



136 North Monroe Street  
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## A MEETING OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY - AGENDA

Pursuant to Section 19.84 Wisconsin Statutes, notice is hereby given to the public and to the news media, that a public meeting will be held to consider the following:

Date: February 18, 2020  
Time: 6:00 p.m.  
Location: Municipal Building, 136 North Monroe Street (room to be determined)

1. ROLL CALL AND CALL TO ORDER
2. MEETING MINUTES APPROVAL: prior unapproved meeting minutes
3. CITIZEN INPUT
4. NEW BUSINESS
  - a. Parks And Cable TV Station – Review Of Departmental “Road Maps” (invited Gabe Haberkorn and Jesus Burgos)
5. UPDATES & REPORTS
  - a. School District Liaison
  - b. Chamber Of Commerce Liaison
  - c. Economic Development Plan Implementation Progress
  - d. Financial Reports
    - i. Fund 600 [CDA]; Funds 412, 413 & 414 [Tax Incremental Finance Districts 2, 3 & 4]
  - e. Grant Tracking
  - f. 333 Portland Road, Site Interest List
  - g. Treyburn Farms
  - h. Maunsha Business Center Window Replacements
6. UNFINISHED BUSINESS
  - a. 203 East Madison Street, Phase 3
    - i. Project Concept-To-Completion Sheet, Approval
    - ii. Kunkel Engineering Group Concept & Estimate -- Considering Answers To Questions Raised In January And Final Concept Consideration
  - b. Strengths, Weaknesses, Opportunity And Threat (SWOT) Analysis
7. NEW BUSINESS
  - a. Jefferson County Home Buyer And Home Rehab Programs (<https://jeffersoncountyhomebuyer.com/about-the-jcedc/>)
  - b. About Tax Incremental Financing - Tax Incremental Finance Districts Review
  - c. Closing Early Tax Incremental District #4
8. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. Calendar

### 9. ADJOURNMENT

*Mo Hansen*

Mo Hansen  
Clerk/Treasurer

**Community Development Authority:**

Stinnett, Lewandowski, Petts, Whitebird, Deegan, Kuhl and Weihert  
School District Superintendent Brian Henning as School District liaison  
Posted, Mailed and E-mailed: 02/11/2020

Please note: it is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above meeting(s) to gather information. No action will be taken by any governmental body other than that specifically noticed. Also, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request such services please contact the clerk's office at the above location.

**WATERLOO COMMUNITY DEVELOPMENT AUTHORITY**  
**MEETING MINUTES: December 17, 2019**

1. ROLL CALL AND CALL TO ORDER. CDA Chair Stinnett called the meeting to order at 6:00 p.m. in the Municipal Building Council Chambers. CDA members present: Petts; Stinnett; Whitebird; Lewandowski; Deegan; Kuhl and Weihert. Absent: non-voting member Brian Henning. Others present: Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: Prior unapproved meeting minutes. Motion by Kuhl, seconded by Whitebird to approve the November 19 minutes as presented. VOICE VOTE: Motion carried.
3. CITIZEN INPUT. None.
4. UPDATES & REPORTS
  - a. School District Liaison. No report.
  - b. Chamber Of Commerce Liaison. Deegan said all Chamber board members are stepping down in February.
  - c. Citizen Engagement/Outreach – Help Out Town Waterloo. Lewandowski provided an overview; said Eric Rhynes was not continuing in participation; Lewandowski say he had taken on other responsibilities; noted that meeting notes and activity were on the CDA Google Drive; and asked that Help Out Town Waterloo be withdrawn from the monthly review.
  - d. Economic Development Plan Implementation Progress. Report reviews. Deegan indicated progress on gathering welcome packet information for future meetings. Lewandowski compared Waterloo activity to Marshall activity. Others noted holiday parade and evening concert series. Kuhl said Marshall has always been active as a community. Lewandowski called for a discussion on citizen engagement, suggesting community get-togethers.
  - e. Financial Reports. Noted.
    - i. Fund 600 [CDA]; Funds 412, 413 & 414 [Tax Incremental Finance Districts 2, 3 & 4]
  - f. Grant Tracking. Noted.
  - g. 333 Portland Road, Site Interest List. Noted.
  - h. Treyburn Farms. Hansen promised monthly written reports.
  - i. Maunasha Business Center Window Replacements. It was noted the City Council approved the CDA recommended contract.
5. UNFINISHED BUSINESS
  - a. 203 East Madison Street, Phase 4. Discussion: The body reviewed the handout. Additional updates requested. MOTION: Moved by Whitebird, seconded by Deegan to recommend a 60 foot purchase area. VOICE VOTE: Motion carried.
  - b. Prioritization/Strategic Overview. MOTION: Moved by Whitebird, seconded by Deegan to strike from agenda. VOICE VOTE: Motion carried.
6. NEW BUSINESS
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
  - a. About Tax Incremental Financing - Tax Incremental Finance Districts Review
  - b. Invite the Parks Coordinator, Cable Station Director and Jessica Pickle to next meeting to discuss road map.
  - c. The body reviewed a proposal to sell Schultz Street land to Lee Columbus. Deegan asked if it is the best use of the property. Whitebird asked if it might be better used in the future as public land?
8. ADJOURNMENT. MOTION: Moved by Lewandowski, seconded by Petts to adjourned at 8:00.

Attest:



Mo Hansen  
Clerk/Treasurer

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

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**FOCUS: Industrial & Commercial**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
IC1	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue funding for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018		2016 site research; 2017 remediation; 2018 marketing
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Acquire Site	Completed		Clerk/Treasurer	
	EPA Site Remediation	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Funding	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Contractor Bidding	Completed	6/7/2018	Clerk/Treasurer	
	Site Demo	Completed	6/8/2018	Contractor	
	Close Out Open DNR/EPA Files	Completed	5/1/2019	EPA / DNR contractor	
	Ready 17 acre industrial site (333 Portland Rd) for reuse	Completed	5/1/2019	Clerk/Treasurer	
	Publish Site Reuse RFP	Completed	10/12/2018	Clerk/Treasurer	
	Get eyes on Reuse RFP	In Progress	4/1/2019	Clerk/Treasurer	see site interest list
	Wetland delineation	Completed	6/15/2019	Clerk/Treasurer	Heartland Ecological
	Preliminary geotechnical engineering	Completed	6/15/2019	Clerk/Treasurer	SCS Engineering
	CDA / Council Select Re-use(s)	In Progress	TBD	CDA / City Council	
	Execute Developer Agreement	Not Started	TBD	Clerk/Treasurer / Attorney	

**FOCUS: Aesthetics & Infrastructure**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
AES4	Offer free garden space, surplus produce to food pantry	Re-establish seasonal public community garden space	Make available ten garden plots each March	Approved Concept	?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	No action	Deferred			

**FOCUS: Communication & Organizational Capacity**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG1	Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	As of 4/18 FB likes: City=870; WRT+676; Parks 644	2016-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Weekly use of FB	On Going	On-going	Mo, Gabe, Kelli	DP & Library page also exists; all purposefully not coordinated.
	Promote use of Waterloo Events Button	Used mostly by Library	On-going	Kelli, Mo	Alder Rhynes completed test of calendar tool
	Repair former High School sign and Install Downtown To Promote Events	Concept eliminated by CDA		None	Signage purchased from the School District is in storage

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

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ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG2	<b>Make available New Resident Welcome Packet</b>	Annually update digital and printed welcome material		100% of new residents reached by August 2018		2016-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	2017 Packets Assembled & Distributed	Completed	12/31/2017	Library Staff	Approximately 50 packets distributed	
	2018 Packets Assembled & Distributed	Completed	12/31/2018	Library Staff	Material from a variety of sources	
	2020 Packets Info Assembled & Distributed	Valerie Deegan heading 2020 effort	TBD	CDA	Material from a variety of sources	

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
PRO2	<b>Marketing databases &amp; outreach to market area</b>	PROJECT NEIGHBOR - Build digital market area lists for promotional opportunities		12 creative digital/social media outreach efforts		2019-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	Concept review	Completed		Working Group	Stressed need for opt-in	
	Set-up sign-up box	Completed		Clerk/Treasurer	Used at elections; utility commission and other locations'	
	Assemble public data	Completed	4/10/2018	Clerk/Treasurer	Voters, property owners, dog owners, others	
	Create outreach communications	Completed	4/30/2018	Clerk/Treasurer	Mill / Cleveland contacts; Street Market; Park Events	
	Update data & create outreach communications 2019-2020	Stalled	Work stalled due to lack of available time from Clerk/Treas.	Clerk/Treasurer		

ITEM	GOAL	ACTION		GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG4	<b>Broaden funding sources for economic development capacity</b>	Explore funding options		New support dollars source in 2017, 2018 and 2019		One new funding source each year
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>	
	2017 discussions	Completed	12/31/2017	Clerk-Treasurer	No from Junginger Foundation	
	2019 discussions	On-going	revised to 12/1/2019	Clerk-Treasurer	RFP for consulting services REISSUED 10/14/19; No interest expressed; limited CT time to promote	

City of Waterloo  
Economic Development Strategic Plan Implementation Tracking

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**FOCUS: Housing**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU1	Incentivize new home construction	Waive all fees for new home construction	Development agreement(s) with residential builder/developers	Approved Concept	2019-2020
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Consider continuing for 2019	Completed	12/31/2018	City Council	
	2018 outreach efforts	Completed	3/31/2018	Sue Moe	Flyer to real estate agents
	2019-2020 Outreach (Treyburn Farms Project)	On-going	monthly reports	Mayor / Clerk-Treasurer	Selling 19 parcels; need private sector home builders

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU2	Increase investment in improving existing housing stock focused along state highways	Market existing programs directly to property owners in targeted areas along state highways.	10% annual increase in residential projects per permitting application		?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	No action	Deferred			

**FOCUS: Fostering Entrepreneurial Opportunity**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ENT1	Provide easy access to locally based information for those starting, expanding or relocating a business	Create a "Doing Business in Waterloo" information set with charts describing ease of local development	500 page views per year	Approved Concept	?????
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	No action	Not Started			

**FOCUS: 203 East Madison Street Redevelopment**

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
2016A	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	Construct concept plan in phases	Riparian area completed by May 1, 2016	Riparian area completed 2017	
	<b>Task</b>	<b>Status</b>	<b>Due Date</b>	<b>Assignee</b>	<b>Notes</b>
	Contractor riparian area improvements	Completed	1/1/2017	Clerk-Treasurer	need to close out DNR grant for this phase
	Install Permanent wooden fence for safety purposes	Waiting on receipt of fence	3/15/2019	Public Works Dept.	CDA-CDC votes at Nov 2018 meeting to proceed
	Seek funding for remaining build-out per approved concept plan	In Progress	Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Appraisal for purchase of private property north of site done; drafting of grant application in progress
	Complete site surface improvements per adopted plan	In Progress	Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Appraisal for purchase of private property done; Sellers OK with 40ft acquisition price; CT to provide offer to purchase
	Kunkel Engineer Group with revised concept plan for CDA review	In Progress	Kunkel Engineer Group	(1) Mitch Leisses	See 1/21 meeting materials

# CITY OF WATERLOO

BALANCE SHEET  
JANUARY 31, 2020

## 412-TIF DISTRICT 2 FUND

<u>ASSETS</u>			
412-11100	TREASURER'S CASH	420,925.60	
412-15800	DUE FROM AGENCY FUND TAXES	51,248.47	
	TOTAL ASSETS		<u>472,174.07</u>
<u>LIABILITIES AND EQUITY</u>			
<u>LIABILITIES</u>			
412-26100	DEFERRED REVENUE	51,248.47	
	TOTAL LIABILITIES		51,248.47
<u>FUND EQUITY</u>			
412-34300	FUND BALANCE	423,140.68	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	( 2,215.08)	
	TOTAL FUND EQUITY		<u>420,925.60</u>
	TOTAL LIABILITIES AND EQUITY		<u>472,174.07</u>

### **IMPORTANT NOTE:**

**WAITING ON AUDITORS ENTRY.  
ONCE DONE TID #2 WILL SHOW AN ADDITIONAL OF  
\$522,147.27**

**THIS IS THE END-OF-YEAR 2019 TRANSFER FROM  
CLOSED TID #1 TO TID #2**

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 412 - TIF DISTRICT 2 FUND**

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TIF DISTRICT 2 FUND</u>						
412-41-4111-000	TAX INCREMENTS	.00	.00	60,894.00	60,894.00	.0
	TOTAL TIF DISTRICT 2 FUND	.00	.00	60,894.00	60,894.00	.0
	TOTAL FUND REVENUE	.00	.00	60,894.00	60,894.00	.0

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 412 - TIF DISTRICT 2 FUND**

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>DEPARTMENT 5142</u>						
412-51-5142-110	CLERK SALARY/CLERK	2,215.08	2,215.08	.00	( 2,215.08)	.0
	TOTAL DEPARTMENT 5142	2,215.08	2,215.08	.00	( 2,215.08)	.0
<u>TRANSFER TO DEBT SERVICE</u>						
412-59-5929-000	TRANSFER TO DEBT SERVICE	.00	.00	103,350.00	103,350.00	.0
	TOTAL TRANSFER TO DEBT SERVICE	.00	.00	103,350.00	103,350.00	.0
	TOTAL FUND EXPENDITURES	2,215.08	2,215.08	103,350.00	101,134.92	2.1
	NET REVENUE OVER(UNDER) EXPENDITURES	( 2,215.08)	( 2,215.08)	( 42,456.00)		

# CITY OF WATERLOO

BALANCE SHEET  
JANUARY 31, 2020

## 413-TIF DISTRICT 3 FUND

### ASSETS

413-11100	TREASURER'S CASH	( 587,472.31)	
413-15800	DUE FROM AGENCY FUND TAXES	89,162.82	
	TOTAL ASSETS		( 498,309.49)

### LIABILITIES AND EQUITY

#### LIABILITIES

413-25100	DUE TO/FROM GENERAL FUND	162,000.00	
413-26100	DEFERRED REVENUE	89,162.82	
	TOTAL LIABILITIES		251,162.82

#### FUND EQUITY

413-34300	FUND BALANCE	( 749,472.31)	
	TOTAL FUND EQUITY		( 749,472.31)
	TOTAL LIABILITIES AND EQUITY		( 498,309.49)

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 413 - TIF DISTRICT 3 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TAXES</u>					
413-41-4111-000 TAX INCREMENTS	.00	.00	102,403.00	102,403.00	.0
TOTAL TAXES	.00	.00	102,403.00	102,403.00	.0
TOTAL FUND REVENUE	.00	.00	102,403.00	102,403.00	.0

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 413 - TIF DISTRICT 3 FUND**

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TRANSFER TO DEBT SERVICE</u>						
413-59-5929-000	TRANSFER TO DEBT SERVICE	.00	.00	89,148.98	89,148.98	.0
	TOTAL TRANSFER TO DEBT SERVICE	.00	.00	89,148.98	89,148.98	.0
	TOTAL FUND EXPENDITURES	.00	.00	89,148.98	89,148.98	.0
	NET REVENUE OVER(UNDER) EXPENDITURES	.00	.00	13,254.02		

# CITY OF WATERLOO

BALANCE SHEET  
JANUARY 31, 2020

## 414-TIF DISTRICT 4 FUND

### ASSETS

414-11100	TREASURER'S CASH	41,415.83	
414-15800	DUE FROM AGENCY FUND TAXES	25,890.92	
	TOTAL ASSETS		<u>67,306.75</u>

### LIABILITIES AND EQUITY

#### LIABILITIES

414-26100	DEFERRED REVENUE	25,890.92	
	TOTAL LIABILITIES		25,890.92

#### FUND EQUITY

414-34300	FUND BALANCE	41,415.83	
	TOTAL FUND EQUITY		<u>41,415.83</u>
	TOTAL LIABILITIES AND EQUITY		<u>67,306.75</u>

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 414 - TIF DISTRICT 4 FUND**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>TIF DISTRICT 4 FUND</u>					
414-41-4111-000 TAX INCREMENTS	.00	.00	22,007.00	22,007.00	.0
TOTAL TIF DISTRICT 4 FUND	.00	.00	22,007.00	22,007.00	.0
<u>SOURCE 43</u>					
414-43-4364-000 STATE AID COMPUTERS	.00	.00	229.00	229.00	.0
TOTAL SOURCE 43	.00	.00	229.00	229.00	.0
TOTAL FUND REVENUE	.00	.00	22,236.00	22,236.00	.0

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020

**FUND 414 - TIF DISTRICT 4 FUND**

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>LEGISLATIVE SUPPORT</u>						
414-51-5112-325	LEGIS SUPPORT ANNUAL DOR FEE	.00	.00	150.00	150.00	.0
	TOTAL LEGISLATIVE SUPPORT	.00	.00	150.00	150.00	.0
<u>SPECIAL ACCTG AND AUDITING</u>						
414-51-5151-214	SPEC ACCTG & AUD PROF FEES	.00	.00	500.00	500.00	.0
	TOTAL SPECIAL ACCTG AND AUDITING	.00	.00	500.00	500.00	.0
	TOTAL FUND EXPENDITURES	.00	.00	650.00	650.00	.0
	NET REVENUE OVER(UNDER) EXPENDITURES	.00	.00	21,586.00		

# CITY OF WATERLOO

BALANCE SHEET  
JANUARY 31, 2020

## 600-COMMUNITY DEVELOP AUTHORITY

### ASSETS

600-11100	TREASURER'S CASH	43,158.28	
600-15800	DUE FROM AGENCY FUND TAXES	4,650.00	
	TOTAL ASSETS		<u>47,808.28</u>

### LIABILITIES AND EQUITY

#### LIABILITIES

600-25607	DEFERRED REVENUE	4,650.00	
	TOTAL LIABILITIES		4,650.00

#### FUND EQUITY

600-34300	FUND BALANCE	18,204.76	
600-34310	PROFESSIONAL SVCS CARRYOVER	25,000.00	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	( 46.48)	
	TOTAL FUND EQUITY		<u>43,158.28</u>
	TOTAL LIABILITIES AND EQUITY		<u>47,808.28</u>

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020  
**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>SOURCE 41</u>					
600-41-4111-000 LOCAL TAX-GENERAL FUND	.00	.00	4,650.00	4,650.00	.0
TOTAL SOURCE 41	.00	.00	4,650.00	4,650.00	.0
<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000 MBC BUILDING RENTAL	200.00	200.00	2,400.00	2,200.00	8.3
TOTAL PUBLIC CHARGES FOR SERVICE	200.00	200.00	2,400.00	2,200.00	8.3
TOTAL FUND REVENUE	200.00	200.00	7,050.00	6,850.00	2.8

**CITY OF WATERLOO**  
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET  
 FOR THE 1 MONTHS ENDING JANUARY 31, 2020  
**FUND 600 - COMMUNITY DEVELOP AUTHORITY**

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
<u>DEPARTMENT 5151</u>					
600-51-5151-399 SPECIAL ACCTNG COSTS - MISC	.00	.00	375.00	375.00	.0
TOTAL DEPARTMENT 5151	.00	.00	375.00	375.00	.0
<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-221 MAUNESHA BUSINESS ELECTRIC	.00	.00	1,000.00	1,000.00	.0
600-51-5162-222 MAUNESHA BUSINESS HEAT	156.48	156.48	750.00	593.52	20.9
600-51-5162-223 MAUNESHA BUSINESS WATER/SEWER	.00	.00	698.00	698.00	.0
600-51-5162-290 MAUNESHA BUSINESS CLEAN CONTRA	90.00	90.00	1,160.00	1,070.00	7.8
TOTAL MAUNESHA BUSINESS CENTER	246.48	246.48	3,608.00	3,361.52	6.8
<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220 PROJECT CDA PROGRAMS	.00	.00	250.00	250.00	.0
TOTAL PLANNING AND CONSERVATION	.00	.00	250.00	250.00	.0
TOTAL FUND EXPENDITURES	246.48	246.48	4,233.00	3,986.52	5.8
NET REVENUE OVER(UNDER) EXPENDITURES	( 46.48)	( 46.48)	2,817.00		

## CHECKLIST:

# 48 Questions to Ask in Your SWOT Analysis

Every business owner should conduct a regular SWOT analysis to assess the company's strengths, weaknesses, opportunities and threats in relation to its competition. Use the following checklist to start on your SWOT analysis.

### STRENGTHS (INTERNAL, POSITIVE ATTRIBUTES OF YOUR BUSINESS)

#### MARKETING:

- What is my company's competitive advantage?
- What is our unique selling proposition?
- Do we have exclusive relationships with suppliers or distributors?
- How extensive is our distribution network?
- What are the strengths of our marketing and sales team?
- Do we have a well-known brand?

#### HUMAN RESOURCES:

- Do our employees have skills or expertise that our competitors' employees lack?
- Do our employees have professional accreditations or certifications that give us an advantage?

#### ASSETS:

- Do we have proprietary technology, intellectual property or other valuable proprietary information?
- Do we have equipment or machinery that our competitors don't?
- Does our location or building give us a competitive advantage?

#### FINANCIAL RESOURCES:

- How well capitalized is the business?
- Can we easily access additional capital if needed?
- Do the business's profit margins and other financial indicators compare favorably to industry benchmarks?

### WEAKNESSES (INTERNAL, NEGATIVE ATTRIBUTES OF YOUR BUSINESS)

#### MARKETING:

- What complaints do we frequently hear from customers?
- What objections do we frequently hear from prospects?
- Is the business's distribution limited?

#### ASSETS:

- Does the business's location or physical plant have any weaknesses?
- Are the business's technology, equipment and machinery outdated?

#### HUMAN RESOURCES:

- Is the business adequately staffed?
- Do employees lack skills or expertise needed to compete?

#### FINANCIAL RESOURCES:

- Does the business suffer from cash flow problems?
- Are the business's profit margins and other financial indicators poor compared to those of competitors?
- Does the business have excessive debt?
- Would the business have difficulty accessing additional capital?

## OPPORTUNITIES (EXTERNAL, POSITIVE FACTORS THAT COULD HELP THE BUSINESS)

### COMPETITIVE ENVIRONMENT:

- Do competitors have any weaknesses the business could benefit from?

### MARKET ENVIRONMENT:

- Is the target market changing in ways that could benefit the business?
- Is there a potential niche market the business is currently ignoring?
- Is there something clients and customers are asking for that the business doesn't provide, but could add?
- Are there upcoming local, regional or national events that could present opportunities for the business?
- What opportunities for geographic expansion exist?

### ECONOMIC ENVIRONMENT:

- How might current and projected economic trends present opportunities for the business? (i.e., housing prices, employment rates, consumer confidence)
- What changes are taking place in the industry that could create opportunity?
- Are there potential new sources of financing that could help the business?
- Could projected changes in interest rates, tax laws or banking regulations benefit the business?

### POLITICAL ENVIRONMENT:

- How might proposed changes to local, state and national government positively affect the business?

### TECHNOLOGICAL ENVIRONMENT:

- How could predicted technological advances create opportunity for the business?

## THREATS (EXTERNAL, NEGATIVE FACTORS THAT COULD HURT THE BUSINESS)

### COMPETITIVE ENVIRONMENT:

- Are our competitors planning expansion, new product or service launches, or other changes that could hurt our business?
- Are there businesses that aren't currently direct competitors, but could be in the future?

### MARKET ENVIRONMENT:

- Is our target market shrinking?
- Could predicted social changes negatively impact demand for our product?
- Does the business rely too heavily on one big customer?

### ECONOMIC ENVIRONMENT:

- How might current and projected economic trends (i.e., housing prices, employment rates, consumer confidence) negatively impact the business?

- What predicted industry trends could hurt the business?
- Could changes to external financial factors, such as revised lending standards, increased cost of capital or higher interest rates, hurt the business?
- Are there projected increases to the cost of doing business (i.e., rent, wages, inventory, utilities) that could hurt the business?

### POLITICAL ENVIRONMENT:

- Could local, state and national governmental changes, such as regulatory restrictions or new trade agreements, negatively affect the business?

### TECHNOLOGICAL ENVIRONMENT:

- How might predicted technological advances negatively affect the business?



## Housing Assistance

### HOME COUNSELING PROGRAMS

Jefferson County offers several programs for home buyer programs for local residents. See below for more information.



#### **FREE SEMINAR: MAKING HOME OWNERSHIP A REALITY**

JCEDC free homebuyer seminars (education paid by the grant program) which are designed to educate you in the areas of: the credit reporting process, responsibilities of homeownership, who are the professionals who are going to assist you, special mortgage products and their requirements. Email [roxanne@jecdc.net](mailto:roxanne@jecdc.net) to sign up for the class or to ask a question.

### Home Buyer Grant/Deferred Loan Programs

Purchasing a home may be the greatest investment you will ever make! This program provides grants towards the purchase of a home in any part of Jefferson County. The funding can be used to pay for part of your down payment, all customary closing costs, prepaid items, reserves and home buyer counseling. Email [roxanne@jecdc.net](mailto:roxanne@jecdc.net) to find out more information on these programs.

#### **Down-Payment Plus Program**

1. Grant Amount - \$6,000 or 25% of first mortgage
2. Must use a participating lender
3. JCEDC Fee - \$700.00 paid by the grant
4. Buyer must contribute \$1,000 towards the purchase of the property (earnest money, home inspection, home owners insurance)
5. Income must meet 80% of Jefferson County Low-Moderate Income Guidelines
6. Homebuyer education required – provided by RoxAnne Witte from JCEDC
7. Total Debt-to-Income Ratio cannot exceed 43%
8. Can be used with the following loan products – RD, HUD Section 184, FHA, VA, IHDA and WHEDA
9. House Purchase Limit - \$171,000

#### **HOME Consortium Down-Payment Assistance Program**

1. Grant Amount - \$5,000
2. Must use a participating lender
3. Income must meet 80% of Jefferson County Low-Moderate Income Guidelines
4. Homebuyer education required – provided by RoxAnne Witte from JCEDC
5. Housing Debt-to-Income Ratio cannot be lower than 20%
6. Total Debt-to-Income Ratio cannot exceed 43%
7. Can be used with the following loan products – Conventional (fixed or adjustable rate), Fannie Mae, Freddie Mac, WHEDA, Federal and State VA, Habitat for Humanity, FHA
8. Must pass HOME Consortium Code Requirement Inspection

## Pre-Purchase Rehab Programs

Provides favorable funding to assist Jefferson County eligible home owners with needed home repairs. Repairs include mechanical, structural and accessibility repairs and improvements that are approved by Community Housing Initiative, program administrator. For more information on all of the home-buyer and home-owner assistance programs within the county, visit [www.jcedc.net](http://www.jcedc.net).

### HOME Consortium Pre-Purchase Rehab Program

1. 0% Deferred loan up to \$17,000 or 110% Loan-to-Value Ratio
2. Income must meet 80% of Jefferson County Low-Moderate Income Guidelines
3. Assesses value after repairs cannot exceed \$171,000
4. Application fee, inspection fee and recording fee - \$115
5. Eligible Repairs: Roofs, Mechanical Systems (furnace, hot water heaters), Windows, Electrical, Foundation, Siding, Accessibility Improvements
6. Payable on sale or transfer
7. Procedure to Apply:
  - a. Contact your lender to begin application process
  - b. Home inspection conducted by program administrator staff
  - c. Home owner submits bids based on home inspection results
  - d. Loan closes, contractor, homeowner and WPHD staff sign agreement
  - e. Work begins on home
  - f. Final inspection done after work completed, contractor payments issued after final inspection

## Post-Purchase Rehab Programs

### HOME Consortium Post-Purchase Rehab Program

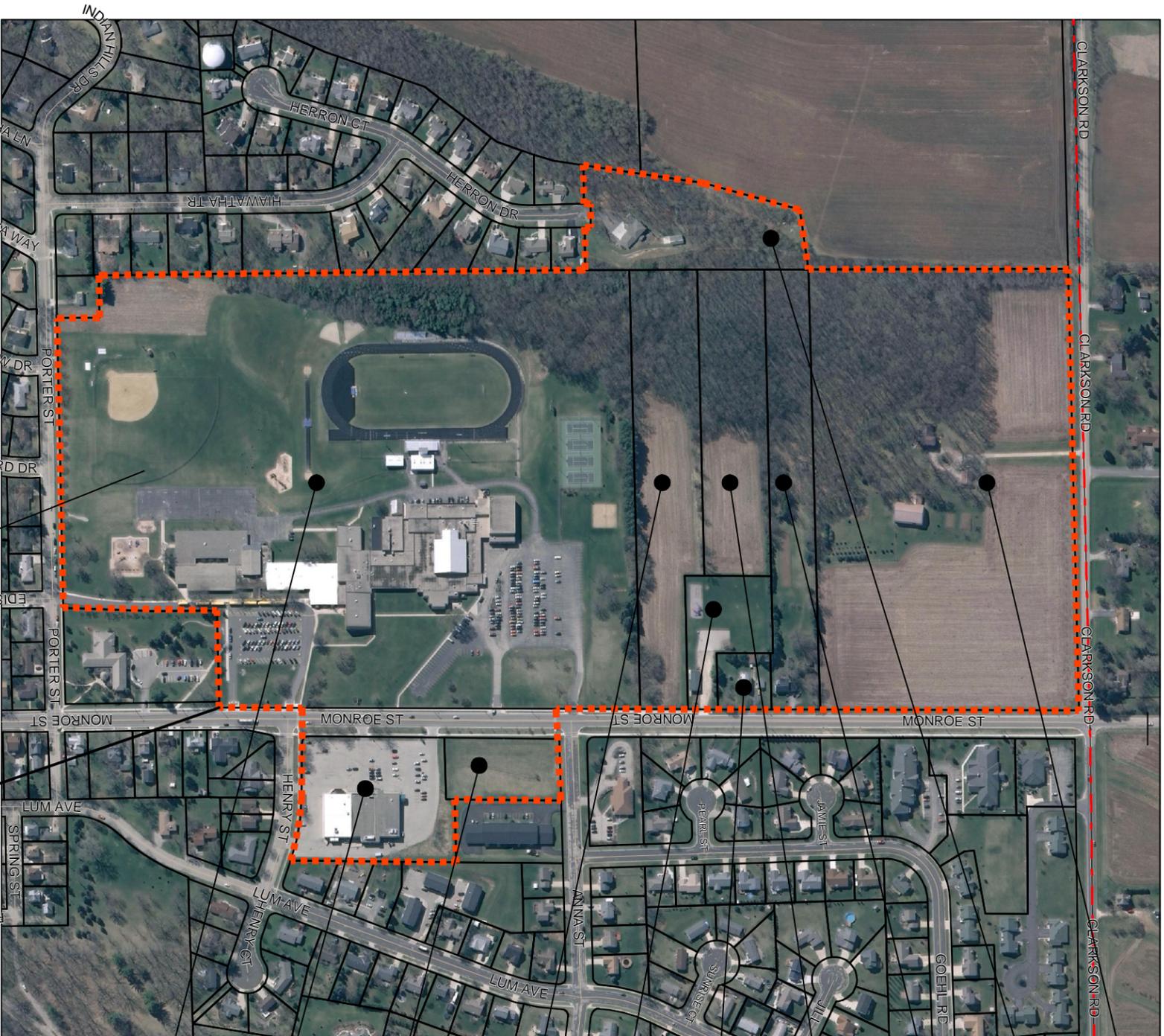
1. 0% Deferred loan up to \$15,000 or 110% Loan-to-Value Ratio
2. Income must meet 80% of Jefferson County Low-Moderate Income Guidelines
3. Assesses value after repairs cannot exceed \$171,000
4. Application fee, Inspection fee and recording fee - \$115
5. Eligible Repairs: Roofs, Mechanical Systems (furnace, hot water heaters), Windows, Electrical, Foundation, Siding, Accessibility Improvements
6. Payable on sale or transfer
7. Procedure to Apply:
  - a. Contact WPHD staff to obtain application (262.896.8170)
  - b. Home inspection conducted by program administrator staff
  - c. Home owner submits bids based on home inspection results
  - d. Loan closes, contractor, homeowner and WPHD staff sign agreement
  - e. Work begins on home
  - f. Final inspection done after work completed, contractor payments issued after final inspection

### Southern Housing Region Home Owner Rehab Program

1. 0% Deferred Loan up 115% Loan-to-Value Ratio
2. Income must meet 80% of Jefferson County Low-Moderate Income Guidelines
3. Application fee, inspection fee and recording fee - \$605 (this can be reimbursed to the homeowner)
4. Eligible Repairs: Handicap Accessibility, Replace Windows and Doors, Repair/Replace Heating Systems, Water Heaters and Plumbing systems, Siding and Porch Repairs, Roofing, Electrical Upgrades, Connect Water and Sewer Lines, Other General Improvements
5. Payable on sale or transfer
6. Procedure to Apply:
  - a. Contact MSA staff to obtain application (1.800.552.6330)
  - b. Home inspection conducted by program administrator staff
  - c. Home owner submits bids based on home inspection results
  - d. Loan closes, contractor, homeowner and MSA staff sign agreement
  - e. Work begins on home
  - f. Final inspection done after work completed, contractor payments issued after final inspection

*This document is for informational purposes only.*

roxanne@jcedc.net | [www.jcedc.net](http://www.jcedc.net)  
Jefferson County Economic Development Consortium



**TAX INCREMENTAL DISTRICT #4, CITY OF WATERLOO**

**REDUCED 1/2**

- 1) LANNODY FAMILY PARTNERSHIP LLC  
810 N MONROE STREET  
290-0813-0523-054
- 2) JAYSTONE PROPERTIES LLC  
N MONROE ST & ANNA ST  
290-0813-0523-062
- 3) MARTHA GAY  
991 N MONROE STREET  
290-0813-0611-005
- 4) KUHLE ENTERPRISES  
1003 N MONROE STREET  
290-0813-0611-004
- 5) ROBERT HENSLE  
1023 N MONROE STREET  
290-0813-0611-003
- 6) MARTHA GAY  
991 N MONROESTREET  
290-0813-0611-002
- 7) LYLE BRAUNSCHEWIG  
1043 N MONROE STREET  
290-0813-0611-001
- 8) MATTHEW MCCUNN  
940 HERRON DRIVE  
290-0813-0613-033
- 9) MARILYN DEMPSEY  
200 W CLARKSON ROAD  
290-0813-0611-000
- 9) WATERLOO SCHOOL DISTRICT  
785 N MONROE STREET  
290-0813-0614-000



REVISED: 11/19/2013  
SCALE: 1" = 200'

PROJECT : #-2012K018  
DATE : OCTOBER 2013  
DRAWN BY : BAO  
APPROVED BY : BAO

CITY OF WATERLOO, WISCONSIN  
TID DISTRICT #4  
BOUNDARY & PARCEL MAP

107 Portland Street  
Beverly Hills, WI 53916  
Tel: (920)356-3454  
Fax: (920)356-3454  
MAP ONE

# Waterloo Community Development Authority -- Annual Calendar

(last updated -- approval tabled with future consideration pushed to 2020)

Preferred meeting night: 3<sup>rd</sup> Tuesday of month at 6:00 pm

Recurring monthly review and action (1) CDA Implementation Plan Progress; (2) Grant Application Tracking

<b>JANUARY</b> <ul style="list-style-type: none"><li>- evaluate CDA Progress Measures</li><li>- finalize prior year Annual Report</li></ul>
<b>FEBRUARY</b> <ul style="list-style-type: none"><li>- notify Mayor of member reappointment interest</li><li>- align/modify CDA Progress Measures as needed</li><li>- submit Annual Report to City Council</li></ul>
<b>MARCH</b> <ul style="list-style-type: none"><li>- notify Mayor of member reappointment interest</li><li>- Push to closeout incomplete prior year items</li></ul>
<b>APRIL</b> <ul style="list-style-type: none"><li>- Mayoral appointments</li><li>- Push to closeout incomplete prior year items</li></ul>
<b>MAY</b> <ul style="list-style-type: none"><li>- CDA election of Chair and Vice Chair</li><li>- evaluate CDA Progress Measures</li></ul>
<b>JUNE</b> <ul style="list-style-type: none"><li>- start future year budget submittal</li><li>- review of tax increment finance district progress</li></ul>
<b>JULY</b> <ul style="list-style-type: none"><li>- review of tax increment finance district progress</li><li>- future year budget planning</li><li>- align CDA Progress Measures with budget planning</li><li>- reaffirm or jettison all active programs and projects</li></ul>
<b>AUGUST</b> <ul style="list-style-type: none"><li>- future year budget submittal to Finance, Insurance &amp; Personnel Committee, including tax incremental finance funds</li></ul>
<b>SEPTEMBER</b> <ul style="list-style-type: none"><li>- evaluate CDA Progress Measures</li></ul>
<b>OCTOBER</b> <ul style="list-style-type: none"><li>- <u>s</u>trength, <u>w</u>eaknesses <u>o</u>pportunities &amp; <u>t</u>hreats (SWOT) exercise</li></ul>
<b>NOVEMBER</b> <ul style="list-style-type: none"><li>- community outreach</li></ul>
<b>DECEMBER</b> <ul style="list-style-type: none"><li>- community outreach</li><li>- review staff draft, Annual Report to City Council</li><li>- update calendar</li></ul>