AGENDA FOR GOAL SETTING & LONG TERM PLANNING MEETING

CITY OF BARABOO COMMON COUNCIL

Location: Room 12/14, Civic Center, 124 2nd Street, Baraboo, WI

Tuesday, June 14, 2016, 6:00PM*

Goal setting meeting of the Common Council, Mayor Palm presiding.
Notices sent to Council members: Wedekind, Kolb, Plautz, Sloan, Petty, Ellington, Alt, Zolper, and Thurow

Notices sent to City Staff and Media: Atty. Bolin, Adm. Geick, Clerk Giese, City Engineer Pinion, Utility Super. Peterson, Street Super. Koss, Police Chief Schauf, Parks & Recreation Dir. Hardy, City Treasurer Laux, Fire Chief Kevin Stieve, Library Director Allen, CDA Director, the News Republic, WBDL, and WRPQ.

Notices sent to other interested parties: Town of Baraboo, Village of West Baraboo, Citizen Agenda Group, Media Agenda Group, BID, BEDC

CALL TO ORDER

APPROVAL OF AGENDA (Voice vote):

NOTE COMPLIANCE WITH OPEN MEETING LAW NOTED

INFORMATIONAL MEETING - Discussion of setting goals and long term planning for the City of Baraboo.

ADOURNMENT

***There will be a picnic prior to the goal setting meeting at 5:00 pm at the Civic Center. This will not be a meeting of the governmental body as no business will be discussed. This is purely a social event.**

It is possible that members of, and possibly a quorum of members of, other governmental bodies of the City of Baraboo who are not members of the above Council, committee, commission or board may be in attendance at the above stated meeting to gather information. However, no formal action will be taken by any governmental body at the above stated meeting, **other than the Council, committee, commission, or board identified in the caption of this notice.**

Agenda prepared by A. Bolin
Agenda posted by D.Munz on 06/09/2016

Visioning and Goals for 2014

Drivers

- Partner and collaborate, particularly with neighboring communities on public services
- Enhance public input and contributions to decision-making (buy-in)
- Well kept community with well maintained Infrastructure
    - Maintain and enhance roads, city streets, county roads and state & federal highways, rail and air.
- Economic development and growth (employment opportunities and a strong tax base)
    - Provide an employable workforce
- Quality of Life opportunities.

Priority Areas of Emphasis

Most compelling issues for the Baraboo Community

- Top quality education K-12
- Quality of public services and infrastructure
- Vibrant/diverse economy and balanced growth
- Great quality of life
- Great parks and recreation
- Availability of employment/living wage jobs
- Top quality medical services
- Great Library

AGENDA
CITY OF BARABOO COMMON COUNCIL
Location: UW-Baraboo/Sauk County Campus, Executive Dining Room, Lang Center, 1006 Connie Road, Baraboo, WI
Wednesday, May 21, 2014, 6:00PM to 9:00PM

Regular meeting of the Common Council, Mayor Palm presiding.
Notices sent to Council members: Wedekind, Kolb, Plautz, Petty, Ellington, Alt, Robkin, and Thurow

Notices sent to City Staff and Media: Atty. Reitz, Adm. Geick, Clerk Giese, City Engineer Pinion, Utility Super. Peterson, Street Super. Koss, Police Chief Schauf, Parks & Recreation Dir. Hardy, City Treasurer Laux, Fire Chief Kevin Stieve, Library Director Allen, CDA Director, the News Republic, WBDL, and WRPQ.

Notices sent to other interested parties: Town of Baraboo, Village of West Baraboo, Citizen Agenda Group, Media Agenda Group, Sauk County Clerk and Coordinator

The Common Council will meet on Wednesday, May 21st, 2014 at 6:00PM, UW-Baraboo/Sauk County Campus, Executive Dining Room, Lang Center, 1006 Connie Road, Baraboo, WI 53913. The purpose is goal setting and strategic planning for the City through 2025.

No action item of the Common Council will be considered or voted upon.

It is possible that members of, and possibly a quorum of members of, other governmental bodies of the City of Baraboo who are not members of the above Council, committee, commission or board may be in attendance at the above stated meeting to gather information. However, no formal action will be taken by any governmental body at the above stated meeting, **other than the Council, committee, commission, or board identified in the caption of this notice.**

Agenda prepared by M Reitz
Agenda posted by dmm on:05/15/2014

Council Chambers, Municipal Building, Baraboo, Wisconsin
Wednesday, May 21, 2014 – 600 p.m.

Mayor Palm called the session to order at 6 p.m., held at the UW Campus, Lange Building, Executive Dining Room, introducing Greg Wise as the facilitator who is also the newly elected President of BEDC who will be having their own visioning session tomorrow.

Roll call was taken.
Council Members Present: Wedekind, Kolb, Plautz, Sloan, Petty, Ellington, Alt, Robkin, Thurow
Council Members Absent: none
Others Present: Clerk Giese, Adm. Geick, Greg Wise

Wise explained that this is a place where people should be comfortable presenting ideas and all should respect other's opinions. No one is required to respond to questions and breaks will be offered throughout.

Members wrote their vision of Baraboo in 2025 on a notecard and placed it in the middle of the table. Members shared what they had written—

- continuing quality of life in the way of natural resources, culture, arts.
- fully developed river front with connection to downtown,
- integrated into a regional economy reaching to Madison.
- Expansion of the park system
- Finishing and building a city hall

Things that did happen to make Baraboo special –

- Remove the dams
- Extend the riverwalk
- West Square Building started as Human Services and expanded into a larger structure
- Cleaning up the riverfront
- GLW, middle school and high school
- UW campus built in 1968, Lange Center, Residence hall, new science facility
- Hospital expansion
- Public services building at Roundhouse court

Members wrote on cards an answer to: 10 years from now what will be the 3 things people talk about most when asked "What do you like best about living in or working in Baraboo?"

- Friendliness of the people
- Great Quality of life
- Natural beauty of the area
- Recreational opportunities
- Recreational amenities
- Efficiency of City services
- Quality of education K-college
- Badger Army Ammunition Plant as described in the Badger Reuse Report
- Beauty and use of this campus
- Quality of Life
- Economic expansion
- Environmental and ecological collaboration
- Courthouse square
- Neighborhood feel
- Excellent educational opportunities
- Top quality medical services

- Schools that rival the best private schools in the US
- Great retail services
- Exceptional learning experience pre-K through college
- Activities and events for all ages
- Great parks, programs and recreational access for all
- Large number of church denominations
- Great schools pre-K through 12
- Excellent healthcare
- Employment opportunities that provide living wage and benefits
- Top quality, affordable housing
- All the open space
- Industrial growth
- Vibrant, diverse economy
- Great balance of industry, commerce and residential
- Diversified economy
- Great streets
- Excellent infrastructure
- Readily accessible new service building (close to the downtown)
- Top quality city services
- All the free public events
- Tourism
- Quality of public services and infrastructure
- Great Library that provides services to all ages
- All the opportunities for "recreation" in all of it's forms
- Library
- Fully functional county board

The list was sorted into groups:

- Cultural and natural amenities
- Schools and libraries
- Economic development
- Public services

Members wrote an answer thinking about the above list: To reach a future that offers these "best things" what should the City focus on over the next 2 – 4 years?

- Identify and focus on 1 or 2 drivers
- Nurture and expand all the partnerships
- Provide high level police, library and city buildings
- Recruit the City to recognize the values presented = Buy in from the City (residents)
- Develop relationships with neighboring governmental bodies
- Develop economic strategy and properly staff it
- Events and parks = expand existing use of parks and civic events (at Fairgrounds)
- Maintain high quality city staff and adequate citizen input
- Promote our community
- Inviting, recruiting, retaining businesses to enlarge tax base
- Expanded partnership development
- Maintaining, planning, expanding clear and concise communications to the community

- Parks
- "Get it right and/or people _____" You only have one chance to get it right.
- Define to the public why we need expanded facilities—being conscious of affordability.
- Embrace financial options outside of the property tax to fund our efforts
- Collaboration between towns, village, county
- Maintain and enhance infrastructure
- Streets and broadband or internet
- Stakeholder input
- Expand shared government services
- Remove "can't" from our vocabulary
- Individualize the value of the assets we are talking about (What is it worth to me?)
- Plans to increase good paying jobs in the area
- Continue efforts with the schools and local industry to help train future workforce
- Focus on revitalizing the east side of the City
- Integrating more with the university
- Work to minimum negative impact on Baraboo from Hwy 12 by-pass

The members grouped these into the following categories:

- Economic/business development
- Informing citizens
- Services/partnerships/collaboration
- Infrastructure

What are the mechanisms to plan out projects?
Adm Geick explained that goal setting and capital plan is a big lead into the new budget year process. Priorities are reviewed in connections with available funding. The basic budget is then created with Staff and the Mayor and then goes to the Council. The final list of projects remains on the DH goal list to accomplish. The Council's final priorities are worked on over multiple years and revisited annually. Committee interaction is project or staff specific and then channeled through to Council or into future budgets.
How do people feel about scheduling or prioritizing projects that come out of committee that members are not on?
Finance Comm is driven by city policy in terms of debt capacity. Revenue sources are also limited and affects projects. We also use Committee of the Whole meetings to encourage participation by everyone in the bigger decisions. Agendas are always available and anyone is welcome to attend meetings that they are not assigned to. Minutes are attached to Council agendas for people to review. Council members trust each other and the staff which aids in working relationships. The Council members respect each other and items are well thought out in committee so that when it comes to Council meetings it can be explained and understood.
What specific actions do you feel the Council and Committees and Departments should take in the next 2 years?

- Make 8th Street repairs a priority before it reaches South Boulevard proportions
- Identify, prioritize 1 or 2 drivers that will have the greatest impact
- Continue to function as committees and bring together for solutions
- Mayor suggests that each committee take on a few of the items and the Finance Committee research how to fund them
- BDAS financial solvency
- Study finances and identify new sources
- Seek community buy-in –establish mechanism for people to say that they were listened to

- Plan for city buildings and how to afford them
- Work with BEDC on development of economic strategy
- Road repairs, particularly Hwy 33
- Community forum
- Fund staff and economic development department
- Economic development of riverfront
- Allow self-organized groups a formal path to presentation of ideas and participation in discussion
- Identify available vacant and empty building parcels to determine viability for economic development
- Development riverfront with some green space
- Budget money to cover incidental expenses for ad hoc groups

The members again wrote an answer to the question: What is your vision of Baraboo in 2025? Answers were not shared on this round but Greg will prepare a document to summarize the meeting. The Mayor asked for feedback on this meeting from the Council. Kolb thanked Greg for leading the session. Robkin discussed a book The Long View by Peter Schwartz, he mentions the book which is amazingly on target with these issues.

ADJOURNMENT

Moved by Kolb seconded by Wedekind, and carried on voice vote, that the meeting adjourn.

Cheryl M. Giese, Clerk-Finance Director

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

Economic Development Plan Update
September 2015

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

Plan Influences

- City of Baraboo Comprehensive Plan, Chapter Eight: Economic Development, 2005
- Baraboo Riverfront Redevelopment Area Plan, 2006
- Baraboo Retail Market Analysis, 2011
- Baraboo Economic Development Commission Economic Development Priorities Planning Process, 2014

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

Vision

The Baraboo area's long-term economic prosperity will be founded on providing an *exceptional quality of life* for all residents which includes *a healthy business climate*. As Baraboo continues to grow and advance, it will protect its *abundant natural resources* and retain *the best qualities of its small city atmosphere*. The community leaders will be forward thinking, fiscally responsible, and environmentally conscious as they identify and address critical issues and opportunities.

BEDC Mission

- To provide intellect, vision, and advocacy for community development; and
- To serve as a catalyst for diverse economic growth

The Baraboo Economic Development Commission (BEDC) has membership from the public, non-profit, and private sectors and its members come from the City of Baraboo, Village of West Baraboo and surrounding towns.

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

Vision—Strategies Consensus

- A Diverse Regional Economy
- Broad Community Engagement and Strong Partnerships
- A Unique Quality of Place
- Efficient & Innovative Quality Public Services and Amenities
- A Robust Education System for All Age Groups

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

Plan Goals & Objectives

- Business Development: Supporting and Growing Businesses
- Community Development: Creating a Place to Visit, Live, Work, and Play
- Redevelopment: A Commitment to Revitalization
- Essential to the success of each: Robust Partnerships and Trusted Collaboration

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

A Three-Pronged Approach

Business Development

- Enhancing our Workforce
- Committing to Existing Businesses
- Developing New Businesses

Community Development

- Marketing Baraboo Area
- Enhancing Tourism Development
- Improving Amenities

Redevelopment

- Creating a South Blvd. Redevelopment Plan
- Creating an East Entrance Redevelopment Plan
- Creating a West Entrance Corridor Redevelopment Plan
- Enhancing the Appearance of the Area

Business Development: Supporting & Growing Businesses

ENHANCING OUR WORKFORCE

Workforce needs assessment

Support workforce development workgroup

COMMITTING TO EXISTING BUSINESSES

Inventory businesses, sites & bldgs.

Conduct formal business retention & expansion program (large firms)

Conduct business visitation program (small firms)

Conduct business exit interviews

DEVELOPING NEW BUSINESSES

Develop and distribute a Baraboo Area-specific business startup guide

Research and target business development opportunities

Review and refine regulatory process for supporting business development

Community Development: Creating a Place to Visit, Live, Work, and Play

MARKETING BARABOO AREA

Identify Assets

Build a world class website

Maintain a contemporary social marketing effort

Implement new resident welcome program

ENHANCING TOURISM DEVELOPMENT

Promote area to visitors

Strengthen the linkages between community and area attractions:

- State Parks
- Environmental organizations (ICF, ALF, BAAP Reuse, etc.)
- Historic Downtown
- River Corridor
- Mid-Continent Train

IMPROVING AMENITIES

Maintain & enhance infrastructure and parks and cultural facilities

Offer world-class connectedness

Feature pedestrian and bike friendly trails and support active river use

Offer an array of affordable and attractive housing options

Redevelopment:
A Commitment to Revitalizing the Area

CREATING A SOUTH BLVD. CORRIDOR REDEVELOPMENT PLAN

Conduct redevelopment study (along entire corridor)

Implement beautification initiative (from weed control to public art at South Blvd. Parkway)

CREATING AN EAST ENTRANCE CORRIDOR REDEVELOPMENT PLAN

Conduct redevelopment study (from Ash St. to Community entrance) including Jackson Property utilization plan

Implement beautification initiative (from weed control to business appearance)

CREATING A WEST ENTRANCE CORRIDOR REDEVELOPMENT PLAN

Update retail market study

Assess Highways 12-33/136 intersection area for improved functionality and aesthetics

Connect bypass traffic to businesses

ENHANCING THE APPEARANCE OF THE AREA

Creating attractive entrances

Encouraging attractive storefronts, signage and new façade designs

Implement beautification initiative (from weed control to business appearance)

GROW BARABOO: An Economic Development Workplan for the Baraboo Area

- Public input
- Final draft plan approved by BEDC, CDA, and Plan Commission; Baraboo City Council presentation and approval; Village of West Baraboo Plan Commission and Board presentation and approval
- Coordinate plan objectives with existing departments and staff (City and Village and Chamber and other partners)
- Hire lead economic development manager for Baraboo Area plan implementation and coordination
- Create project contracting budget for corridor studies
- Create project contracting budget for community marketing study

Capital Improvement Program

2016 – 2022

January, 2016

INTRODUCTION

The City's Capital Improvement Plan covers the years 2016 through 2022 and is issued bi-annually.

The City's major capital needs are divided into three categories: Equipment, Land and Buildings, and Infrastructure. Besides forecasting expenditures, the Plan identifies potential revenue sources that may be used to offset the cost of the capital expenditures including the impact on the City's debt capacity. Financial indicators evaluating and trending the City's changes in finances are also included in the summary section of the report.

City Department Heads have worked diligently to prepare the Plan and considerable effort was made to identify and prepare a meaningful, practical plan. The plan is considered a projection of the City's capital needs and must be reviewed and updated periodically taking into account affordability while addressing service needs of the constituency.

Items from this plan are filtered and become part of the annual budget which is adopted by the City Council. Therefore, capital expenditures are approved if they become a part of the City's adopted annual budget.

ACKNOWLEDGEMENTS

Common Council:

Michael Palm	Mayor
Phillip Wedekind	Alderperson, 1st District
Tom Kolb	Alderperson, 2nd District
Michael Plautz	Alderperson, 3rd District
Scott Sloan	Alderperson, 4th District
Joel Petty	Alderperson, 5th District
John Ellington	Alderperson, 6th District
John Alt	Alderperson, 7th District
Gene Robkin	Alderperson, 8th District
Dennis Thurow	Alderperson, 9th District

City Administrator:

Edward Geick	City Administrator

Department Heads:

Tom Pinion	City Engineer
Cheryl Giese	City Clerk-Finance Director
Pat Cannon	Community Development Authority Dir.
Mark Schauf	Police Chief
Robert Koss	Street Superintendent
Wade Peterson	Utilities Superintendent
Michael Hardy	Park and Recreation Director
Kevin Stieve	Fire Chief
Meg Allen	Library Director
Vacant	City Attorney

Capital Improvement Program

Summary

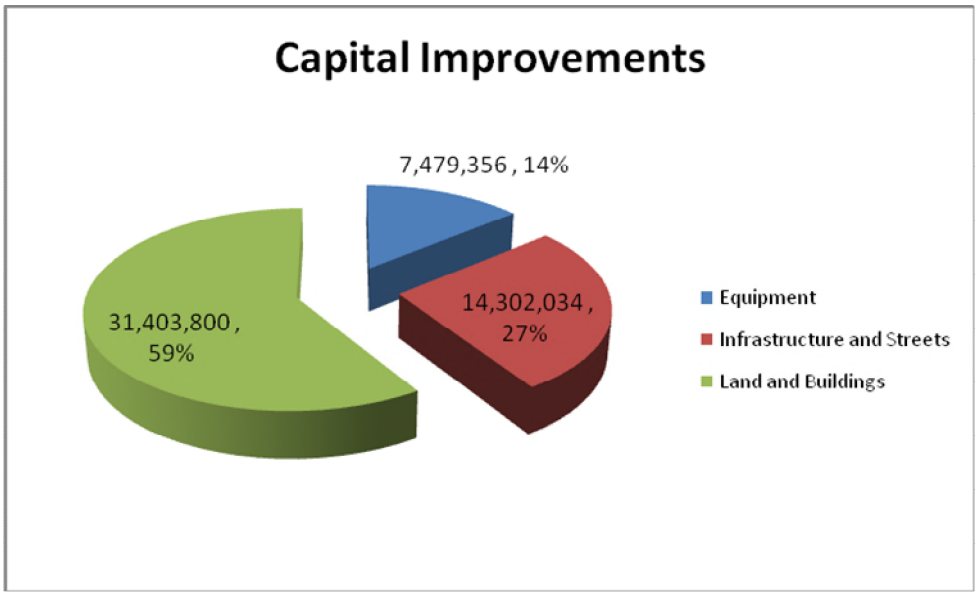
City of Baraboo Capital Plan
Summary Report
Years 2016 - 2022

Sum of Rev Amount		Revenue Source										
Asset Category	Year	**Debt**	**Designated**	**Donations**	**Grant**	**Other**	**Special Assessments**	**Taxes**	**Trade In**	**Utility**	**TID**	**Grand Total**
Equipment	2016		67,500	5,000	22,800			525,856	42,000	99,000		762,156
	2017		500,000		1,400			520,000	5,000	309,000		1,335,400
	2018	1,250,000			1,400			638,500	17,000	261,500		2,168,400
	2019		400,000		2,800			453,400	18,000	71,500		945,700
	2020		200,000		2,800			860,900	49,000	76,500		1,189,200
	2021							580,000	65,000	64,500		709,500
	2022							340,000		29,000		369,000
Equipment Total		**1,250,000**	**1,167,500**	**5,000**	**31,200**			**3,918,656**	**196,000**	**911,000**		**7,479,356**
Infrastructure and Streets	2016	1,489,742	8,750		171,250		76,183	42,000		431,775	750,000	2,969,700
	2017							625,000		189,000	20,000	834,000
	2018		117,500	73,000	2,412,500			625,000	75,000	490,000	172,000	3,965,000
	2019	450,000	38,917		559,417			325,000		240,000		1,613,334
	2020		57,500		1,092,500			775,000		490,000		2,415,000
	2021	450,000						575,000		305,000	400,000	1,730,000
	2022	450,000						325,000				775,000
Infrastructure and Streets Total		**2,839,742**	**222,667**	**73,000**	**4,235,667**		**76,183**	**3,292,000**	**75,000**	**2,145,775**	**1,342,000**	**14,302,034**
Land and Buildings	2016	1,261,525	749,250	7,500	45,000			106,925		11,000		2,181,200
	2017		74,000	300,000	50,000	15,000,000		115,500		37,000		15,576,500
	2018	650,000	15,000	71,500	50,000			135,100		39,000		960,600
	2019	586,000	91,500		50,000	586,000		107,500			75,000	1,496,000
	2020	5,040,000	1,053,500	2,126,000	152,500			82,500				8,454,500
	2021		12,300		283,700					350,000		646,000
	2022		81,950		1,937,050	70,000						2,089,000
Land and Buildings Total		**7,537,525**	**2,077,500**	**2,505,000**	**2,568,250**	**15,656,000**		**547,525**		**437,000**	**75,000**	**31,403,800**
Grand Total		**11,627,267**	**3,467,667**	**2,583,000**	**6,835,117**	**15,656,000**	**76,183**	**7,758,181**	**271,000**	**3,493,775**	**1,417,000**	**53,185,190**

CITY OF BARABOO
CAPITAL IMPROVEMENT PLAN
IMPACT OF YEARS 2016 THROUGH 2022

The City's Department Heads have identified approximately $53 million of capital improvements to take place over the course of the next 7 years. Each Department Head forecasted equipment, land and building acquisitions, street projects and major infrastructure items for their individual departments. Their projections were sorted into specific categories (infrastructure and streets, equipment, land and buildings) and identified by year. The following pie chart is a summary of the capital needs forecasted by the Department Heads:

Figure 1: Future Capital Needs Identified by Department Heads



Asset Category	**Total**
Equipment	7,479,356
Infrastructure and Streets	14,302,034
Land and Buildings	31,403,800
Grand Total	**53,185,190**

<u>Equipment -- $7,479,356</u>

Most Departments have equipment replacement schedules in place and these were incorporated into the 7 year plan. In fact, most of the equipment purchases identified by Department Heads are to replace existing equipment as opposed to additional purchases. Although most departments employ a replacement schedule, only the Fire Department and the Public Works Department benefit from a revolving equipment replacement fund. The primary revenue source for replacing existing equipment is taxation or the utilities. When considering all City owned equipment including the Utilities, UW Campus and Airport, the equipment collectively is 45.47% depreciated with annual depreciation expense of approximately $756,760 dollars.

Land Improvements and Buildings -- $31,403,800

All Departments except for Public Works indicated space needs as a major problem facing their department in the next years. The City Council has recently contracted for design services for a combination City Hall/Public Safety complex which will be built in phases. The Police Department has the highest priority and will be included in the first phase of construction proposed for 2017. In addition, the present Library is inadequate and the Library Board has contracted for design of an addition to the existing structure, proposed for 2020. The majority of anticipated new debt is to fulfill the City's building needs. Although the existing buildings are only 27.6% depreciated, many departments are housed in cramped or unsecured facilities and this important need will have to be addressed to meet the demands of providing public services. The annual depreciation expense for all municipal operations, including Utilities, UW Campus and Airport is $298,581 dollars.

Infrastructure and Streets -- $14,302,034

Major infrastructure needs were identified for the Airport, Streets and Utilities. The majority of the projects include street reconstruction, storm sewer and utility rehabilitations, airport taxiways, and TIF related projects. The existing infrastructure collectively is 30.98% depreciated with annual depreciation expense of approximately $1,344,026 dollars for the City, Utilities, UW Campus and Airport.

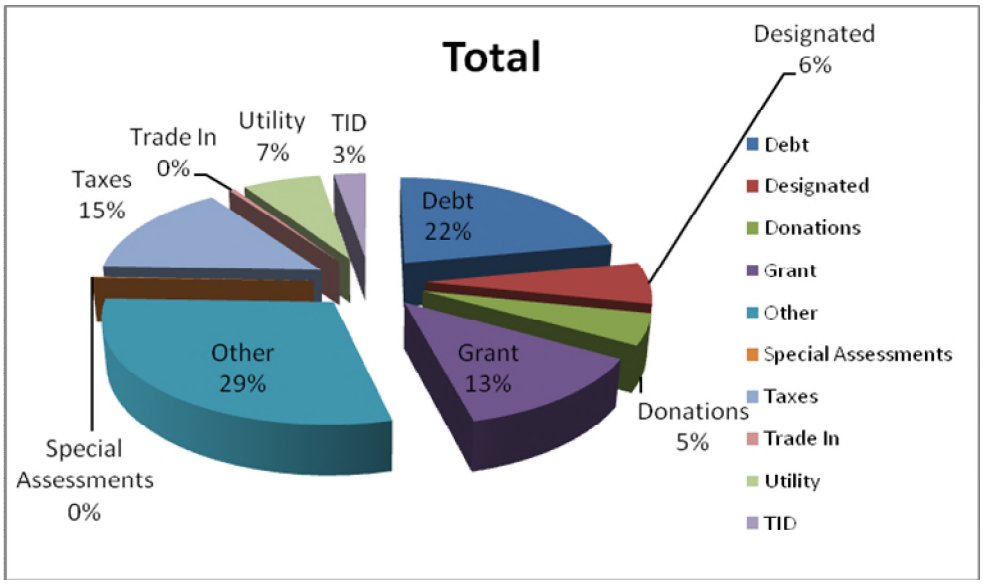
More information about depreciation expense can be found in Figure 13 on page 15 of this report.

REVENUE SOURCES

Department Heads also identified potential revenue sources to help achieve the City's capital needs. The revenue sources shown in the report are as actually known as of the date of this report. Sources were only identified if they are under contract, prior commitment or some firm acknowledgement that the City can rely upon. This report indicates that Equipment will be paid primarily from property taxes. Land and Buildings improvements will be paid mostly from new debt and donations. Storm water projects will be paid by the Storm Water Utility. Annual Street projects are projected with a combination of taxation, TID and new debt. Airport projects will primarily be paid from grant proceeds.

Sale of Surplus Lands. The City owns several marketable properties and the proceeds from the sale of these properties could be applied toward capital projects. The properties identified include the Jackson property, School forest, and Hwy 123 residential area along the golf course. Currently, no proceeds from the sale of these properties are included in this report.

Figure 2: Revenue Sources to Pay for Capital Expenditures Identified by Department Heads



Revenue Source	Total
Debt	11,627,267
Designated	3,467,667
Donations	2,583,000
Grant	6,835,117
Other	15,656,000
Special Assessments	76,183
Taxes	7,758,181
Trade In	271,000
Utility	3,493,775
TID	1,417,000
Grand Total	**53,185,190**

The majority of capital improvements are currently planned as Other which is largely a capital lease between the CDA and City (29%), New Debt (22%) or Taxation (15%). Donations and Designated funds are shown as the revenue source for 11% of projects including the Library addition and UW Campus projects. Grants will pay for 13% of capital needs, largely for the Airport and CDA improvements. The Utility projects are funded by use fees.

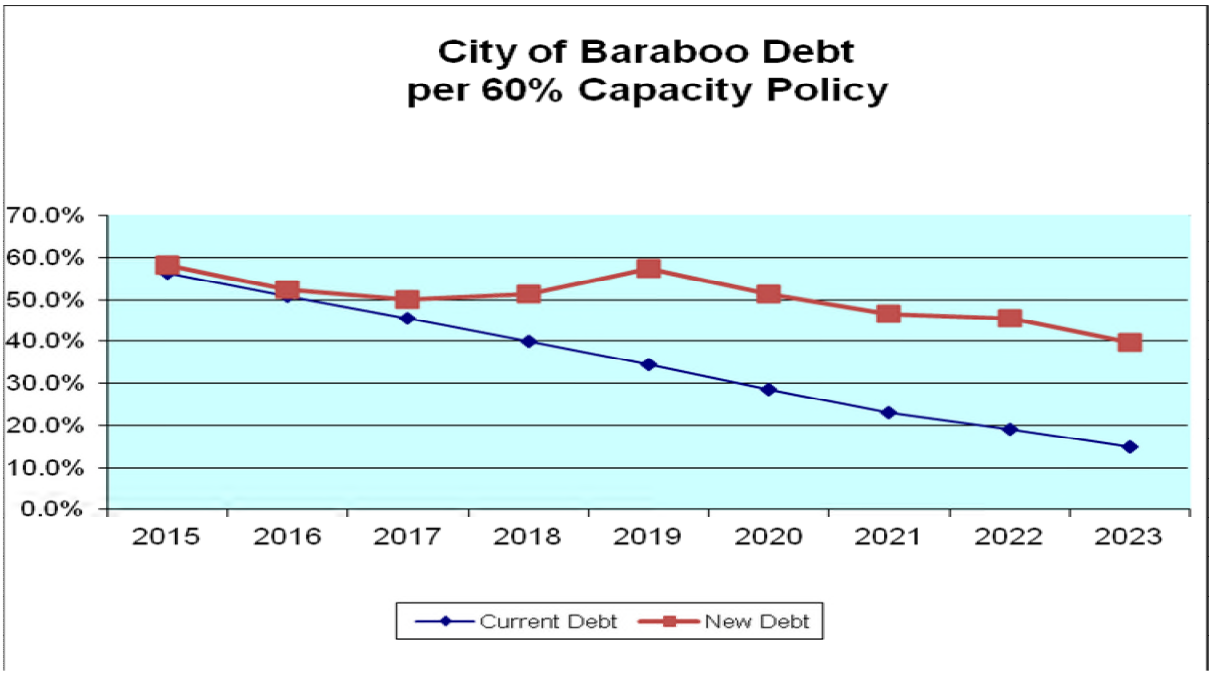
The amounts shown in the debt and taxation revenue sources should be considered as a maximum amount, realizing that other new revenue sources will reduce the amounts in these default categories. Again, for purposes of this report, new or additional revenue sources that involve changes to current policies were not included as a revenue source because the Council has not contemplated or enacted policy changes yet.

IMPACT ON DEBT

The Capital Improvement Plan identifies new debt as a revenue source in the amount of $11,627,267 over the course of the next 7 years. The majority of the anticipated debt or $7,537,525 is for Land and Buildings, $2,839,742 for Infrastructure and Streets and the remaining $1,250,000 for Utility equipment.

The City's current debt capacity policy limits the City's debt to 60% of the total possible debt load allowed by State Statutes. Currently, the City is at 56.36% of the allowable limit. The following graph depicts the City's projected if future debt is implemented as identified in this plan.

Figure 3: Existing Debt with Impact of New Debt for TID projects, Library and Public Safety Building



Projects Proposed to be Funded with New Debt:		
Public Safety Property acquisition & design	2016	756,200.00
8th Street/Avenue	2016	500,000.00
Pierce Restrooms & Donahue Terrace	2016	505,325.00
Annual Streets	2016	989,742.00
WWTP Equipment & Garage	2018	1,400,000.00
Public Safety/Admin Building Lease Payment – ANNUAL	2017 - ?	625,000.00
Remodel City Hall for Fire Department	2018	500,000.00
Annual Streets	2019	450,000.00
UW Theater remodel	2019	586,000.00
Library Construction & Civic Ctr Office remodel	2020	5,040,000.00
Annual Streets	2021	450,000.00
Annual Streets	2022	450,000.00
UW Theater & Arts expansion	2023	1,955,000.00
UW Administration/Front Entrance	2027	4,783,000.00
Public Safety Building-Phase 2	2028	10,000,000.00
UW Library and classrooms	2029	3,086,000.00

The top line is the anticipated new debt and the lower line is the current debt. The proposed new debt in this illustration only indicates debt that will be repaid by taxation or TIF districts. Utility projects have been included as new debt, but should be considered for mortgage revenue obligations rather than general obligations since user fees provide an additional revenue source. The City will likely need to reserve borrowing capacity for City projects. However, the idea of coordinating debt issues between the City and Utility should not be ruled out since both entities could benefit from savings on issuance costs in a combined debt issue. The chart indicates that the City should be frugal in sharing it's borrowing capacity in order to maintain appropriate debt margins.

It is important to note that the new debt issues included in this report only include projects for land, buildings, TIF infrastructure and some street reconstruction. No new General Obligation debt has been projected for storm water or airport needs since other revenue sources are being considered for these projects.

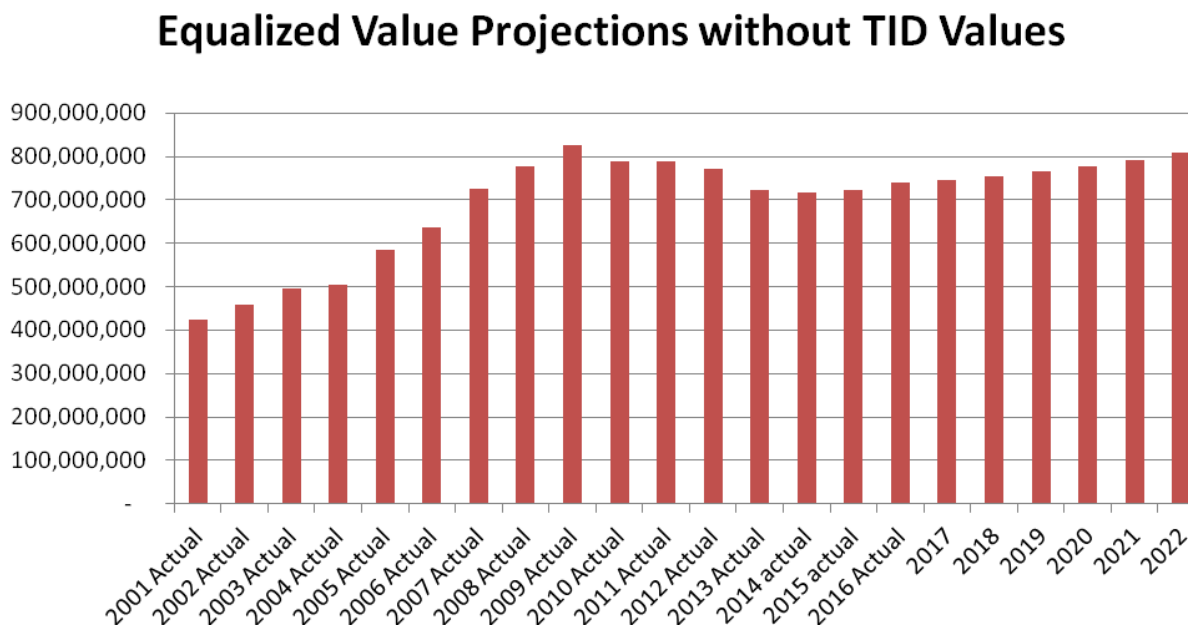
Also absent from this plan is any debt in conjunction with TID/developer projects because it is anticipated that the City will look to other financial vehicles to cooperate with development projects. City Bonds (PayGo), or Tax Increment Revenue Bonds are the most likely types of financing to be considered because they are low risk to the City and do not count against the City's debt capacity.

More information about the City's debt can be viewed in Figures 11, 12 and 14 as shown on pages 14 and 15 of this report.

EQUALIZED VALUE PROJECTIONS

Equalized value projections were based upon the City's equalized value without TID increments. Future value increases were conservatively estimated at 1% per year for 2017 and 2018, 1.5% for 2019 and 2020, and 2% beginning in 2021. The equalized value without the TID increment was used in order to represent growth throughout the City other than in the TIDs. Growth within the TID boundaries is used to repay debt for the various TID's until the district closes. When a district closes, the previous increment is then added to the City-wide tax base. The following chart shows the projected growth in the City-wide tax base. The next expected TID closure is TID 6 in 2022 which will appear as new tax base in 2023.

Figure 5: Illustrates Adjusting Equalized Values in Tax Base Without TID Values Included



FINANCIAL INDICATORS

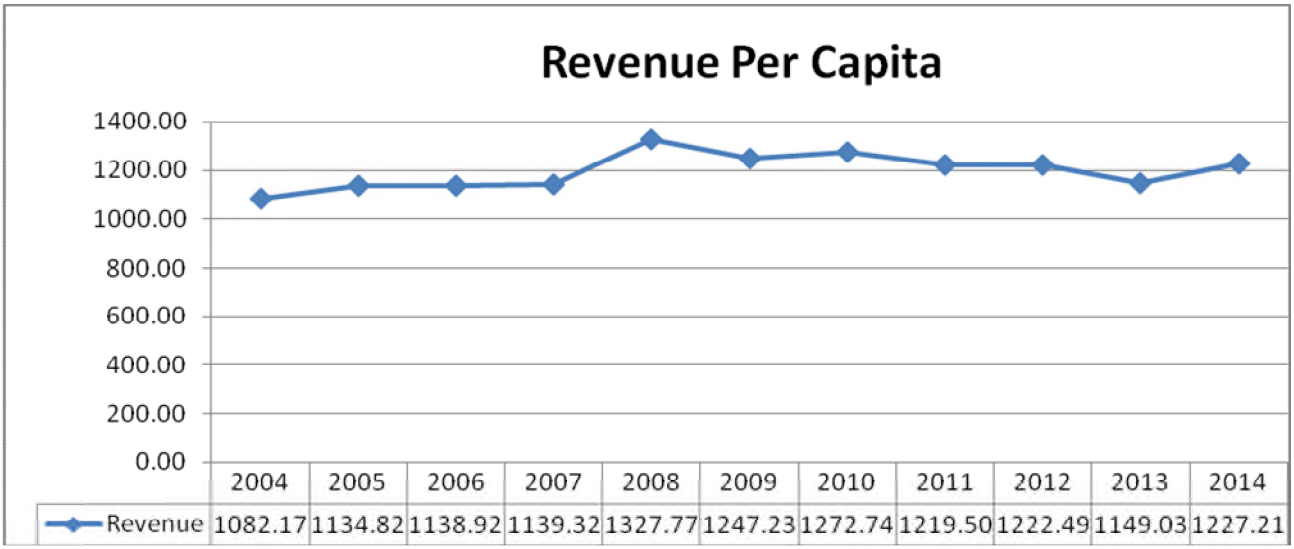
Financial indicators are useful in evaluating a government's changes in its financial situation. The Council should review whether the trends are improving or deteriorating, and the reasons for the change.

The revenue and expenditure charts are prepared using data from the City annual audit reports. Unless otherwise noted, only Governmental Fund activities have been reported and include the following:

Major Funds --	General Fund, Debt Service
Special Revenue --	CDA grants, Park Impact and Development, Forest Management, Taxi, Alma Waite, Library Trust and Impact, Fire Department Longevity, Airport, Public Safety Impact, Park House and Stackhouse, Kuenzi Estate, Library Building, BID pocket park, TID Incentives, Capital Catalyst
Capital Funds --	TIDs, Capital Projects, Fire Equipment Replacement, Emergency Management Equipment, Special Assessments, Taxable Capital Projects, Urban and Land Development, Capital Equipment and Airport Capital
Internal Service --	Liability Insurance and Unfunded Pension Liability

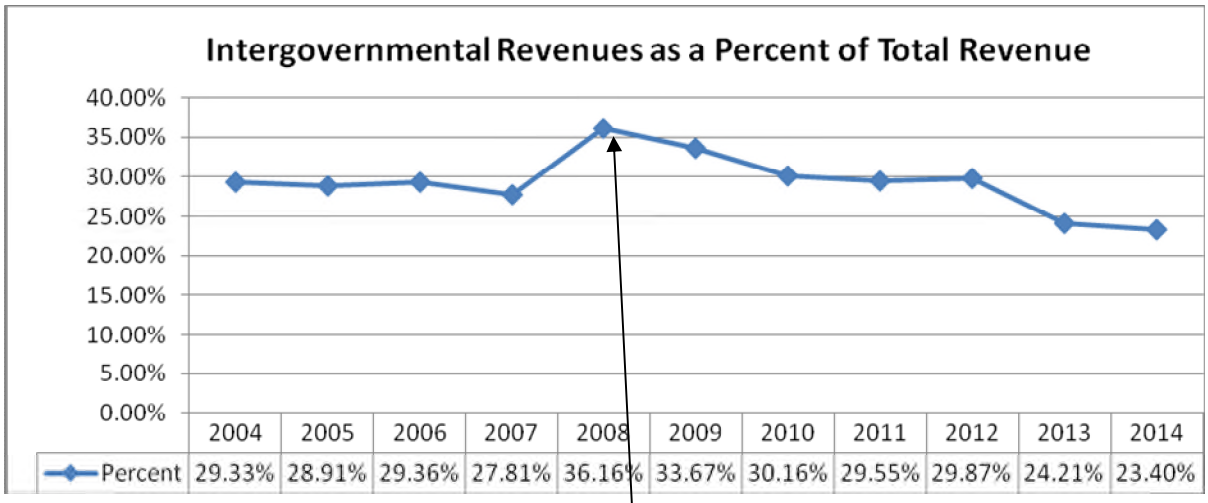
Proprietary, Agency Funds and Component Units are not included in these indicators. Those cover the Water, Sewer and Stormwater Utilities (Proprietary) and Tax Collection Fund, UW Campus and Friends of the Library (Agency Funds). The Component Units are the BID and CDA.

Figure 6: Governmental Fund Revenues Per Capita. This indicator compares existing revenue base to population changes. Decreasing revenues per capita over time indicate that population growth exceeds the growth in revenue.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue	1082.17	1134.82	1138.92	1139.32	1327.77	1247.23	1272.74	1219.50	1222.49	1149.03	1227.21

Figure 7: Intergovernmental Revenues as a Percent of Total Revenue. This indicator measures how reliant Baraboo is upon the State, Federal and local governments for revenues. A large percentage of intergovernmental revenues indicate vulnerability since the local community can be negatively impacted by decisions of the other governments.



The City received more grants in 2008, resulting in the decrease in reliance on property taxes below.

Figure 8: Property Taxes as a Percent of Total Revenues. This indicates how dependent the City is on property taxes.

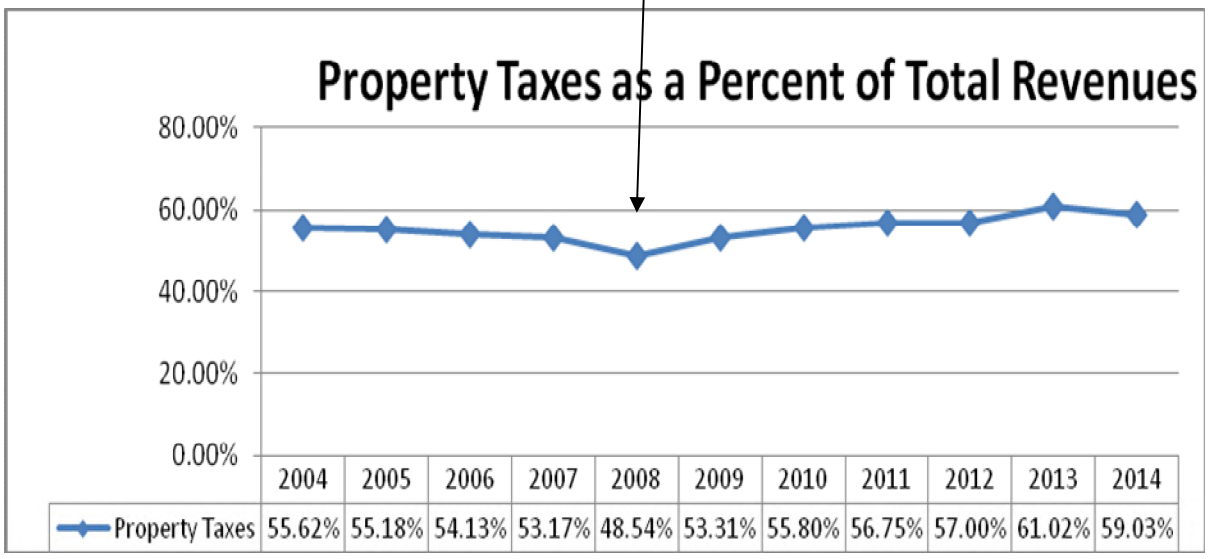
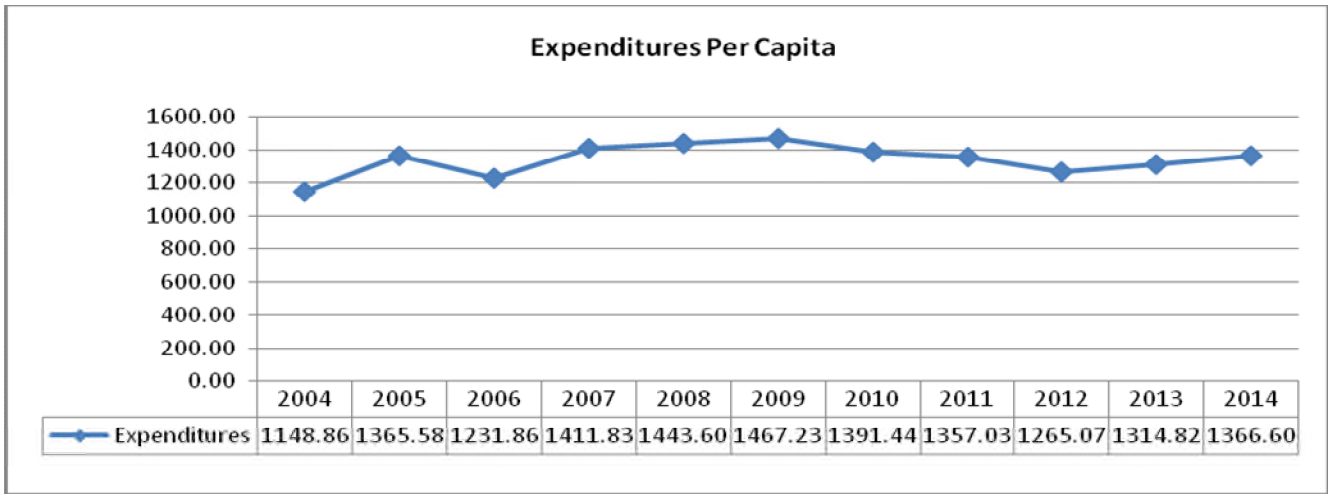


Figure 9: Governmental Funds Expenditures per Capita. This indicator compares existing expenditures to population changes. An increasing expenditure per capita is caused by population growing at a lesser rate than city expenditures.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenditures	1148.86	1365.58	1231.86	1411.83	1443.60	1467.23	1391.44	1357.03	1265.07	1314.82	1366.60

Figure 10: Fund Balance as a Percent of General Fund Expenditures. This indicator measures the City's capacity to withstand financial emergencies. The unassigned fund balance is considered the rainy day fund and the City policy requires 15% to 25% of fund balance. Decreases in the fund balance are viewed negatively by bond rating agencies, especially if used to fund operations.

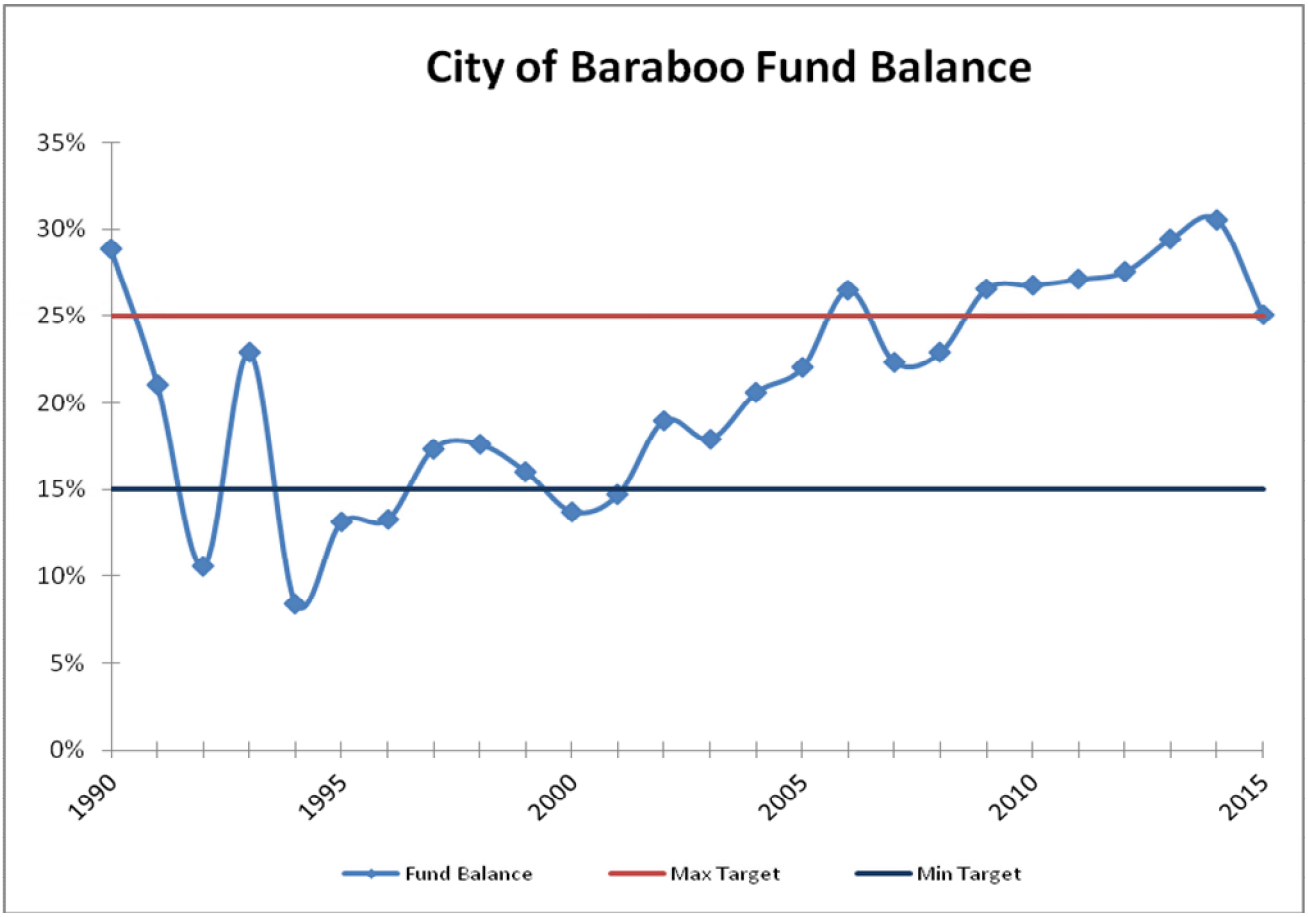


Figure 11: Outstanding Debt as a Percentage of Debt Capacity. This indicator measures the community's indebtedness over time. The City has an internal policy not to exceed 60% of the statutory limit of 5% of equalized value.

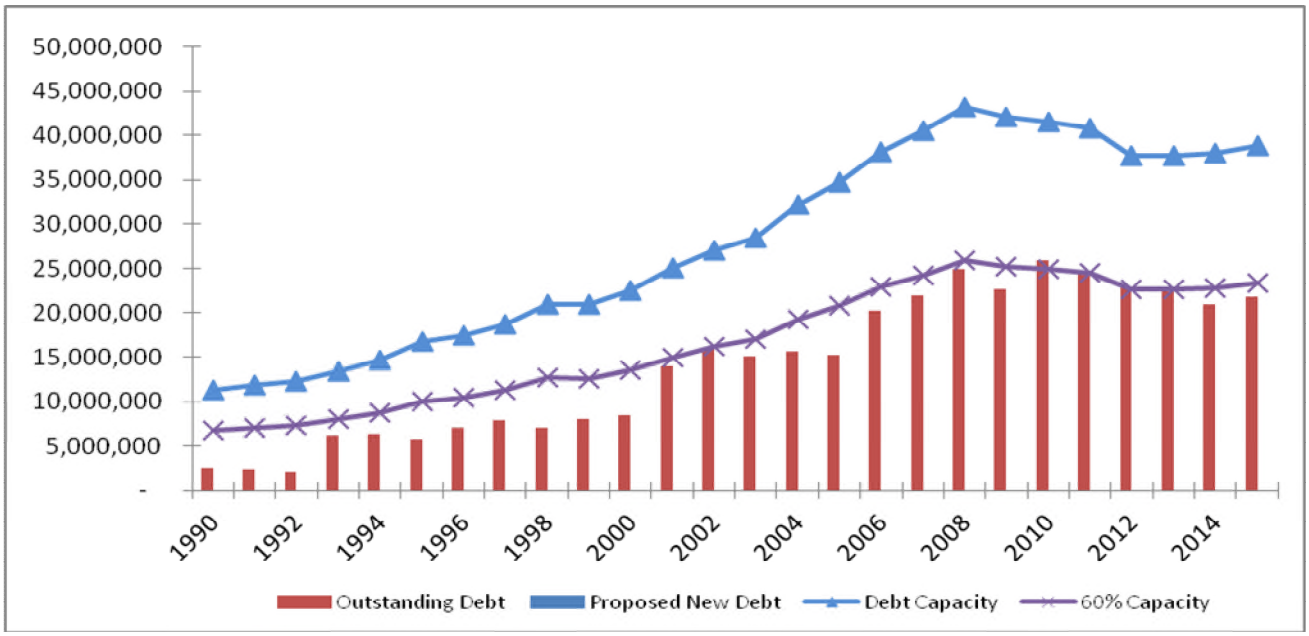


Figure 12: General Obligation Debt as a Percentage of General Fund Revenues. This measures the level of debt service to total General Fund revenues. Increasing debt reduces the expenditure flexibility and increases fixed costs. A decreasing line represents that debt issues for Baraboo will be repaid by other revenue sources such as TIDs and Utilities as opposed to property taxes.

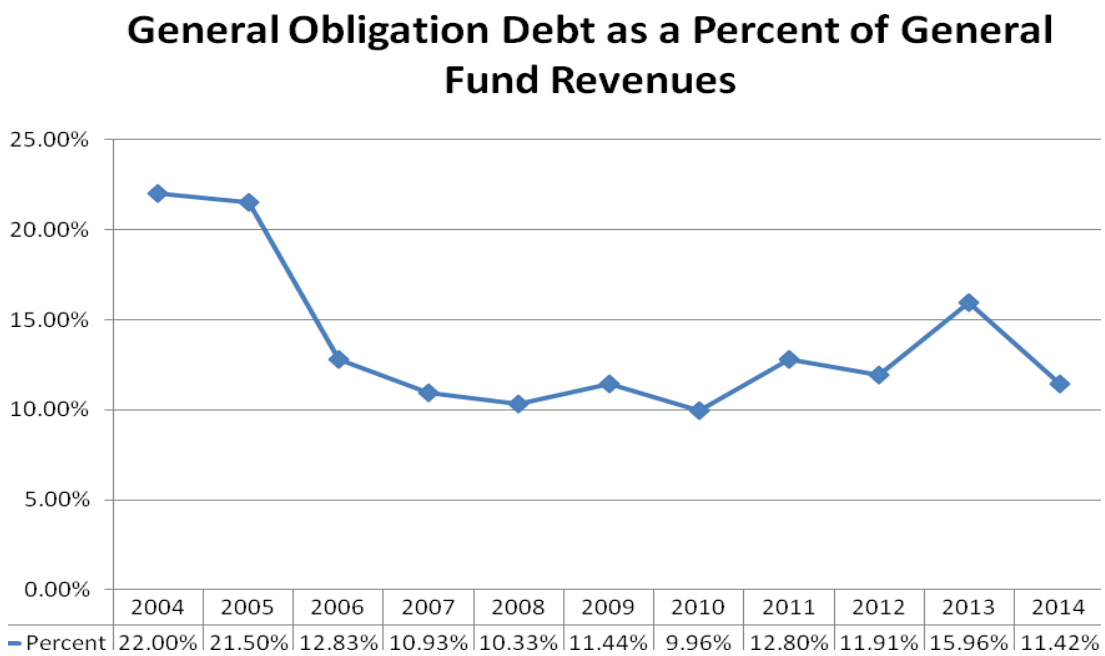


Figure 13: Accumulated Depreciation as a Percentage of Capital Assets. This measures the value of depreciated capital assets. Increased depreciated values indicates annual capital expenditures are not keeping pace with the annual depreciation cost and that the buildings and infrastructure are aging faster than it is being replaced or updated.

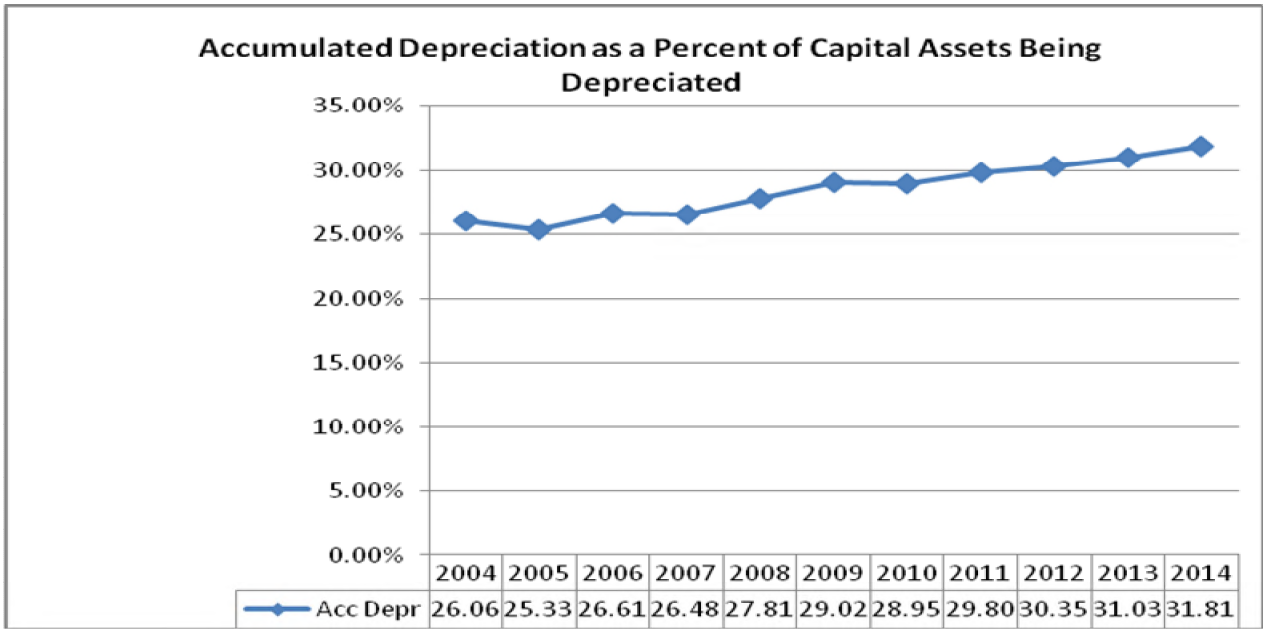
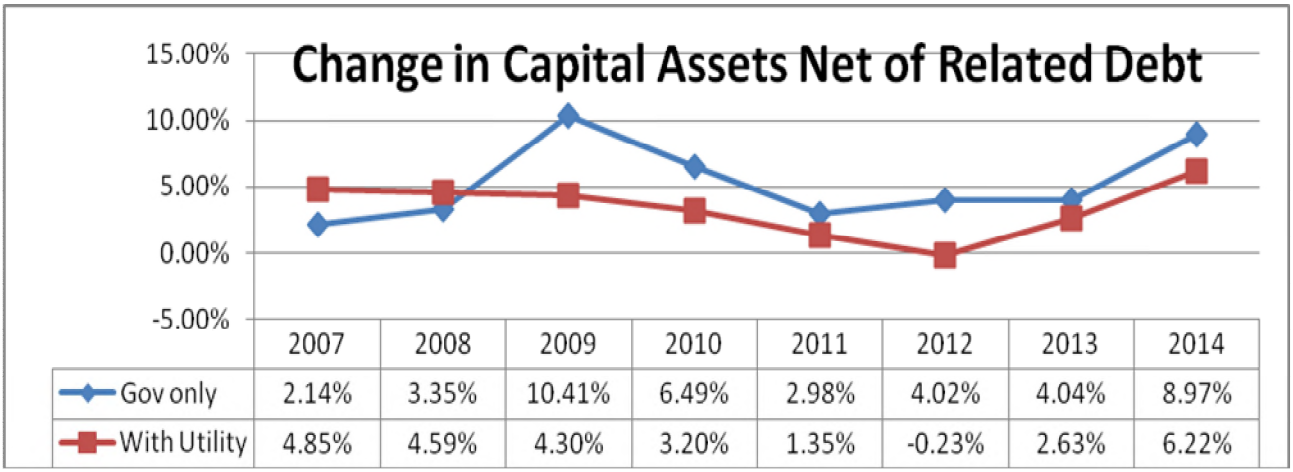


Figure 14: Change in Capital Assets Net of Related Debt. This calculation measures the change in capital assets after considering the outstanding debt associated with obtaining the assets. An increase in percentage indicates that assets are being acquired from sources other than debt issuance and positive net changes in annual debt repayment schedules. A positive change reflects that the amount of community's assets that are owned free and clear is growing.



CONCLUSION

Land and Buildings – This category was identified by Department Heads as the most significant need, totaling $31.4 million of this $53 million report. With careful planning, the building projects are affordable if phased in conjunction with future debt capacity. Projects for the Emergency services, Administration, Library, and UW Campus are included.

While streets and equipment have been reviewed annually as a matter of routine, until recently, attention to land and buildings has not been as regular. As a result, most departments have outgrown their present facilities. The Council has created impact fees for the parks, the library and public safety facility.

Equipment – The greatest needs were identified by Fire Department at $2.3 million, Public Works at $1.9 million, and Police at $.5 million. The majority is projected to be paid from property taxes and utility rates. Money for equipment replacements has been provided annually and in most cases the equipment is adequate if the current replacement schedule is maintained.

Infrastructure –The City concentrates on street reconstruction/storm water utility project combinations whenever possible. The City Engineer has reported that maintaining the street pavement at grade 7 or above significantly reduces future reconstruction costs and that crack filling, seal coating and overlays should be increased in order to avoid more costly street reconstruction. This plan includes $6.25 million of street reconstruction projects and $1.7 million of TID projects. Costs are expected to be paid from a combination of taxes and new debt unless another source can be found.

The Plan includes Utility projects estimated at $2.1 million are projected to be paid from a combination of Storm Water Utility revenues, Water and Sewer Utilities revenues, and debt proceeds.

The Airport improvements of $4.3 million are a combination of grants and local revenue sources.

Limitations on Issuing General Obligation Debt – For purposes of this plan, the City intends to preserve as much General Obligation debt capacity as possible for future building projects. Therefore, projects that have other debt options available must be considered and the use of GO debt should be a last consideration. Examples are storm water projects that could be funded with Mortgage Revenue Debt and TID projects involving developers that could be financed with PayGO Financing, or Tax Increment Revenue Bonds.

Work Plan – In prior years, the Council and Department Heads explored ideas to help afford the improvements rather than rely on debt and taxation. Although none have been explored recently, they remain potential revenue streams or policy issues:

- Cost sharing or contracting with participating Local Governments for common emergency services future facilities
- Exploring the use of Impact Fees
- Designating a part of the tax rate for capital expenditures on a permanent basis as TIDs close
- Increase use of Special Assessments for infrastructure projects
- Utilization of mortgage revenue debt rather than general obligation debt
- Creating equipment replacement funds and other revolving funds
- Exploring grant programs

- Expanding use of TIDs including Increment Sharing
- Entering into cooperative agreements for overlapping services with other taxing jurisdictions
- Consolidate services and support personnel, create efficiencies in space utilization
- Explore private/public partnerships for ownership of public buildings.

Many of these issues will require detailed analysis and a considerable investment of time. The Council may consider hiring consulting services to help fully analyze certain issues in order to determine the benefit for Baraboo taxpayers.

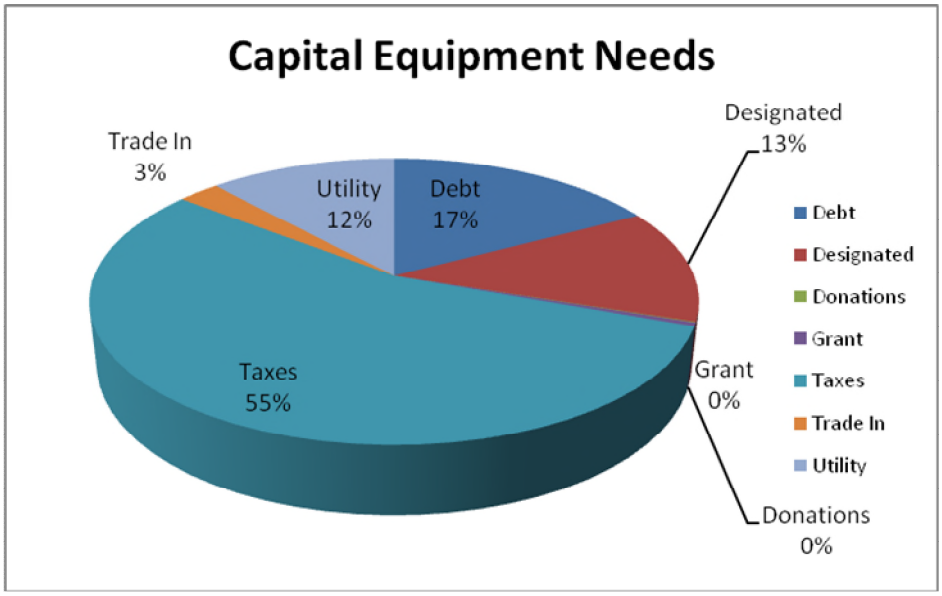
Capital Improvement Program

Equipment

City of Baraboo
Capital Improvement Program
Equipment Forecast

The City's capital equipment needs have been identified by Department Heads for their respective Departments for a 7 year period covering 2016 through 2022. Their summarized needs are shown on the first pages in this section and depicted on the following graph.

Figure 1: Equipment Needs Identified by Department Heads



Revenue Source	Total
Debt	1,250,000
Designated	1,167,500
Donations	5,000
Grant	31,200
Taxes	3,918,656
Trade In	196,000
Utility	911,000
Grand Total	**7,479,356**

The majority of equipment will be paid from taxation which includes capital equipment funds. Other revenue sources are also contributing to the total equipment purchases such as designated funds, debt issuance, trade-in allowance and Utilities.

Detailed capital equipment needs by year for each department are shown on the following pages. The City of Baraboo's capital equipment needs for 2016 through 2022 are estimated at $7,479,356 for an estimated levy impact of $3,918,656 during the seven year period. The average equipment needs during the period is $1,068,479 per year.

Asset Category	Equipment

		Year							
Department	Project Name	2016	2017	2018	2019	2020	2021	2022	Grand Total
Administration	Copier			10,000		10,000			20,000
	Information Technology	21,400	25,000	25,000	25,000	25,000	25,000	25,000	171,400
	Accounting Software	10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000
Administration Total		31,400	35,000	45,000	35,000	45,000	35,000	35,000	261,400
Civic Center	Media Center	5,500							5,500
Civic Center Total		5,500							5,500
Engineering	Printer/Scanner/Plotter			3,000					3,000
Engineering Total				3,000					3,000
Fire	Equipment Replacement Fund	200,000	240,000	200,000		200,000	200,000	200,000	1,240,000
	SCBA & Radio Replacement Fd		20,000	20,000	20,000	20,000			80,000
	Engine 3		500,000						500,000
	Squad 2				400,000				400,000
	Helmets and Boots	25,000							25,000
	Replace Van or Car #2	50,000							50,000
Fire Total		275,000	760,000	220,000	420,000	220,000	200,000	200,000	2,295,000
Library	3D Printer	3,568							3,568
	iPads	11,385							11,385
	Laptop Lab	3,695							3,695
	Self-Checkout Adult	11,554							11,554
	Self-Checkout Children	11,054							11,054
Library Total		41,256							41,256
Parks	Mower		22,500		20,000				42,500
	Skid Loader	51,750							51,750
	Truck	16,000		25,000		44,000			85,000
	Gator			8,000					8,000
Parks Total		67,750	22,500	33,000	20,000	44,000			187,250
Police	Body Armor		2,800	2,800	5,600	5,600			16,800
	Mobile Data Computers	8,000	8,000	8,000	8,000	8,000			40,000
	Mobile Video		15,000	15,000	15,000	15,000			60,000
	Portable Radios	7,000	3,600	3,600	3,600	3,600			21,400
	Radar/Laser			3,000		3,500			6,500
	Vehicles/Bicycles	87,000	56,000	84,000	56,000	56,000			339,000
	Taser		4,000	4,000	4,000	4,000			16,000
	Light Bars/Controller	3,000	3,000	3,000		3,000			12,000
	ERT Rifle	3,500							3,500
	Vehicle Molded Seats		4,000						4,000
Police Total		108,500	96,400	123,400	92,200	98,700			519,200
Public Works	Backhoe 37			50,000					50,000
	Equipment Replacement Fund	100,000	100,000					100,000	300,000
	Excavator 22					225,000			225,000
	Garbage Truck 80				175,000				175,000
	Jet Vac 1/3-split with DPW/St S			150,000					150,000
	Trailer 43					42,000			42,000
	Trailer 55		7,500						7,500
	Trailer 58					4,500			4,500

Asset Category	Equipment

		Year							
Department	Project Name	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Grand Total**
Public Works	Truck 17,18,19						405,000		405,000
	Trucks 6, 10, 11					420,000			420,000
	Trucks 2, 4, 7				127,000				127,000
	Skid Steer Tracks	6,750							6,750
Public Works Total		106,750	107,500	200,000	302,000	691,500	405,000	100,000	1,912,750
Recreation	Fitness Room	4,500		7,500		8,500			20,500
Recreation Total		4,500		7,500		8,500			20,500
Sewer Utility	Loader		150,000						150,000
	Mower					21,500			21,500
	Pickup Truck (4WH)				32,500				32,500
	Skid Steer	17,000							17,000
	Jet Vac split		52,500	52,500					105,000
	Jet Vac camera	8,000							8,000
	Phospherus Monitoring Equip	6,000							6,000
	Biosolids Process Equipment			1,100,000					1,100,000
	Grit Dewatering			150,000					150,000
Sewer Utility Total		31,000	202,500	1,302,500	32,500	21,500			1,590,000
Stormwater Utility	Equipment Replacement Fund	29,000	29,000		29,000	29,000	29,000	29,000	174,000
	Jet Vac 1/3-split with DPW/St S			150,000					150,000
Stormwater Utility Total		29,000	29,000	150,000	29,000	29,000	29,000	29,000	324,000
Water Utility	Computers	29,000							29,000
	Mower			15,000					15,000
	Pickup Truck					16,000			16,000
	SCADA Upgrade		15,000						15,000
	Meter Replacement		10,000				31,000		41,000
	Meter Replacement	10,000		10,000	10,000	10,000			40,000
	Pickup Truck F-250			34,000					34,000
	Pickup Truck F-550		48,000						48,000
	Office Computers		4,500				4,500		9,000
Water Utility Total		39,000	77,500	59,000	10,000	26,000	35,500		247,000
Zoo	Generator	6,500							6,500
Zoo Total		6,500							6,500
Emergency Mgt	Siren Upgrade	11,000							11,000
	Repair Installment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Emergency Mgt Total		16,000	5,000	5,000	5,000	5,000	5,000	5,000	46,000
Forestry	Stump Grinder			20,000					20,000
Forestry Total				20,000					20,000
Grand Total		762,156	1,335,400	2,168,400	945,700	1,189,200	709,500	369,000	7,479,356

Year	(Multiple Items)
Asset Category	Equipment

Funding Sources		Revenue Source							
Department	**Project Name**	**Debt**	**Designated**	**Donations**	**Grant**	**Taxes**	**Trade In**	**Utility**	**Grand Total**
Administration	Information Technology					171,400			171,400
	Copier					20,000			20,000
	Accounting Software					70,000			70,000
Administration Total						**261,400**			**261,400**
Civic Center	Media Center					5,500			5,500
Civic Center Total						**5,500**			**5,500**
Engineering	Printer/Scanner/Plotter					3,000			3,000
Engineering Total						**3,000**			**3,000**
Fire	Equipment Replacement Fund					1,240,000			1,240,000
	SCBA & Radio Replacement Fd					80,000			80,000
	Engine 3		500,000						500,000
	Squad 2		400,000						400,000
	Helmets and Boots				22,800	2,200			25,000
	Replace Van or Car #2		50,000						50,000
Fire Total			**950,000**		**22,800**	**1,322,200**			**2,295,000**
Library	3D Printer					3,568			3,568
	iPads					11,385			11,385
	Laptop Lab					3,695			3,695
	Self-Checkout Adult			5,000		6,554			11,554
	Self-Checkout Children					11,054			11,054
Library Total				**5,000**		**36,256**			**41,256**
Parks	Mower					39,500	3,000		42,500
	Truck					75,000	10,000		85,000
	Skid Loader					22,750	29,000		51,750
	Gator					6,000	2,000		8,000
Parks Total						**143,250**	**44,000**		**187,250**
Police	Vehicles/Bicycles					302,000	37,000		339,000
	Radar/Laser					6,500			6,500
	Body Armor				8,400	8,400			16,800
	Mobile Video					60,000			60,000
	Portable Radios					21,400			21,400
	Mobile Data Computers					40,000			40,000
	Taser					16,000			16,000
	Light Bars/Controller					12,000			12,000
	ERT Rifle					3,500			3,500
	Vehicle Molded Seats					4,000			4,000
Police Total					**8,400**	**473,800**	**37,000**		**519,200**
Public Works	Equipment Replacement Fund					300,000			300,000
	Garbage Truck 80					175,000			175,000
	Excavator 22					225,000			225,000
	Backhoe 37					50,000			50,000
	Trailer 43					42,000			42,000
	Trailer 55					7,500			7,500
	Trailer 58					4,500			4,500
	Truck 17,18,19					340,000	65,000		405,000
	Trucks 6, 10, 11		200,000			180,000	40,000		420,000
	Jet Vac 1/3-split with DPW/St S					150,000			150,000
	Trucks 2, 4, 7					117,000	10,000		127,000
	Skid Steer Tracks					6,750			6,750
Public Works Total			**200,000**			**1,597,750**	**115,000**		**1,912,750**
Recreation	Fitness Room					20,500			20,500
Recreation Total						**20,500**			**20,500**
Sewer Utility	Mower							21,500	21,500
	Loader							150,000	150,000
	Pickup Truck (4WH)							32,500	32,500
	Skid Steer							17,000	17,000
	Jet Vac split							105,000	105,000
	Jet Vac camera							8,000	8,000
	Phospherus Monitoring Equip							6,000	6,000
	Biosolids Process Equipment	1,100,000							1,100,000
	Grit Dewatering	150,000							150,000
Sewer Utility Total		**1,250,000**						**340,000**	**1,590,000**
Stormwater Utility	Equipment Replacement Fund							174,000	174,000
	Jet Vac 1/3-split with DPW/St S							150,000	150,000
Stormwater Utility Total								**324,000**	**324,000**

Capital Improvement Program

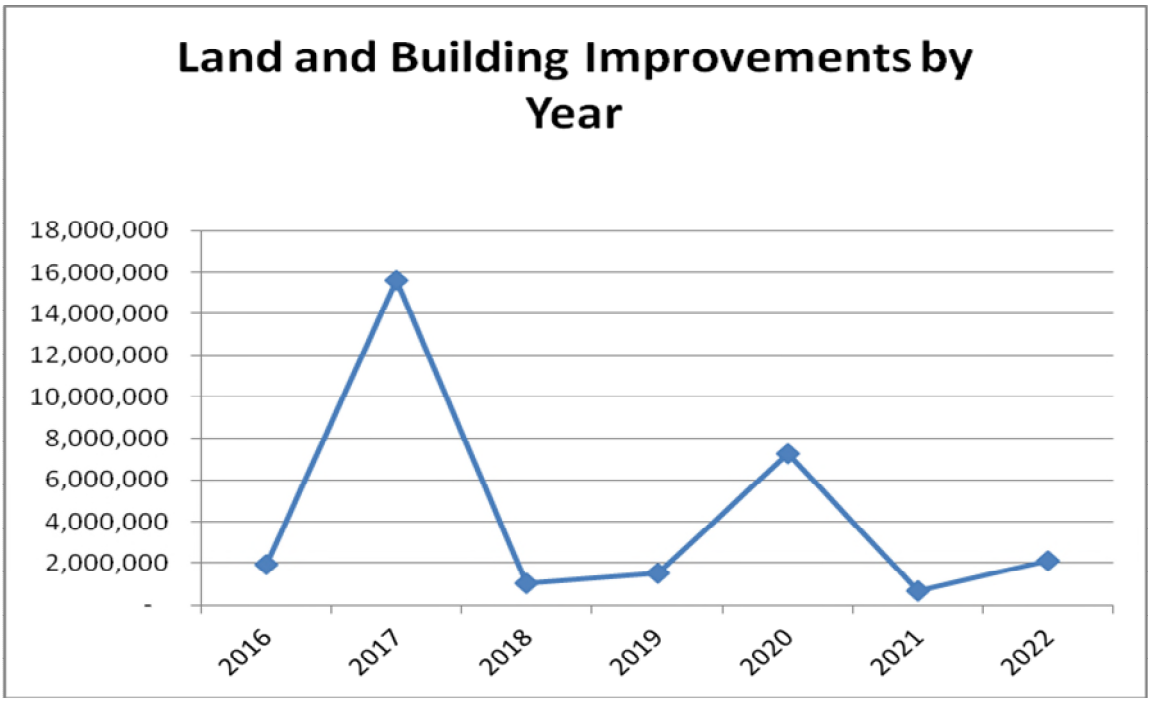
Land and Buildings

City of Baraboo

Land and Building Forecast

The City's capital land and building needs have been identified by Department Heads for their respective Departments for a 7 year period covering 2016 through 2022 in the amount of $31,403,800 dollars.

Figure 1: Land and Building Needs Identified by Department Heads



Contributing to the peaks are these building activities and their estimated values:

- 2016: Public Safety Bldg Property Acquisition/Design $ 1,350,000
- 2017: Public Safety Building Construction 15,000,000
- 2018: Remodel City Hall 500,000
- 2019: UW Campus Theatre and Arts Renovation 1,172,000
- 2020: Library Construction 8,000,000
- 2022: Airport Terminal Building and Parking Lot 2,039,000

Public Safety Building: The need for a new Public Safety building has been well documented over the past several years. The Council has selected a site near the Civic Center and is in the process of acquiring property to be converted for parking and building footprint. MSA Professional Services and Zimmerman Architectural Studios have been contracted for design of a Public Safety/City Administrative offices facility. Part of their work will be to create a master plan of the area depicting all emergency services eventually being relocated to the area. It is expected that ground will be broken in 2017 for the first phase of construction. The project is estimated at $16.8 million including $15 million for construction and $1.8 million for property acquisition and design. Additional phases of construction adding other departments may be implemented in years outside of this plan. The

Baraboo District Ambulance Service has announced a need for a facility but is not part of the City's capital plan.

Remodel City Hall: The present City Hall will be renovated upon the Police Department moving to the new Public Safety facility in 2018. Renovations will concentrate on ADA improvements and delivering city services to the public for those departments remaining in the City Hall.

Library Construction: The Library Board has studied their building needs and determined that an addition or expansion is needed in approximately 2020 estimated at $8 million dollars. The Library currently has nearly $1.8 million of segregated funds. The Library Board is soliciting donations toward the building project and the balance will likely be funded by new debt. The data shows $5 million of new debt, $1 million of segregated funds, and $2 million of donations to complete the library project.

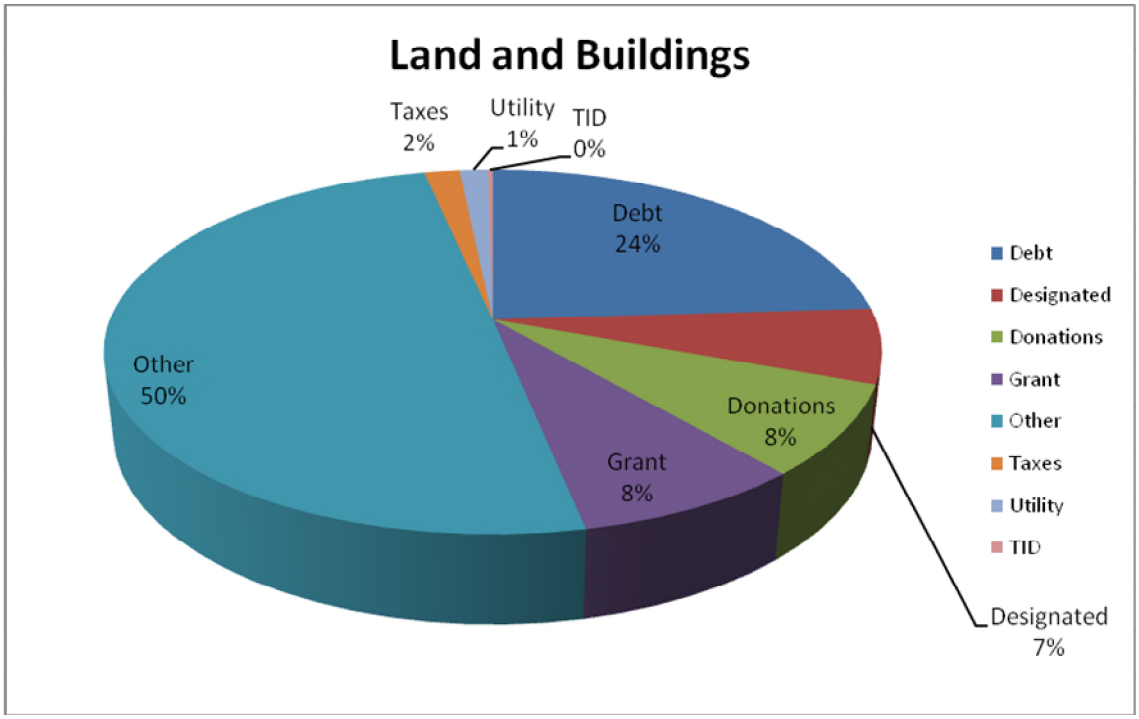
UW Campus Theatre and Arts Renovation: The Theatre and Arts building needs electrical and lighting upgrades. The seating and facilities are original to the campus. An expansion project for the theatre is also included in years outside of this plan.

Airport: $2 million is included for a revenue-producing building and parking lot improvements at the Baraboo-Dells Airport in 2022. The majority of this structure is estimated to be paid from state and federal grants.

POTENTIAL REVENUE SOURCES:

Most of the City's land and building needs will be paid from future debt issues. The following pie chart indicates anticipated revenue sources to fund future capital needs:

Figure 2: Revenue Sources for Land and Building Needs



Revenue Source	Total
Debt	7,537,525
Designated	2,077,500
Donations	2,505,000
Grant	2,568,250
Other	15,656,000
Taxes	547,525
Utility	437,000
TID	75,000
Grand Total	**31,403,800**

Detailed capital land and building needs for each department by year are included following the pages. The City of Baraboo's capital land and building needs is predicted at $31,403,800 dollars. The City fulfills the need for land and buildings for economic development projects by cost sharing with developers utilizing TID financing.

Asset Category	Land and Buildings

		Year							
Department	Project Name	2016	2017	2018	2019	2020	2021	2022	Grand Total
Airport	Revenue Producing Building							1,000,000	1,000,000
	Design N Terminal Area					90,000			90,000
	Design Revenue Producing Bldg						165,000		165,000
	Design Auto Parking/Expansion						81,000		81,000
	Recon Auto Parking/Expansion							459,000	459,000
	Design/Build fuel farm							500,000	500,000
	Entrance Road Security Lgts							80,000	80,000
Airport Total						90,000	246,000	2,039,000	2,375,000
CDA	Donahue Betterments		10,000	10,000		10,000	10,000	10,000	50,000
	Corson Square Betterments	10,000	15,000	25,000	25,000	25,000	25,000	25,000	150,000
	Donahue Terrace Betterments	390,000			10,000				400,000
	Corson Square Kitchens	25,000							25,000
	Corson Square Kitchen		25,000	15,000	15,000	15,000	15,000	15,000	100,000
CDA Total		425,000	50,000	50,000	50,000	50,000	50,000	50,000	725,000
Civic Center	Carpeting		8,000	5,000	3,500	3,500			20,000
	Office Renovation					40,000			40,000
	Phone Service				12,000				12,000
	Bathrooms	115,000							115,000
Civic Center Total		115,000	8,000	5,000	15,500	43,500			187,000
Library	Construction					8,000,000			8,000,000
	Building Reserve	5,000							5,000
Library Total		5,000				8,000,000			8,005,000
Parks	Play Equipment		28,000						28,000
	Walkway Extension		15,000	18,000		24,000			57,000
	Pierce Park Concessions/Bath	30,000							30,000
	Community Gardens					5,000			5,000
	City View Park-basketball court	7,000							7,000
	Oak Street Overlook				75,000				75,000
	Park signs			3,600		5,000			8,600
	Dog Park Paving					18,000			18,000
	Dog Park Expansion			15,000					15,000
	Statz Park Lights			50,000					50,000
	Playground Equipment				37,000	35,000			72,000
	Pierce Park basketball court		7,500						7,500
	Attridge Park picnic shelter		90,000						90,000
	Pierce Park parking lot			40,000					40,000
	Tennis Courts resurfacing				20,000				20,000
	Pierce Park field #4 lighting				55,000				55,000
	Steinhorst Park basketball				7,500				7,500
	City View fishing pier					10,000			10,000
	Mary Rountree parking lot					27,000			27,000
	Bubblers-Langer & Ritzenthaler	9,000							9,000
	Maxwell/Potter Parking	15,000							15,000
	Pumphouse Renovations	60,000							60,000
	Tennis Court Lights	8,200							8,200

Asset Category	Land and Buildings

		Year							
Department	Project Name	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Grand Total**
Parks	Ochsner Park-Bandstand	12,000							12,000
	Pierce Park-Field 5	50,000							50,000
	Maxwell-Potter Gazebo					15,000			15,000
	Steinhorst Park Shelter				18,000				18,000
Parks Total		191,200	140,500	126,600	212,500	139,000			809,800
Pool	Parking Lot				30,000				30,000
	Vaccum				6,000				6,000
	Re-circulation pumps					12,000			12,000
	Painting		21,000						21,000
	Bathhouse Water Heater	7,500							7,500
	Wading Pool Deck			30,000					30,000
Pool Total		7,500	21,000	30,000	36,000	12,000			106,500
Public Works	CSC Foundation repair	80,000							80,000
Public Works Total		80,000							80,000
Sewer Utility	Garage			150,000					150,000
Sewer Utility Total				150,000					150,000
Water Utility	Well 2 Inspection			25,000					25,000
	Well 7 Inspection		25,000						25,000
	Water Storage Inspection		12,000	14,000					26,000
	Water Storage Rehab						350,000		350,000
Water Utility Total			37,000	39,000			350,000		426,000
Zoo	Roofing				10,000				10,000
	River Otter Exhibit		300,000						300,000
	Perimeter Fence			60,000					60,000
	Monkey House Improvements	7,500							7,500
	Office Renovation		20,000						20,000
	Deer Yard Improvements					120,000			120,000
Zoo Total		7,500	320,000	60,000	10,000	120,000			517,500
Public Safety	Property Acquisition	1,000,000							1,000,000
	Building Design	350,000							350,000
	Police/City Hall construction		15,000,000						15,000,000
	City Hall Remodel			500,000					500,000
Public Safety Total		1,350,000	15,000,000	500,000					16,850,000
Campus	Theater and Arts Renovation				1,172,000				1,172,000
Campus Total					1,172,000				1,172,000
Grand Total		2,181,200	15,576,500	960,600	1,496,000	8,454,500	646,000	2,089,000	31,403,800

City of Baraboo-Capital Plan

Year	(Multiple Items)
Asset Category	Land and Buildings

Funding Sources		Revenue Source								
Department	**Project Name**	**Debt**	**Designated**	**Donations**	**Grant**	**Other**	**Taxes**	**Utility**	**TID**	**Grand Total**
Airport	Revenue Producing Building		30,000		900,000	70,000				1,000,000
	Design N Terminal Area		4,500		85,500					90,000
	Design Revenue Producing Bldg		8,250		156,750					165,000
	Design Auto Parking/Expansion		4,050		76,950					81,000
	Recon Auto Parking/Expansion		22,950		436,050					459,000
	Design/Build fuel farm		25,000		475,000					500,000
	Entrance Road Security Lgts		4,000		76,000					80,000
Airport Total			**98,750**		**2,206,250**	**70,000**				**2,375,000**
CDA	Donahue Betterments				50,000					50,000
	Corson Square Betterments				150,000					150,000
	Donahue Terrace Betterments	380,000			20,000					400,000
	Corson Square Kitchens				25,000					25,000
	Corson Square Kitchen				100,000					100,000
CDA Total		**380,000**			**345,000**					**725,000**
Civic Center	Carpeting						20,000			20,000
	Office Renovation	40,000								40,000
	Phone Service						12,000			12,000
	Bathrooms	80,325					34,675			115,000
Civic Center Total		**120,325**					**66,675**			**187,000**
Library	Construction	5,000,000	1,000,000	2,000,000						8,000,000
	Building Reserve						5,000			5,000
Library Total		**5,000,000**	**1,000,000**	**2,000,000**			**5,000**			**8,005,000**
Parks	Play Equipment		14,000				14,000			28,000
	Walkway Extension		15,000	15,000	12,000		15,000			57,000
	Pierce Park Concessions/Bath	15,000	15,000							30,000
	Community Gardens						5,000			5,000
	City View Park-basketball court		7,000							7,000
	Oak Street Overlook								75,000	75,000
	Park signs						8,600			8,600
	Dog Park Paving		9,000				9,000			18,000
	Dog Park Expansion			7,500			7,500			15,000
	Statz Park Lights			25,000			25,000			50,000
	Playground Equipment		53,500				18,500			72,000
	Pierce Park basketball court						7,500			7,500
	Attridge Park picnic shelter		45,000				45,000			90,000
	Pierce Park parking lot						40,000			40,000
	Tennis Courts resurfacing		20,000							20,000
	Pierce Park field #4 lighting		27,500				27,500			55,000
	Steinhorst Park basketball		7,500							7,500
	City View fishing pier		5,000		5,000					10,000
	Mary Rountree parking lot						27,000			27,000
	Bubblers-Langer & Ritzenthaler		9,000							9,000
	Maxwell/Potter Parking		15,000							15,000
	Pumphouse Renovations	30,000	30,000							60,000
	Tennis Court Lights		8,200							8,200
	Ochsner Park-Bandstand						12,000			12,000
	Pierce Park-Field 5		50,000							50,000
	Maxwell-Potter Gazebo						15,000			15,000
	Steinhorst Park Shelter		18,000							18,000
Parks Total		**45,000**	**348,700**	**47,500**	**17,000**		**276,600**		**75,000**	**809,800**
Pool	Parking Lot						30,000			30,000
	Vaccum						6,000			6,000
	Re-circulation pumps						12,000			12,000
	Painting						21,000			21,000
	Bathhouse Water Heater		1,250				6,250			7,500
	Wading Pool Deck		15,000				15,000			30,000
Pool Total			**16,250**				**90,250**			**106,500**
Public Works	CSC Foundation repair		20,000				49,000	11,000		80,000
Public Works Total			**20,000**				**49,000**	**11,000**		**80,000**
Sewer Utility	Garage	150,000								150,000
Sewer Utility Total		**150,000**								**150,000**
Water Utility	Well 7 Inspection							25,000		25,000
	Well 2 Inspection							25,000		25,000
	Water Storage Inspection							26,000		26,000
	Water Storage Rehab							350,000		350,000
Water Utility Total								**426,000**		**426,000**
Zoo	Roofing						10,000			10,000
	River Otter Exhibit			300,000						300,000
	Perimeter Fence			30,000			30,000			60,000
	Monkey House Improvements			7,500						7,500
	Office Renovation						20,000			20,000
	Deer Yard Improvements			120,000						120,000
Zoo Total				**457,500**			**60,000**			**517,500**
Public Safety	Property Acquisition	641,800	358,200							1,000,000
	Building Design	114,400	235,600							350,000
	Police/City Hall construction					15,000,000				15,000,000
	City Hall Remodel	500,000								500,000
Public Safety Total		**1,256,200**	**593,800**			**15,000,000**				**16,850,000**
Campus	Theater and Arts Renovation	586,000				586,000				1,172,000
Campus Total		**586,000**				**586,000**				**1,172,000**
Grand Total		**7,537,525**	**2,077,500**	**2,505,000**	**2,568,250**	**15,656,000**	**547,525**	**437,000**	**75,000**	**31,403,800**

Capital Improvement Program

Streets and Infrastructure

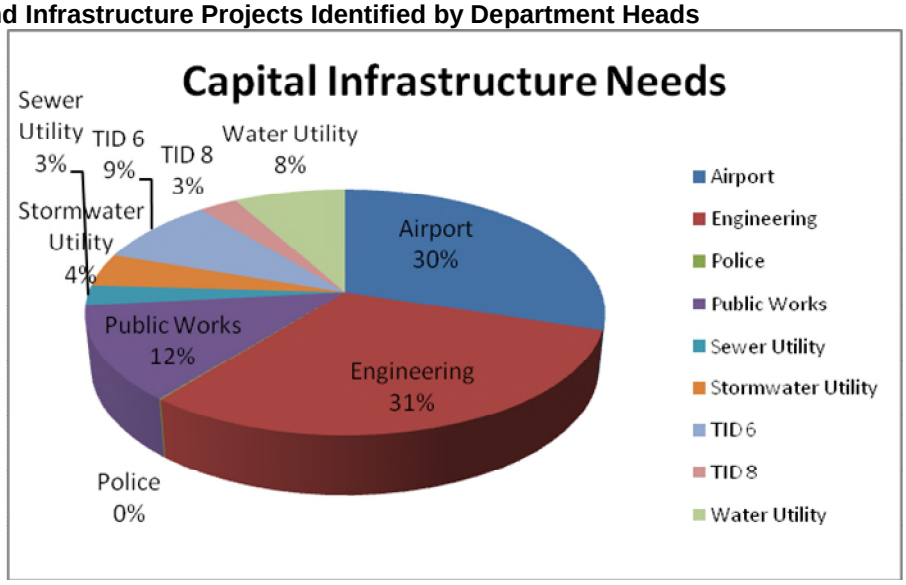
City of Baraboo

Capital Improvement Program

Infrastructure and Street Projects Forecast

The City's capital infrastructure needs have been identified by Department Heads for their respective Departments for a 7 year period covering 2016 through 2022.

Figure 1: Streets and Infrastructure Projects Identified by Department Heads



Department	Total
Airport	4,273,334
Engineering	4,415,925
Police	13,000
Public Works	1,784,000
Sewer Utility	370,000
Stormwater Utility	609,525
TID 6	1,270,000
TID 8	400,000
Water Utility	1,166,250
Grand Total	**14,302,034**

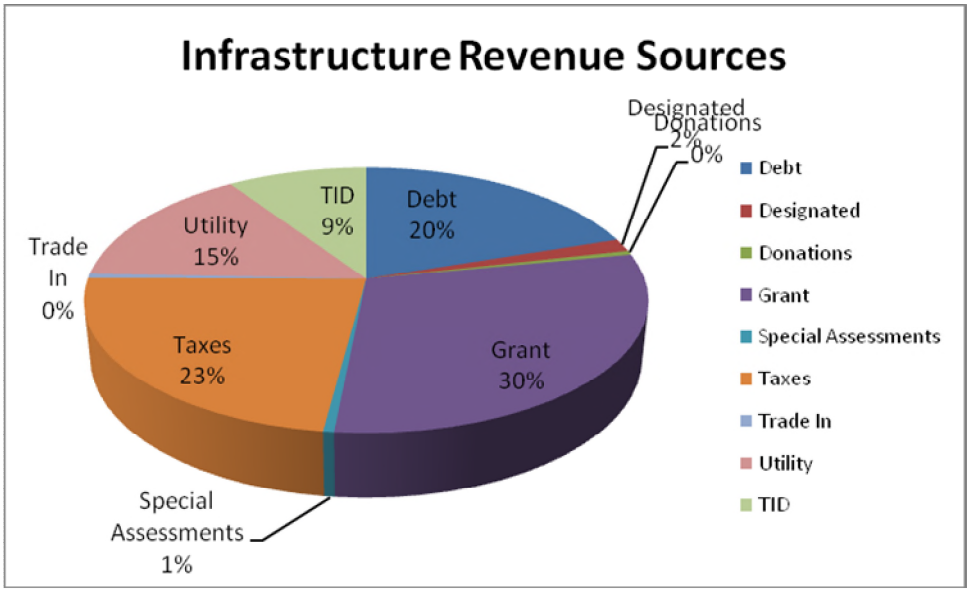
Approximately 45% of capital infrastructure needs are for street projects including maintenance (Public Works 12%), and reconstruction (Engineering 31%). Airport projects have been identified for 30% of the capital needs. Utility projects make up 15% of the capital needs and many of them are directly tied to the street projects. TID projects account for 12% of capital projects.

The City rates its 65 miles of street surfaces using a Pavement Surface Evaluation and Rating system otherwise known as PASER on a scale from 1 (low) to 10 (high). The City's overall goal is to maintain an average rating of 7, which identifies streets in need of surface maintenance that if performed in a timely manner, will extend the useful life of street surfaces. Approximately 5% of the street surfaces are currently rated at 9 or 10; approximately 41% are rated 7 and 8; and 44% are rated at 5 to 6.

Crack filling and seal coating is best performed on ratings of 6 and above, which means roughly 60% of the total city streets require some crack filling and seal coating. A 2009 report from the City Engineer estimated the total cost for this maintenance to be approximately $858,000. In contrast, the annual City budget has included only about $50,000 for seal coating and $20,000 for crack filling. These amounts should be increased and become regular maintenance items in future annual budgets. This maintenance activity, if performed timely, will prevent more costly street overlays and reconstruction in the future and is the best value for dollars spent.

Storm sewer projects were identified and prioritized according to the results of the storm water studies undertaken by MSA Professional Services and include water quality improvements per NPDES standards.

Figure 2: Revenue Sources for Streets and Infrastructure



Revenue Source	Total
Debt	2,839,742
Designated	222,667
Donations	73,000
Grant	4,235,667
Special Assessments	76,183
Taxes	3,292,000
Trade In	75,000
Utility	2,145,775
TID	1,342,000
Grand Total	**14,302,034**

For purposes of this report, infrastructure that did not have a previously identified revenue source is being paid from taxation (23%) as opposed to new debt. It is unlikely that the infrastructure and street projects identified by Department Heads will actually be funded directly on the tax roll but rather through some combination of new debt, annual budgets and/or unidentified other revenue sources.

The infrastructure planned by the Utilities (15%) will most likely be funded by a combination of new debt and rate changes undertaken by the Utilities. This debt could be Mortgage Revenue Bonds as opposed to General Obligation Bonds and therefore, not affect the City's debt capacity.

A combination of TID and Debt is anticipated to cover another 29% of streets and infrastructure. A combination of grants (30%), and designated funds (2%) account for the remaining revenues.

Asset Category	Infrastructure and Streets

		Year							
Department	Project Name	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Grand Total**
Airport	Land Use Zoning Ordinance				60,000				60,000
	Runway 01/19 Reconstruction			2,350,000					2,350,000
	Design 01/19 Runway Recon	150,000							150,000
	Design N Parallel taxiway				148,334				148,334
	01/19 Property Acquisition				390,000				390,000
	Recon N. Parallel Taxiway/lts					1,130,000			1,130,000
	Bldg Demo/clear trees	25,000							25,000
	Design lighted entrance					20,000			20,000
Airport Total		175,000		2,350,000	598,334	1,150,000			4,273,334
Engineering	Annual Sidewalk Projects	76,183	50,000	50,000	75,000	75,000	75,000	75,000	476,183
	Annual Street Projects	989,742	325,000	325,000	450,000	450,000	450,000	450,000	3,439,742
	8th Street/Avenue	500,000							500,000
Engineering Total		1,565,925	375,000	375,000	525,000	525,000	525,000	525,000	4,415,925
Police	Pedestrian Crossing w/ DPW	13,000							13,000
Police Total		13,000							13,000
Public Works	Annual Street Maintenance	34,000	250,000	250,000	250,000	250,000	500,000	250,000	1,784,000
Public Works Total		34,000	250,000	250,000	250,000	250,000	500,000	250,000	1,784,000
Sewer Utility	Crossconnection elimination		40,000		40,000	50,000	50,000		180,000
	Manhole Lining and replacements		25,000		25,000	25,000	85,000		160,000
	Hwy W	30,000							30,000
Sewer Utility Total		30,000	65,000		65,000	75,000	135,000		370,000
Stormwater Utility	Basin Improvements	85,000		240,000		240,000			565,000
	Annual Street Work	44,525							44,525
Stormwater Utility Total		129,525		240,000		240,000			609,525
TID 8	Roundabout						400,000		400,000
TID 8 Total							400,000		400,000
Water Utility	Hydrants/Services/Meters		24,000	50,000	25,000	25,000	60,000		184,000
	Main Replacements		100,000	200,000	150,000	150,000	110,000		710,000
	Annual Street Work	272,250							272,250
Water Utility Total		272,250	124,000	250,000	175,000	175,000	170,000		1,166,250
TID 6	Railroad Repairs	350,000							350,000
	Raze Ringling Hospital			500,000					500,000
	Industrial Park Sign		20,000						20,000
	S. Frontage Road	400,000							400,000
TID 6 Total		750,000	20,000	500,000					1,270,000
Grand Total		2,969,700	834,000	3,965,000	1,613,334	2,415,000	1,730,000	775,000	14,302,034

Year	(Multiple Items)
Asset Category	Infrastructure and Streets

Funding Sources		Revenue Source									
Department	**Project Name**	**Debt**	**Designated**	**Donations**	**Grant**	**Special Assessments**	**Taxes**	**Trade In**	**Utility**	**TID**	**Grand Total**
Airport	Land Use Zoning Ordinance		12,000		48,000						60,000
	Runway 01/19 Reconstruction		117,500		2,232,500						2,350,000
	Design 01/19 Runway Recon		7,500		142,500						150,000
	Design N Parallel taxiway		7,417		140,917						148,334
	01/19 Property Acquisition		19,500		370,500						390,000
	Recon N. Parallel Taxiway/lts		56,500		1,073,500						1,130,000
	Bldg Demo/clear trees		1,250		23,750						25,000
	Design lighted entrance		1,000		19,000						20,000
Airport Total			**222,667**		**4,050,667**						**4,273,334**
Engineering	Annual Street Projects	2,339,742					1,100,000				3,439,742
	Annual Sidewalk Projects					76,183	400,000				476,183
	8th Street/Avenue	500,000									500,000
Engineering Total		**2,839,742**				**76,183**	**1,500,000**				**4,415,925**
Police	Pedestrian Crossing w/ DPW				5,000		8,000				13,000
Police Total					**5,000**		**8,000**				**13,000**
Public Works	Annual Street Maintenance						1,784,000				1,784,000
Public Works Total							**1,784,000**				**1,784,000**
Sewer Utility	Manhole Lining and replacements								160,000		160,000
	Crossconnection elimination								180,000		180,000
	Hwy W								30,000		30,000
Sewer Utility Total									**370,000**		**370,000**
Stormwater Utility	Basin Improvements								565,000		565,000
	Annual Street Work								44,525		44,525
Stormwater Utility Total									**609,525**		**609,525**
TID 8	Roundabout									400,000	400,000
TID 8 Total										**400,000**	**400,000**
Water Utility	Hydrants/Services/Meters								184,000		184,000
	Main Replacements								710,000		710,000
	Annual Street Work								272,250		272,250
Water Utility Total									**1,166,250**		**1,166,250**
TID 6	Railroad Repairs									350,000	350,000
	Raze Ringling Hospital			73,000	180,000			75,000		172,000	500,000
	Industrial Park Sign									20,000	20,000
	S. Frontage Road									400,000	400,000
TID 6 Total				**73,000**	**180,000**			**75,000**		**942,000**	**1,270,000**
Grand Total		**2,839,742**	**222,667**	**73,000**	**4,235,667**	**76,183**	**3,292,000**	**75,000**	**2,145,775**	**1,342,000**	**14,302,034**

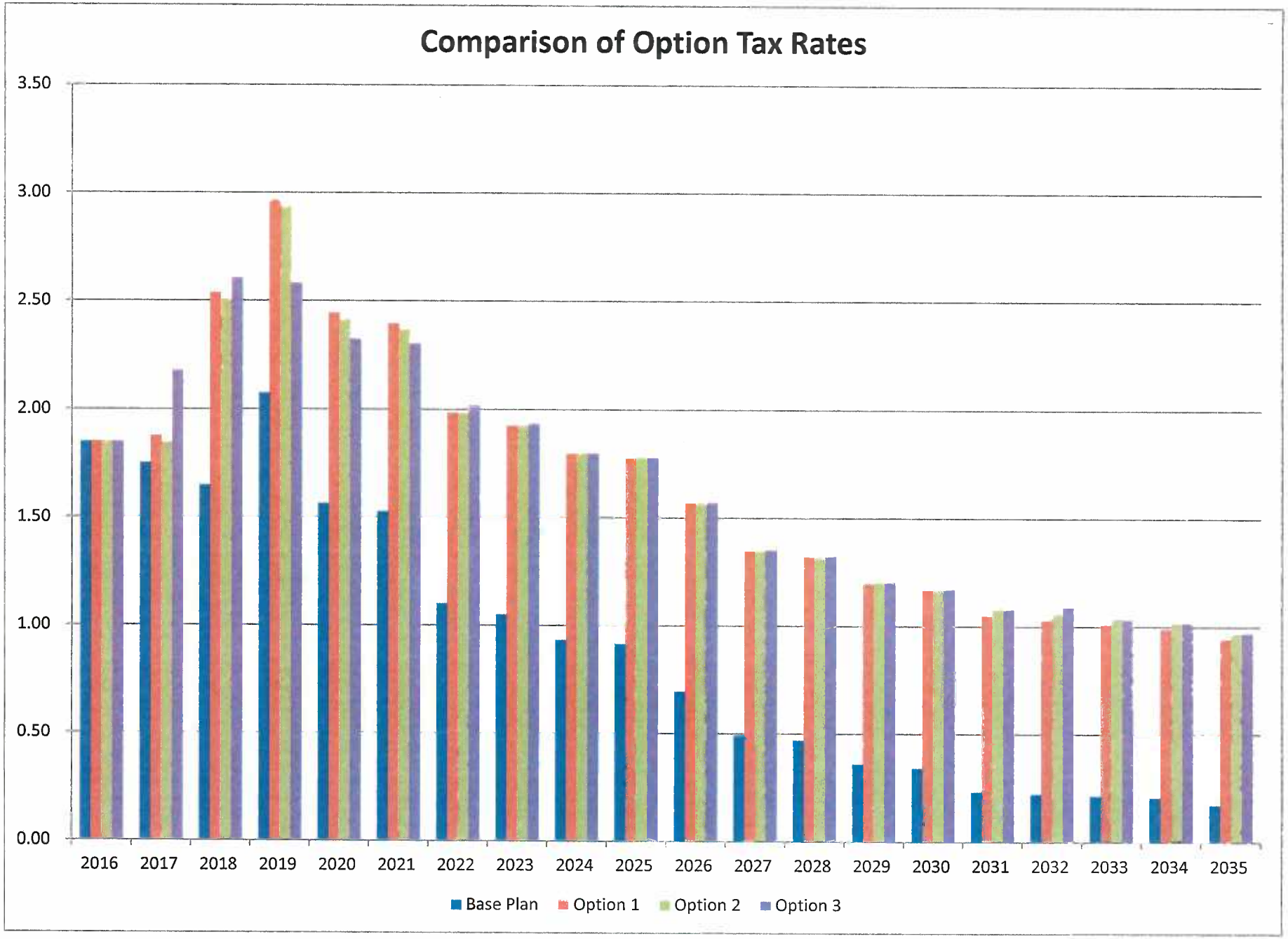
DRAFT – 2016 City Projects Status Report
Updated 6-7-2016

Dept	Project or Task	Manager	Schedule	Est. Cost	*Status*
Adm	BEDC Implement Grow Baraboo Plan	Mayor, Cannon, Geick	FY 16	$5,000	The East Side Study is underway
Adm	River Corridor Redevelopment	Geick, Cannon, Pinion	Ongoing		Met with Sally Glorch about Train Depot. 213 Lynn St. agreement with SCH expires 6-30-16.
Adm	325 Lynn St.	Geick + Pinion	FY16	$300,000	Cleanup of contaminated property with EPA + DNR funds
Adm	IT – Update Microsoft Office	IT Comt.	FY16	11,400	Installment savings for upgrade in office for next year.
Adm	IT – Install new fiber switches	IT Comt.	FY16	5,200	Completed
Adm	IT – Wireless network management system	IT Comt.	FY16	4,800	
Adm	Public Safety Bldg design	Geick, Pinion, Schauf, Stieve	FY 15	$350,000	Develop site plan + building design + parking plan
Adm	Public Safety Bldg property acquisition	Geick, Pinion, Attorney	FY16/17	500,000	Completed – The City Council chose the Lynn St @ South Blvd site 5-24-16
Adm	BDAS Operations Study Implementation	Geick	FY 16		Continue to monitor implementation of recommendations
CDA	Elevator repair	Cannon	FY16	100,000	
CDA	Roof replacement	Cannon	FY16	100,000	
CDA	Kitchen replacements	Cannon	FY16	450,000	
Clerk	Financial software	Giese	FY15	10,000	Save for software purchase
Clerk	Airport – Zoning overlay plan	Giese			In progress
Ec Dvl	Website Development	Cannon, Geick	FY16	15,000	
Ec Dvl	Workforce development	Cannon, Geick	FY16	5,000	
Ec Dvl	Tourism program	Cannon, Geick	FY16	5,000	
Ec Dvl	East side development plan	Cannon, Geick	FY16	20,000	Underway
Ec Dvl	Marketing, Business retention	Cannon, Geick	FY16	32,000	Billboard ads done with DBI + Chamber
Engr	Sidwalk + curb & gutter	Pinion	FY16	76,183	
Engr	Barker St, 8th to 10th	Pinion	FY16	167,500	
Engr	3rd St, Washington to Jefferson	Pinion	Summer	127,500	
Engr	Martiny Ct	Pinion	FY16	77,000	.
Engr	Moore St – Water Tower	Pinion	FY16	68,000	
Engr	Washington Av, 2nd-3rd	Pinion	FY16	85,317	
Engr	Washington Av, 3rd-4th	Pinion	FY16	64,776	
Engr	Tuttle St at 15th	Pinino	FY16	29,200	

Dept	Project or Task	Manager	Schedule	Est. Cost	*Status*
Engr	Monroe St, East to Oak	Pinion	FY16	72,000	
Engr	East St @ Water	Pinion	FY16	27,500	
Engr	8th St, Broadway to CTH T	Pinion	FY16	500,000	
Engr	Sth 123	Pinion	FY16	78,950	
Fire	Siren repairs and alternatives	Stieve	FY 16	5,000	Underway - Budget
Fire	Upgrade Siren Control boxes, x2	Stieve	FY16	11,000	Boxes are here, just waiting for install
Fire	Helmet + Boot grant	Stieve	FY 16	25,000	.Did not apply this year
Fire	Engine replacement specifications	Stieve	FY16		Prepare specs for replacement in FY17 Underway
Fire	Replace Van/Car2 with Pickup	Stieve	FY16	50,000	Replaced Car 2 with a Police Utility- In service
Library	Expansion project: Fundraising initiative.	Allen	Ongoing		Establish goal, do fundraising..
Library	Update to building program, Conceptual design, project budget	Allen	FY16		Continue building design work
Library	Replacement Self Checkout	Allen	FY16	11,554	**COMPLETED**
Library	New Self Checkout Unit	Allen	FY16	11,054	**COMPLETED**
Library	Digital Story Time Package	Allen	FY16	11,385	
Library	In-house laptop lab	Allen	FY16	3,695	
Library	3D Printer	Allen	FY16	3,568	
Park	Hire new Zoo manager	Hardy	FY16		**COMPLETED**
Park	Install wireless internet + carpet cleaner for CC	Hardy	FY16	3000	**COMPLETED**
Park	EAB treatment	Hardy	FY16	13,000	**COMPLETED**
Park	Ochsner Bandstand ramp/rail	Hardy	FY16	12,000	Postponed to 2016
Park	Ochsner restroom renovations	Hardy	FY16	7,500	
Park	Park maintenance software	Hardy	FY16	2,500	**COMPLETED**
Park	Media Presentation center, Rm 14	Hardy	FY16	5,500	**COMPLETED**
Park	CC ADA Restrooms	Hardy	FY16	115,000	
Park	Pierce field #5 development	Hardy	FY16	50,000	Design complete, fundraising started, excavation in 2016
Park	Pierce Park Restrooms	Hardy	FY16	35,000	**COMPLETED**
Park	Recreation software update	Hardy	FY16	3,480	**COMPLETED**
Park	Monkey building repairs	Hardy	FY16	3,500	
Park	Skate park ramp	Hardy	FY16	3,000	
Park	Fertilizer spreader	Hardy	FY16	1,500	**COMPLETED**
Park	Purchase truck from Water	Hardy	FY16	16,000	**COMPLETED**
Park	Purchase skidsteer with DW	Hardy	FY16	51,750	**COMPLETED**
Park	Bubblers at Langer, Ritzenthaler	Hardy	FY16	9,000	**COMPLETED**
Park	Pumphouse restrooms	Hardy	FY16	60,000	
Park	City View BB Court	Hardy	FY16	7,000	
Park	Maxwell-Potter parking	Hardy	FY16	15,000	
Park	Tennis court lights	Hardy	FY16	8,200	
Park	Replace treadmill	Hardy	FY16		**COMPLETED**

Dept	Project or Task	Manager	Schedule	Est. Cost	*Status*
Park	Bathhouse water heater	Hardy	FY16	7,500	**COMPLETED**
Police	Radar replacement	Schauf	FY 15	3,500	
Police	Police vehicle replacement x3	Schauf	FY 16	87,000	
Police	MDC replacements x2	Schauf	FY 15	8,000	
Police	Mobile radios	Schauf	FY16	4000	
Police	Portable radio upgrades	Schauf	FY 16	3,000	
Police	Radar	Schauf	FY16	3,500	
Police	Light bar replacements	Schauf	FY16	3,000	
Police	Crossing Light 8th @ Wook, shared with W	Schauf	FY16	6,500	
Police	ERT Rifle	Schauf	FY16	3,500	
PW	Crack filling	Koss	FY 15	10,000	
PW	Pedestrian crossing 8th @ Wood	Koss	FY16	18,000	
PW	Alleys, 5 blocks	Pinion/Koss	FY 15	24,000	
PW	Catch basin repair x50	Koss	FY 15		
PW	Repair City Services Center	Pinion, Koss	FY16	80,000	
PW	Storm water projects	Koss	FY16	85,000	
Utl	Replace Water Main on 4th St (Ash to East)	Peterson	FY16		Scheduled for August, 2016
Utl	Replace Water Main on Water St	Peterson	FY16		**COMPLETED**
Utl	Replacing WWTP Biosolids equipment	Peterson	FY18	2,000,000	Reviewing Equipment
Utl	Install Water/Sewer Hwy W	Peterson	FY16		**COMPLETED**

5-24-16


Comparison of Option Tax Rates
3.50
3.00
2.50
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Base Plan
Option 1
Option 2
Option 3