire/Rescue					
Support Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fire/Rescue	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works-Streets:					
Stow St Bridge Replacement	\$ 240,000	\$ -	\$ -	\$ 1,200,000	\$ -
W Division St Bridge Replacement	1,712,000	-	-	-	-
Hickory St Bridge Replacement	-	-	-	-	2,000,000
Forest Ave Bridge Replacement	-	-	-	-	2,000,000
Total Streets	\$ 1,952,000	\$ -	\$ -	\$ 1,200,000	\$ 4,000,000
Public Works-Storm Water:					
Theisen Middle School Pond	\$ 30,000	\$ 290,625	\$ -	\$ -	\$ -
Total Storm Water	\$ 30,000	\$ 290,625	\$ -	\$ -	\$ -
Public Works-Parks:					
Oven to Fountain Island Bridge Replacement	\$ 225,000	\$ -	\$ -	\$ -	\$ -
Bridge from Lakeside East to Lakeside West	850,000	-	-	-	-
Promen Drive Bridge - DOT Local Bridge Program	-	-	831,520	-	-
Total Parks	\$ 1,075,000	\$ -	\$ 831,520	\$ -	\$ -
Harbor & Boating Facilities Improvement					
Entrance Resurfacing - Lakeside West	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Resurfacing - Boater Parking Areas	-	-	-	23,000	-
Total Harbor & Boating Facilities Improvement	\$ 50,000	\$ -	\$ -	\$ 23,000	\$ -
Transit:					
Federal Capital Equipment Grant	\$ 100,000	\$ 102,000	\$ 104,000	\$ 106,080	\$ 108,200
Total Transit	\$ 100,000	\$ 102,000	\$ 104,000	\$ 106,080	\$ 108,200
Total Federal & State Grants-All funds	\$ 3,207,000	\$ 392,625	\$ 935,520	\$ 1,329,080	\$ 4,108,200
AVAILABLE CAPITAL BALANCES:					
Rescue:					
Ambulance Replacement	\$ 350,000	\$ -	\$ 350,000	\$ -	\$ 350,000
Cardiac Monitor Upgrade/Replacement	-	340,000	-	-	-
Mobile Data Computer Replacements	-	40,000	-	-	-
EMS Skills & Simulation Lab	-	-	-	-	180,000
Total Rescue	\$ 350,000	\$ 380,000	\$ 350,000	\$ -	\$ 530,000
Public Works-Capital Equipment:					
Public Works	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Sanitation	-	-	325,000	-	325,000
Total Capital Equipment	\$ 40,000	\$ 40,000	\$ 365,000	\$ 40,000	\$ 365,000
Harbor & Boating Facilities Improvement					
Entrance Resurfacing - Lakeside West	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Resurfacing - Boater Parking Areas	-	-	-	23,000	-
Total Harbor & Boating Facilities Improvement	\$ 50,000	\$ -	\$ -	\$ 23,000	\$ -
Transit:					
Local Share - Handi-Van Replacement	\$ 25,000	\$ 25,500	\$ 26,000	\$ 26,520	\$ 27,050
Radio System Replacement	40,000	-	-	-	-
Total Transit	\$ 65,000	\$ 25,500	\$ 26,000	\$ 26,520	\$ 27,050
Total Available CPF Fund Balances	505,000	445,500	741,000	89,520	922,050
Total Available Capital Fund Balances	\$ 505,000	\$ 445,500	\$ 741,000	\$ 89,520	\$ 922,050

**City of Fond du Lac
Capital Improvement Plan
For the Years 2023 through 2027
Summary of Projects Funded by Utility Debt**

Project Description	2023	2024	2025	2026	2027
<i>Wastewater Treatment & Resource Recovery:</i>					
Biosolids Dryer	\$ 16,900,000	\$ -	\$ -	\$ -	\$ -
Biogas Utilization - Pipeline Injection	-	1,700,000	7,500,000	-	-
Administration Building Expansion	-	-	-	4,500,000	-
<i>Phosphorus Compliance</i>					
Excess Flow Rehab	-	160,000	4,570,000	-	-
<i>Total WTRRF</i>	\$ 16,900,000	\$ 1,860,000	\$ 12,070,000	\$ 4,500,000	\$ -
<i>Water Utility:</i>					
Annual Clearwater Elimination - Main Replacement	\$ 1,634,750	\$ 1,464,000	\$ 1,970,250	\$ 1,439,400	\$ 1,341,400
<i>Stand Alone Projects</i>					
Orthophosphate Infrastructure	350,000	-	-	-	-
NE GSR & Trowbridge GSR Updates	310,000	-	-	-	-
Southview Acres Water Main Loop-Springs to Morningside	15,000	280,000	-	-	-
Martin Tower Painting (0.5MG)	45,000	450,000	-	-	-
City Growth Area - South of Hwy 151	100,000	900,000	-	-	-
Trowbridge Backflow Upgrade	-	30,000	200,000	-	-
Montana Street	-	-	220,000	-	-
N Hickory St - Scott to Dead End	-	-	-	190,000	-
Morris St Storage Upgrade	-	-	-	400,000	-
Trowbridge Drive - Willow Lawn to Freund Ct	-	-	-	650,000	-
Advanced Metering Infrastructure Upgrade	-	-	-	-	3,500,000
Fond du Lac Ave to South Country Lane Loop	-	-	-	15,000	704,000
E Division St to Wisconsin American Drive Loop	-	-	-	15,000	638,000
S Hickory St to Fox Ridge Loop	-	-	-	15,000	924,000
Hickory St Bridge	-	-	-	-	150,000
Stow St Bridge	-	-	-	-	150,000
Forest Ave Bridge	-	-	-	-	150,000
<i>Annual City St Reconstruction-Water Main Replacements</i>					
3rd St - Park to Everett	253,000	-	-	-	-
Morris St - 12th St to 9th St	-	-	-	390,000	-
Hickory St - South of Johnson	-	-	-	-	1,161,000
<i>Outside Agency Projects</i>					
CTH VV Pioneer - CTH V to Fond du Lac Ave	-	259,900	-	-	-
CTH VV Pioneer - Martin to CTH V	-	480,000	-	-	-
CTH VV Pioneer - Main to Old Pioneer	-	15,000	525,000	-	-
CTH VV Pioneer - Old Pioneer to Martin	-	-	-	-	625,000
<i>Total Water Utility</i>	\$ 2,707,750	\$ 3,878,900	\$ 2,915,250	\$ 3,114,400	\$ 9,343,400
<i>Total Projects Funded by Utility Debt</i>	\$ 19,607,750	\$ 5,738,900	\$ 14,985,250	\$ 7,614,400	\$ 9,343,400

**City of Fond du Lac
Capital Improvement Plan
For the Years 2023 through 2027
Summary of Projects Funded by Utility Operations**

Project Description	2023	2024	2025	2026	2027
Wastewater Treatment & Resource Recovery:					
Capital Equipment Replacement	\$ -	\$ 47,000	\$ 85,000	\$ 375,000	\$ 325,000
Annual Clearwater Elimination	2,220,000	2,300,000	2,300,000	2,400,000	2,500,000
Pioneer Rd Sanitary Adjustments	-	320,000	260,000	300,000	-
Pioneer Rd Lift Station Upgrade	75,000	835,000	-	-	-
Sanitary Flow Meter Replacement	45,000	45,000	-	-	-
City Growth Area - South of Hwy 151 (Sanitary & Lift Station)	250,000	2,300,000	-	-	-
W Division St Bridge Sanitary Adjustment	15,000	-	-	-	-
Mixed Liquor Splitter Structure Modificaion	-	-	1,750,000	-	-
West Scott Street Sanitary Sewer Relay	-	-	-	-	950,000
Preliminary Treatment Expansion	-	-	-	-	2,500,000
<i>Phosphorus Compliance</i>					
Water Quality Trading	360,000	360,000	575,000	455,000	-
Total WTRRF	\$ 2,965,000	\$ 6,207,000	\$ 4,970,000	\$ 3,530,000	\$ 6,275,000
Water Utility:					
Capital Equipment Replacement	\$ 225,000	\$ 135,000	\$ 145,000	\$ 60,000	\$ 90,000
Annual Water Meter Additions & Replacements	80,000	80,000	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	340,000	340,000	350,000	350,000	350,000
Annual Emergency Well Reserve	100,000	100,000	100,000	100,000	100,000
Total Water Utility	\$ 920,000	\$ 830,000	\$ 850,000	\$ 765,000	\$ 795,000
Total Projects Funded by Utility Operations	\$ 3,885,000	\$ 7,037,000	\$ 5,820,000	\$ 4,295,000	\$ 7,070,000

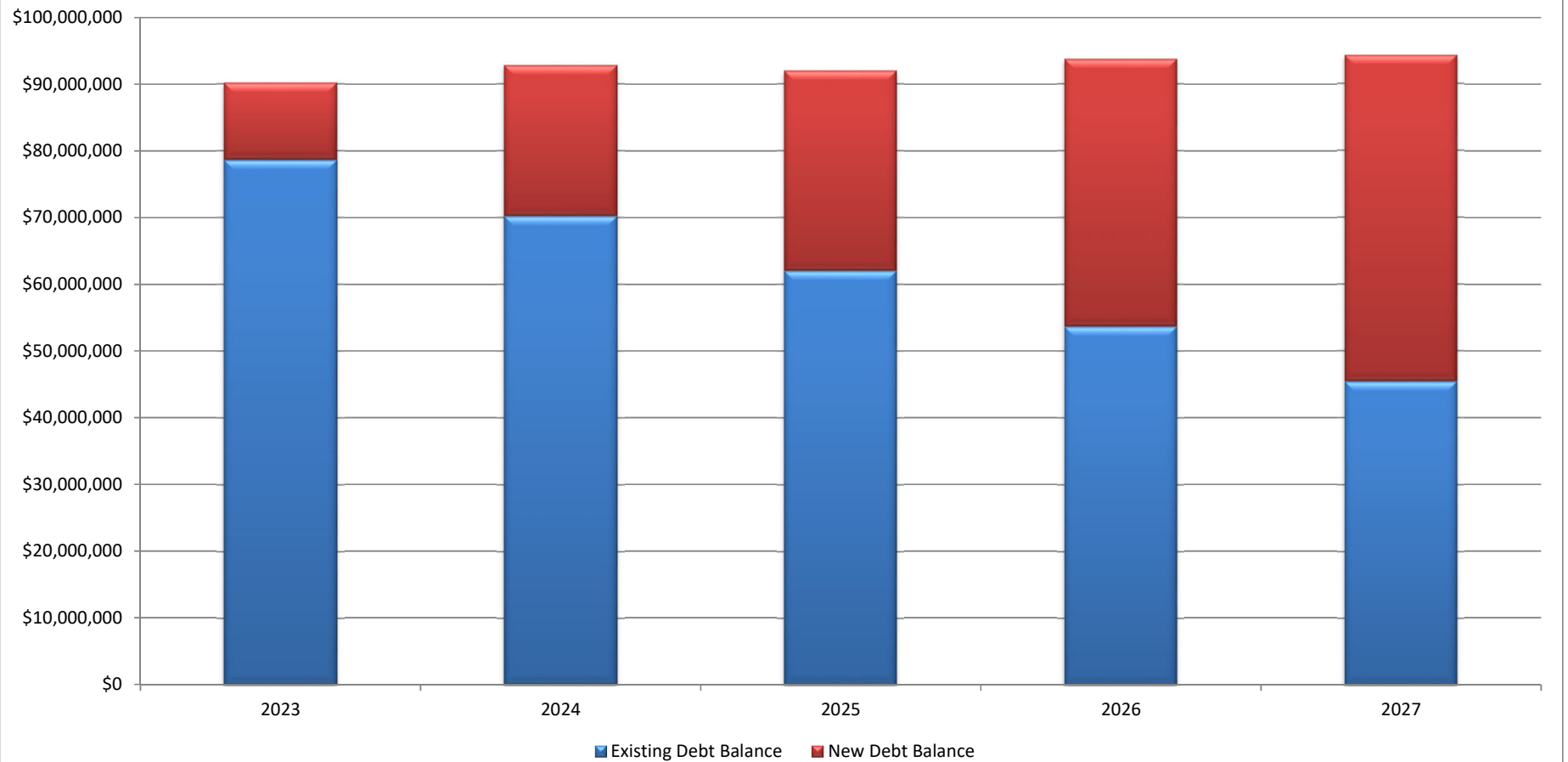
City of Fond du Lac

Capital Improvement Plan

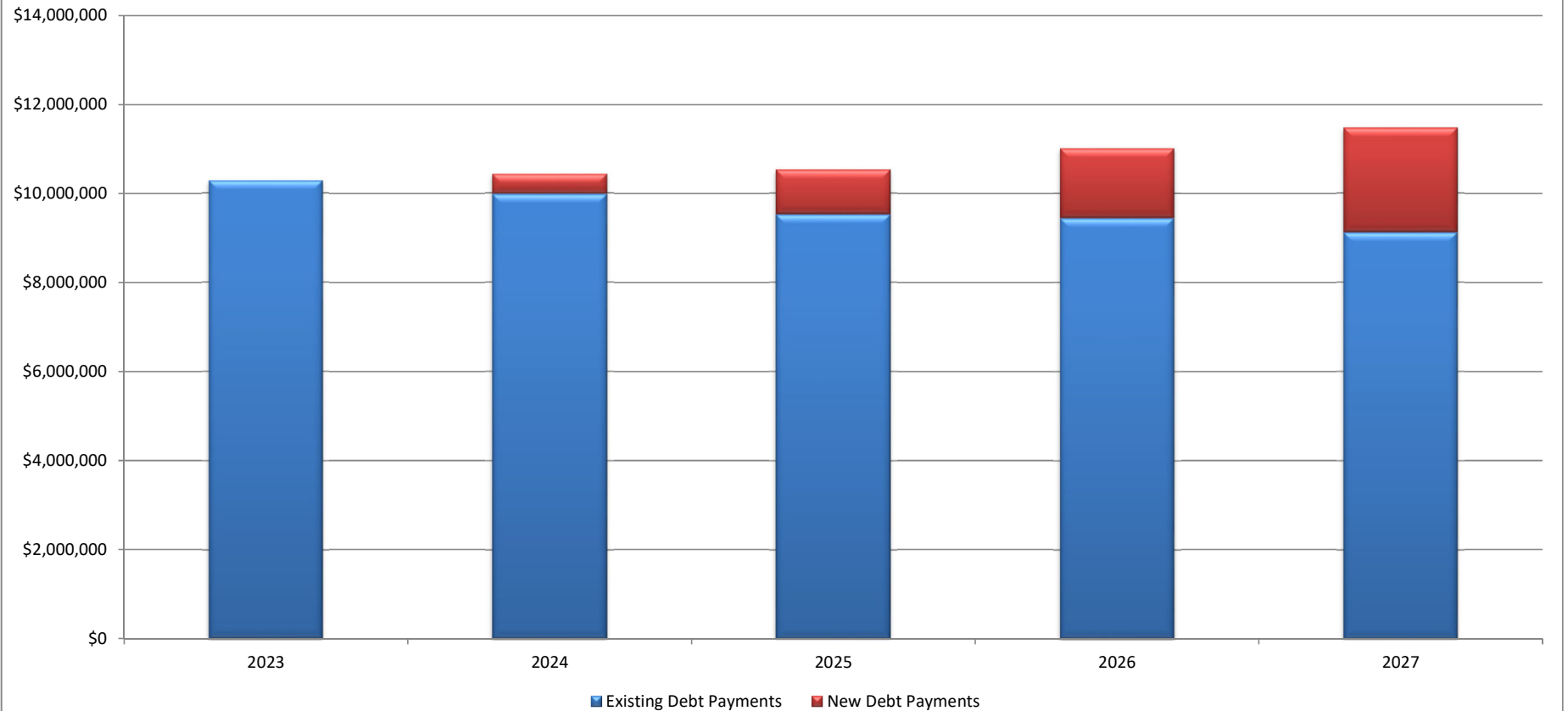
2023 - 2027

Appendices

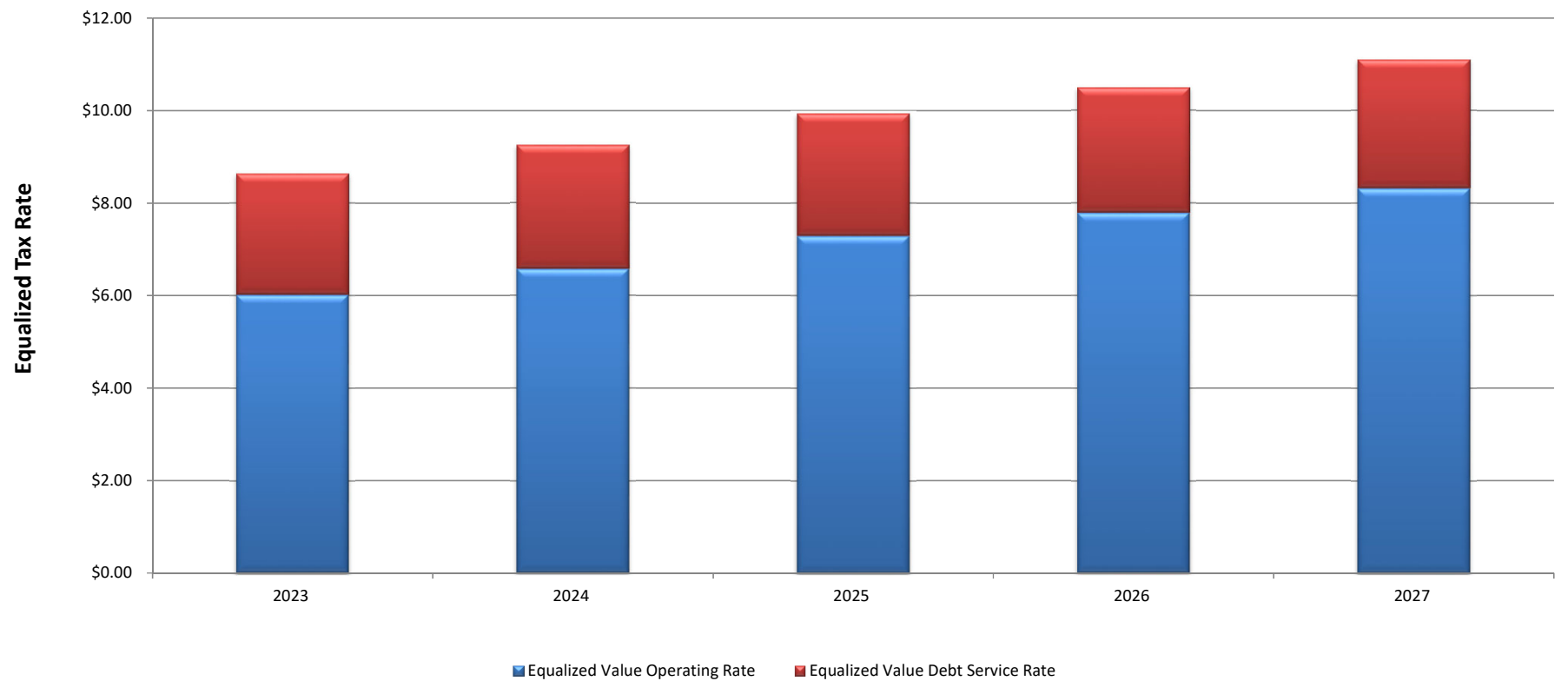
Appendix A
General Obligation Debt Balances
Existing Debt & New Debt



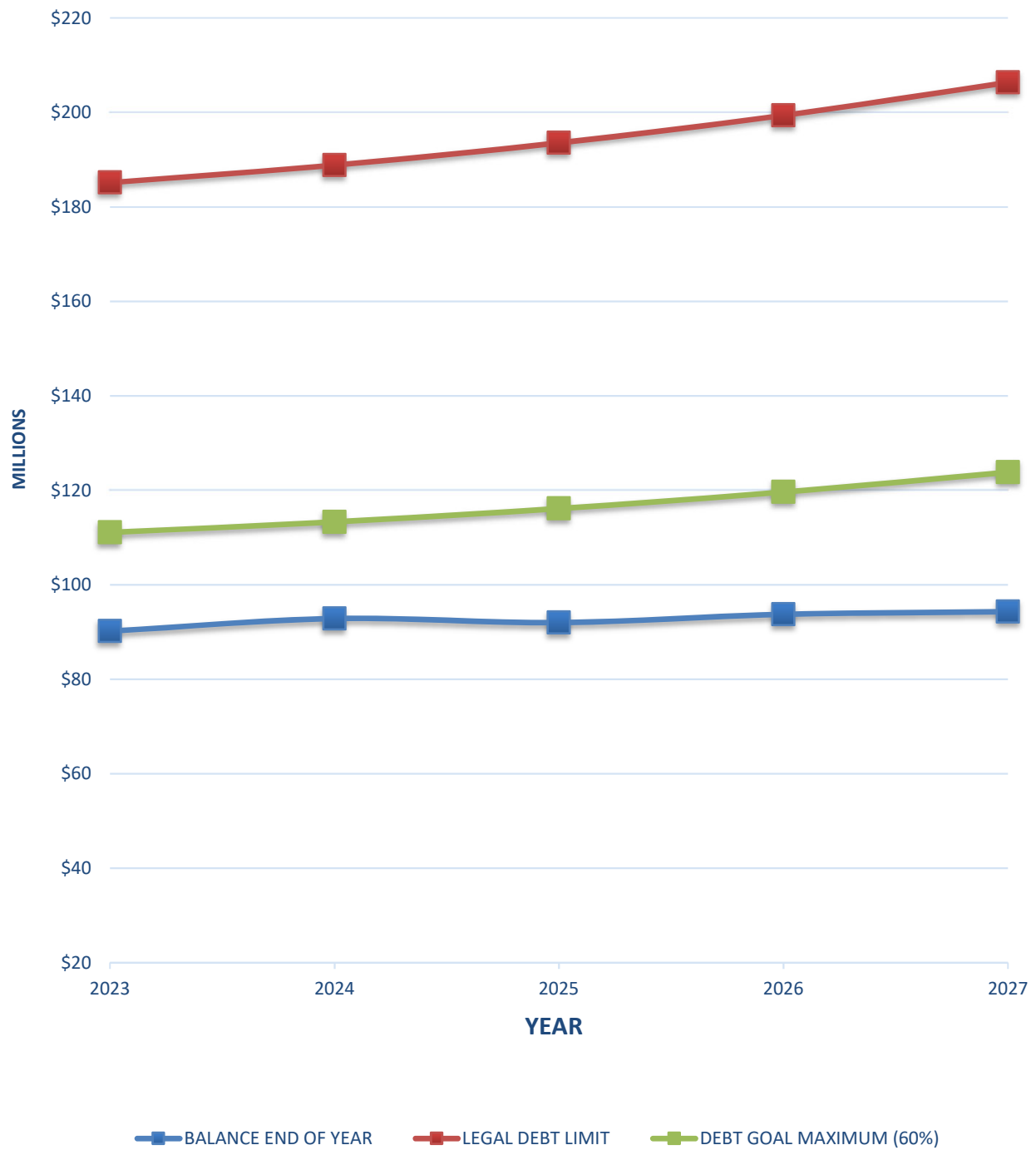
Appendix B
General Obligation Debt Payments
New Debt & Existing Debt



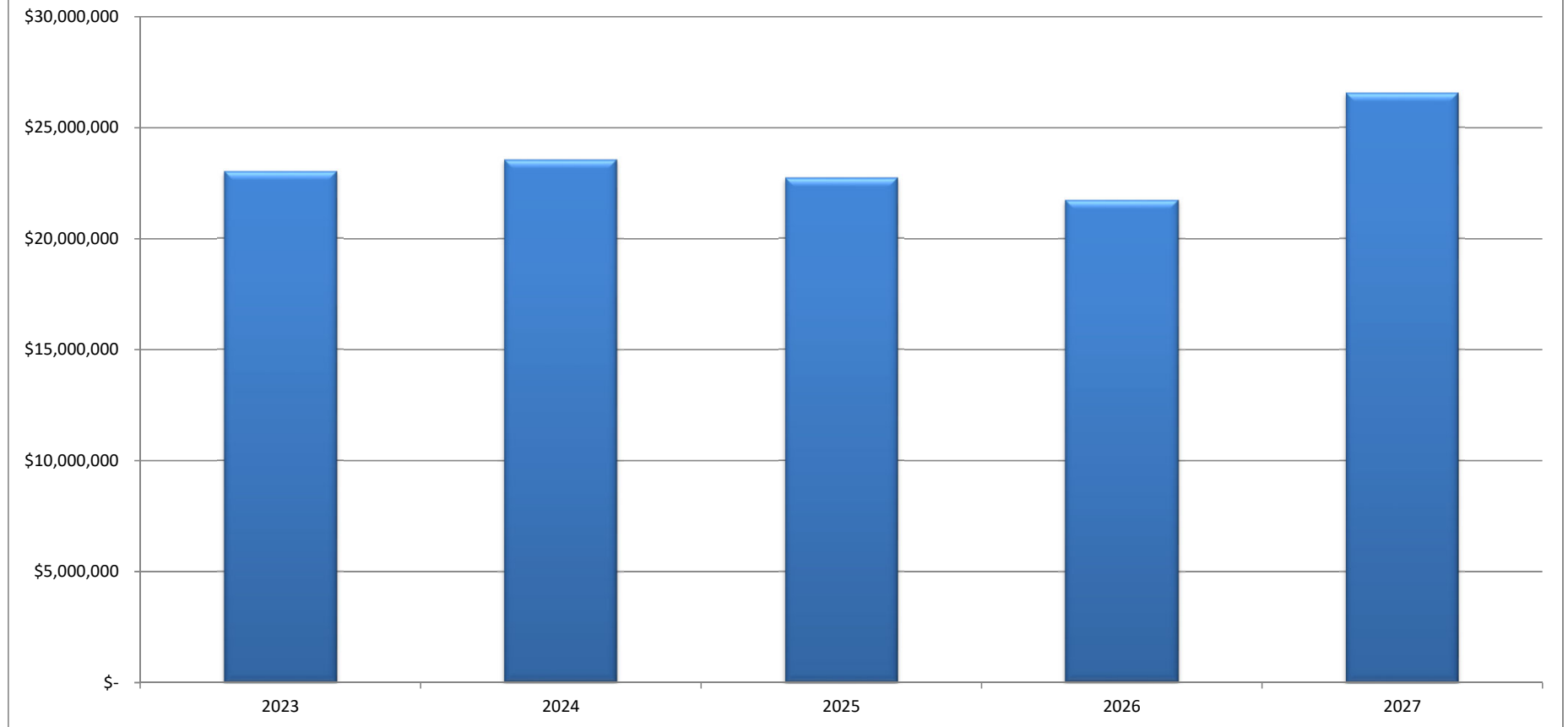
Appendix C
Projected Property Tax Rates
(Equalized Value Basis)



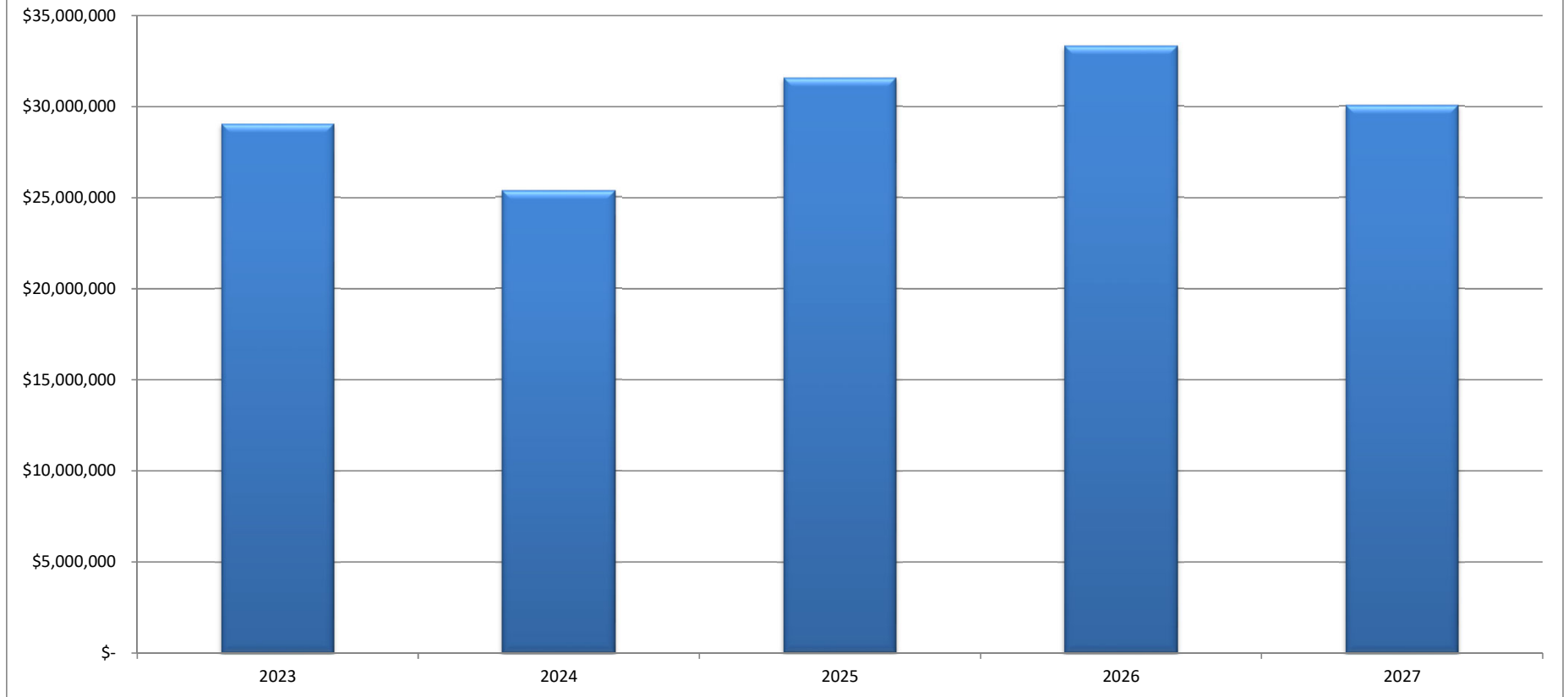
APPENDIX D DEBT CHART GENERAL OBLIGATION DEBT COMPARISON



Appendix E Water Debt Balance



Appendix F Wastewater Debt Balance



APPENDIX G
CITY OF FOND DU LAC
CAPITAL IMPROVEMENT PLAN
For the Years 2023 through 2027
PROJECTS BEYOND 2027

Water

Generator at Well 16

Wastewater Treatment & Resource Recovery Facility

PFAS Reduction