



STRATEGIC OPPORTUNITIES FOR THE TOWN OF GERMANTOWN

May 2022



A comprehensive report created to provide the Town of Germantown with strategic opportunities in Conservation, Economic Development and Fiscal Management.

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EXECUTIVE SUMMARY

The Town of Germantown in Juneau County, Wisconsin is seeking ways to address the impacts of rapid residential development and an unprecedented increase of part-time and seasonal residents. Known for its peace and quiet, the town has become a recreational rural getaway, attracting new residents and visitors alike with its lakes, forests and outdoor recreational activities. The overall population has increased by 9% from 2010 to 2020 and is projected to keep trending upwards over the next few decades.

Through UniverCity Alliance, Applied Planning Workshop master students at the University of Wisconsin-Milwaukee worked to tackle the town's challenges. The project team focused on three topics to analyze in depth: Conservation, Economic Development and Fiscal Management. These areas aligned with the project team's expertise as well as Germantown's most pressing needs. The project team researched each of the three categories and compiled strategic recommendations for the town board to pursue.

The research includes explanations of each alternative, helpful contextual information, advantages and disadvantages of each suggested alternative along with steps for implementation. As each category is separate and unique, this report does not culminate

in one large recommendation but rather a series of suggestions for each section. Each of the three section contains objectives and criteria to evaluate the final recommendations against. These ensure that the report's final recommendations are appropriate for the town and adequately address the problems.

In the conservation section of the report, the project team presents two alternatives: subdivision conservation guidelines/design standards and a lake management district. These are both excellent proposals well-suited for Germantown. The final recommendations for the conservation section recommends pursuing both.

In the economic development section of the report, the project team presents a number of alternatives in three categories: forestry, recreation and grocery store. Recreation is an obvious key industry of Germantown, and the team recommends further investing in a specialized bird watching recreational economy. The team also looked into the forestry industry extensively since it believes it is largely overlooked in Germantown's economy but offers much potential. The report recommends that the town promotes the Managed Forest Law (MFL) Program and carbon credits. It also recommends that Germantown revise its Agriculture/Residential/Open Lands

zoning code to limit extensive development in woodlands and sensitive natural areas. The project team also investigated the feasibility of a rural grocery store. The team determined that the effort necessary is most likely too large to take on at this time; however, the report provides numerous strategies, examples and action steps to take once the time is appropriate.

In the fiscal management section the project team researched ways to increase town revenues and different funding sources. The report recommends contracting out garbage collection, applying for road maintenance grants/loans and creating a Capital Improvement Plan (CIP).

This compiled strategic report is a series of recommendations for the Town of Germantown to act on. This is meant as an informative repository of options to assist the town in planning and adapting to the growth it has been and will continue to experience in the next few decades. To have the desired impact, the local government must work proactively and strategically with the community. With diligence and action, the Town of Germantown will adeptly welcome the growth and be able to serve its residents, both new and old.

Project Team: Cassidy Schmidt, Grace Gent, Miranda McCall and Lisa Sun

INTRODUCTION



The Town of Germantown has experienced unprecedented seasonal/part-time population growth and rapid residential development over the last decade. This growth is projected to continue over the next 20 years. Much of this is due to part-time and seasonal residents rather than full-time residents. Rapid growth such as this has unexpected consequences and implications that the town must address.

The difficulty the town now faces is how to accommodate the new residents whilst continuing to provide a rural environment for those who have long called Germantown home.

According to the U.S. Census, there has been a 31% increase in housing units from 2010 to 2020, putting the total units at 2,050 while the population is right around 1,700. This shows a vast gap between full-time residents and

housing units in town. With hundreds more parcels slated for development by 2032, the town is experiencing numerous concerning impacts. For instance, the number of heavy industrial vehicles traversing the roads is causing the pavement to deteriorate, reducing the usable lifespan. Another leading concern is the inability of the subdivision planning process to control the environmental impacts of development. Forests are being clear-cut, the water table is being lowered for man-made neighborhood lakes, wildlife populations and ecosystem health are being adversely affected. The town is growing due to the natural recreational opportunities, but this growth is posing a risk to those same amenities people are moving here for. Moreover, the town's minimal number of businesses and small economic base is not able to sufficiently keep stride with the demands of the new population. Issues such as grocery store accessibility, funding for capital projects and lack of home repair and maintenance support are just some issues facing the town in light of the population boom.

To address these concerns, the report will provide the Town of Germantown with recommendations backed by research and examples. It will outline strategic opportunities best suited to Germantown. The impacts of residential development and population growth are widespread; however, this report focuses on

three main categories. Conservation guidelines are presented to protect the natural resource base, economic development opportunities were researched to support the demands of the people and fiscal management strategies were compiled to plan for, and fund, town projects and routine infrastructure operations. Each section will present the concern or problem with background information, followed by suggested strategies for the town to implement. This report is to be used as a tool for the Town of Germantown for creating an action plan. These guidelines and recommendations should allow the Town of Germantown to successfully adapt to the changes underway as rapid growth continues.

EXISTING CONDITIONS

TOWN OF GERMANTOWN, JUNEAU COUNTY, WISCONSIN



33.2
SQUARE
MILES



37%
woodlands

+31%
HOUSING
2010-2020



23%
65+ residents

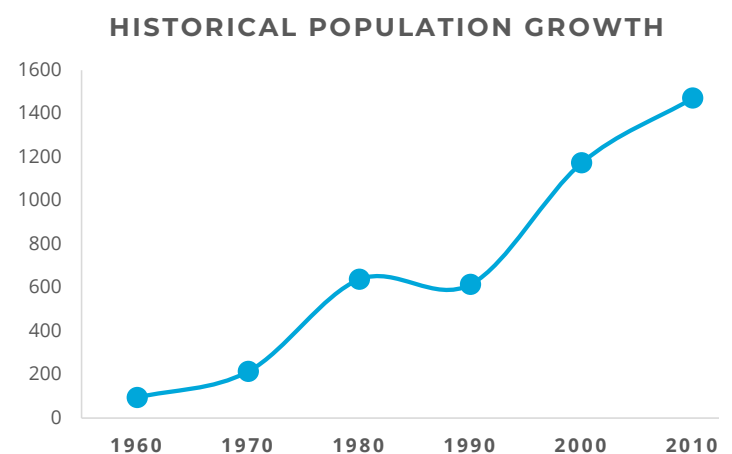
1000+
LOTS PLANNED

According to 2020 American Community Survey data, the Town of Germantown spans 33.2 square miles and has 44.1 people per square mile. Germantown's rural character and natural beauty attracts people to the area. Conveniently located an hour and a half north of Madison, the Town of Germantown is the perfect place for people to escape the city life. Residents and visitors can enjoy the recreational opportunities offered by Castle Rock Lake or simply relax and soak up the serene and quaint atmosphere of the town. However, as more and more people discover this little piece of paradise, the town is becoming busier, especially in the summer months. With over 1,000 lots to be plotted in the near future, Germantown is growing rapidly. Many of these new homes are being built by transient residents who have a primary home elsewhere and are building a second vacation home in Germantown for the weekends. Because of this, the existing conditions of the town are changing rapidly. What was once a quaint and quiet place occupied by permanent residents is quickly becoming a busy vacation hub, with an influx of transient residents occupying the town on the weekends.

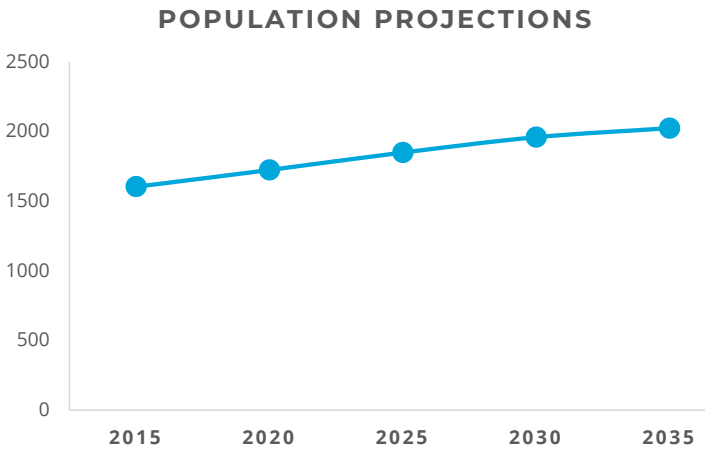
The median age for Germantown residents is 54.7 years, which is 20% higher than the median age for Juneau County residents. The vast majority of residents (97%) identify themselves as white. The median household income for Germantown residents is \$53,542, which is comparable to the median household income

for all of Juneau County, which is \$53,928. This is higher than the median household income for the State of Wisconsin, which was \$34,450 according to 2020 American Community Survey data. In 2020, 89.5% of Germantown residents that are 25 years of age and older have graduated high school. This is slightly below the State of Wisconsin average, which is 92.6%. About 29.2% of Germantown residents that are 25 years of age and older have a bachelor's degree. This is also slightly below the state average of 30.8%.

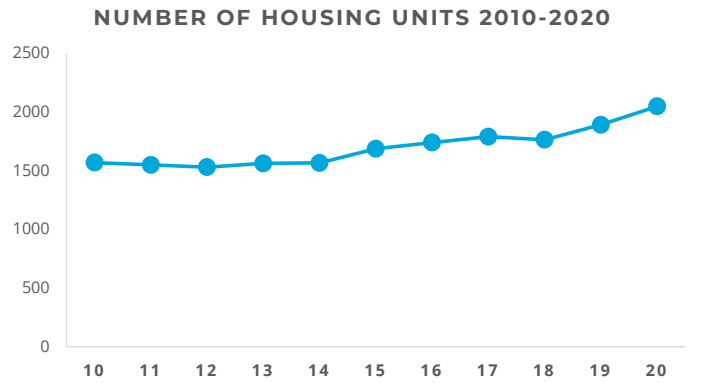
The population in the Town of Germantown has continued to grow over the years. The town's comprehensive plan provides historical population data. As shown in the figure below, the population in the Town of Germantown has grown rapidly since 1960. In 1960, the town had a population of 95 people. In 2010, the population in the town had grown to 1,471, which is more than 15 times the population that the town had in 1960.



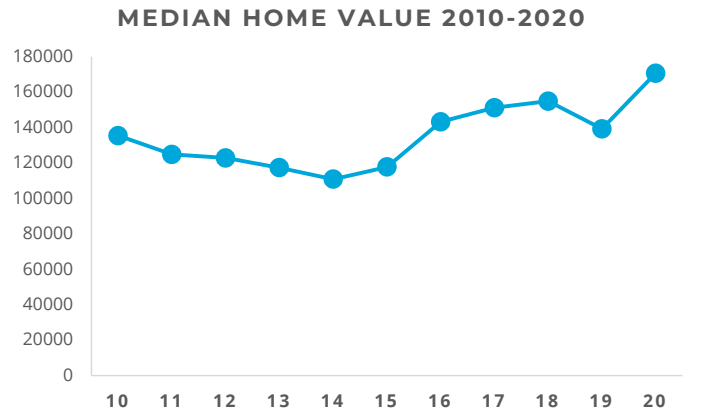
There have been numerous residential developments in 2021 and 2022. Therefore, we can expect to see significant population growth in the coming years. The town’s comprehensive plan provides population projections from the Wisconsin Department of Administration. Germantown’s population is expected to increase to 2,025 by 2035.



As mentioned previously, there has been a significant number of residential developments happening in the Town of Germantown. In 2010, the town had 1,570 housing units, and in 2020, the town had 2,050 housing units. This is an increase of 30.57%.

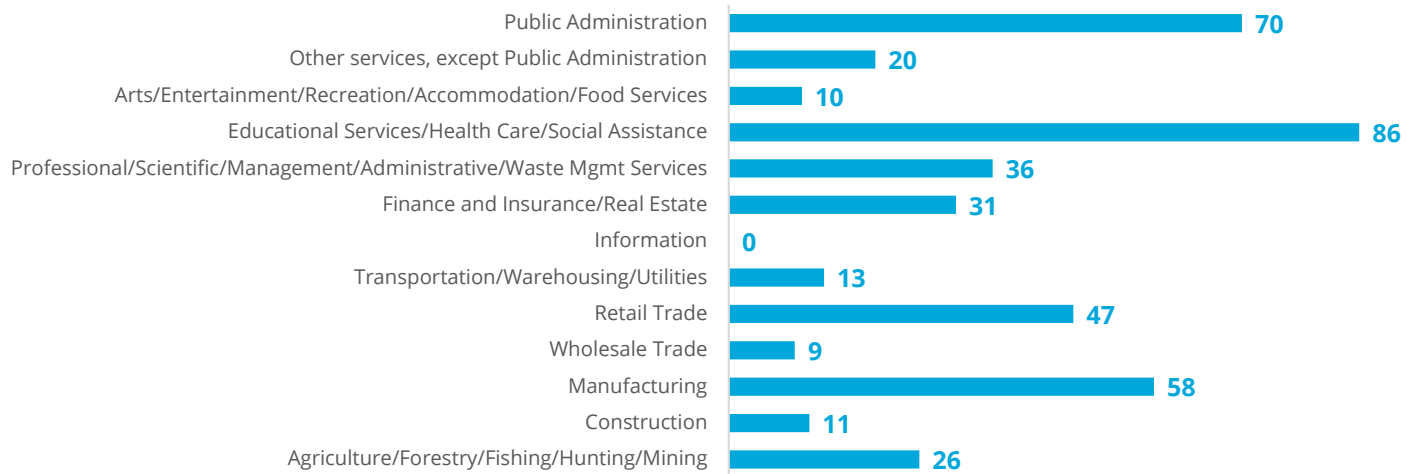


According to 2020 American Community Survey data, 90% of the housing units in the town are owner-occupied and 10% are renter-occupied. The majority (64%) of housing units are single unit structures. Multi-unit structures make up 6% of the housing units and mobile home structures make up 30% of housing units in Germantown. The median home value of occupied housing units has increased in recent years. In 2010, the median home value was \$135,400. In 2020, the median home value was \$170,600. This is an increase of about 26%.



According to 2020 American Community Survey data, the most popular industries in the Town of Germantown were Education Services/Health Care/Social Assistance and Public Administration. This has changed over time. In 2010, the most popular industries in the Town of Germantown were Manufacturing and Retail Trade. In 2020, the least popular industries were Information, Wholesale Trade and Construction. In 2010, the least popular industries were Wholesale Trade & Agriculture/Forestry/Fishing/Hunting/Mining.

2020 INDUSTRY DATA FOR YEAR-ROUND EMPLOYED POPULATION OVER 16



GOALS, OBJECTIVES AND CRITERIA

GOAL

The Town of Germantown will have clear direction on how to effectively manage its growth for long-term community vitality while keeping its natural assets and a healthy financial position.

OBJECTIVE 01: CONSERVATION

The Town of Germantown will have tools and guidelines to manage residential development for the purpose of preserving natural assets and recreational amenities.



The recommended alternative(s) will protect the environmental quality of Castle Rock Lake.

Will assess whether the proposed strategy is an effective means of limiting human impacts on Castle Rock Lake, one of Germantown's most critical natural assets. As the natural asset most central to Germantown's identity and quality of life, the ecological integrity of Castle Rock Lake must be accounted for by any conservation strategy to be considered effective. We can assess each alternative's potential to protect local surface water quality based on existing scientific literature and established best practices.



The recommended alternative(s) will minimize the environmental impacts of increased human activity in Germantown.

Will assess whether the proposed strategy accounts for environmental impacts tied to increased human interaction with the town's natural resource base (e.g., groundwater, forests, wildlife, etc.). We can evaluate the potential impacts of human uses based on existing scientific literature and best practices.



The recommended alternative(s) will minimize the environmental impacts of increased residential land use in Germantown.

Will assess whether the proposed strategy targets the ecological impacts of new residential developments, the main driver of ecological disturbance in the area. From a conservation perspective, adequately managing growth will need to account for land use in some way. Recommended actions should address the impact the development process will have on the environment. They should restrict future developments to those which clearly conserve the town's natural resources and limit negative consequences.



The recommended alternative(s) will prioritize preserving the natural assets most valued by the community.

Will assess whether the proposed strategy conserves the resources that make Germantown a desirable place to live. We assess each alternative's ability to reflect community preferences/priorities based on feedback from our public engagement activities.

OBJECTIVE 02: ECONOMIC

The Town of Germantown will identify economic opportunities with market area support and identify challenges posed by a rapidly growing population.



The recommended alternative(s) will be compatible with Germantown's seasonal fluctuations in population.

Compatibility with seasonal fluctuations will be assessed based on whether the proposed strategy can be supported with only the full-time resident population during the off season or if the proposal can thrive whilst only being active or supported during the peak season.



The recommended alternative(s) will maintain or improve its leading industries of forestry and recreation.

Existing leading industries of forestry and recreation will not be excluded or ignored, which will be assessed by whether the proposal will negatively (or positively) impact the leading industries. Each alternative will be evaluated based on its anticipated impact on Germantown's key industries of forestry and recreation/tourism. If these industries would decline because of the proposed opportunity, the proposal will not pass.



The recommended alternative(s) will be inclusive of a diverse range of jobs with different income levels.

Economic opportunities will be welcoming to all residents and will not be exclusive in nature. This will further be assessed by maintaining reasonable costs and fees associated with these opportunities, comparable to that of equivalent opportunities in similar communities.



The recommended alternative(s) will have market area support.

Market area support will be assessed by completing a market area analysis. This will provide concrete evidence as to what the market supply and demand is for the given economic opportunity.

OBJECTIVE 03: FISCAL

The Town of Germantown will understand future funding options, so they are able to manage their growth in a financially responsible and sustainable manner.



The recommended alternative(s) will satisfy the basic eligibility of proposed funding options.

Will be assessed based on whether the basic requirements of a proposed piece of funding is met by Germantown. For example, if it is a grant, basic eligibility requirements are clearly written as part of the application process. If it is an ordinance, does Germantown have the authority to pass that, and is it compatible with existing legislation and their comprehensive plan?



The recommended alternative(s) will have clear advantages and minimal disadvantages.

Funding options will have pros and cons; any proposed funding will clearly have defined advantages and disadvantages to properly inform the town prior to pursuing those avenues. Especially with limited staff, town hall will only be able to focus on high reward and low risk options.



The recommended alternative(s) will be applicable to the types of capital improvement projects most needed in Germantown (e.g., road maintenance).

While there are plenty of opportunities for spending in Germantown, the infrastructure and basic services need to be prioritized. Germantown needs funds that are allowed to be used to address growth impacts.

PUBLIC ENGAGEMENT

Gathering stakeholder input was critical to developing recommendations that aligned with the priorities of those who would be impacted most significantly by their implementation. Public engagement also provided an opportunity to facilitate dialogue within the community about Germantown's future and

educate community members about the types of potential strategies the town could pursue to address its recent and projected growth. The following timeline gives an overview of the public engagement activities pursued over the course of this project.

1**IDENTIFY STAKEHOLDERS**

Determine who is being impacted by Germantown's unprecedented growth and whose input we should seek as part of the public engagement process.

2**VISIT GERMANTOWN**

Obtain a better understanding of the town's layout, the scale/extent of development and Germantown's visual character. Meet our clients in person and discuss their interpretation of the problems they are facing in greater detail.

3**PUBLIC OPINION SURVEY**

Understand/analyze the opinions and priorities of Germantown's residents (i.e., full-time, seasonal and future) regarding the town's growth.

4**FOCUS GROUP MEETING**

Host a meeting to give an overview of our survey results and recommendations. Receive feedback to inform our revisions and identify any gaps in our project. Make connections with the people who will be impacted most directly by our recommendations.

IDENTIFY STAKEHOLDERS FEBRUARY 11, 2022

ACTIONS

We brainstormed a list of potential stakeholders and refined the list at our February 11 meeting with Ray Feldman and Ken Jax, who are Town Supervisors and our main points of contact with the Town of Germantown for this project.

OUTCOMES

We agreed that resident engagement would be a central component to this project, so we focused our outreach efforts on gathering input from both full-time and seasonal residents. At this stage, we also identified a prominent local developer as a stakeholder whose input we wanted to incorporate into our report; unfortunately, we were ultimately unable to schedule a meeting with this individual. Ray and Ken also connected us with Susan Ganther after this meeting. Susan is the Town Clerk/Treasurer and has been instrumental in providing our team with information and helping us with resident outreach (e.g., posting the survey and focus group invitation online).

a result of recent growth. After our meeting, they took us on a driving tour of the town, during which we saw firsthand the extensive new residential development that is occurring in Germantown. Other tour highlights included Castle Rock Lake and Buckhorn State Park. Throughout the visit, we took photos of the town for our report and presentation.



OUTCOMES

New residential development is far more extensive than we had assumed. Large areas of woodlands have already been clear-cut, and many small, man-made lakes are already constructed. New homes tend to be large, expensive and visually alike. Given the amount of development that has already occurred, Germantown will not be able to achieve the maximum potential benefits of some conservation strategies (e.g., conservation guidelines for subdivisions).

VISIT GERMANTOWN MARCH 5, 2022

ACTIONS

We met with Ray and Ken at Town Hall to discuss the challenges that Germantown is facing as



Germantown has significant natural and recreational assets. Castle Rock Lake and Buckhorn State Park stand out for their natural beauty and recreational value. Lake management and recreational opportunities are therefore key components of our research.

There are not many businesses (e.g., bars/restaurants, grocery stores) located within the township. This observation motivated the economic development section of our report.

PUBLIC OPINION SURVEY

MARCH 24 - APRIL 9, 2022

ACTIONS

We created an online public opinion survey using Qualtrics online survey software. Residents could access the survey through the Town of Germantown Facebook page and town website.

We used an online survey format so that the survey would be accessible to not only full-time residents but also seasonal residents and property owners whose homes are currently under construction. Online-only distribution was also the most feasible option given the distance between Milwaukee and Germantown. We acknowledge that there are likely perspectives underrepresented and/or missing from our analysis due to our relatively narrow distribution strategy. There are likely residents who were not able to access the online survey due to a range of factors (e.g., limited Internet access, not owning a smartphone, lack of comfort with technology, etc.).

OUTCOMES

Germantown's natural beauty, recreational assets and rural identity are central to the town's identity. When asked what initially attracted them to the area, most residents mentioned Castle Rock Lake. Many others mentioned that they like the wooded areas, wildlife and peace and quiet offered by rural living.

We also asked respondents to rank 7 factors in order of priority in terms of how Germantown manages its growth. The overall ranking was:

1. Conserving natural resources
2. Strengthening economic base
3. Improving roads/infrastructure/traffic
4. Slowing the rate of residential development
5. Enhancing recreational activities
6. Protecting public safety
7. Other

Commenting on the rationale behind their rankings, residents saw both risks and opportunities associated with Germantown's recent growth. For example, many residents expressed strong concerns about development impacts on the area's natural resource base (e.g., loss of habitat, impacts on water quality, loss of trees/woodlands). Others viewed the area's increased population as an opportunity to attract more businesses to the area.

While people placed the highest importance on scenic beauty and habitat, all the listed uses were considered at least moderately important. This finding, along with the fact that Castle Rock Lake is a significant draw to the area, support the conclusion that Germantown should prioritize lake management activities moving forward. Protecting the quality of the lake and ensuring that it continues to be a safe and enjoyable place to recreate will factor significantly into the town's future quality of life.

We also asked respondents about their willingness to pay an additional fee for six purposes: stormwater management, wildlife conservation, park preservation/maintenance, forest/tree conservation, additional trails and town road improvements. Responses were mixed – none of the listed goals received strong support for or against fees. This finding indicates that imposing additional fees may be a feasible option for Germantown if they are necessary, reasonable and tied to key goals.

The survey instrument is included in [Appendix A](#) of this report, along with a more detailed analysis. We were very encouraged by both the quality and quantity of responses we received.

FOCUS GROUP

APRIL 19, 2022

ACTIONS

We held an hour-long virtual focus group meeting on Zoom. The meeting was advertised through the town's Facebook page, inviting both full and part-time residents to attend. Residents could access the Zoom meeting through the town's Facebook page, and 22 residents were invited by email (i.e., those who provided their email address in the public opinion survey). 12 participants, including two members of the Town Board, joined our meeting. We gathered input from attendees using poll questions and open-ended questions.

The choice to meet virtually presented trade offs. Meeting on Zoom made participation an option for seasonal/future residents who are not currently in Germantown, but it also excluded residents who may not have access to online meeting technology. We also received feedback during the meeting about how technology barriers can pose significant challenges to inclusivity. As such, we suggest the town seek additional, broader input before implementing the recommendations included in our report.

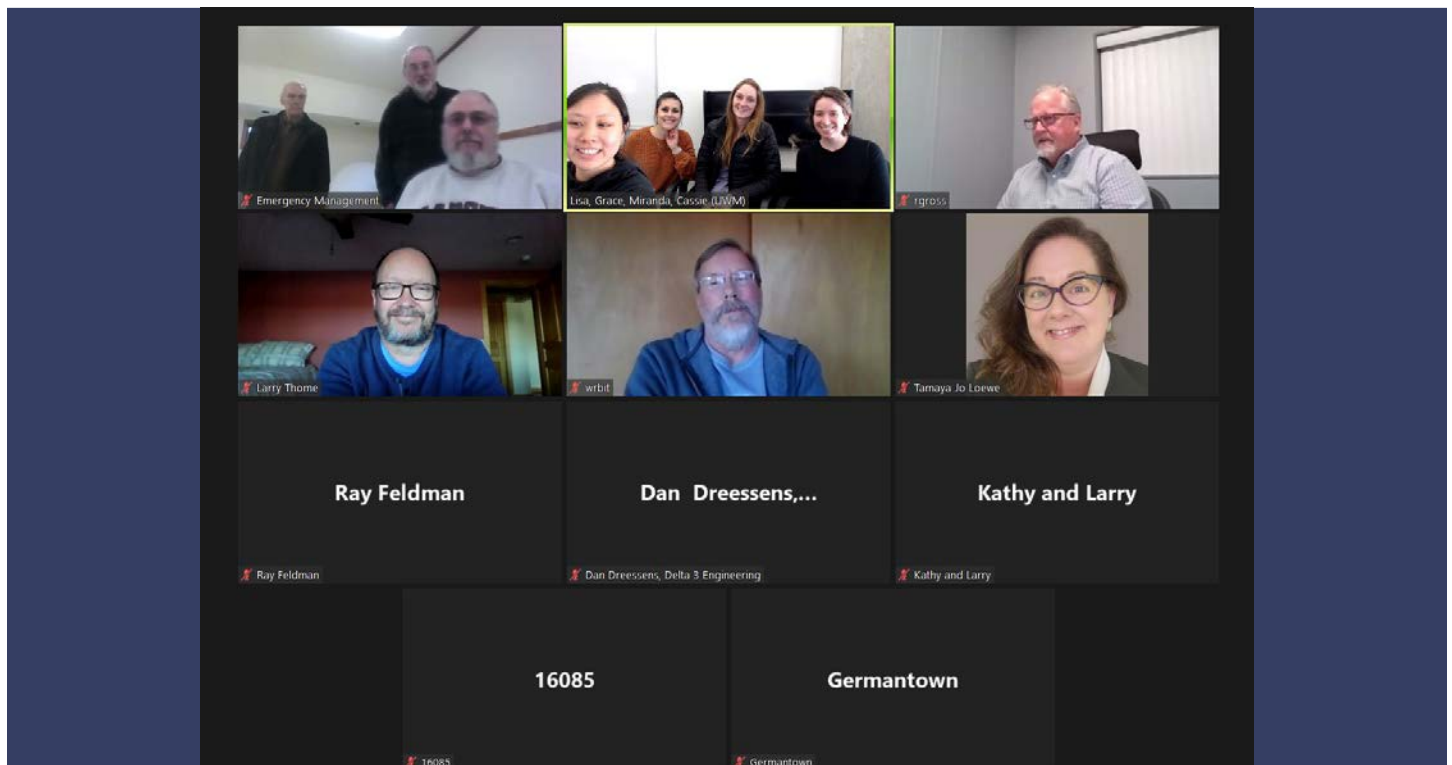
OUTCOMES

CONSERVATION

Consistent with our survey findings, focus group attendees identified conservation as a key area of concern. After listening to our synopsis of conservation guidelines, half of the participants stated that they do see conservation guidelines as a viable option for Germantown while half of the participants indicated that they were unsure. Residents also expressed the desire to preserve open spaces and protect the local groundwater supply. In particular, there is concern that man-made lakes are wasting groundwater and lowering the water table. Finally, participants agreed with our survey finding that many people are drawn to the area because of its natural beauty. The Town of Germantown should take measures to preserve this core asset.

ECONOMIC DEVELOPMENT: GROCERY

Every participant indicated that they do the majority of their grocery shopping at Festival Foods in Mauston; however, even this grocery store does not carry all the items that Germantown residents are looking for. If they are unable to find an item they need at Festival Foods, they have to travel about 30 miles to get to a Woodmans or a Walmart. The participants were able to understand that getting a big box store to move into the Town of Germantown is not possible until there is a larger population that would be able to support this store.



ECONOMIC DEVELOPMENT: RECREATION

A participant pointed out that it would be hard to have a recreational trail near the lake, as FERC has limitations on shoreline development. Another difficulty with multi-use trails is the difficulty of obtaining easements on private property. One resident indicated that they would like to see more ATV trails in town.

PROPERTY MAINTENANCE CHALLENGES

Another concern with the rapid growth is having enough home repair and landscaping type businesses in the area to service all the homes. If businesses in the area don't have the resources or staff to do the work, the homeowner will likely have to source a company from Madison, Wisconsin Dells, or Wisconsin Rapids.

NEED FOR IMPROVED COMMUNICATION

One participant brought up that it's often difficult to participate in or know about public meetings. This seems to be part of a larger problem of transparency between Germantown residents and town hall. It is imperative for Germantown to repair this trust by exploring new and improved ways of communicating with the public (e.g., broader invitation methods to public meetings, timely posting of meeting minutes online, etc.) in order to move towards a shared vision. Maintaining the partnership between the town and UW-Extension may be another valuable means of facilitating additional forms of public input.

Throughout this project, touching base with our clients and with local residents has helped us get a more nuanced understanding of the challenges that the Town of Germantown is facing. Although we were not able to do as much in-person outreach as we would have preferred, our online survey and focus group meeting were incredibly informative. We hope that our final analysis and recommendations encapsulate the valuable insights we received from these stakeholders. For detailed presentation and meeting notes please see [Appendix B](#).



CONSERVATION



GERMANTOWN HAS CONSIDERABLE NATURAL ASSETS

The beautiful Castle Rock Lake, serene woodlands and abundant wildlife are significant draws to the area for residents and tourists alike. As such, successfully adapting to area growth will require the town to carefully consider the potential impacts on its land and water resources.

Land use changes and the increasing human activity can have serious impacts on a community's natural resource base. Acres of forest have already been clear cut in Germantown to construct new residential subdivisions. Expanded residential land use can lead to habitat loss and fragmentation, which can result in reduced biodiversity and increased human-wildlife conflicts.¹

Many new subdivisions also feature man-made lakes, altering local hydrology. Increased demand for groundwater from new residents may lower the water table over time, an environmental consequence that concerns some residents.²

Further, increased human activity (e.g. boating) and runoff from new roads and lawns may have negative impacts on water quality.



<https://juneauwi.net/Germantown-township-wisconsin>

Throughout our public engagement process, community members expressed concerns that the environmental quality of local land and water resources are threatened by the area's growth. There is strong support in the community to prioritize conservation as Germantown transitions into a new chapter in its story. The following alternatives represent two strategies Germantown could adopt to protect and manage its natural resource base.

*ALTERNATIVE 1***CONSERVATION DESIGN STANDARDS**

Conservation design standards direct development to mitigate environmental impacts. Frequently, these design standards are incorporated into the Planned Unit Development (PUD) process, a process with which Germantown is already quite familiar. These standards can be established through alterations to zoning (e.g., lot size, density) and/or subdivision ordinances. In a conservation subdivision, the overall density of the subdivision is maintained, but individual lots may be smaller and more clustered as opposed to evenly subdivided. In this way, larger tracts of undeveloped/open land are conserved, minimizing habitat fragmentation and maintaining critical environmental corridors.

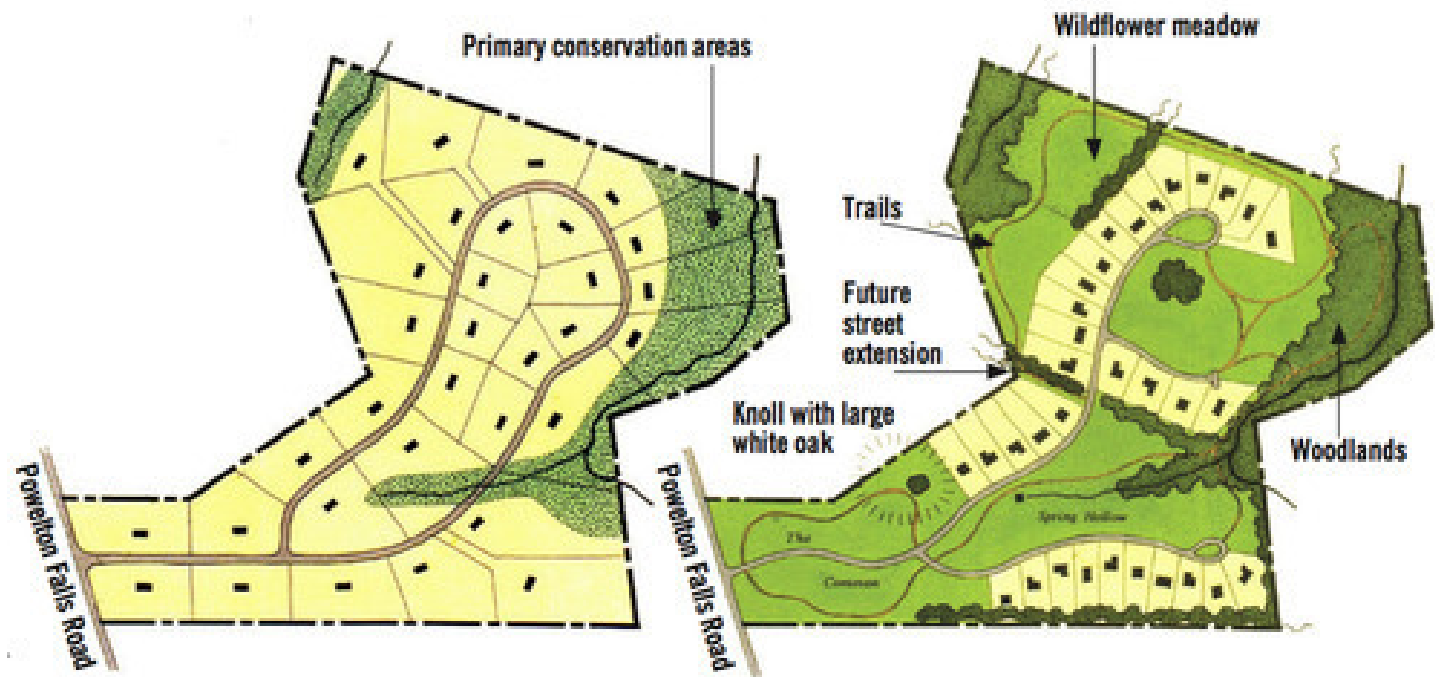


Image Source: <https://brucefirestone.com/10-principles-of-conservation-subdivision-design/>

POTENTIAL TYPES OF CONSERVATION GUIDELINES FOR GERMANTOWN

The following examples illustrate the types of standards Germantown could put in place to facilitate environmentally conscious development practices. These guidelines would apply to any development/subdivision in the Town of Germantown with five or more dwelling units.³

PROVIDE DOCUMENTATION SHOWING THAT THE SUBDIVISION WILL NOT CAUSE AN UNACCEPTABLE LEVEL OF ECOLOGICAL DAMAGE.

For example, Germantown could require developers to take one of the following steps before a parcel is rezoned to a PUD:

A) SUBMITTING A RESTORATION PLAN WITH THE DEVELOPMENT PROPOSAL⁴

The restoration proposal would require developers to show how they plan to restore key areas of the parcel to perform key functions (e.g., erosion control, water quality protection, wildlife habitat, recreational opportunities).⁵ Typical elements of a restoration proposal include:

1. A Site/Plot Plan showing areas where restoration activities will occur, a key indicating where specific activities (e.g., re-vegetation, erosion control) will take place, staging areas for equipment and materials and access points.
2. A description of how each restoration

activity will be accomplished. For example, if re-vegetation is part of the restoration work, the developer would provide a Planting Plan showing the vegetation types (e.g., woody, herbaceous) and species to be planted, quantity of each species and location/spacing of plantings.

3. An implementation timeline for the restoration work.
4. A preventative maintenance plan (e.g., continued invasive species control).

B) COMPLETING A DETAILED ENVIRONMENTAL IMPACT ASSESSMENT FOR ANY DEVELOPMENT WITHIN 100 FEET OF AN ENVIRONMENTAL CORRIDOR⁶

Environmental impact assessments are used to estimate the potential effects (positive or negative) of a proposed development on environmental and/or human health. Once these impacts are known, they can inform the project design (e.g., pursuing mitigation strategies).⁷ These types of assessments are most impactful when completed at the beginning of the development process. Including environmental assessment within the subdivision process ensures that developers consider the ecology of the land on which they choose to build. Completing an assessment for development occurring in close proximity (e.g., within 100 feet) to an environmental corridor would ensure that special attention is given to preserving the area's most critical natural resources.

CASE STUDY

FONTANA, WALWORTH COUNTY, WISCONSIN

Fontana-On-Lake-Geneva (Fontana) is a village with a population of roughly 1,700 people located on Geneva Lake in Walworth County. Like Germantown, Fontana is a lake-oriented community with significant recreational assets (i.e., Geneva Lake and Bigfoot Beach State Park). A key action item from the village's 2019 comprehensive plan is to "promote and implement conservation design development standards for new residential subdivisions."¹ These conservation design review standards are included within the Walworth County subdivision ordinance.²

The ordinances define the standards to which conservation subdivisions will be held by establishing:

- High-priority resources to preserve in the development process (e.g., streams and wetlands, critical habitat areas, steep slopes and healthy woodlands)
- Design considerations for the configuration of residential and conservation land use (e.g., lot sizes, lot arrangement, pedestrian pathways and buffers)

	FONTANA	GERMANTOWN
2020 POPULATION	1,712	1,742
2010-2020 POPULATION CHANGE (%)	-9%	+9%
2020 HOUSING UNITS	2,213	2,050
2010-2020 HOUSING UNITS CHANGE (%)	+1%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$88,036	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$2,268	\$330

In this way, Fontana is using conservation subdivision guidelines as a regulatory tool to guide residential development in a manner consistent with its long-term natural resource goals. Complementary to these conservation subdivision ordinances, the village also uses a variety of other natural resource policies, including:

- Using zoning overlay districts to prohibit development in environmentally critical areas
- Requiring full environmental impact assessments for all projects located within 100 feet of an environmental corridor
- Implementing a Lake Management Plan for Geneva Lake.



<https://villageoffontana.com/visit-fontana/>

For more information about the Village of Fontana-On-Geneva-Lake, see the Case Studies Section of this report.

1 Vandewalle & Associates. (2019). Village of Fontana Comprehensive Plan. <https://villageoffontana.com/wp-content/uploads/Amended-2019-Village-of-Fontana-Comprehensive-Plan-1.6.20.pdf>

2 Walworth County, WI. Code of Ordinances. Sec. 58-11.9-A, Conservation design review standards.

Requiring additional efforts specifically within these areas may be a less burdensome approach than requiring additional documentation (e.g., a restoration plan) for every part of every subdivision.

PRESERVE EXISTING WOODLANDS AND MATURE TREES.⁸

Tree ordinances can be used to protect and manage a community's trees on public and/or private property.⁹ There are several approaches Germantown could take to this type of ordinance:

- Establishing a specific percentage of trees on a parcel that must not be cut down during the development process. By reducing the loss of trees, the need to restore tree canopy is minimized.
- Setting a minimum area (e.g., number of acres) of woodlands that must be conserved for a given development. This approach would function to protect open space and limit habitat destruction.
- Setting a number of replacement trees that must be planted to offset tree loss that occurs as part of the development process.
- Setting minimum setbacks from trees to protect their roots from damage and soil compaction. These setbacks can be scaled to the tree's diameter at breast height (DBH).¹⁰
- Prioritizing specific tree species for conservation, maintenance, or restoration.
- Preventing the removal of mature, healthy trees during development. A mature tree

would be defined of a tree above a specific size threshold (e.g., any tree with a DBH of 30 inches or greater).



<https://www.landsofamerica.com/property/Germantown-Rd-New-Lisbon-Wisconsin-53950/13069973/>

Adopting tree/woodland guidelines is appropriate for Germantown's current situation. The area has already seen extensive deforestation due to residential development. Further, area residents have expressed strong concerns over the loss of local forests (see Public Engagement section). Given that tree loss is one of the most major impacts of development in the area and is a high conservation priority for local residents, the Town of Germantown should strongly consider implementing guidelines that prioritize trees/woodlands.



UNDEVELOPED AREAS OF THE PROPERTY WITH ADJACENT UNDEVELOPED LAND.

Arranging lots in such a way that undeveloped areas of the subdivision connect to neighboring undeveloped land minimizes habitat fragmentation and helps preserve environmental corridors.¹¹

INCORPORATE/PRESERVE THE FOLLOWING ENVIRONMENTAL ELEMENTS TO THE GREATEST EXTENT POSSIBLE.¹² SELECTION OF COMMON USE CONSERVATION LAND WITHIN THE DEVELOPMENT SHOULD PRIORITIZE:

- Primary conservation areas (i.e., streams, wetlands, floodplains, critical species habitat and steep slopes)
- Secondary conservation areas (i.e., healthy woodlands, environmental corridors, existing trails and large trees)

PRIORITIZE USE OF NATIVE PLANT SPECIES

FOR LANDSCAPING (I.E., TREES, SHRUBS AND PERENNIALS).¹³



ARRANGE LOTS TO MAXIMIZE PEDESTRIAN ACCESS TO SHARED CONSERVATION LANDS.¹⁴

Future developments can endeavor to promote Germantown's identity as a pedestrian-friendly community. Pedestrian access to natural areas will facilitate interactions between residents and the natural amenities that they value.

INCORPORATE THE FOLLOWING DESIGN PRINCIPLES INTO PLANNED UNIT DEVELOPMENTS:¹⁵

- Include pedestrian paths in common areas.
- Configure streets and lots to blend with land contours.
- Do not place buildings on exposed hilltops/ridge lines.
- Include vegetative buffers between buildings and waterways/wetlands.
- Restore the quality/continuity of natural

areas within the subdivision.

- Screen the development from main roads using topography, vegetative buffers and setbacks.

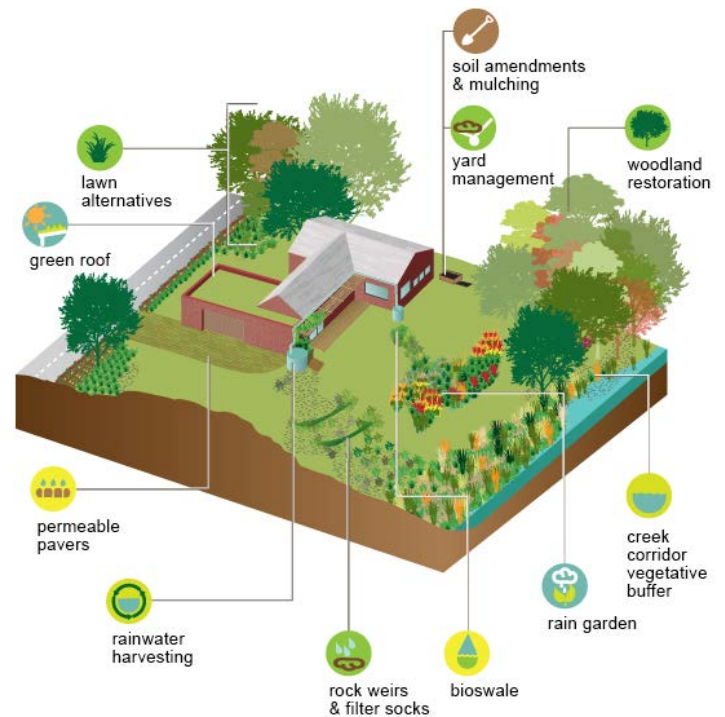
Incorporating these design principles will help preserve Germantown's rural aesthetic as development progresses. Working with the landscape, rather than against it, helps to preserve the natural beauty of the landscape. Further, including vegetative buffers helps to minimize the inflow of potentially contaminated runoff into waterways and wetlands.

INCORPORATE STORMWATER MANAGEMENT BEST PRACTICES.

Juneau County is aware of the need to protect the quality of its significant water resources from polluted runoff, erosion and other forms of degradation.¹⁶ However, most of the water quality efforts are directed at agricultural runoff and do not necessarily apply to residential developments. New residential developments can contribute to improved stormwater management in Germantown by including features such as rain gardens, retention ponds/bioswales, rain barrels and permeable pavers.¹⁷

Given that extensive deforestation has already occurred in Germantown and the town is very lake-oriented, stormwater management will be an essential consideration for the town moving forward. Implementing stormwater

management guidelines for new developments also provides the town with an opportunity to educate existing homeowners about measures they can take to promote water quality at their properties.



<https://www.missouribotanicalgarden.org/sustainability/Sustainability/sustainable-living/at-home/rainscaping-guide/creek-buffer.aspx>

CONSIDER THE DESIRED ECOLOGY OF MAN-MADE PONDS.

When creating a new body of water (e.g., a pond or small lake), the long-term ecological function of that water body should be considered.¹⁸ Man-made ponds that are highly landscaped and/or stocked with predatory fish can act as traps for native species. On the other hand, subdivisions that include man-made water bodies can endeavor to make them natural in character, with features such as gradual banks,

native aquatic vegetation and the absence of stocked predatory fish. Some municipalities have gone as far as using constructed wetlands treat wastewater and improve the quality of nearby surface waters.¹⁹ Germantown should consider either prohibiting the construction of additional man-made lakes or requiring that future man-made water bodies perform a desirable ecological function.



CASE
STUDY

HAYWARD, SAWYER COUNTY, WISCONSIN

Located in Sawyer County, Hayward is a small town of about 3,600 people. Though not as lake-oriented as Germantown, Hayward represents a peer community in that it places high value on its fundamentally rural character. In its 2009-2030 Comprehensive Plan, Hayward identifies using conservation subdivisions not only to protect its natural resources but also to reinforce its rural character through design.¹

The plan proposes that conservation-oriented subdivision design should consider:

- Arranging lots in a way that minimizes habitat fragmentation and disturbs environmentally sensitive areas to the lowest possible degree
- Conserving woodlands and mature trees during development
- Using design principles to maintain a rural aesthetic (e.g., using topography and vegetative buffers to screen development from roads)

	HAYWARD	GERMANTOWN
2020 POPULATION	3,582	1,742
2010-2020 POPULATION CHANGE (%)	-0.5%	+9%
2020 HOUSING UNITS	2,317	2,050
2010-2020 HOUSING UNITS CHANGE (%)	-2%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$69,853	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$1,075	\$330

The plan also suggests that each conservation subdivision should organize itself around a unifying conservation theme, such as water quality, forest stewardship, or wildlife habitat. Like Hayward, Germantown could choose to target its conservation efforts by encouraging new subdivisions to emphasize the most critical environmental functions of the site. Choosing the conservation theme for a given subdivision could also be an opportunity for public engagement by allowing the community to have a voice in which natural resources (e.g., woodlands, bird biodiversity) are prioritized.

For more information about the Town of Hayward, see the Case Studies Section of this report.

¹ MSA Professional Services, Inc. (2009). Town of Hayward Comprehensive Plan 2009-2030. <https://townofhayward.com/wp-content/uploads/2017/01/Town-of-Hayward-Comprehensive-Plan-2009-2030.pdf>



<https://www.c21sandcounty.com/wi-real-estate/hayward-wi/1537069/>

ALTERNATIVE 2 LAKE MANAGEMENT DISTRICT

A lake district is a special purpose government unit that functions to “maintain, protect and improve the quality of a lake [or lakes] and its watershed” for the benefit of the environment and the public.²⁰

In Germantown, the formation of a Castle Rock Lake Management District could be initiated either by the Town Board or the County Board; however, the Town Board may only create a lake district if there is a landowner petition to do so.²¹ Legal considerations regarding the formation, operation and authority of lake districts are

delineated in Chapter 33 of the Wisconsin State Statutes.²² The state legislature grants lake districts broad powers to collect money (i.e., through taxes and special assessments), make contracts and acquire land. Typically, lake districts have five commissioners; three are elected from residents or property owners within the district and two are appointed. Of the appointed commissioners, one is appointed by the County Board and the other is appointed by the Town Board. In lake districts created by towns, the Town Board serves as the board of commissioners.²³



<https://www.lia.org/>

Lake districts can operate independently, but they frequently partner with other units of government, tribal authorities, private companies, or nonprofit organizations to carry out a broad range of activities that benefit a lake and/or its watershed. For example, a lake district can carry out projects such as:

- Water quality monitoring
- Writing lake management plans
- Acquiring conservation easements
- Invasive species control
- Establishment of water safety patrols and recreational boating ordinances
- Public services (sewer and water, waste collection)



<https://www.solitudelakemanagement.com/blog/the-importance-of-water-quality-testing/>

Lake districts often work closely with nonprofit organizations on conservation initiatives (e.g., acquiring land and conservation easements to protect wetlands and other ecologically significant land). State funds are often available for these types of projects.

Organizations in the area that could serve as partners for a Castle Rock Lake District include:

- The Adams County Lake Alliance
- Petenwell and Castle Rock Stewards (a lake association)
- Petenwell/Castle Rock Property Owners Association (a lake association)
- Wisconsin Lakes and Wisconsin Lakes Partnership (a statewide non-profit)
- Trout Lake District – existing lake district in Juneau County

CASE STUDY

LAUDERDALE LAKES LAKE MANAGEMENT DISTRICT, LAGRANGE, WISCONSIN

Since 1991, the Lauderdale Lakes Lake Management District (LLLMD) has worked to protect and restore Lauderdale Lakes, a system of three lakes in north-central Walworth County. The LLLMD has town sanitary district powers and is funded through a line item on annual property tax bills.¹ The LLLMD has also successfully applied for Wisconsin DNR grants to fund various environmentally focused projects over the years (e.g., aquatic plant management). The district has the following major functions:²

- Maintaining the Lauderdale Lakes Dam (operated by the DNR)
- Operating the Lauderdale Lakes Country Club and Public Golf Course. The district purchased the golf course in 1996 to prevent the land from being developed into a subdivision.
- Operating the Water Patrol in partnership with the Town of LaGrange to enforce boating laws and protect public safety on the lakes
- Performing aquatic plant management to keep the lakes navigable and limit the spread of invasive species. The district purchased mechanical plant harvesting equipment using a grant from the Wisconsin Waterways

	LAGRANGE	GERMANTOWN
2020 POPULATION	1,423	1,742
2010-2020 POPULATION CHANGE (%)	+22%	+9%
2020 HOUSING UNITS	1,282	2,050
2010-2020 HOUSING UNITS CHANGE (%)	-7%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$86,715	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	N/A	\$330

Commission. They also update the Aquatic Plant Management Plan every five years.

- Managing a septic pumping program. Residents have a special charge (about \$50) on their property taxes for this service.
- Assisting the town with pier inspections



<https://www.vrbo.com/vacation-rentals/houses/usa/Wisconsin/wi-south-east/lauderdale-lakes>

In addition to the LLLMD, the lakes benefit from the work of the Lauderdale Lakes Improvement Association (LLIA), a local volunteer association. The LLIA endeavors to improve the quality and

safety of Lauderdale Lakes through activities like water monitoring and testing, community outreach and fish surveys.³

For more information about the Lauderdale Lakes Lake Management District, see the Case Studies Section of this report.

1 Lauderdale Lakes Lake Management District. (2022). <http://www.lauderdalelakedistrict.com/>

2 Lauderdale Lakes Lake Management District. (2022). <http://www.lauderdalelakedistrict.com/>

3 Lauderdale Lakes Improvement Association. (2022). Fish Lauderdale Lakes! <https://www.llia.org/fish>

RECOMMENDATIONS

Germantown should adopt design standards/ guidelines as part of its subdivision and PUD process and pursue implementation of a Castle Rock Lake Management District.

CONSERVATION DESIGN STANDARDS

Based on our research, we believe that Germantown would benefit significantly from implementing conservation guidelines to guide development. We believe each of the listed types of guidelines is a viable option for the town to consider pursuing – different types of guidelines may be prioritized based on the town’s goals and constraints.

ADVANTAGES

GUIDES DEVELOPMENT TO PROCEED IN A MORE ENVIRONMENTALLY SUSTAINABLE MANNER UNDER A PUD

PROACTIVELY MITIGATE ENVIRONMENTAL DAMAGE

CONSERVE THE NATURAL ASSETS/ RESOURCES THAT GREATLY INFLUENCE QUALITY OF LIFE IN GERMANTOWN

PRESERVE THE TOWN’S RURAL CHARACTER

INVEST IN THE LONG-TERM RESILIENCY OF THE TOWN’S NATURAL RESOURCE BASE AND RELATED ECONOMIC ACTIVITIES

IMPLEMENT BEST PRACTICES THAT HAVE BEEN MODELED BY PEER COMMUNITIES

EDUCATE RESIDENTS ABOUT WAYS THEY CAN PRIORITIZE ENVIRONMENTAL HEALTH AT THEIR OWN PROPERTIES (E.G., BY USING LANDSCAPING TO PROTECT WATER QUALITY)

LIMITATIONS

REPRESENTS A SIGNIFICANT CHANGE FROM THE STATUS QUO, AND AS SUCH MAY FACE IMPLEMENTATION CHALLENGES SUCH AS RESISTANCE FROM DEVELOPERS.

DOES NOT FULLY ADDRESS THE IMPACTS OF DEVELOPMENT THAT HAS ALREADY OCCURRED. GIVEN HOW MUCH NEW RESIDENTIAL DEVELOPMENT IS ALREADY COMPLETED OR UNDERWAY, THE MAXIMUM POTENTIAL BENEFITS OF THIS APPROACH CANNOT BE REALIZED.

Despite these limitations, we feel that the benefits of this strategy are significant enough to make conservation guidelines a useful conservation tool for Germantown. Although design standards would only formally apply to the review process for new developments, developing and implementing these guidelines would provide the town with a valuable opportunity to engage the public and educate residents about how they can help promote the community's conservation goals on their own properties.

LAKE MANAGEMENT DISTRICT

Germantown may benefit significantly from establishing a lake district organized around Castle Rock Lake. Castle Rock Lake is a major draw to the area, and the effective management of this critical natural resource will contribute significantly to the quality of Germantown's future natural resource base and recreational appeal. Recent and future growth will impact Castle Rock Lake both directly (e.g., increased usage for boating, fishing and other recreation) and indirectly (e.g., runoff from new developments within the watershed). A lake management district is one mechanism Germantown could use to leverage local authority and resources to mitigate the potential negative impacts of this growth.

ADVANTAGES

COULD DIRECTLY TARGET MANY OF THE KEY CONCERNS REGARDING GERMANTOWN'S GROWTH (E.G., LAKE OVERUSE/SAFETY, PROTECTING THE LAKE FOR BOTH ENVIRONMENTAL INTEGRITY AND CURRENT/FUTURE HUMAN USES).

HAS THE POWER TO LEVY TAXES AND COLLECT SPECIAL ASSESSMENT FEES TO FUND PROJECTS.

COMPLEMENTS THE WORK OF EXISTING LAKE ORGANIZATIONS IN THE AREA, AND WILL HELP BRIDGE THE GAP BETWEEN THE CURRENT CAPACITY OF THESE ORGANIZATIONS AND THE INCREASING NEED FOR LAKE MANAGEMENT ACTIVITIES IN THE AREA.

Nevertheless, the potential benefits of implementing a Castle Rock Lake Management District are significant enough that we believe this strategy is worthy of the Town's consideration. A lake district may be particularly useful to Germantown in terms of promoting water quality and public safety, two major concerns expressed by residents throughout our public engagement process. For example, establishing a water safety patrol to enforce boating regulations (e.g., speed limits on the lake) would ensure that Castle Rock Lake remains a safe and enjoyable place to recreate during increasingly busy summer weekends.

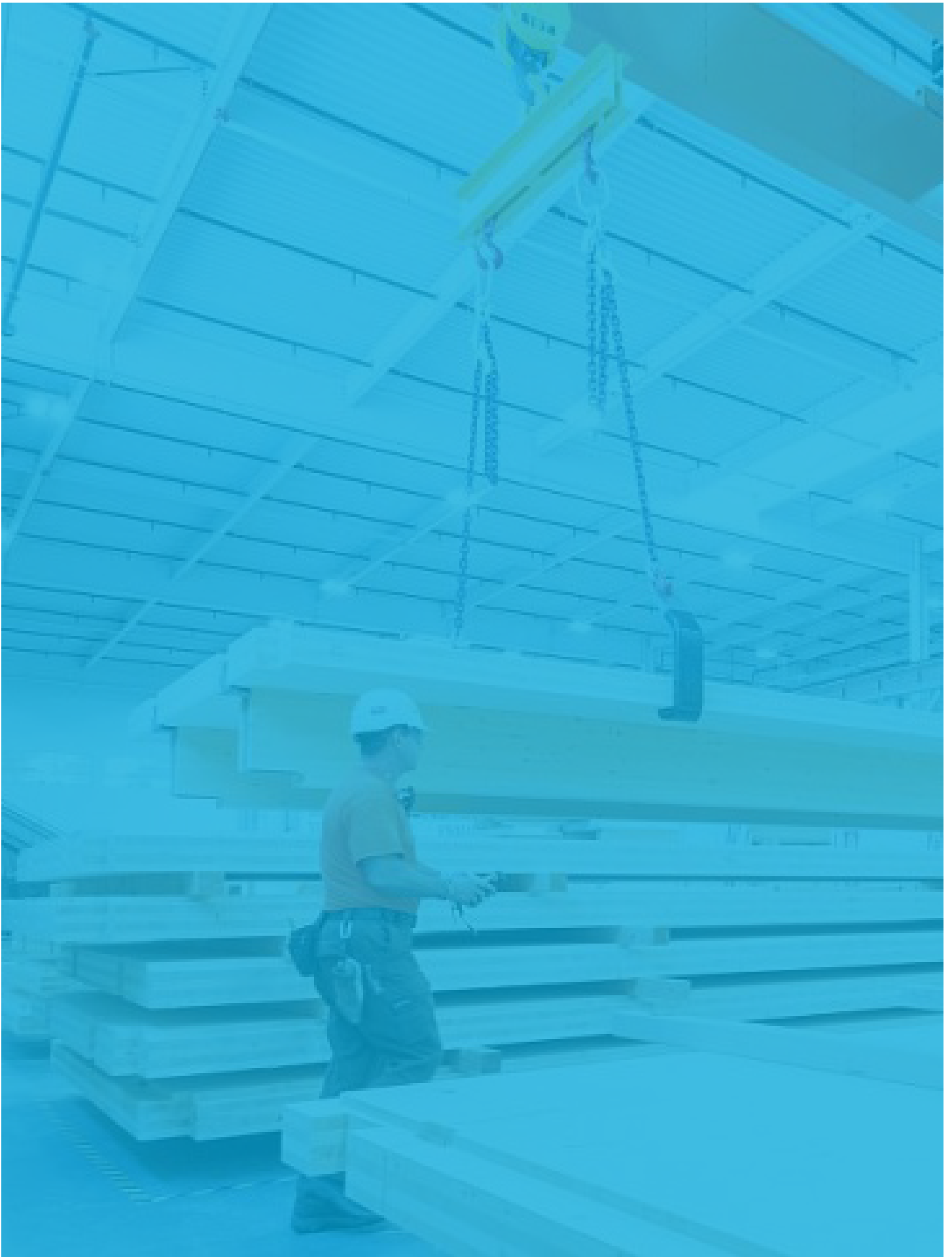
LIMITATIONS

WOULD LIKELY NEED TO BE INITIATED BY THE COUNTY AND IS THEREFORE NOT FULLY WITHIN THE TOWN'S CONTROL TO IMPLEMENT.

ENTAILS THE ADMINISTRATIVE BURDENS OF STARTING A NEW UNIT OF GOVERNMENT.

REQUIRES INCREASING LOCAL TAX RATES AND MAY THEREFORE ENCOUNTER COMMUNITY RESISTANCE.

- 1 Savard, J. P. L., Clergeau, P., & Mennechez, G. (2000). Biodiversity concepts and urban ecosystems. *Landscape and Urban Planning*, 48(3-4), 131-142. [https://doi.org/10.1016/S0169-2046\(00\)00037-2](https://doi.org/10.1016/S0169-2046(00)00037-2)
- 2 Shanahan, P. (2009). Groundwater in the urban environment. In L. A. Baker (ed.), *The Water Environment of Cities* (pp. 39-48). Springer US. <https://doi.org/10.1007/978-0-387-84891-4>
- 3 Walworth County, WI. Code of Ordinances. Sec. 58-11.9-A, Conservation design review standards. https://library.municode.com/wi/walworth_county/codes/code_of_ordinances?nodeId=WACOCOR_CH58SU_S58-11DEST_11.9-ACODEREST
- 4 Vandewalle & Associates. (2010). Williams Bay Comprehensive Plan. https://www.williamsbay.org/sites/g/files/vyhlf7306/f/uploads/williams_bay_final_adopted_comprehensive_plan_with_maps.pdf
- 5 New Jersey Department of Environmental Protection (2017). Guide to preparing a restoration proposal. <https://www.nj.gov/dep/enforcement/restorationguidancedoc-clue.pdf>
- 6 Vandewalle & Associates. (2019). Village of Fontana Comprehensive Plan. <https://villageoffontana.com/wp-content/uploads/Amended-2019-Village-of-Fontana-Comprehensive-Plan-1.6.20.pdf>
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- 8 MSA Professional Services, Inc. (2009). Town of Hayward Comprehensive Plan 2009-2030. <https://townofhayward.com/wp-content/uploads/2017/01/Town-of-Hayward-Comprehensive-Plan-2009-2030.pdf>
- 9 WeConserve PA. (2022). Tree ordinance. <https://conservationtools.org/guides/37>
- 10 Town of Oakville. (2016). Tree protection during construction procedure. <https://www.oakville.ca/townhall/en-tre-001-001.html>
- 11 MSA Professional Services, Inc. (2009). Town of Hayward Comprehensive Plan 2009-2030. <https://townofhayward.com/wp-content/uploads/2017/01/Town-of-Hayward-Comprehensive-Plan-2009-2030.pdf>
- 12 Walworth County, WI. Code of Ordinances. Sec. 58-11.9-A, Conservation design review standards.
- 13 Walworth County, WI. Code of Ordinances. Sec. 58-11.9-A, Conservation design review standards.
- 14 Walworth County, WI. Code of Ordinances. Sec. 58-11.9-A, Conservation design review standards.
- 15 MSA Professional Services, Inc. (2009). Town of Hayward Comprehensive Plan 2009-2030. <https://townofhayward.com/wp-content/uploads/2017/01/Town-of-Hayward-Comprehensive-Plan-2009-2030.pdf>
- 16 Juneau County. (2018) Juneau County Land & Water Resource Management Plan. https://www.co.juneau.wi.gov/uploads/1/9/4/5/19459011/2018_lwrp_plan.pdf
- 17 EPA. (2021). Urban runoff: Low impact development. <https://www.epa.gov/nps/urban-runoff-low-impact-development>
- 18 Hawthorne Valley Farmscape. (2022). Man-made ponds. <https://hvfarmscape.org/man-made-ponds>
- 19 EPA. (2021). Constructed wetlands. <https://www.epa.gov/wetlands/constructed-wetlands>
- 20 Juneau County. (2022). Trout Lake District. <http://troutlakedistrict.com/>
- 21 UW Stevens Point. (2018). Operating a lake district. In *People of the Lakes: A Guide for Wisconsin Lake Organizations*. https://www.uwsp.edu/cnr-ap/UWEXLakes/Documents/organizations/Lake%20Districts/Guide_Chapter5.pdf
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- 23 UW Stevens Point. (2018). Operating a lake district. In *People of the Lakes: A Guide for Wisconsin Lake Organizations*. https://www.uwsp.edu/cnr-ap/UWEXLakes/Documents/organizations/Lake%20Districts/Guide_Chapter5.pdf



ECONOMIC DEVELOPMENT



HEALTHY COMMUNITIES NEED A HEALTHY ECONOMY

The Town of Germantown needs to ensure that its economic growth keeps pace with its population growth in order to meet the needs of the community. Luckily, Germantown has many assets that lend themselves well to viable industries and economies.

Germantown is growing quickly. With new developments underway, this growth is likely to continue. From an economic perspective, this type of population boom can cause both growing pains and exciting new opportunities. Moving forward, Germantown needs to identify ways to leverage economic opportunities and community assets to account for more residents, the increased demand for businesses and the greater funding needs for capital projects. Building a strong and resilient economic base will help the town maintain a high quality of life, from strong public services and infrastructure to protecting natural resources.

Germantown is experiencing several notable industry shifts. Although the purpose of this report is not to provide a detailed industry analysis, a county-level review of key industries revealed several important trends.¹

- Manufacturing remains a top industry, but it is declining
- The number of private woodlands enrolled

in the Managed Forest Law (MFL) program are decreasing.

- Juneau County has significant forest areas, but Germantown's forested areas are decreasing.
- Compared to other counties both in Wisconsin and United States, Juneau County's economy has a stronger local emphasis on Agriculture, Forestry, Fishing and Hunting, with a location quotient of 18.43:1. This ratio indicates how specialized an industry is compared to the national average. The higher it is, the greater the specialization.

The shift-share analysis used to study the area's key industry trends is included in [Appendix C](#) of this report. With these industry shifts in mind, the following recommendations take into consideration Germantown's natural assets and growth trajectory. We believe that these strategies will help Germantown promote a strong and sustainable local economy.

FORESTRY ALTERNATIVES

"The forests of Wisconsin, like the legendary phoenix bird, have arisen from the smoke and ashes of a devastated pine empire to become once again a priceless natural resource."

– Milton E Reinke, Retired Chief State Forester 1984

Our top economic recommendation for the Town of Germantown is to lean into its rich history of forestry by aligning itself with the state and region's trajectory of becoming a prominent source for timber and pulp. There are numerous ways in which Germantown can do this. Healthy forests are not only a central part of Germantown's identity, but they are closely tied with the thriving recreational opportunities in town. Further, Germantown's forests promote clean water supply, proper water table levels and the preservation of native vegetation and wildlife. While timber harvesting and forest preservation will have some direct economic benefit, the adjacent effects of woodlands will cause ripple benefits to Germantown's general economic vitality. Our recommendations for forestry encourage both private property owners, private organizations and public entities to protect existing woodlands and replant depleted forests.

Due to the natural landscape of Wisconsin, the state has a long history of forestry services as a cornerstone of economic activity. Germantown itself began as a logging and sawmill town.²

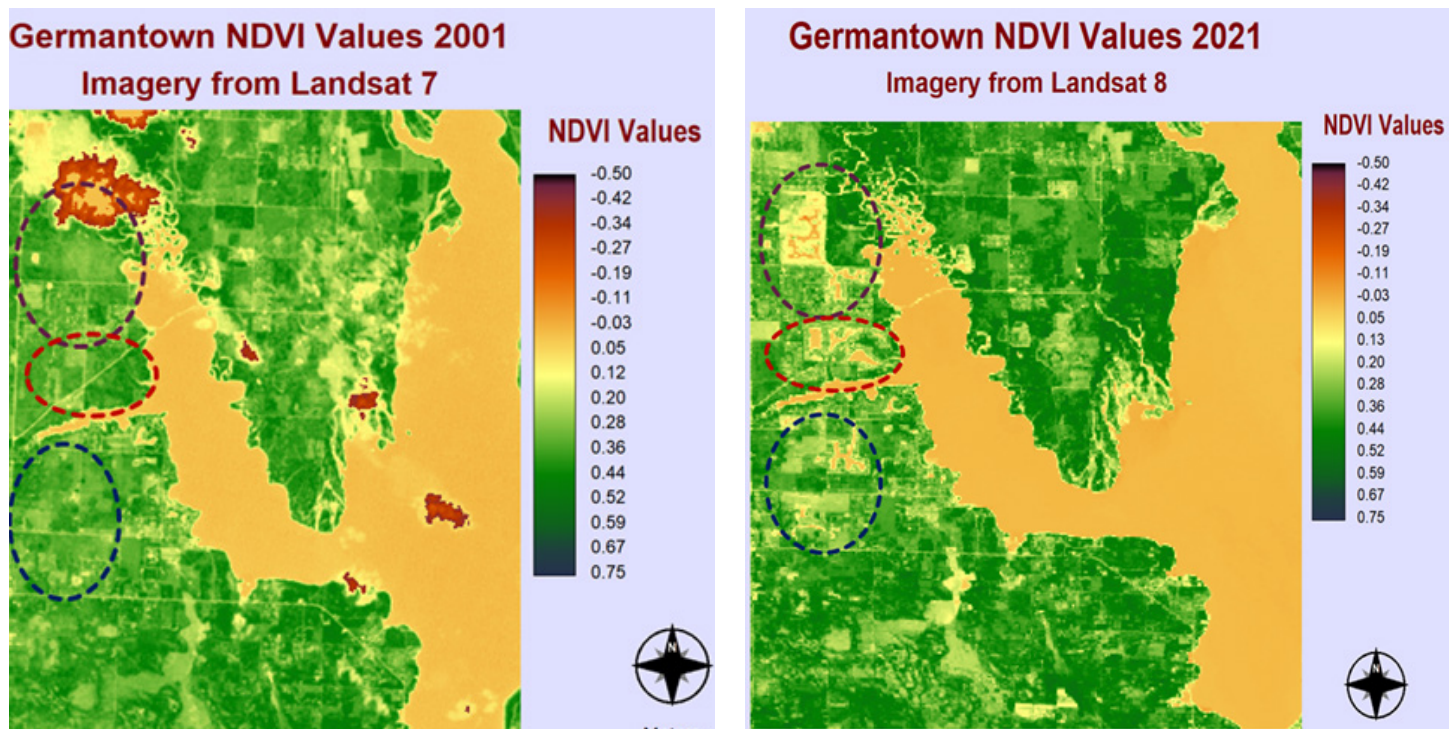
At present, communities across America are rethinking forestry practices. There are sustainable harvesting methods, such as selective cutting which allows forests to grow faster than the harvests are being performed. Using sustainable forestry practices ensures that forests continue to grow and that the harvests do not outpace the growth, allowing the practice to remain renewable and sustainable.³

In addition to sustainable harvesting methods, forestry materials are becoming a sustainable primary building structure, particularly in Wisconsin.⁴ A prominent development in the field is mass timber, which is an emerging wood product comprised of layered dimensional lumber providing "exceptional strength and stability."⁵ In Wisconsin, mass timber is trending to be a sustainable and primary building structure material. For example, the Ascent building in Milwaukee is currently under construction and will be the tallest mass timber building when completed.⁶ The glulam beams and columns and cross laminated timbers were imported from Austria since there were few viable local sources.⁷ With more mass timber projects being proposed in the state, it would be valuable for Wisconsin to renew its own timber manufacturing. In fact, red pine and jack pine, which make up almost half of Juneau County forests, are well suited for cross-laminated timber products.⁸

“Normalized Difference Vegetation Index (NDVI) quantifies vegetation by measuring the difference between near-infrared (which vegetation strongly reflects) and red light (which vegetation absorbs).”⁹ The maps below show the NDVI for Germantown in 2001 and 2021. Although there is still plenty of green in 2021, there are some areas where we can identify significant vegetation decline (e.g. deforestation points). NDVI values go from -1 to +1, with negative values nearly always indicating water while values close to +1 are going to be the areas of the densest vegetation, or the “most green.” Values near 0 are areas with little leaf cover and can directly represent urban areas.

The top circled region shows values of approximately 0.44 in 2001 (mostly solid green,

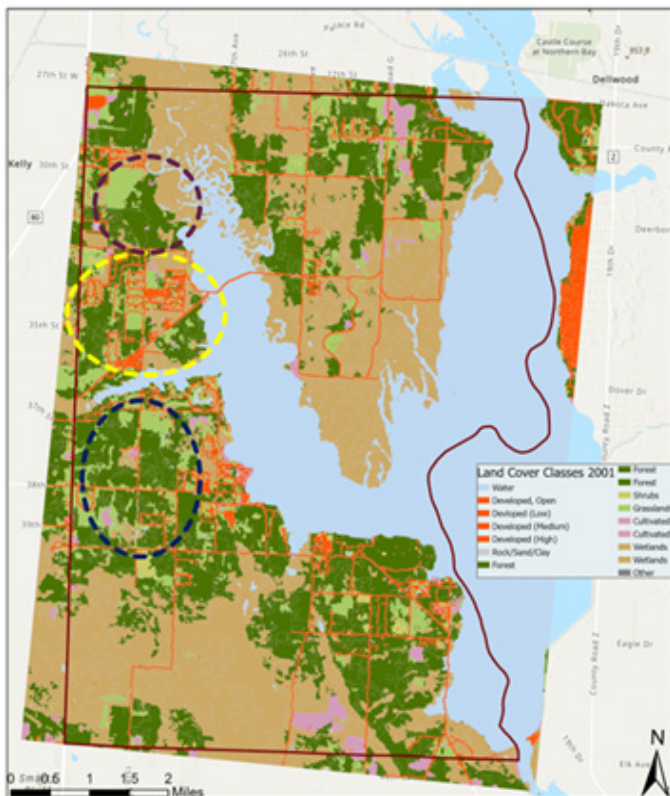
red are passing clouds), where in 2021 the NDVI displays negative values (the orange) representing the man-made lakes that were developed. These lakes are surrounded by values right around 0.10 (strong yellow color) which represents urban developed areas. This displays the extent of tree cover that was lost between the pre-developed time frame and the post-developed period. The other circled areas display comparable results; fully green with moderate to high vegetation values in 2001 with the green decreasing and being replaced with yellow urban areas and orange man-made, water bodies. The 2021 map also shows other areas in the southwest corner with lighter greens and even additional yellow areas, showing loss of vegetation without mass planned unit developments (PUDs) having occurred.



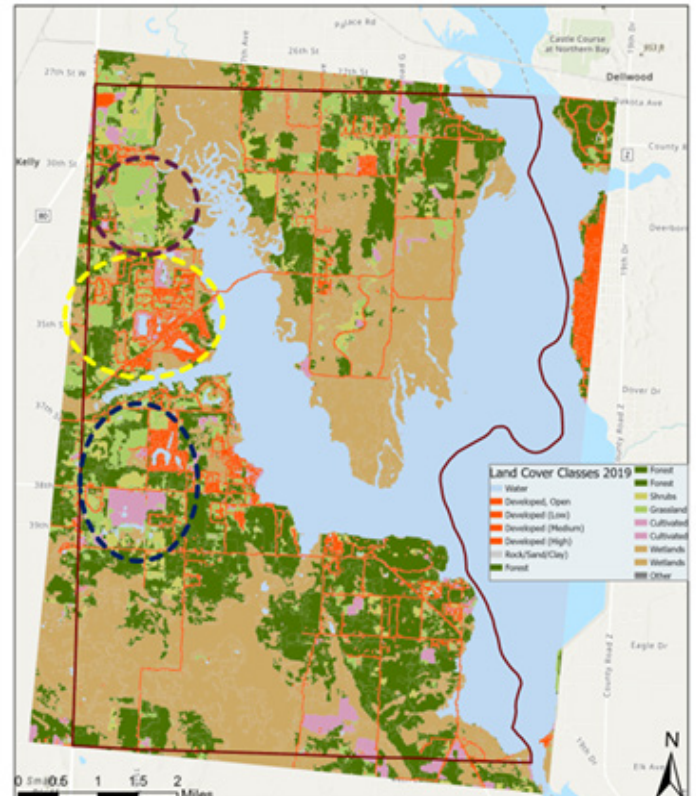
The following maps look at land cover, sourced from the National Land Cover Database (NLCD) by Multi-Resolution Land Characteristic Consortium (MRLC) in 2001 and 2019. This map was simplified in production to limit the colors to highlight the two types of land cover of interest; forest and developed urban areas. The dark green represents the forest cover and the orange represents the developed areas. Comparing the two years, the maps show a significant decline in dark green colors (forest) and a prominent increase in orange (developed). The more recent year, 2019, shows two other values of importance. One is the increase in purple which is cultivated land. This means there are not structures on the land, but the forest

was still cleared for human use. The other is the pale green color. This is significant in particular in the topmost (purple) circle, as by 2021 this area has been developed with residential homes, but in 2019 the land cover shows that the land was clear cut but the area itself was classified as grassland. This represents the stage between modifying the land to prepare for human development and post construction. When looking closely around the map, you can spot additional areas that have lost forest cover in lieu of cultivated land, smaller development, or grassland. Unlike NDVI map, these are 2001 and 2019, not 2021. This means some of the construction had not yet occurred.

Germantown Land Cover 2001



Germantown Land Cover 2019



*ALTERNATIVE 1***MANAGED FOREST LAW (MFL) PROGRAM**

This alternative encourages the county, town and dedicated resident groups to educate landowners on how the MFL Program works and emphasize the environmental and economic benefits of healthy woodlands.

Less than 1% of the Town of Germantown's land is officially used for forestry. This includes the Mauston School Forest, Juneau County Castle Rock Park and Town of Germantown owned lands.¹⁰ The vast majority of woodlands is owned by private landowners. As reported in the 2017 comprehensive plan, woodlands make up around 37% of Germantown's land. Landowners of at least 10-20 contiguous acres can enroll in the Managed Forest Law (MFL) Program. In exchange for signing up for a sustainable forestry management plan, the landowner pays reduced property taxes. If they open their property for public recreation activities, further incentives are provided.¹¹

As noted in the 2017 comprehensive plan, few properties are enrolled in MFL. The financial incentive to sell woodlands to residential developers can be more lucrative. The 2022 list of Germantown MFL lands can be found here: https://dnr.Wisconsin.gov/sites/default/files/topic/ForestLandowners/MasterListings_2022_Combined_Juneau.pdf.

The county, town and/or a self-organized community organization should partner with forestry groups to educate landowners on the benefits of preserving woodlands and enrolling in the MFL program. Residents who feel strongly about preserving Germantown's tree-dense, rural feel may be incentivized to advocate for MFL. There are a variety of sustainable harvesting methods, including selective thinning and clear-cutting select, small tracts of land to encourage shade-intolerant species such as aspen and jack pine growth.¹² Several organizations that offer education are listed below:

- The University of Wisconsin-Madison Extension (<https://naturalresources.extension.wisc.edu/programs/nre-program> and <https://www.co.juneau.wi.gov/uw-madison-division-of-extension.html>)
- Sustainable Forest Initiative (<https://www.wipaper.org/forestry-1>)
- Wisconsin Woodland Owners Association (<https://wisconsinwoodlands.org/welcome/>)

ALTERNATIVE 2 **CARBON OFFSET**

To combat the dwindling attractiveness of the MFL program, landowners can also enroll their properties into carbon offset programs. Unlike the MFL program, there is no minimum acreage. In reward for preserving woodlands, landowners get carbon credit payments. Mike Amman, a forester in Bayfield we interviewed, enrolled his personal property of 280 acres in Natural Capital Exchange (NCX) and receives \$2,300 in annual revenue.¹³ School forests, town and county forests can also be enrolled in carbon credit programs. Bayfield county forests are enrolled in Blue Source and American Carbon Registry.¹⁴

There is some controversy over carbon credits for preserving woodlands. The argument is that if a forest is already using sustainable harvesting methods, enrolling in carbon credits doesn't change the amount of carbon in the atmosphere.¹⁵ However, in the case of Germantown, many woodlands are at risk of being lost to development. And public entities can use this source of revenue to grow their public lands and forests – adding additional woodlands to its existing base.

ALTERNATIVE 3 **ZONING**

Wisconsin is the first state to create a zoning classification for forestry and recreation districts in 1933 which restricted settlement and agricultural uses.¹⁶

Currently, Germantown has a zoning code that combines Agricultural, Residential and Open Lands (ARO).¹⁷ Single family residences are a permitted use in ARO districts.¹⁸ The zoning classification should be modified so that agricultural, residential and open lands/woodlands/forestry are split into separate classifications. This would allow Germantown to more closely follow the future land use map proposed in the 2017 comprehensive plan that separates woodland areas from residential. In particular, the open lands/woodlands land use areas should align with sensitive ecological systems such as wetlands. While there hasn't been extensive residential development in those areas, it doesn't mean there will be no future attempts.¹⁹

ALTERNATIVE 4 PRIVATE ORGANIZATION

Instead of only utilizing government programs to protect woodlands, Germantown should identify private organizations or partnerships that can take on land management, timber harvesting, etc. Many landowners trust private organizations more than government. Especially given the concerns with town hall transparency, residents may have more trust in third party organizations.

Universities and schools, while not necessarily private, are also trusted institutions. Both the University of Wisconsin-Madison (<https://kemp.wisc.edu/>) and Stevens Point (<https://give.uwsp.edu/ways-to-give>) have managed forests that they can expand with donations. The Mauston School Forest is an even more local example of an institution that can benefit from land donations.



<https://forestandwildlifeecology.wisc.edu/wp-content/uploads/sites/111/2017/05/forestry-e1497470082917-300x230.jpg>

ALTERNATIVE 5 SUBDIVISION REPLANTING

It is not too late for Germantown to restore the clearcut subdivisions to a more rural and natural character. Landscaping with native Wisconsin trees and plants is an excellent way to make a neighborhood more attractive and rehabilitate the ecosystem. Specifically, jack pine and aspen are well suited to recently disturbed lands as they require a lot of sunshine and don't do as well in dense forests. More neighborhood greenery will also help with stormwater management. Trees allow the ground to function as a sponge and hold on to water and slowly release, reducing potential for flooding and runoff.²⁰ Another direct economic benefit is that homes have increased property values when they have trees.²¹ Higher property values will result in a higher tax base. Many WI municipalities provide discounted or free residential trees for replanting and landscaping purposes.

- Village of Allouez, Green Bay (<https://www.villageofallouezwi.gov/depts/forestry/neighborhood-tree-planting-program/>)
- Ledgeview, De Pere (<https://www.ledgeviewwisconsin.com/departments/parks-recreation/forestry/>)
- Polk County (https://www.co.polk.wi.us/index.asp?SEC=6ACBEF15-9F30-4B8F-810C-8A8320AF5B44&DE=587CB82D-9336-43EB-9665-8A7A8B1D778A&Type=B_BASIC)

ALTERNATIVE 6

LAND TRUST

Land trusts are a way to designate land for protection and ensure its conservation for years or decades to come. They typically come in two versions:²²

1. Land can be purchased from property owners or procured by donation. This would allow permanent ownership.
2. Land can be given has a temporary easement for a designated time period.

Germantown can use these methods to expand town, county and school forests. These lands can also be used for recreation. Undeveloped parcels adjacent to Castle Rock Lake and in the wetlands are top priority to preserve. This will keep the natural quality that is so attractive about the town and maintain birds and vegetation. Educational materials can be provided to property owners to explain the advantages of a land trust – it can be a way to preserve nature for future generations.²³

Juneau County is within The Prairie Enthusiasts (TPE) area. TPE is a non-profit organization that uses land trusts to rehabilitate prairie land.²⁴ Clearcut areas in Germantown that are not slated for construction can be managed by TPE to restore natural habitats and ecosystems. Germantown can focus on marketing and education to promote donation of conservation

easements. These donations have tax benefits, and the land is still owned by the original property owners. A new local or regional land trust association can also be formed to raise funds to purchase land for permanent land trusts.



<https://www.theprairieenthusiasts.org/education>

CASE STUDY

EAGLE RIVER, VILAS COUNTY, WISCONSIN

The City of Eagle River in the Northwoods of Wisconsin is home to many great forests and recreational activities.¹ Even though it has a smaller permanent resident population than Germantown, it has a plethora of activities, events and attractions for visitors.

None of this would be possible without a strong natural resource base. Eagle River is home to some of the first forest conservation efforts in Wisconsin. The Northwoods Land Trust headquarter is located in downtown Eagle River. The land trust covers 7 counties and has conserved 14,583 acres of land

permanently. It also has 94 conservation easements with private landowners.² One of the conserved sites is a 40 acre old-growth white cedar parcel in Eagle River. Northwoods Land Trust purchased this land directly from the Wisconsin Board of Commissioners of Public Lands. Northwoods Land Trust gets its funding from members, donors, foundations and grants.²

For more information about Eagle River, see the Case Studies Section of this report.

¹ <https://eagleriver.org/>

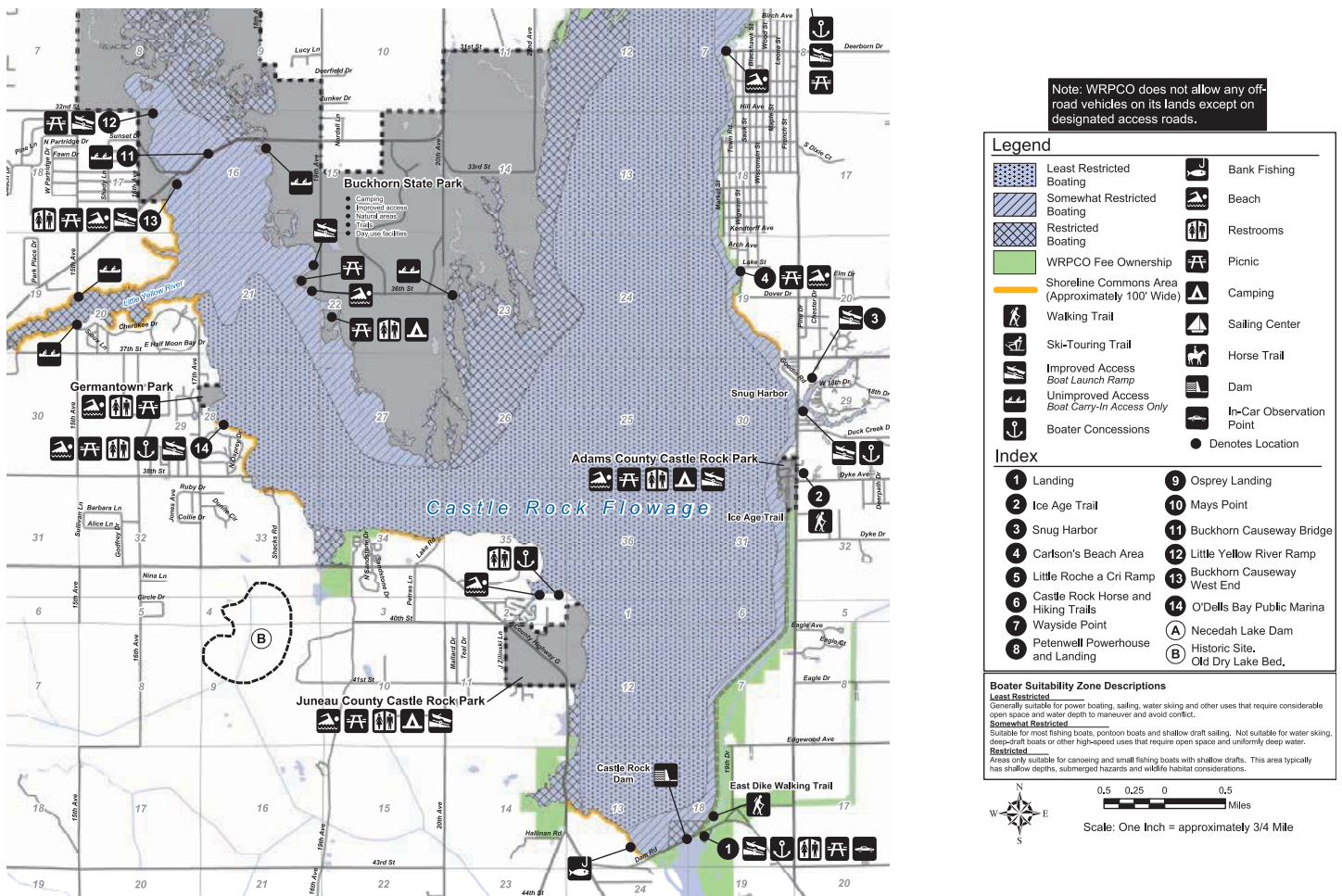
² <https://northwoodslandtrust.org/>

	EAGLE RIVER	GERMANTOWN
2020 POPULATION	1,510	1,742
2010-2020 POPULATION CHANGE (%)	-10%	+9%
2020 HOUSING UNITS	908	2,050
2010-2020 HOUSING UNITS CHANGE (%)	+1%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$33,783	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$1,075	\$330

RECREATION ALTERNATIVES

The biggest draw for tourists to Germantown is outdoor recreation. This was especially true during the pandemic when social interactions were limited.²⁵ Our public opinion survey indicated that the forests, lake, wildlife and recreational amenities attract people to Germantown. Outdoor recreational activities have steady growth and have proven resiliency against recessions.²⁶

One of our takeaways from visiting Germantown was that although tourism and recreation are the biggest sources of revenue in Germantown, the town itself doesn't see much of that profit. The town can benefit from strategic investments in recreation to create a self-sustaining tourism industry. USDA also provides numerous grants and loans for rural recreation development (https://www.rd.usda.gov/sites/default/files/usdard_recreational_economy508.pdf).



Note: The boater suitability zones are approximate and may not always represent actual boating conditions. As always, extreme caution should be exercised while recreating on the flowage. https://www.wisconsinriverpower.com/pdf/recreation_castlerock.pdf

*ALTERNATIVE 1***SPECIALIZED RECREATIONAL INDUSTRY**

The Juneau County 2022 Visitor and Recreation Guide dedicates several spreads just to birding. The Necedah Wildlife Refuge and Buckhorn State Park are excellent locations in the county and region to spot rare and migrating birds.²⁷ Since birding and wildlife observation are already huge activities, Germantown should take advantage of this and develop further programming, events and attractions to monetize this recreational activity. Several ideas are following:



<https://www.wisconservation.org/birdathon/>

- Promote Germantown as a great place to do the Great Wisconsin Birdathon that occurs annually for 2 months in the late spring/early summer.²⁸ Local restaurants and businesses can offer specials to birders, and this can be advertised in visitor and recreation guides and websites.
- Host an annual bird photography competition, this can overlap with the Great Wisconsin Birdathon. This can be a fundraiser that is used for developing birdwatching spots, educational materials, tours, etc.
- Identify key points of birdwatching around the lake with build piers, outposts, benches at those locations. Include educational signs about birds. Align with protected areas around lake.
- Boating is already restricted on castle rock lake and adjacent rivers in certain areas,²⁹ Lake District management funds or another source can be used to enforce watercraft noise and disturbance to protect birds and wildlife in these sensitive areas. An indirect benefit would be controlling the noise around Castle Rock Lake.

ALTERNATIVE 2

TOWN PARK RENTALS

In addition to kayak and canoe rentals, the town should also consider other rentals at Town Park and Town Hall. For example:

- Lake side pavilions, shelters, platforms and stages can be rented out for events. Renovations can improve the exterior and interior spaces of the town hall. These areas can be used as wedding venues and bring in direct revenue to the town. Wedding venue can be advertised on multiple websites such as The Knot.
- Provide seasonal bike rentals. Depending on utilization of the town park parking lot, the town could either expand or use existing spaces as a park-and-bike option.
- In the winter months, the town could rent out cold weather recreation equipment such as snow shows, cross country skis, ice skates, etc. This equipment can come from donations or bulk orders to reduce cost.
- If sports fields in the town are possible in the future, schools can partner with the town park to develop fields on town park property. School will cover some of the cost. Can also be rented out to private sports groups.
- Rentals can have differential rates based on weekend/weekday/seasonal/early bird to accommodate a wide range of price points and get the most use.

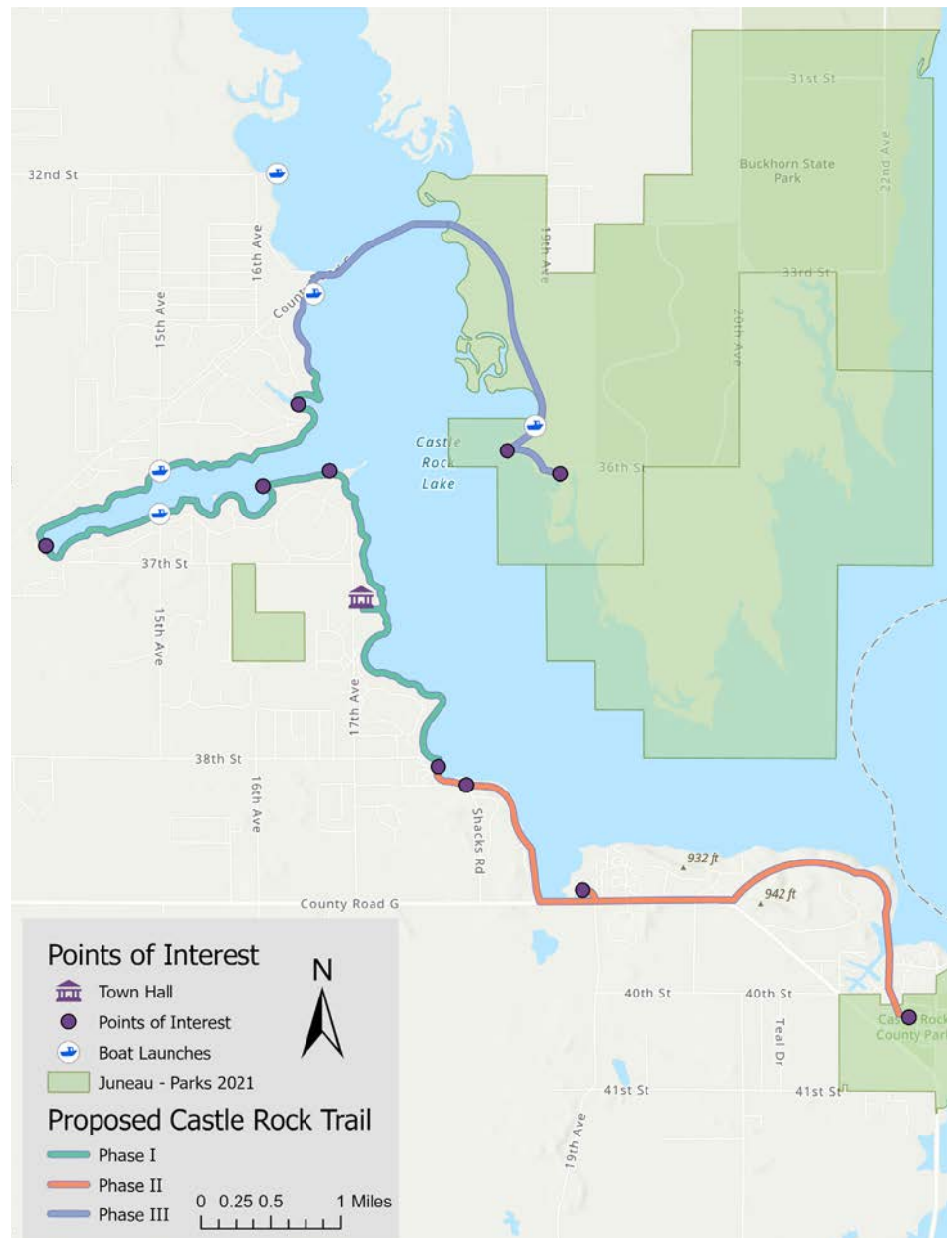
ALTERNATIVE 3

LAKE TRAIL

Much of Castle Rock Lake's shoreline is managed by the Wisconsin River Power Company (WRPCO). WRPCO's activity on the shoreline is governed by the Federal Energy Regulatory Commission (FERC). Part of FERC's responsibility is to oversee environmental matters related to hydroelectricity projects.³⁰ Together, WRPCO and FERC have a Shoreline Common Areas (SCA) management plan.³¹ These plans typically also have provisions for public access and recreation.³² There are many projects around the country that provide recreational activities along SCA and receive federal funding to do so.³³

Germantown can work with the WRPCO and FERC to develop a public lake trail that is within the 100-foot SCA. This would be a walking-only trail, but a small vehicle bridge can be considered for crossing over the Little Yellow River to connect 15th Ave. This is in response to public feedback about the lack of ATV trails and having to drive farther to get around the lake. The Walking trail should use wood chips on land and boardwalk on sensitive vegetation and shorelines. This minimizes impact on vegetation, wildlife and ecosystems.³⁴ Providing a lake trail can control where people walk and access natural environments.

The lake trail can be developed in phases, with the initial phases focusing on connecting the Town Park with key attractions such as Juneau County Castle Rock, the Little Yellow River, bridge to Buckhorn State Park, etc. This would allow people to walk to these places and not add to the road traffic during peak season. These trails can also connect to key birding spots along the lake. One example of a proposed lake trail is given here.



RURAL GROCERY STORE ALTERNATIVES

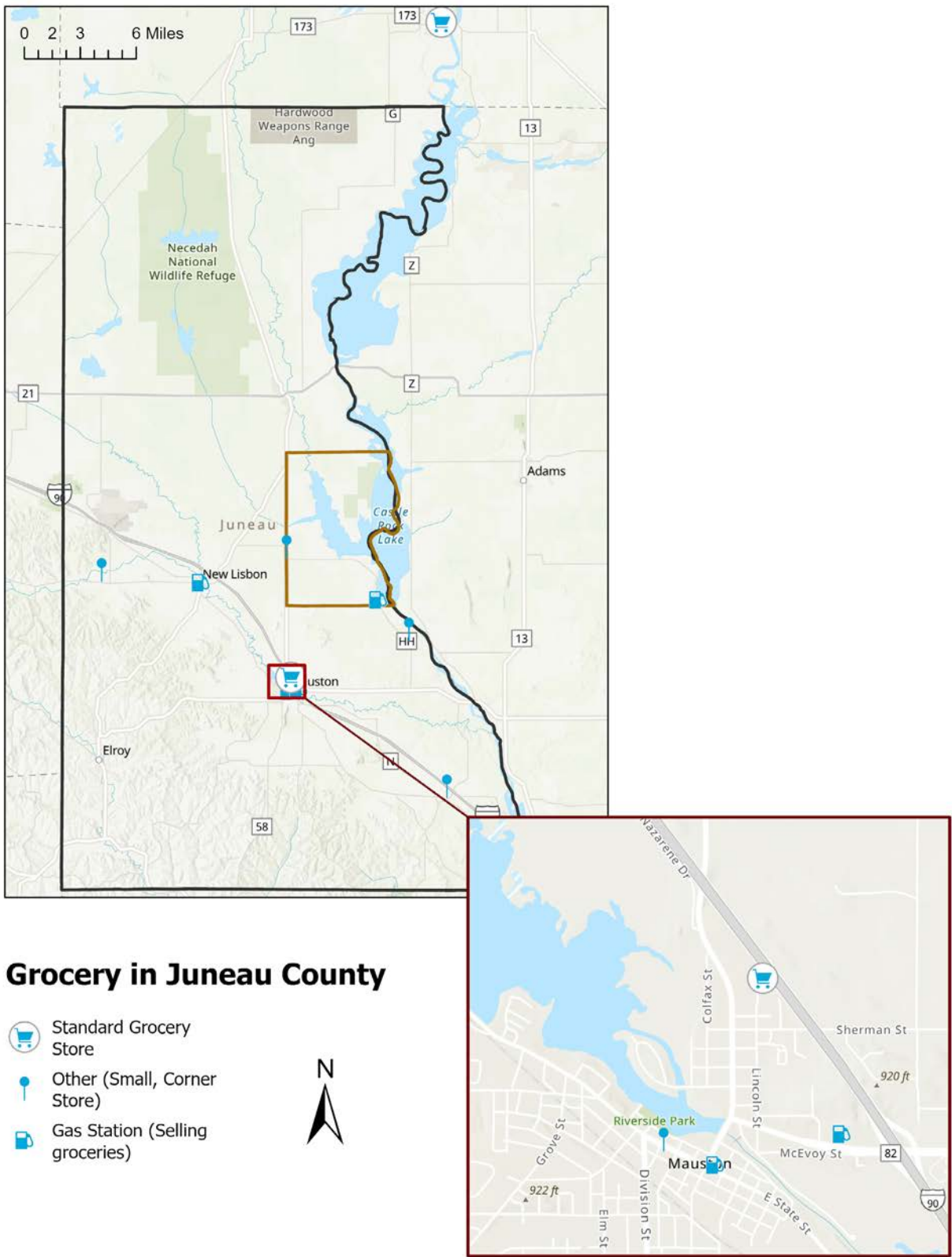
This alternative will explore the challenges and identify strategies for a successful grocery store in the Town of Germantown. Conversations with Germantown town board members and survey results indicate that a grocery store is a highly desired local business. Furthermore, market analysis of Juneau County income levels shows a large disparity between the number of grocery stores within the county and money that can be spent on groceries. From our focus group, we know that in some instances residents are driving up to 3-4 hours away to make grocery store trips to large stores that have a wide selection of competitively priced goods. This source of spending is diverted from the county and given to surrounding counties instead. For the full market analysis, please see [Appendix D](#).

It is unlikely that Germantown will support a large grocery store such as Walmart, Target, Woodmans, etc. until the population is much larger. In the meantime, a neighborhood scale grocery store is more feasible, though not without challenges. Local mom and pop/general stores have a tough time competing with big box stores that are a one-stop shop even though they may be farther away. With strategic planning, collaboration and creative funding/business models, Germantown could support a local small-scale grocery store.

There are certainly many challenges to sustaining a grocery store in a rural town. As described in a study of North Dakota small grocery stores: "Grocery retail is a tough business. Profit margins for small stores are razor thin. While the average US grocery store makes around \$320,000 a week, Capouch says North Dakota's rural grocery stores bring in on average just \$20,000, and more than 50 percent have an annual net profit margin of \$18,000 or less. One busted freezer can send them into a financial tailspin."³⁵ Neither the Germantown nor Juneau County population would be able to support a big box store such as Target. Neighborhood grocery stores are typically between 10,000 to 20,000 square feet. This is a similar scale to rural neighborhood churches.



Photo by Brian Favia



ALTERNATIVE 1 CREATIVE BUSINESS MODEL

Stephanie Parker, a writer for Civil Eats, investigated rural grocery stores in North Dakota to figure out what it takes to keep these local stores open.³⁶

CO-OPERATIVE BUSINESS MODEL WHERE RESIDENTS OWN A SHARE OF THE STORE

Parker found that one grocery store in a town of 199 residents transformed into a co-operative.

"In 2008, Judy and Mike Schlecht, the owners of the Wimbledon Community Grocery, wanted to sell. They couldn't find any buyers, but the residents of the town didn't want to lose their only grocery store. So some of them came together and formed a corporation, which sold shares of the store at \$100 each, and raised enough to stay open."³⁷

Another benefit of a co-operative is the ability to place bulk orders. This can be done similarly to an Amazon locker business model, but with groceries. Residents will place their orders online. The products would be shipped to the store, say on a weekly basis, and the residents come pick up at this time. This cuts down on the number of deliveries to private residences, and it allows residents to place orders for hard to find products.

NON-PROFIT STATUS ALLOWS ELIGIBILITY FOR SELECT GRANTS AND PUBLIC DONATIONS

In addition to becoming a co-operative, the Wimbledon Community Grocery also changed its tax status to 501c3 non-profit.

"The store decided to restructure as a nonprofit in order to begin applying for government grants and accepting charitable donations. The change paid off, mostly. What matters is the Wimbledon Community Grocery is still open for business six days a week. On top of a range of shelf-stable basics, the store carries locally made baked goods and some local produce, like potatoes and onions. It takes SNAP, allows local customers to run a tab, and stays open till 7 p.m. on weeknights so shoppers can stop in after work. The store employs three part-time workers and is also home to a small café that serves breakfast and lunch."³⁸



<https://civileats.com/2020/01/07/what-it-takes-to-keep-independent-grocery-stores-open-in-rural-communities/>

PARTNERSHIP WITH LOCAL STORES/CONSUMERS

Stores can join together to make wholesale orders and cut down on number of deliveries a truck must make to each store. Lori Capouch, the Rural Development Director at NDREC is working on one such project.

“Capouch and the North Dakota Rural Grocery Initiative have begun a pilot project with funding from CoBank, a national cooperative bank, to explore setting up collaboration between communities with a population under 2,100 in five counties. The volume purchased in that entire five county area plus the nearby Spirit Lake reservation, which is home to 2,000 members of the tribe’s 7,000 enrollees and experiences high levels of food insecurity, was equal to that of one-and-a-half average U.S. grocery stores. However, this volume is currently split up between six distributors doing multiple routes each week.”³⁹

“Local farmers can now bring their produce to the hub, where it is transported all together to different markets, including the BisMan Community Food Coop in Bismarck and the Warehouse Grocery in Harvey, a town of around 1,800, making it part of the North Dakota Rural Grocery Initiative’s purview as a town of under 2,100. It’s an efficient distribution model that Capouch would like to see more of.”⁴⁰

“If farmers were directly linked with nearby consumers, a significant portion of [the transportation] costs could be wrung out...food buying clubs and cooperatives, farm-to-school programs, roadside stands, direct delivery services, slow-food groups and online farm directories.”⁴¹

EMPLOYEES + VOLUNTEERS

Local residents who are passionate about the local store can volunteer their time working in the store. Milwaukee Riverwest Co-op is operated by paid employees and volunteers. Volunteers get a discount on grocery and café purchases. Volunteers to help with primarily cashier or kitchen work. Riverwest Co-op in Milwaukee is an existing co-op business model where members pay a \$20 annual membership fee, can have access to bulk orders. Discounted memberships for low-income families exist.⁴²



<https://www.riverwestcoop.org/join-the-coop>

ALTERNATIVE 2

PAIR WITH OTHER BUSINESS VENTURES

Allen and Jill Dahmen are owners of Pierz Foods in Central Minnesota. They are exploring ways to pair their rural grocery store with other retail or business ventures to attract more customers.⁴³

“Beyond local foods, new owners can focus on the experience of coming to the local grocery store. For example, the Dahmens hope to acquire more square footage so that they can add a deli where shoppers have a bite and socialize. Allen recently enjoyed being part of an RSDP-sponsored bus trip to Kansas State University, where a conference for small-town grocers discussed business options. Dahmen was impressed by a store owner who operates a successful grocery in a town with a population of 25. ‘The owner plays the guitar, they serve sandwiches, they incorporate art; and they are attracting customers throughout the region’.”⁴⁴

Some potential pairings are below:

- Attached restaurant or café – can attract customers looking for ready-made local food
- Showcase and sell local artwork/crafts – creates a business destination rather than just a grocery store
- Recreation-based business: guided tours, equipment rentals/sales, etc.

ALTERNATIVE 3

SPECIALIZED PRODUCT LINE

“Bruce Schwartau, UMN-Extension’s Community Economics program leader, has studied how businesses can co-exist with Walmart. He warns that the new rural grocery store will need to specialize its product line. “You don’t want to just sell the same things folks can find at Walmart, because you probably can’t compete,” says Schwartau.”⁴⁵

Specialized product lines allow smaller stores to co-exist with big box stores instead of acting as direct competition. This also provides the edge needed to compete against online grocery shopping that might not have specialized local foods. This could be a partnership with local farmers, growers, producers – such as those who have a stand or advertise at farmers markets in Mauston and other towns. Specialty items and region-specific offerings can create a tourist destination rather than a simple store. Even residents of adjacent cities that have a full grocery store may make a trip to Germantown for specialty items.

Although a chain, H-E-B supermarkets originally took off by catering to their local customers. “The supermarkets have grown market share in their native Texas, even competing well against Wal-Mart, by carefully stocking their stores with goods narrowly tailored to their market.”⁴⁶

IMPLEMENTATION

Starting a local business is no small feat, especially one that has such thin margins. A successful rural grocery store is dependent on a passionate and invested local community. Before any business plans are made, a strong community backing needs to be established. Below are some of the action items that should happen prior to the start of a grocery store:

- Start a town newsletter (email and/or paper) to facilitate sharing of information.
- Hold community discussions about interest around grocery store.
- Identify community leaders who can initiate the project.
- Consult with Juneau County Economic Development Corporation (JCEDC) (<http://www.juneaucounty.com/>). Economic Development Corporations can help connection businesses to resources and provide networking with potential partners
- Create partnerships with Juneau County farmers markets, local farmers, bakers, artists, etc.
- Connect with nearby successful small grocers to see if interested in expanding to Germantown. Some in the region are People's Food Co-op (<http://www.pfc.coop/>) in Lacrosse and Whitaker's Market (<https://www.whitakersmarket.com/>) in Hillsboro.

FUNDING OPPORTUNITIES

There are many funding sources for small businesses, rural development and recreation.

U.S. SMALL BUSINESS ADMINISTRATION LOANS

The U.S. Small Business Administration pairs businesses with local lenders. These loans usually come with competitive terms, counseling and education and unique benefits.

<https://www.sba.gov/funding-programs/loans>

USDA RURAL DEVELOPMENT LOANS

The Community Facilities Direct Loan & Grant Program funds public or community entities for facilities such as town hall and park and community gardens and food hub.

<https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program/wi>

Rural Business Development Grants help small businesses with startup planning and costs.

<https://www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants/wi>

We also recommend the numerous funding opportunities and resources at:

- <http://www.juneaucounty.com/business-resources.html>
- <https://www.industry.travelwisconsin.com/industry-resources/grants/>
- <https://ruralwi.com/>

RECOMMENDATIONS

We recommend the Town of Germantown invest in its forestry industry by promoting the Managed Forest Law (MFL) program and carbon credits. Germantown should also revise its zoning ordinance to further protect woodland and sensitive natural areas. We also recommend that the town invest in a targeted effort on creating a specialized birding and wildlife observation industry. At this time it may not be feasible to start a local grocery store; however, we do encourage the town to consider the prerequisite action items.

FORESTRY

Based on our research, we highly recommend that the Town of Germantown puts more focus on its public forests and private woodlands. Landowners should be provided with education on the benefits of the MFL program and extra revenue source of carbon credits. The town can use carbon credits to densify town lands with trees and encourage the Mauston School Forest and Juneau County to do the same. The town should also separate out its ARO category in the zoning ordinance so single family residences can't be developed on agricultural or open lands without a variance. Private organizations, land trusts and subdivision replants can be taken on later when the town has more resources.

ADVANTAGES

ALIGNS WITH TOWN ASSETS & IDENTITY

This type of industry aligns with the county's industrial location quotient and residents wishes for maintaining tree covered.

GROWING TIMBER INDUSTRY

Revitalization of timber industry can bring back many jobs that were lost when manufacturing declined. There isn't a strong mass timber processing industry in the Midwest, its mostly in PNW, Canada and New England. WI could lead this industry just like it led the timber industry a hundred years ago.

SUSTAINABLE INDUSTRY

Many managed forest harvests are done by marking specific trees instead of clear cutting, this preserves woodland coverage.

COMPLEMENTS PUD CONSERVATION AND OUTDOOR RECREATION ALTERNATIVES

Clearcut areas can be replanted since many species do well in significantly disturbed environments such as aspen and jack pine. Woodlands also provide more recreational lands if open to the public.

LIMITATIONS

SELLING TO RESIDENTIAL DEVELOPERS MAY STILL BE MORE PROFITABLE

Many property owners may need more than the incentives provided in the Managed Forest Law (MFL) and carbon credit programs. With the rise of land and house prices, it could be hard to compete against the higher value of residential land when compared to forestry.

ADDITIONAL WORK FOR TOWN HALL STAFF

The town hall will be responsible for revising the zoning ordinance and enrolling in carbon credits. It will also need to collaborate with a third-party organization to provide woodland owners education about MFL and carbon credits.

POSSIBILITY OF POLITICAL OPPOSITION TO ZONING CODE CHANGE

If revising the zoning code to prevent single family residences in agricultural and open land areas, the town may face opposition from property owners who feel that a previous option for their land has been removed.

LONG TERM INVESTMENT

With the exception of town forest carbon credits, none of the monetary benefits of forestry will directly go to the town. Instead, the benefits will be indirect and only apparent in the long term timescale. Robust forests should increase recreation revenue and increase property value.

RECREATION

The primary source of revenue in Germantown is outdoor recreation and tourism; however, most of this activity is self-directed. We recommend that the town facilitates more recreational events, activities and campaigns in order to maximize revenue. We highly recommend that the town implements many of the suggestions for a specialized bird watching industry. We also recommend that the town considers adding several rental options when renovating the town park. The lake trail is most likely too large of a project to take on at this point, but with increased tourists and revenue this can be considered down the line.

ADVANTAGES

PROTECTS NATURAL ASSETS

Bird and wildlife watching requires good conservation of lake and woods. This enhances and protects Castle Rock Lake, Germantown's biggest natural asset, preserving it for future generations.

BOOSTS RECREATION REVENUE

More recreational activities will attract more tourists. Tourists dollars will be spent in the local economy.

LIMITATIONS

ADDITIONAL WORK FOR TOWN HALL STAFF

The town hall will be responsible for leading and planning recreational programming and projects.

DIFFICULTIES OF OBTAINING PRIVATE LAND

It may be necessary for the town to purchase or have an easement on private land to develop recreational activities and infrastructure. This process may face challenges and barriers.

GROCERY STORE

While many residents in Germantown have expressed interest in a grocery store, the effort required to create and sustain a viable rural grocery store is likely too large for the town to take on at this point. Germantown should still keep in mind these recommendations for a more opportune time.

ADVANTAGES

REDUCE AMOUNT OF DRIVING NEEDED

Residents and visitors can purchase common produce and goods at a local store, reducing number of trips to the nearest metro area.

CREATES COMMUNITY SOCIAL ANCHOR

Grocery stores can be a place for residents to socialize and get plugged into local news and happenings.

LOCAL JOBS

Local small business creates more jobs.

LIMITATIONS

NEEDS TO ACCOMMODATE FLUCTUATING BUSINESS VOLUMES

Peak tourism season will provide lots of business. The grocery store will need to find ways to stay afloat during the off season.

CAN BE MORE EXPENSIVE THAN BIG BOX

It costs more for a small grocery store to source products and get them transported. Some of this can be mitigated by creating a distribution hub for a local business collective or connecting farmers and producers directly with the consumers.

REQUIRES STRONG COMMUNITY SUPPORT

Local businesses are dependent on a loyal customer base. Since grocery stores are hyper local, Germantown residents need to be highly invested in purchasing local.

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FISCAL MANAGEMENT



FISCAL STRATEGIES ARE KEY TO A STRONG COMMUNITY

While explosive growth and new residential development can increase the tax base and create new opportunities, it also requires the Town of Germantown to provide increased services to these new residential homes.

Like other homes in the community, these developments require fire and police protection. Additionally, new roads going through these residential subdivisions become the town's responsibility to maintain and service. The Town of Germantown has to plow these roads during the winter months and repair them as they deteriorate. With this in mind, it will be important for the Town of Germantown to continue financially planning for the future.

Not only is the growth creating new roads for the town to maintain, the growth is also having an impact on existing roads. The current roads throughout the town are getting increased traffic from new residents who are living in these developments. According to data from the United States Federal Highway Administration, the average household produces 9.5 trips a day, the majority of which are vehicle trips.¹

The Town of Germantown has over 1,000 lots plotted to be developed in the near future.

Most of these lots are for transient residents, meaning they come up on the weekends or during the summer months. Playing it safe and assuming each of these new households is making 28.5 trips a week (9.5 for Friday, 9.5 for Saturday and 9.5 for Sunday), this would be a total of 1,482,000 trips added to the Town of Germantown's roads each year. These increased trips are accelerating road deterioration and causing the town to have to replace the roads at a much faster rate.

In the coming years, the demand for road maintenance is going to exceed the town's road maintenance budget. Therefore, the Town of Germantown will need to increase property taxes or find an alternative revenue option. The purpose of this fiscal management section of the report is to review various alternatives that the Town of Germantown can consider to help prevent accelerated road deterioration and financially plan for the future.

ALTERNATIVE 1

ROOM TAX

Since the 1960s, municipalities in Wisconsin have been legally allowed to impose a room tax on hotels, cottages, motels, cabins, summer camps and other short-term lodging establishments.² The room tax is a way for local governments to collect money that can be specifically used for promoting and marketing their tourism industry. The idea is that increased marketing will bring more tourists to the area, thus generating more revenue for the municipality and local businesses that benefit from tourism.

CONSIDERATIONS

Wisconsin State Statute limits the room tax rate to a maximum of 8%.³ In addition to limiting the room tax rate, Wisconsin State Statute also limits what the revenue can be used for. At least 70% of the revenue obtained from the room tax must be spent on “tourism promotion and tourism development.”⁴ The remaining 30% of the revenue obtained from the room tax can be spent on general municipal expenditures. Wisconsin State Statute⁵ defines “tourism promotion and tourism development” as:

- “Marketing projects, including advertising media buys, creation and distribution of printed or electronic promotional tourist materials, or efforts to recruit conventions, sporting events, or motorcoach groups.”⁶
- “Transient tourist informational services.”⁷

- “Tangible municipal development, including a convention center.”⁸

“In other words, unless a municipality has only one qualifying establishment, promotional services must be of a sufficiently general nature so as to benefit multiple establishments that are subject to a room tax and owned by different people. For example, a marketing campaign advertising a single hotel in a municipality with multiple hotels, motels, or other short-term lodging establishments would not qualify as tourism promotion or tourism development.”⁹

If they choose to pursue a room tax in the future, the Town of Germantown can consider these tourism entities as organizations that can manage tourism promotion or tourism development for their municipality:

- Greater Mauston Area Tourism Commission
- Mauston Area Chamber of Commerce
- Juneau County Area Tourism
- Juneau County Economic Development Corporation

The Town of Germantown will need to contact these agencies to ensure they meet the legal requirements set forth in Wisconsin Statute 66.0615(1)(f) and would be willing to do tourism promotion and tourism development for the Town of Germantown.

TOURISM ENTITY

To comply with Wisconsin State Statute 66.0615(1m)(d), a municipality must forward at least 70% of the revenue obtained from the room tax to a commission, if one exists, or to a tourism entity. The definition of a tourism entity was modified in 2015 through Wisconsin Acts 55 and 301. Under Act 55 (66.0615(1)(f)), the current definition of a tourism entity was an organization that meets these requirements:

1. A nonprofit organization that came into existence before January 1, 2015.
2. Spends at least 51% of its revenue on tourism promotion and tourism development.
3. Provides destination marketing staff and services for the tourism industry in a municipality.
4. "The tourism entity's government body must include either at least one owner or operator of a lodging facility that collects room tax for the municipality within which it is located or at least four owners or operators of lodging facilities that collect room taxes and that are located in the zone for which the room tax is collected."⁹

While Wisconsin State Statute provides some guidance, room tax collection and enforcement would be the town's responsibility. "State law provides that a municipality may undertake the following to enforce collection: with probable cause, audit financial records; impose forfeitures; unilaterally determine the tax owed in the absence of properly filed returns; require payments of room taxes in advance; and impose fines of up to \$5,000 for failure to pay the tax. Municipalities can require the use of special room tax returns, which typically require quarterly or monthly payment. Municipal officials must maintain the confidentiality of information required of innkeepers."¹⁰

Some municipalities in Wisconsin that have successfully implemented a room tax, such as the Village of Fontana and the Village of Williams Bay, have passed an ordinance that requires eligible lodging establishments to apply for a room tax permit. Please see [Appendix E](#) and [Appendix F](#) for examples of these room tax permit forms for the Village of Fontana and the Village of Williams Bay, respectively.

The Village of Fontana in Walworth County, Wisconsin has an annual room tax reporting form which they require eligible lodging establishments to submit within 30 days of the end of the calendar year. Please see [Appendix G](#) for an example of this annual room tax

ADOPTION, COLLECTION AND REPORTING

To adopt a room tax, the Town of Germantown Town Board must pass an ordinance that includes the proposed room tax rate and effective date of adoption.

reporting form. The Town of Hayward in Sawyer County requires eligible lodging establishments to complete a room tax reporting form every quarter. Please see [Appendix H](#) for the Town of Hayward's quarterly reporting form. As you can see, each community handles room tax permitting and reporting in a slightly different manner. It will be up to the Town of Germantown to decide if they would like to require a room tax permit and how often they will require eligible lodging establishments to report.

According to Wisconsin State Statute, "a tourism entity must annually report to each municipality from which it receives room tax revenues the purposes for which the revenues were spent."¹¹ Additionally, the Town of Germantown would have to submit a report to the Wisconsin Department of Revenue each year. "Among other information, the reports must include the amount of room tax revenue collected and the rate imposed the previous year; an accounting of the amounts forwarded to tourism entities or commissions in the previous year; and a list of the members of the commission or governing body of the tourism entity to which revenue was forwarded in the previous year."¹²

AIRBNB, VRBO AND SIMILAR ONLINE SERVICES

Wisconsin State Statute does allow municipalities to collect a room tax from properties that are listed on popular sites such as Airbnb, Vrbo, Home Away and other similar online services.¹³ This is a financial advantage

for Germantown because there are several properties in Germantown that are available for short-term rental on Airbnb and Vrbo. There are a few options the Town of Germantown can consider when collecting room taxes from these lodging marketplaces:

- "Contracting with Airbnb directly for room tax collections"¹⁴
- "Hiring a short-term rental compliance firm"¹⁵
- "Using a municipal employee to local short-term rentals within the community and informing the owners of the need to comply with the community's room tax ordinance"¹⁶

COMMUNITIES USING ROOM TAX

As of December 31st, 2020, there are 313 communities in Wisconsin that have implemented a room tax.¹⁷ Table 1.1 shows communities similar in size and character to the Town of Germantown that have implemented a room tax. Municipalities such as the Village of Fontana, the City of Eagle River, the Village of Williams Bay and the Town of Hayward are listed. The Village of Fontana has a room tax rate of 5%. In their 2022 budget, they are projecting a revenue of \$490,000 from their room tax. The City of Eagle River is another comparable community to the Town of Germantown. They are projecting a revenue of \$52,000 from room tax in 2022. Table 1.2 shows the communities within Juneau County that have successfully implemented a room tax.

TABLE 1.1

COMPARABLE COMMUNITIES	ROOM TAX DECEMBER 31, 2020
VILLAGE OF FONTANA	5.0%
CITY OF EAGLE RIVER	4.5%
VILLAGE OF WILLIAMS BAY	5.0%
TOWN OF HAYWARD	4.0%

TABLE 1.2

JUNEAU COUNTY COMMUNITIES	ROOM TAX DECEMBER 31, 2020
VILLAGE OF UNION CENTER	5.0%
CITY OF MAUSTON	5.0%
CITY OF NEW LISBON	5.0%

REVENUE POTENTIAL EXAMPLE

There is significant variation in the revenue potential of the room tax depending on how many lodging places there are in the community. As stated above, the City of Eagle River was projecting a room tax revenue of \$52,000 in 2022, while the Village of Fontana was projecting a room tax revenue of \$490,000.

As shown in the case studies above, the average room tax rate appears to be approximately 5%. According to properties listed on VRBO, the average nightly cost for a property in the Town of Germantown is between \$200 to \$250 per night. Assuming a property costs \$200 per

night and the Town of Germantown has a room tax rate of 5%, a tourist paying for a two-night weekend stay in the Town of Germantown would pay \$20 in room tax. In this case, for the Town of Germantown to collect \$100,000 in room tax revenue, they would need to have 5,000 weekend stays booked throughout the whole year. It appears there are approximately 35 Airbnbs and Vrbos in the Town of Germantown from looking at their websites. This means each Airbnb and Vrbo would need to book 142 weekend stays in order for the Town of Germantown to raise \$100,000 in room tax revenue. Since there are only 52 weekends in a year, this would not be feasible.

*ALTERNATIVE 2***CONTRACTING OUT GARBAGE COLLECTION**

The goal of this alternative is to provide the Town of Germantown means to prevent road deterioration related to truck traffic and save on future road maintenance costs. Currently, residents in the Town of Germantown are required to find their own company for garbage collection services. By doing this, the town does not have to go through the hassle of having a contract drawn up with a garbage collection company or collecting fees from residents for garbage collection services. While this is an advantage, it is important to recognize the negative impact this has on roads in the Town of Germantown.

The current system results in multiple heavy garbage trucks driving on the public roads each week. In a subdivision, half the residents may get their garbage collected on Mondays by one company and the other half may get theirs collected on Tuesdays by a different company. This means two different heavy garbage trucks are driving on the town roads each week. Having twice the number of garbage trucks driving on the roads than necessary can increase and accelerate the need for road maintenance. This is especially worse in the spring months when the snow and ice are melting, causing the roads to be more vulnerable to deterioration.



<https://www.facebook.com/badgerlanddisposal/photos/a.449316111923622/1394620017393222/>

EXISTING LITERATURE

Studies have analyzed the impact of various sized trucks on different pavement types. A report titled *Assessing the Effects of Heavy Vehicles on Local Roadways*, published by the Minnesota Department of Transportation in 2014 summarizes municipal waste collection studies that were done in the Minneapolis-St. Paul metro area. These studies show how increasing the number of heavy vehicles on the roadway can accelerate road deterioration, forcing municipalities to replace roads at a faster rate.

The City of Falcon Heights, Minnesota did a study in 2004 where they concluded that “by limiting the number of garbage trucks on each street to one hauler, the usefulness of the streets could be extended 5 to 10 years, and that the overall costs to repair streets would be lower.”¹⁸

In 1993, the City of Chanhassen, Minnesota, did a study in which they stated “As they fill up on the route, many refuse collection vehicles operate overweight, especially during the spring months when waste generation rates increase but road weight limits may be at their lowest... Further, the number of overweight vehicles using roadways increases the potential for paving damage.”¹⁹

Another study conducted by the R3 Consulting Group looked into the City of Fort Collins, Colorado had the following key findings:²⁰

“Trash trucks are typically the heaviest vehicles regularly operating on residential (local) streets and are a major contributor to wear and tear on those streets.”

“The most significant step the City can take to minimize trash truck street maintenance impacts is to reduce the number of trash truck miles traveled on the City’s streets.”

“In general, all other factors the same, moving from an open competition collection system to a districted collection system (or a City-wide contract for services) would be expected to reduce the number of vehicle miles traveled with a corresponding decrease in the associated street maintenance impacts.”

“Potential residential street maintenance savings associated with a districted collection system are estimated to be on the order of +/- \$170,000 annually.”

“Requiring that haulers not load vehicles in excess of manufacturer recommendations and legal load weights would also help to control street maintenance impacts.”

As shown in the previous literature, there is significant evidence to prove reducing the number of municipal waste collection vehicles on roads can not only make the roads last longer, but it can also reduce costs. Therefore, this alternative proposes the Town of Germantown contracts out garbage collection. By doing this, only one garbage collection company would be driving on the town’s roads each week.

PROCESS FOR IMPLEMENTATION

The Town of Germantown shall use a Request for Proposal (RFP) Process to secure a garbage collection company. If multiple proposals are received, the town can assess the proposals on a variety of factors. In many instances, price and quality of work are the main factors considered by municipalities. [Appendix I](#) is a detailed RFP process for the Village of Rockdale in Wisconsin, including information on the proposal requirements, the award of the contract, and more. [Appendix J](#) is a similar document for the Village of Blanchardville in Wisconsin.

After the town enters into a contract with a garbage collection company, they will need to a special charge on the tax roll. Wisconsin State Statute 66.0627 permits the Town of

Germantown to charge for services, such as garbage collection. “The governing body of a city, village or town may impose a special charge against real property for current services rendered by allocating all or part of the cost of the service to the property served.”²¹ The Germantown Town Board can decide how they would like to notify residents of the change.²² It is important to note that the special charge cannot be paid in installments. If the special charge is not paid in time, it is considered delinquent.²³

LOCAL COMMUNITIES

TOWN OF ARMENIA

- Contracts with Badgerland Disposal
- There is no separate fee on the tax roll for garbage collection.

TOWN OF CLEARFIELD

- No contracts; residents are required to find a garbage collection company themselves.

TOWN OF LYNDON

- Contracts with Badgerland Disposal
- There is no separate fee on the tax roll for garbage collection.

TOWN OF WONEWOC

- Contracts with Town and Country Sanitation
- In 2021, each parcel was assessed an extra \$55 on the tax roll to pay for garbage collection.

CASE STUDY COMMUNITIES

VILLAGE OF FONTANA

- Contracts with John's Disposal
- There is no separate fee on the tax roll for garbage collection.

CITY OF EAGLE RIVER

- Contracts with Republic Services
- In 2021, each parcel was assessed an extra \$160 on the tax roll to pay for garbage collection.

VILLAGE OF WILLIAMS BAY

- Contracts with Nieuwenhuis Bros Disposal Services
- There is no separate fee on the tax roll for garbage collection; the village pays for Nieuwenhuis out of the general property tax levy.

TOWN OF HAYWARD

- No contracts; residents are required to find a garbage collection company themselves.

ALTERNATIVE 3
INCREASE THE PROPERTY TAX LEVY

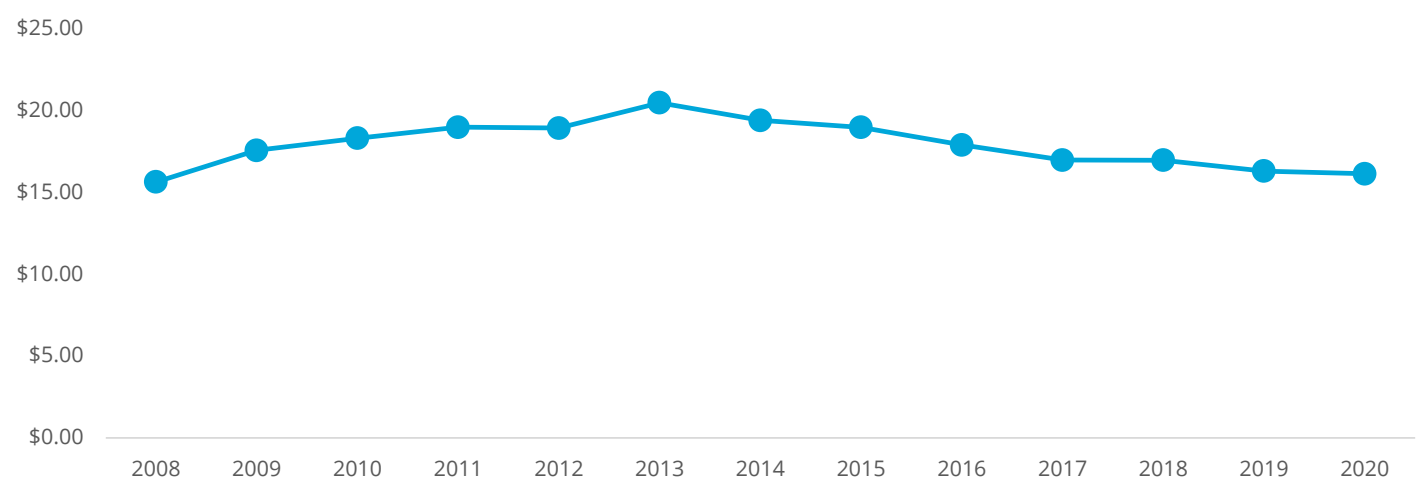
Perhaps the most obvious way for the Town of Germantown to get more revenue to pay for increased road maintenance needs is to increase the property tax levy. The purpose of this alternative is to collect and analyze data that shows how the Town of Germantown’s mill rate, municipal tax levy and equalized value have changed over time. This alternative will also compare the Town of Germantown with the Village of Fontana, the Village of Williams Bay and City of Eagle River and the Town of Hayward in order to determine how high the

Town of Germantown’s taxes are compared to similar communities.

MILL RATE

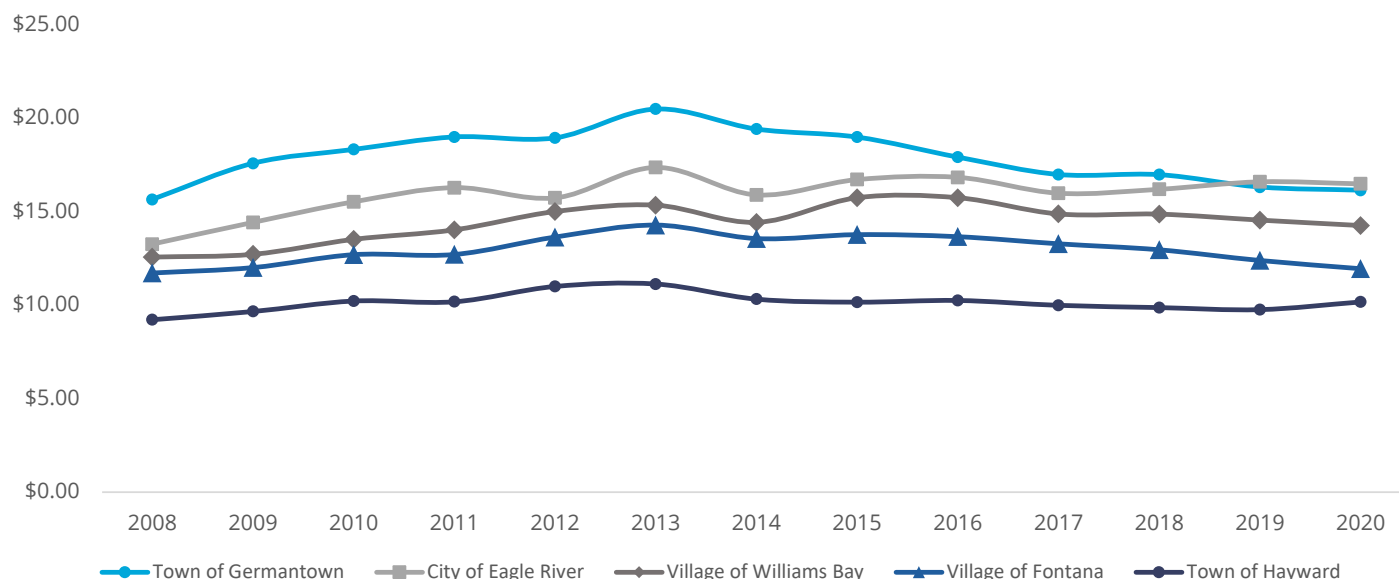
One measure of municipal property taxes is the net mill rate, which is the tax rate per \$1,000 of assessed value. According to data from the Wisconsin Department of Revenue, in 2008, the net mill rate for the Town of Germantown was \$15.65. In 2020, the net mill rate in the Town of Germantown was \$16.14.²⁴ This is an increase of 3.04% from 2008 to 2020.

Town of Germantown Net Tax Rate from 2008-2020



COMMUNITY	+% IN NET MILL 2008-2020
VILLAGE OF FONTANA	1.92%
TOWN OF GERMANTOWN	3.04%
TOWN OF HAYWARD	9.34%
VILLAGE OF WILLIAMS BAY	11.86%
CITY OF EAGLE RIVER	19.54%

Net Tax Rate from 2008-2020



MUNICIPAL TAX LEVY

Another measure of municipal property taxes is the municipal tax levy, which is the amount of property taxes the Town of Germantown collects. In 2008, the Town of Germantown collected \$372,064 in property taxes. In 2020, the Town of Germantown collected \$575,582.31. This is an increase of 35.36%.

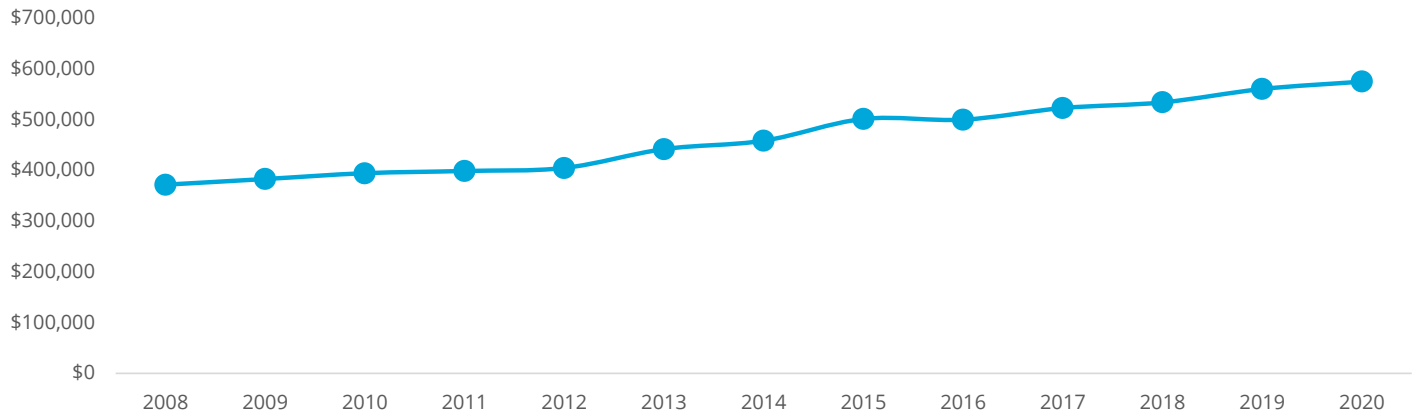
TAX LEVY PER CAPITA

Comparing the percent increase in net mill rate and municipal tax levy between the Town of Germantown and similar communities can provide some insight into how the Town of Germantown's property taxes have increased compared to similar communities. However, dividing the total municipal tax levy by the population is a more accurate comparison between communities, as it will show the

amount of property taxes the municipality collects per resident. The Village of Fontana has had the highest municipal tax levy per capita among the communities analyzed. The City of Eagle River and the Village of Williams Bay also have higher municipal tax levies per capita than the Town of Germantown. The only community analyzed that has had a lower municipal tax levy per capita than the Town of Germantown is the Town of Hayward.

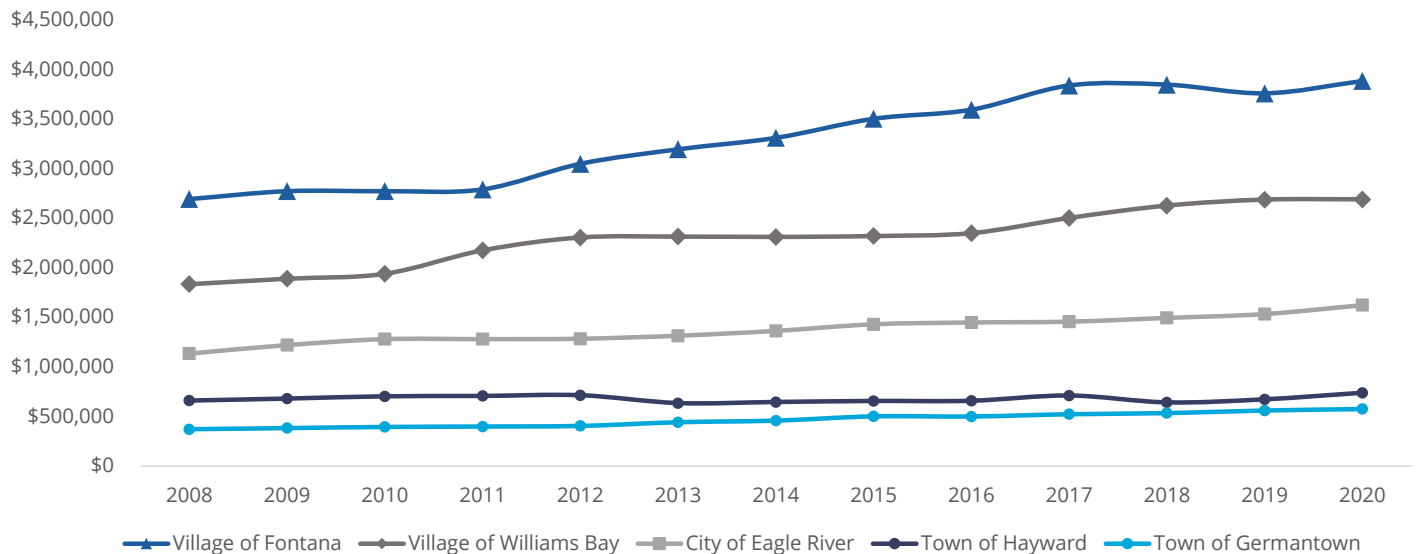
From 2008-2020, the Town of Germantown's municipal tax levy per capita increased 25.57%. This percent increase is lower than the Village of Fontana, City of Eagle River and the Village of Williams Bay. The Town of Hayward had a lower percent increase than the Town of Germantown, only increasing 10.4% from 2008-2020.

Town of Germantown Municipal Tax Levy from 2008-2020



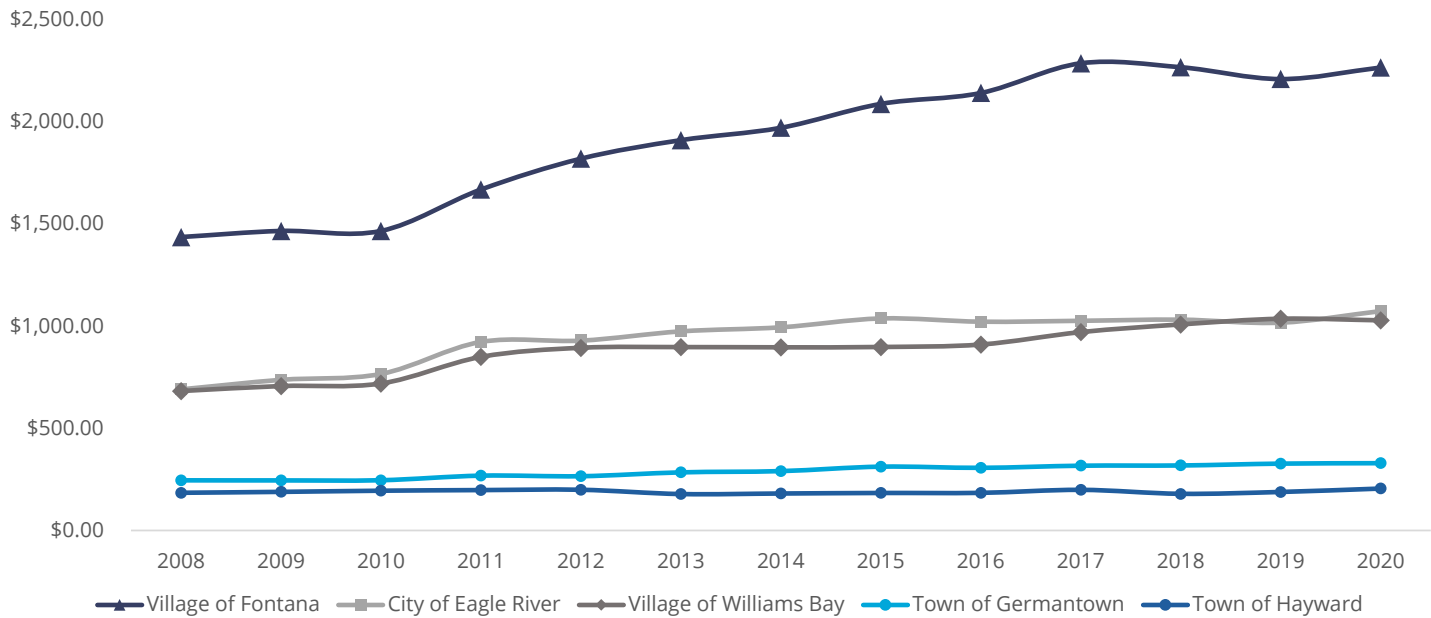
COMMUNITY	+% IN MUNICIPAL TAX LEVY 2008-2020
TOWN OF HAYWARD	10.59%
CITY OF EAGLE RIVER	30.06%
VILLAGE OF FONTANA	30.66%
VILLAGE OF WILLIAMS BAY	31.77%
TOWN OF GERMANTOWN	35.36%

Municipal Tax Levy from 2008-2020



COMMUNITY	+% IN MUNICIPAL TAX LEVY PER CAPITA 2008-2020
VILLAGE OF FONTANA	36.65%
CITY OF EAGLE RIVER	35.64%
TOWN OF HAYWARD	10.40%
VILLAGE OF WILLIAMS BAY	33.65%
TOWN OF GERMANTOWN	25.57%

Municipal Tax Levy Per Capita from 2008-2020

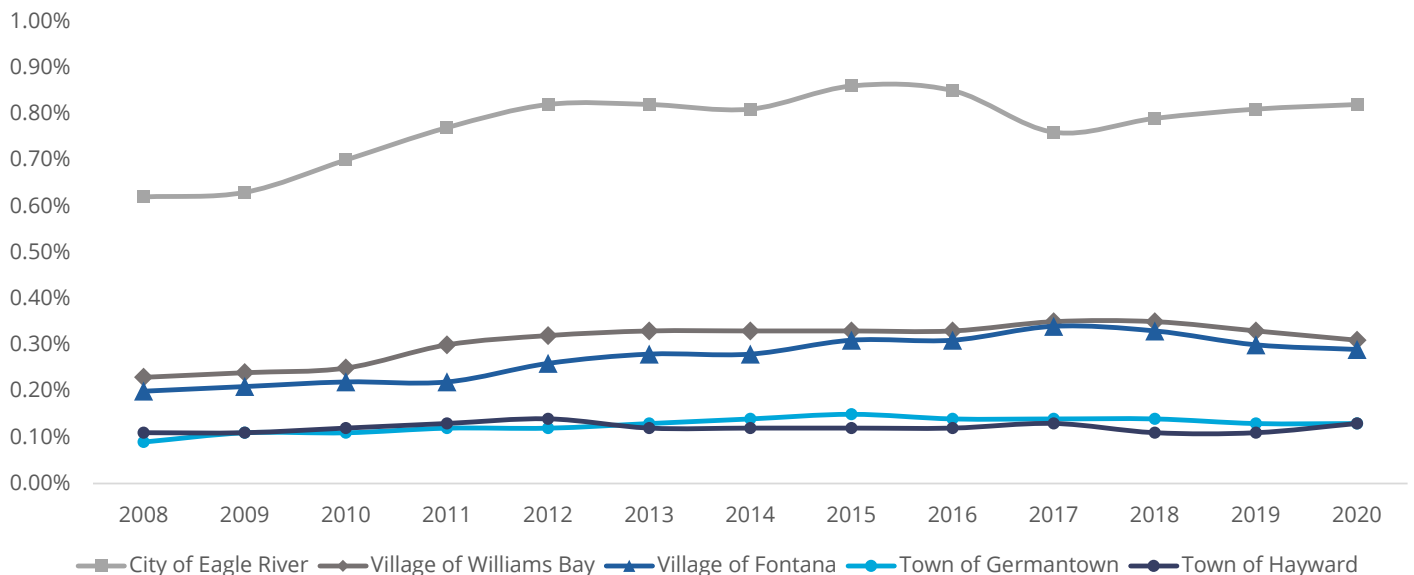


TAX LEVY OVER EQUALIZED VALUE

Another way to compare property tax rates among communities is to divide the total municipal tax levy over equalized value. This calculation shows how many property taxes the municipality is collecting as a percentage of

equalized value. As shown in the graph below, the Town of Germantown has one of the lowest tax levies as a percentage of equalized value in comparison with the other communities analyzed.

Municipal Tax Levy Divided by Equalized Value from 2008-2020



ALTERNATIVE 4

CREATE A CAPITAL IMPROVEMENT PLAN

This alternative recommends that the Town of Germantown should create a capital improvement plan (CIP) to help financially budget for long-term capital projects. A capital improvement plan is a multi-year plan that identifies and plans for upcoming capital projects. For the Town of Germantown, a CIP would include capital projects such as road maintenance, purchasing additional public works vehicles, improvements to the town hall building and more. Within the plan, each of these projects would be described in depth, including estimated project costs and funding sources. Then, they would be ranked based on priority.

There are several benefits to creating a CIP, such as:²⁵

- “Ensure the timely repair and replacement of aging infrastructure.”
- “Provide a level of certainty for residents, businesses and developers regarding the location and timing of public investments.”
- “Identify the most economical means of financing capital improvements.”
- “Provide an opportunity for public input in the budget and financing process.”
- “Eliminate unanticipated, poorly planned, or unnecessary capital expenditures.”
- “Eliminate sharp increases in tax rates, user fees and debt levels to cover unexpected capital improvements.”
- “Ensure that patterns of growth and development are consistent with the comprehensive plan.”
- “Balance desired public improvements with the community’s financial resources.”



<https://www.pexels.com/photo/black-calculator-near-ballpoint-pen-on-white-printed-paper-53621/>

IMPLEMENTATION

To implement this alternative, the Town of Germantown will need to hire a financial advising company. A financial advising company can write the plan and give the town financial expertise on how to fund the CIP. Similar to the garbage collection alternative, the Town of Germantown will need to go through a Request for Proposal (RFP) Process to secure a company that can help them write the plan. The town shall receive proposals, including cost estimates, and select a company that would work best for them. After a financial advising company has been selected, the town would enter into a contract with them, and the writing of the plan can begin.

A source created by the University of Stevens Point outlines steps that are typically followed during the creation of a CIP.²⁶

1. Project Submission: "Local agencies and departments are asked to submit a list of capital improvement projects in order of priority. Project request forms may prompt the applicant to provide a project description and justification, an estimate of initial project costs, ongoing operating and maintenance costs and recommended funding sources."
2. Evaluation and Selection: "The CIP team reviews, prioritizes and selects projects based on specific criteria."
3. Financial Analysis: "Financial data, including historic and projected local government revenues, expenditures and debt service are used to assess the community's ability to pay for proposed projects and to select appropriate financing tools."
4. Plan Preparation: "The draft CIP includes a list of recommended projects by funding year, project and scheduling details and financing sources. Detailed maps, photos, graphs, timelines and other illustrations may accompany the plan."
5. Review and Adoption: "Following public review and revisions, the governing body adopts the CIP and capital budget."

FUNDING OPPORTUNITIES

This section will provide several grant opportunities that the Town of Germantown can consider in the future for road maintenance and other potential projects.

LOCAL ROAD IMPROVEMENT PROGRAM (LRIP)

ADMINISTERING ENTITY: STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION

“Established in 1991, the Local Road Improvement Program assists local governments in improving seriously deteriorating county highways, town roads and city and village streets. LRIP is a reimbursement program which pays up to 50% of total eligible costs, with local governments providing the balance.”²⁷

This grant is awarded every two years and can be considered by the Town of Germantown as a potential funding option for road improvements and maintenance.

STATE OF WISCONSIN TRANSPORTATION ALTERNATIVES PROGRAM (TAP)

ADMINISTERING ENTITY: STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION

“The Transportation Alternatives Program (TAP) is a legislative program that was authorized in Fixing America’s Surface Transportation Act (or “FAST Act”), the federal transportation act that was signed into law on December 4, 2015. With certain exceptions, projects that met eligibility criteria for the Safe Routes to School Program, Transportation Enhancements and/or the Bicycle & Pedestrian Facilities Program eligible TAP projects.”²⁸

While this grant would not be specifically for road maintenance, the Town of Germantown can consider it if they decide to create bike and pedestrian trails or other multi-modal trails in the future.

UNITED STATES DEPARTMENT OF TRANSPORTATION REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE) GRANT PROGRAM

ADMINISTERING ENTITY: UNITED STATES DEPARTMENT OF TRANSPORTATION

RAISE Grants are for capital investments, and they are awarded on an annual basis. Eligible projects include: highway, bridge, or other road projects, public transportation projects, passenger and freight rail transportation projects, port infrastructure investments, the surface transportation components of an airport projects, intermodal projects, projects to replace or rehabilitate a culvert or prevent stormwater runoff for the purpose of improving habitat for aquatic species, projects investing in surface transportation facilities that are located on tribal land, and eligible surface transportation components of eligible airport projects.

Townships and other local governments are eligible to apply. The Town of Germantown could consider this grant for possible road and transportation projects.

STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION GENERAL TRANSPORTATION AIDS (GTA) PROGRAM

ADMINISTERING ENTITY: STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION

"The goal of the State of Wisconsin GTA Program is "to provide local governments with a partial reimbursement of funds to offset the cost of county and municipal road construction, maintenance, traffic and police costs. A local unit of government's payment is based on either a share of eligible transportation related expenditures, or a per mile payment. The mix of fund sources supporting local roads reflects the mix of benefits they provide to both highway users and property owners."²⁹

This grant is available to all Wisconsin cities, villages and towns. The Town of Germantown can consider this grant to off-set road construction and maintenance costs.

SURFACE TRANSPORTATION PROGRAM**ADMINISTERING ENTITY: STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION**

*The State of Wisconsin Surface Transportation Program is funded through the federal STBG program. The grant money can be used for capital projects on roads and highways that meet the Federal Highway Administration's requirements. "Also eligible are projects related to bridge improvement projects on all classifications of roads, as well as a variety of non-highway project types, such as bicycle and pedestrian facilities, railroad crossing warning devices, transportation planning, transit capital purchases and environmental mitigation related to transportation projects."*³⁰

The Town of Germantown can consider this grant as a funding source for future road maintenance on roads that are eligible under the specifications of the grant.

LOCAL BRIDGE IMPROVEMENT ASSISTANCE PROGRAM**ADMINISTERING ENTITY: STATE OF WISCONSIN DEPARTMENT OF TRANSPORTATION**

*"The local bridge improvement assistance program makes grants using both state and federal funds for bridges not on state trunk highways or connecting highways (urban streets marked with a state highway or U.S. highway number)."*³¹

These grants are currently in the 2022-2027 program cycle. The Town of Germantown may be able to consider this grant for the replacement of qualifying bridges in the town that need to be replaced.

TRANSPORTATION INVESTMENT GENERATING ECONOMIC RECOVERY (TIGER) VI

ADMINISTERING ENTITY: UNITED STATES DEPARTMENT OF TRANSPORTATION

“The purpose of this program is to support transportation planning and capital projects that will have a significant impact on a national, regional, or metropolitan-area scale. The program seeks to invest in projects that better connect communities to centers of employment, education and services, including options for non-drivers, that hold promise to stimulate long-term job growth, especially in economically distressed areas.”³²

These grants are available for townships, and the applicant can apply for a planning-related project or a capital project. Because this grant is specifically for projects that have a significant impact on a national, regional, or metropolitan-area scale, the Town of Germantown can consider applying for the grant in partnership with other entities in the region.

COMMUNITY FACILITIES DIRECT AND GUARANTEED LOANS

ADMINISTERING ENTITY: UNITED STATES DEPARTMENT OF AGRICULTURE

“The purpose of this program is to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population. Loan funds may be used to construct, enlarge, or improve community facilities for health care, public safety and public services. This can include costs to acquire land needed for a facility, pay necessary professional fees and purchase equipment required for its operation.”³³

While this grant is not specifically for road maintenance or repair, the Town of Germantown can consider this grant should they ever choose to build a volunteer fire department or another similar facility in the community.

RECOMMENDATIONS

In the short-term, the Town of Germantown should consider contracting out garbage collection. This alternative can be implemented immediately, and it has proven effects at preventing and prolonging road deterioration. While this alternative is not a “funding source,” it will save the town money in the long-term. In the short-term, the Town of Germantown can also explore some of the grant opportunities to see if any of their road projects would be eligible for grant funding. Along with contracting out garbage collection and exploring grant opportunities, the Town of Germantown should begin the search for a financial advising company that can help them create a capital improvement plan. This plan is essential, as it will outline the town’s capital projects in the coming years and identify how these capital projects can be funded.

ROOM TAX

Based on our research, we believe that Germantown would only benefit slightly from implementing a room tax. We do not recommend pursuing a room tax as a high priority item.

ADVANTAGES

ADDITIONAL REVENUE FROM TOURISTS

An advantage of the room tax is the majority of people paying the tax would be those who do not reside in the Town of Germantown. This would shift some of the tax burden from Town of Germantown residents to outsiders who are coming to Germantown for recreation purposes.

COULD ATTRACT MORE TOURISTS

An advantage of the room tax is the majority of people paying the tax would be those who do not reside in the Town of Germantown. This would shift some of the tax burden from Town of Germantown residents to outsiders who are coming to Germantown for recreation purposes.

EASY IMPLEMENTATION PROCESS

Compared to other types of taxes and user fees, the room tax is relatively easy to implement.

LIMITATIONS

REGRESSIVE TAX

One important disadvantage of the room tax is its regressive nature. Taxes can either be progressive or regressive. A progressive tax occurs when the tax rate increases with an individual's ability to pay. An example of this would be income tax. The more money an individual makes, the more income tax they will have to pay. A regressive tax, on the other hand, occurs when everyone pays the same amount of taxes, regardless of income. Theoretically, lower income families would be spending a higher percentage of their income on the room tax than higher income families.

COULD DETER TOURISTS

There is a possibility that implementing a room tax could deter tourists from coming to and visiting the Town of Germantown because they do not want to pay the tax.

POSSIBILITY OF POLITICAL OPPOSITION

As with any tax, there is a possibility of political opposition from the community. This may make it challenging for the town to pass the room tax. Specifically, seasonal residents of the Town of Germantown that list their properties on sites such as Airbnb may be strongly opposed to the implementation of the room tax, as they do not want an additional charge to deter their possible short-term renters.

ADDITIONAL WORK FOR TOWN HALL STAFF

The room tax would need to be collected by the Town of Germantown Town Hall. This will create extra work for town staff, as they would need to maintain an updated list of all the lodging places, collect revenue from the lodging places and submit the proper documents to the Wisconsin Department of Revenue.

CONTRACT OUT GARBAGE COLLECTION

We recommend Germantown contract out garbage collection. Many similar towns contract out their garbage collection which saves on road maintenance money in the long term.

ADVANTAGES

SIMPLE COLLECTION PROCESS

Garbage collection fee will be placed on the tax roll as a non-ad valorem special assessment. The town sends out a yearly tax bill and will not need a separate collection method for the garbage fee.

MAY SAVE RESIDENTS MONEY

The Town of Germantown may be able to enter into a contract where residents would be paying less than they currently do having to find a company themselves.

CONTROL OVER GARBAGE COLLECTION

The town will enter into a contract with a garbage company and can outline in the contract its expectations and requirements. If the garbage collection company does not follow these, they would be breaking the contract.

PROLONGS THE USEFUL LIFE OF ROADS

Reducing the number of garbage trucks driving on town roads will slowing down road deterioration and prolonging the useful life of the roads.

LIMITATIONS

WILL REQUIRE ADDITIONAL STAFF TIME

By contracting out, town staff will have to maintain an updated contract with a garbage collection company. If the town decides to implement this alternative, they should expect increased staff time dedicated to garbage collection.

POLITICAL OPPOSITION

While some residents may enjoy not having to coordinate and organize their own garbage collection, others may want to maintain control over which company they pick and how much they pay.

LEGAL FEES

The Town of Germantown should go through the process of hiring a lawyer and review the contract with the garbage collection company.

INCREASE PROPERTY TAX LEVY

Increasing property tax is a common way to increase municipal funding; however, due to potential political opposition and Wisconsin levy limits, we don't recommend this alternative as an initial recommendation. Germantown should still consider their tax levies in relation to similar communities and potentially pursue a higher tax levy in the future when appropriate.

ADVANTAGES

PROGRESSIVE TAX

The property tax is a progressive tax, which means the tax rate increases with an individual's ability to pay. For the most part, this type of tax is more supported by the general public, as it is considered more equitable.

STABLE FUNDING SOURCE

Compared to other taxes and user fees, the property tax is one of the most stable revenue sources for local governments.

NO ADDITIONAL WORK FOR TOWN STAFF

Uses existing tax collection processes.

LIMITATIONS

LEVY LIMITS

State of Wisconsin property tax levy limits restricts how much local governments can increase their property tax levy. The Town of Germantown would need to complete the Municipal Levy Limit Worksheet, obtained from the Wisconsin Department of Revenue, to determine what their allowable levy limit is.

POLITICAL OPPOSITION

Increasing property taxes can engender opposition from Town of Germantown residents. Members of the Town Board may get complaints or questions from residents.

PAID FOR BY GERMANTOWN RESIDENTS

Increasing the property taxes would mean the increased tax burden would fall on Town of Germantown residents. This means residents would have to fund the increased demand for road maintenance, despite visitors and tourists who may be coming to the area and driving on the town's roads, contributing to the road deterioration.

CREATE CAPITAL IMPROVEMENT PLAN (CIP)

In the short-term, we recommend the Town of Germantown to start the process of creating a capital improvement plan. This has been a pending item at least since the 2017 comprehensive plan. Germantown should take the first steps to identify a financial advising company and understand costs.

ADVANTAGES

PRIORITIZES CAPITAL PROJECTS

The CIP would prioritize different capital projects based on need and then outline how these high-priority projects would be funded.

FISCAL RESPONSIBILITY

By creating a multi-year CIP, the Town of Germantown would have a better understanding of their long-term financial health. The town will be more fiscally stable because future capital projects and capital improvements are documented, and funding for these projects would be identified and planned for.

LIMITATIONS

INITIAL COST

The Town of Germantown will need to hire a financial advising company to help them in the development and creation of the capital improvement plan. Paying this company will cost money and resources, however, the long-term financial stability resulting from the plan will be worth it.

WILL REQUIRE UPDATES

The CIP is a multi-year plan that will need to be updated. Updating the CIP will cost the Town of Germantown time and money. Generally, CIPs should be updated on an annual basis in coordination with the town's annual budget.

- 1 2010 Conditions and Performance - Policy | Federal Highway Administration (dot.gov)
- 2 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615)
- 3 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1m)(a))
- 4 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1m)(d))
- 5 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1)(fm))
- 6 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1)(fm))
- 7 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1)(fm))
- 8 Wisconsin Legislature: 66.0615, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0615>. (66.0615(1)(fm))
- 9 Wisconsin Legislature Document, LC Information Memos, https://docs.legis.Wisconsin.gov/misc/lc/information_memos.
- 10 Wisconsin Legislature Document, LC Information Memos, https://docs.legis.Wisconsin.gov/misc/lc/information_memos.
- 11 Wisconsin Legislature Document, LC Information Memos, https://docs.legis.Wisconsin.gov/misc/lc/information_memos.
- 12 Wisconsin Legislature Document, LC Information Memos, https://docs.legis.Wisconsin.gov/misc/lc/information_memos.
- 13 League of Municipalities – 4-18 Festivals and Tourism - LWM, WI | Official Website. <https://www.lwm-info.org/DocumentCenter/View/1976/4-18-Festivals-and-Tourism>.
- 14 League of Municipalities – 4-18 Festivals and Tourism - LWM, WI | Official Website. <https://www.lwm-info.org/DocumentCenter/View/1976/4-18-Festivals-and-Tourism>.
- 15 League of Municipalities – 4-18 Festivals and Tourism - LWM, WI | Official Website. <https://www.lwm-info.org/DocumentCenter/View/1976/4-18-Festivals-and-Tourism>.
- 16 League of Municipalities – 4-18 Festivals and Tourism - LWM, WI | Official Website. <https://www.lwm-info.org/DocumentCenter/View/1976/4-18-Festivals-and-Tourism>.
- 17 Wisconsin Department of Revenue, <https://ww2.revenue.wi.gov/>.
- 18 Assessing the Effects of Heavy Vehicles on Local Roadways - LRRB. <https://www.lrrb.org/pdf/201432.pdf>. (LRRB 7)
- 19 Assessing the Effects of Heavy Vehicles on Local Roadways - LRRB. <https://www.lrrb.org/pdf/201432.pdf>. (LRRB 7)
- 20 Assessing the Effects of Heavy Vehicles on Local Roadways - LRRB. <https://www.lrrb.org/pdf/201432.pdf>. (LRRB 8)
- 21 Wisconsin Legislature: 66.0627, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0627>. (66.0627)
- 22 Wisconsin Legislature: 66.0627, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0627>. (66.0627)(a)
- 23 Wisconsin Legislature: 66.0627, <https://docs.legis.Wisconsin.gov/statutes/statutes/66/vi/0627>. (66.0627)(4)
- 24 Wisconsin Department of Revenue, <https://ww2.revenue.wi.gov/>.
- 25 Planning Implementation Tools Capital Improvement Plan. https://www3.uwsp.edu/cnr-ap/clue/documents/planimplementation/capital_improvement_plan.pdf.
- 26 Planning Implementation Tools Capital Improvement Plan. https://www3.uwsp.edu/cnr-ap/clue/documents/planimplementation/capital_improvement_plan.pdf.
- 27 DOT, Wisconsin. Wisconsin Department of Transportation Local Roads Improvement Program (LRIP), <https://wisconsindot.gov/Pages/doing-bus/local-gov/astnce-pgms/highway/lrip.aspx>.
- 28 Wisconsin Department of Transportation Transportation Alternatives Program (TAP) (wisconsindot.gov)
- 29 General Transportation Aids Program - WisDOT (wisconsindot.gov)
- 30 Informational Papers, https://docs.legis.Wisconsin.gov/misc/lfb/informational_papers.
- 31 Informational Papers, https://docs.legis.Wisconsin.gov/misc/lfb/informational_papers.
- 32 Federal Funding Guide for Towns and Townships (toi.org). Solutions, LRS Web. "Township Officials of Illinois." The Township Officials of Illinois (TOI) Home Page, <https://www.toi.org/>.
- 33 Federal Funding Guide for Towns and Townships (toi.org). Solutions, LRS Web. "Township Officials of Illinois." The Township Officials of Illinois (TOI) Home Page, <https://www.toi.org/>.



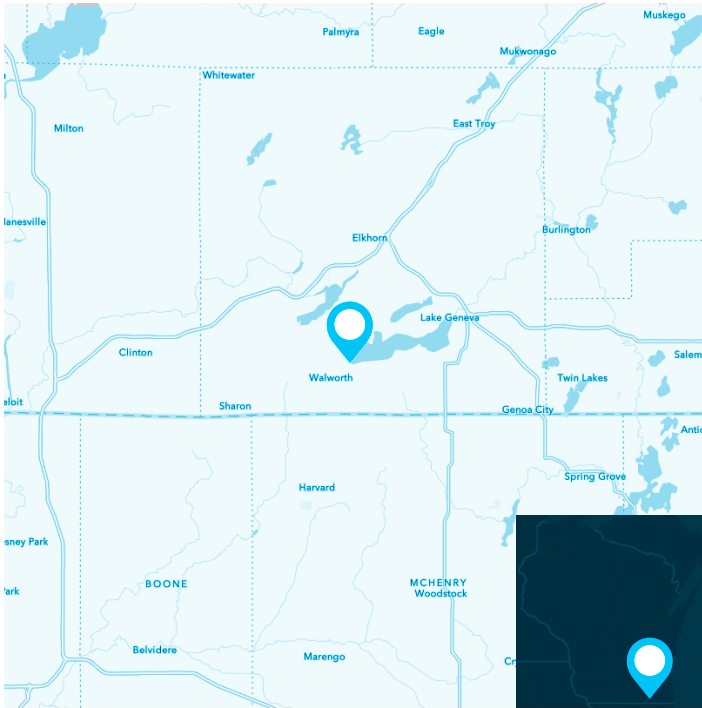
CASE STUDIES

To inform our recommendations to the Town of Germantown, we researched other Wisconsin communities' conservation tools and fiscal strategies. Analyzing relevant examples helped us to get a more complete understanding of what practices have proven effective in peer communities.

We selected 4 towns for in-depth research: Fontana, Eagle River, Hayward and LaGrange. Each of these towns has relevant similarities to Germantown that provide valuable insights into the potential approaches Germantown can take to manage its growth in an environmentally and financially sustainable manner.

	GERMANTOWN	FONTANA	EAGLE RIVER	HAYWARD	LAGRANGE
2020 POPULATION	1,742	1,712	1,510	3,582	1,423
2010-2020 POPULATION CHANGE	+9%	-9%	-10%	-0.5%	+22%
2020 HOUSING UNITS	2,050	2,213	908	2,317	1,282
2010-2020 HOUSING UNITS CHANGE	+31%	+1%	+1%	-2%	-7%
MEDIAN HOUSEHOLD INCOME	\$53,542	\$88,036	\$33,783	\$69,853	\$86,715
MUNICIPAL TAX LEVY PER CAPITA	\$206	\$2,268	\$1,075	\$1,075	N/A

TOWN 1: FONTANA-ON-GENEVA LAKE (WALWORTH COUNTY)



As its name suggests, the Village of Fontana-On-Geneva-Lake (Fontana) is situated on the shore of Geneva Lake in Southeastern Wisconsin. With a 2020 population of 1,712 people, Fontana is very similar in size to Germantown. Like Germantown, Fontana is located on a lake that is a significant natural and recreational amenity for residents and visitors. Fontana is also home to Bigfoot Beach State Park, which serves as a major recreational draw to the area, similar to Buckhorn State Park in Germantown.

Although Fontana and Germantown are very similar in size, it's important to note that Fontana has not experienced the same type of explosive growth as Germantown over the past 10 years.

Rather, both the population and the number of housing units in Fontana has remained relatively stable for the past decade. Moreover, Fontana is located in a more populated region than Germantown – Walworth County had a 2020 population of 106,478, whereas Juneau County had a 2020 population of 26,718. There are numerous other municipalities located on Geneva Lake, meaning that Fontana's regional context is more urbanized than Germantown's. Relative to Germantown, residents of Fontana also tend to be more affluent and pay higher taxes, which is relevant to the two municipalities' funding/budgeting options.

Despite these differences, we think that Germantown can gain valuable insights from studying Fontana as a peer community. Fontana's relatively affluent residents may provide a useful point of comparison to many of Germantown's new seasonal residents – newly constructed homes in Germantown are selling for upwards of \$400,000, much higher than historical housing values in the area. Fontana and Germantown also have a shared emphasis on recreation and tourism centered around a popular local lake. Further, looking at the policies of a region with a higher level of urbanization and development may give Germantown a sense of the types of practices that might become more appropriate if intensive development around Castle Rock Lake continues.

We used Fontana as a case study in the Conservation and Fiscal Management sections of this report. With respect to conservation, we researched Fontana’s use of subdivision guidelines as a means of achieving its natural resource goals. Fontana’s conservation guidelines provide a good example of how

a municipality can ensure that residential subdivisions prioritize natural resource conservation. For the fiscal management section of our report, we researched Fontana’s room tax, garbage collection services and property tax information.

	FONTANA	GERMANTOWN
2020 POPULATION	1,712	1,742
2010-2020 POPULATION CHANGE (%)	-9%	+9%
2020 HOUSING UNITS	2,213	2,050
2010-2020 HOUSING UNITS CHANGE (%)	+1%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$88,036	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$2,268	\$330

TOWN 2: EAGLE RIVER (VILAS COUNTY)



The City of Eagle River is located in Northern Wisconsin, near the upper peninsula of Michigan. The city is widely known in Wisconsin for its recreational amenities, and proudly advertises itself as the Snowmobile Capital of the World. The area also boasts miles of ATV and bike trails as well as an interconnected chain of 28 lakes.¹ Germantown can look to Eagle River as an example of a town that has fully embraced its identity as a recreational destination.

We used Eagle River as a case study in the Economic Development and Fiscal Management sections of this report. Although Germantown

may not want to (or be able to) attract the same level of recreation-oriented tourism as Eagle River, the city can serve as a reference point in terms of the types of recreational amenities that a rural Wisconsin town can choose to support. Well-preserved natural resources are key to Eagle River's success as a recreation hub. Eagle River sits at the center of the Northwoods Land Trust. Through membership dues, donations and grants, The Northwoods Land Trust was able to conserve 14,583 acres of land in the seven counties that it serves.²

Importantly, both Germantown and Eagle River are fundamentally rural communities and have the desire to remain that way despite their ability to draw many visitors and seasonal residents. With respect to the fiscal management section of our report, we researched Eagle River's room tax, garbage collection services and property tax information.

¹ <https://eagleriver.org/>

² <https://northwoodslandtrust.org/>

	EAGLE RIVER	GERMANTOWN
2020 POPULATION	1,510	1,742
2010-2020 POPULATION CHANGE (%)	-10%	+9%
2020 HOUSING UNITS	908	2,050
2010-2020 HOUSING UNITS CHANGE (%)	+1%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$33,783	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$1,075	\$330

TOWN 3: HAYWARD (SAWYER COUNTY)



The Town of Hayward is located in Northeastern Wisconsin on the Namekagon River. Like Germantown, Hayward is home to many seasonal residents and outdoor recreation plays a major role in the local economy. For example, the town hosts the Lumberjack World Championships each year. Although the permanent population of the town is roughly 3,600 people, the population reaches much higher peaks during special events and popular recreation seasons.¹ Like Germantown, Hayward has a fundamentally rural aesthetic that residents value and want to see preserved.

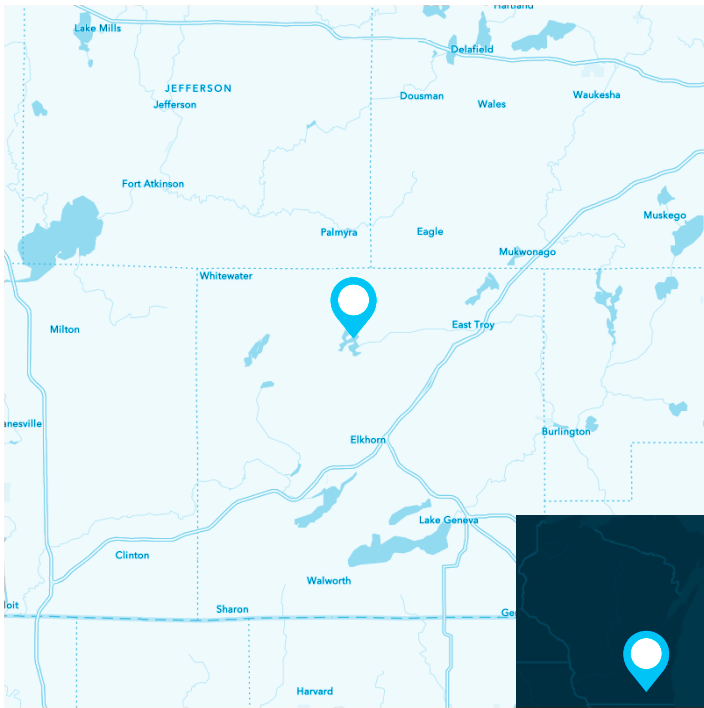
That said, Hayward is not as lake centric as Germantown and has more of a “Northwoods” feel. The town is also not growing like Germantown – the population and number of housing units in Hayward have remained relatively static for the last 10 years. However, we still see Hayward as a useful point of comparison because it is a rural Wisconsin community that promotes itself as a recreational destination, values its rural qualities and experiences high population fluctuations throughout the year.

We researched Hayward as a case study in the Conservation and Fiscal Management sections of this report. With respect to conservation, we explored Hayward’s use of conservation design guidelines as a means of preserving not only natural resources but also rural character. The Town of Hayward provided us with valuable information regarding their room tax, garbage collection services and property tax information as our team developed fiscal management alternatives.

¹ <https://townofhayward.com/about-us/>

	HAYWARD	GERMANTOWN
2020 POPULATION	3,582	1,742
2010-2020 POPULATION CHANGE (%)	-0.5%	+9%
2020 HOUSING UNITS	2,317	2,050
2010-2020 HOUSING UNITS CHANGE (%)	-2%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$69,853	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	\$1,075	\$330

TOWN 4: LAUDERDALE LAKES (WALWORTH COUNTY)



Lakes provides a good example of a community that has prioritized lake management, striving to balance human use with ecological integrity. Lauderdale Lakes has also seen significant population growth in the last decade. As such, this case study provides a good example of a community that has worked to protect the environmental quality of its aquatic ecosystems despite high human use and residential development pressure.

Comparisons between Lauderdale Lakes and Castle Rock Lake are not perfect. Despite high population growth, the town has not experienced the same boom in new housing construction as Germantown. Further, Lauderdale Lakes is located in a different regional context. Residents tend to be more affluent and pay higher taxes. Any strategies modeled after practices implemented in Lauderdale Lakes should be adjusted as needed to better fit Germantown's specific context.

Lauderdale Lakes is included as a case study in the Conservation section of this report. In particular, we researched the Lauderdale Lakes Lake Management District as a way to explore the potential benefits of implementing a lake district organized around Castle Rock Lake.

Lauderdale Lakes is a Census-designated place within the Town of LaGrange in north-central Walworth County. The community is centered around Lauderdale Lakes, a chain of three lakes (Green Lake, Middle Lake and Mill Lake) designated as a critical habitat area by the Wisconsin DNR.¹ Similar to Castle Rock Lake in Germantown, Lauderdale Lakes host a wide range of recreational activities from boating to ice fishing. The lakes have also faced a high amount of development pressure, with many homes built along the shoreline.² At the same time, the lakes provide critical habitat for several significant fish species. Lauderdale

1 <https://dnrx.wisconsin.gov/swims/downloadDocument.do?id=10396429>

2 <https://dnrx.wisconsin.gov/swims/downloadDocument.do?id=10396429>

	LAGRANGE	GERMANTOWN
2020 POPULATION	1,423	1,742
2010-2020 POPULATION CHANGE (%)	+22%	+9%
2020 HOUSING UNITS	1,282	2,050
2010-2020 HOUSING UNITS CHANGE (%)	-7%	+31%
2020 MEDIAN HOUSEHOLD INCOME	\$86,715	\$53,542
2020 MUNICIPAL TAX LEVY PER CAPITA	N/A	\$330

CONCLUSION

The ramifications of the rapid growth the Town of Germantown is facing must be addressed to preserve the rural life the residents have come to rely on. Growth can have any number of benefits if carefully planned for, hence the purpose of this report. Using the recommendations outlined in this report will confront the growth and how it relates to conservation, economic development and fiscal management. There are other implications to consider, and thorough research and analysis should be prepared in those other realms as well.

Summary of recommendations:

- Subdivision Conservation Standards
- Lake Management District
- Managed Forest Law Program
- Carbon Credits Program
- ARO Zoning Code Revision
- Specialized Birding Recreation
- Garbage Collection Contract
- Road Grant Applications
- Capital Improvement Plan

We urge the Town of Germantown to thoroughly evaluate each recommendation presented and determine where their needs lie and choose an action plan. This strategic report was compiled to inform and encourage the town to act on some problematic issues the growth has been a cause of. In order for this report to be impactful,

the town must take swift and decisive action on recommendations in each section of this report, as the town needs conservation efforts to increase, economic development to improve and fiscal management to be in order.

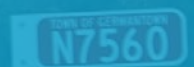
Finally, the creators of this strategic report, Lisa Sun, Grace Gent, Cassidy Schmidt and Miranda McCall, would like to thank the Town of Germantown for reaching out with their project proposal to address the town's rapid growth. Special thanks to Ray Feldman and Ken Jax, two of the town trustees who assisted in this project and provided information, data and an educational tour of the rural town. Further, a special thanks goes out to Susan Ganther, the town's Clerk/Treasurer for all her assistance in answering questions, digging up answers and contributing to the process of distributing our public engagement survey and focus group invites.

Once again, thank you for your participation with UniverCity Alliance and may this strategic report be useful and informative.



THANK YOU

APPENDIX



APPENDIX A: PUBLIC ENGAGEMENT SURVEY

SURVEY INSTRUMENT*

The Town of Germantown has experienced unprecedented growth over the last several years and this growth is expected to continue in future years. At this interesting point in Germantown's story, the Town is interested in gathering input from the public about how to adapt to the changes that come with this type of growth. The information gathered using this survey is intended to provide the Town with insights about residents' opinions, priorities and concerns about Germantown's future.

Please note that your participation is completely voluntary and you can withdraw at any time. All questions in the survey are optional. If you do not wish to answer any question, you may skip it.

Click "yes" below to start the survey.*

**By answering "yes", you are providing consent to take part in the survey.*

Would you like to take the survey?

☐ Yes

☐ No

QUESTION 1

Do you rent or own a home in the Town of Germantown?

- Rent
- Own
- Own but under construction
- Other _____
- None of the above

QUESTION 2

Are you a full-time or seasonal resident of the Town of Germantown?

- Full-Time
- Seasonal
- I do not live in Germantown
- Prefer not to respond

*Administered using Qualtrics, formatting may differ from online form

QUESTION 3

How long have you lived (part-time or full-time) in the Town of Germantown?

- I have purchased a home that is currently under construction or less than 1 year
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- Over 10 years
- Prefer not to respond

QUESTION 4

What attracted you to the Town of Germantown?

QUESTION 5

What is most important to you in terms of how Germantown manages its growth? Rank 1 (most important) to 7 (least important)

- ___ Stronger economic base (e.g., attracting more businesses)
- ___ Conservation of natural resources
- ___ Enhancing recreational opportunities
- ___ Improving roads/infrastructure/traffic
- ___ Protecting public safety (e.g., police and fire)
- ___ Slowing the rate of residential development
- ___ Other (please specify)_____

QUESTION 6

Please write a sentence or two about your answer to the previous question. Why did you rank your top two the way you did?

QUESTION 7

What, if any, concerns do you have about Germantown's future growth?

QUESTION 8

To what degree do you support the use of short-term rentals (i.e., one week or less) in Germantown for tourism? (1-5, 1 = strongly opposed, 5 = strongly in favor)

QUESTION 9

What is your primary mode of transportation around town?

- Walk
- Drive
- Bike
- Motorcycle
- Other (please specify) _____

QUESTION 10

How important are the following to the identity of Castle Rock Lake? (1 = not important, 5 = extremely important)

- ___ Boating
- ___ Fishing/Ice fishing
- ___ Swimming
- ___ Canoeing/kayaking (or similar activities)
- ___ Scenic beauty
- ___ Habitat for wildlife

QUESTION 11

To what extent would you be willing to pay an additional fee for each of the following purposes? (1 = not at all willing, 5 = extremely willing)

- ___ Stormwater management to protect water bodies
- ___ Wildlife conservation
- ___ Preservation/maintenance of park space
- ___ Forest/tree conservation
- ___ Additional trails
- ___ Town road improvements

QUESTION 12

What gender do you identify with?

- Male
- Female
- Non-binary
- Self Identify _____
- Prefer not to respond

QUESTION 13

What is your age?

- Under 25 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years or over
- Prefer not to respond

QUESTION 14

Please provide any other thoughts you have about Germantown's future.

QUESTION 15

If you would like to provide additional input in the future (e.g., by participating in a focus group), please provide your email address.

SURVEY RESULTS AND ANALYSIS

QUESTION 1 - 3: RESPONDENT INFORMATION

98 people participated in the public opinion survey. Nearly all (93%) of the respondents were current homeowners, and an additional 5.6% of respondents own homes in Germantown that are currently under construction. Respondents were more likely to be full-time residents (60%) than seasonal residents. There was also a greater response from long-term residents, with 44% of participants indicating that they have lived in Germantown for over 10 years, and 68% having lived in the area for at least 6 years. The tendency for long-term residents to respond more frequently is not surprising, as these residents have observed the greatest amount of change over the years and may therefore have stronger opinions about the town's growth. Participants also tended to be on the older side, with 63% of respondents identifying their age as 55 or older. This finding is consistent with the demographics of the town – the median age of the Town of Germantown is 54.7.¹ The gender distribution was relatively even (51% male).

QUESTION 4: WHAT ATTRACTED YOU TO THE TOWN OF GERMANTOWN?

In response to this question, most residents mentioned Castle Rock Lake. Many others mentioned that they like the wooded areas, wildlife, and peace and quiet offered by rural living. These responses indicate that Germantown's natural beauty, recreational assets, and rural identity are central to the town's identity.

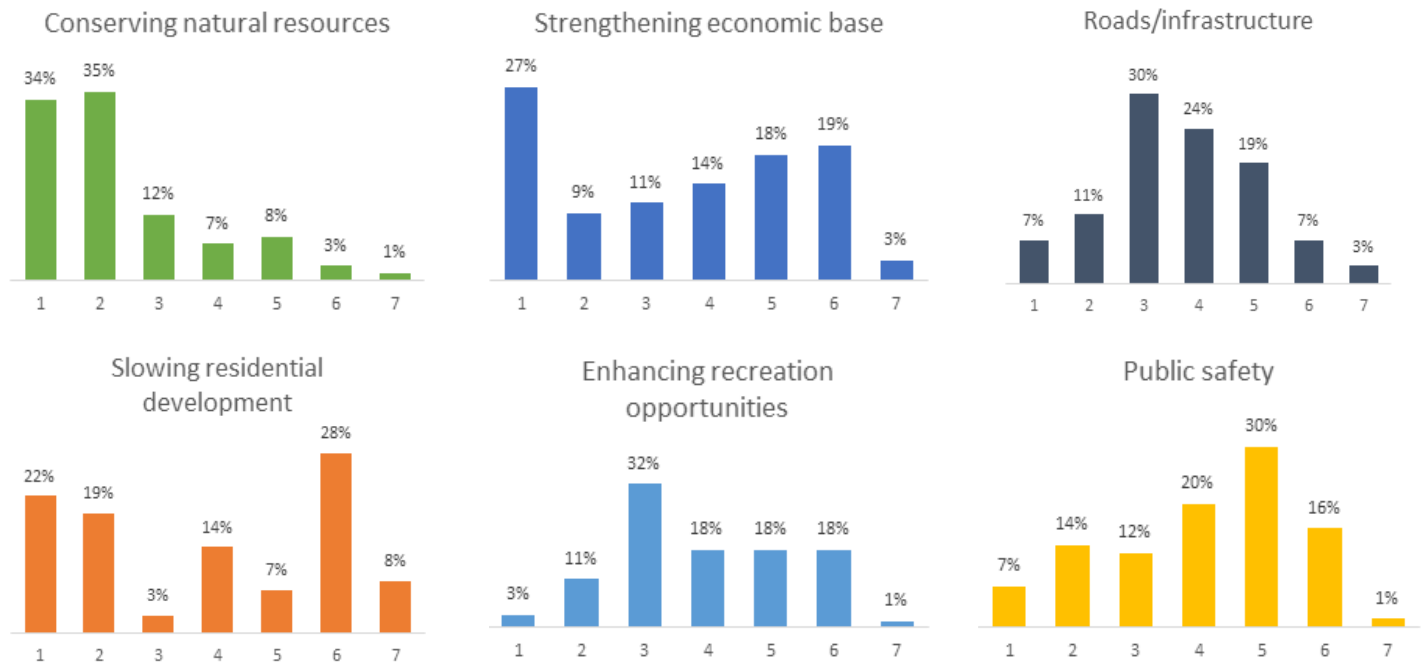
QUESTION 5: WHAT IS MOST IMPORTANT TO YOU IN TERMS OF HOW GERMANTOWN MANAGES ITS GROWTH?

The overall ranking was:

1. Conserving natural resources
2. Strengthening economic base
3. Improving roads/infrastructure/traffic
4. Slowing residential development
5. Enhancing recreational activities
6. Protecting public safety
7. Other

The top priorities identified by this question support our chosen emphasis areas of conservation, economic development, and fiscal management strategies to fund roads/infrastructure. The table below shows the percent distribution of respondents' rank choices. The charts show the rank distribution for each option (excluding "other").

	ECONOMIC BASE	CONSERVATION	RECREATION	ROADS	PUBLIC SAFETY	SLOW DEVELOPMENT	OTHER
1	27%	34%	3%	7%	7%	22%	1%
2	9%	35%	11%	11%	14%	19%	1%
3	11%	12%	32%	30%	12%	3%	0%
4	14%	7%	18%	24%	20%	14%	4%
5	18%	8%	18%	19%	30%	7%	1%
6	19%	3%	18%	7%	16%	28%	9%
7	3%	1%	1%	3%	1%	8%	82%



Conservation stands out as the priority most likely to be ranked either first or second, whereas the rankings for other options were much more mixed. A higher number of participants ranked economic development first, but many others also ranked this option as a lower priority. Respondents tended to rank roads/infrastructure and recreation towards the middle of their list. Slowing residential development had a more bimodal distribution, with respondents tending to rank this option either near the top or the bottom of their list. Public safety tended to rank low. Few respondents utilized the "other" option.

QUESTION 6: PLEASE WRITE A SENTENCE OR TWO ABOUT YOUR ANSWER TO THE PREVIOUS QUESTION. WHY DID YOU RANK YOUR TOP TWO THE WAY YOU DID?

Commenting on the rationale behind their rankings, residents saw both risks and opportunities associated with Germantown's recent growth. For example, many residents expressed strong concerns about development impacts on the area's natural resource base (e.g., loss of habitat, impacts on water quality, loss of trees/woodlands), and others viewed the area's increased population as a chance to attract more businesses to the area. The following quotes are responses to Question 6 organized into general categories. We have removed some responses to avoid repetition and have also excluded responses that mention specific people by name.

CONSERVATION/RECREATION

- "Love the undisturbed natural areas, seeing wildlife, access to natural attractions, i.e., parks, lakes, rock formations."
- "The lake can be fun and relaxing and of interest to everyone. The surrounding woods has an atmosphere of relaxing and enjoyment of watching the deer and different birds in the area."
- "I hate seeing all the trees coming down to put in more homes and waterfront property."
- "Acres of land are being destroyed to put in ponds. Keeping more natural habitat is a much better use of land."
- "Wildlife are coming into residential areas because their homes are being destroyed. People come to this area for the lakes and forests. To get away for a peaceful vacation, away from a lot of people. Locals don't even go boating on holidays due to the overcrowding."
- "I live in an urban area and the beauty of the lake and the rural area is what attracts me to Germantown."
- "I do not want it to become overgrown, like the quite rural-ness of it. Want to preserve Castle Rock Lake."
- "I enjoy living in a peaceful wooded setting with abundant wildlife. If I wanted to live right next to my neighbors, I'd have bought a house in town. The Dells and Mauston offers plenty of entertainment and shopping."
- "We moved to the area because it was peaceful, quiet, abundant with nature, low crime and room to wander and enjoy the Forestry. We are close enough to conveniences but not in town. We love our privacy and space between neighbors."

- “The quality of life is most important to us. More people means more noise, more pollution, more trees being clear cut by a well-known developer, less natural beauty, less wildlife, less safe drinking water, - in short, a decrease in the quality of life we have in the Town of Germantown.”
- “With development comes the lack of respect for our natural resources, by both the developer and most often the ending buyers. Some buyers come because they wanted the quiet and rural-ness; but some so that they can do anything they want here, no matter what is affected. There are consequences to the groundwater, for example, when everyone in a development wants irrigation and each property needs a well and everyone wants to use the lake. Concerns are depletion of the water table, contamination of ground water, displacement of animals and condensing them into smaller areas which increases risk of disease, missing trees that once took up excess rains for evaporation now cause flooding, reshaping the land with berms and features that are not natural for this area and change water flow, change animal movement and just look out of place for this area.”
- “Recreation and nature sets Germantown apart from others, we need to protect it.”
- “My hope it that we don’t have any more man-made lakes where the land is stripped clean of any trees. We moved here because of the beautiful nature surrounding us and now it’s turning into one man-made lake after another.”

ECONOMIC DEVELOPMENT

- “Would like to see more businesses in appropriate areas of the town and provide job opportunities for attracting future residents.”
- “In order for the township to have sustainability, it needs to grow the economy. Everything else will follow in place.”
- “Strong economic health is the only way to provide for all of the other options. Improving infrastructure helps the economical growth.”
- “We need more businesses to come in to create jobs and allow for better shopping. Kmart was not good shopping but at least it was another option. Sad to see that the Shopko didn’t make it very long.”
- “As a retired person I wish to shop and do business with local community members. Right now the options are limited. Increased businesses also help to support the tax base of the community.”
- “The area is growing in development and attracting more full-time residents, but we need more businesses! We are limited in grocery store options (Festival only option), and while the few restaurants we have are amazing, it’d be great to KEEP them in the area too. So, more

businesses and let's keep the amazing businesses we currently have."

- "It's too much - there is not infrastructure (shops, restaurants, service vendors) to support this growth. You have to wait weeks to get someone to come do service at your house. Germantown is getting too many new houses and people are not taking care of them. Stop the building until we have adequate businesses and infrastructure. Also what are the impacts to the water tables."
- "Doesn't seem like there is enough local businesses to support population growth. As a result, residents expenditures are made outside of the area, resulting in a loss of sale tax revenue. Let's keep it local."

PUBLIC SAFETY

- "We need fire and police for protection because besides the residents in the area we have the county park which is transient."
- "Took 25 minutes for sheriff to come when I was being broken into. Can't safely get my mail because of traffic on 19th Ave."
- "Public safety is really important to me as it helps me feel safe in my neighborhood and help put my mind at ease as I am new to having neighbors so close in proximity. I also believe that it is important to preserve natural resources as I really enjoy the outdoors and wish it to be around for future generations to enjoy."
- "The amount of developing going on for primarily second homes is consuming way too many resources and we are lacking supporting services for the amount of growth that we have had. Our lake is extremely dangerous on the weekends with the traffic of boats and this will only continue to grow and cause additional safety problems in the future."
- "Without public safety and a healthy and clean natural environment, nothing else works."

INFRASTRUCTURE/TRAFFIC

- "There's way too many people. In the summer the roads are crazy busy."
- "Infrastructure hasn't kept up with growth and needs attention."
- "But since development has been allowed thus far, maintaining what is here is of the utmost importance; otherwise it becomes costly for maintenance which can really negatively affect taxes, is hard on the increased traffic, is damaging to vehicles, and looks unsightly. Those are just some of the issues."
- "Need more restaurants and it would be nice to have trash removal."

DESIRE FOR BALANCED/SLOWER GROWTH

- "I'm not looking for a boom of businesses as part of the reason we are building in the area is to have a more remote place to go on the lake but a few more businesses/dining options or a nearby grocery store would be nice."
- "I think growth is good but how it is done or how it is developed is more important. The man-made lake developments are not a good land use."
- "The castle rock development has over taken. Too many houses with too few amenities. Taxes are out of control."
- "We have a developer up here that keeps making lakes and putting houses up. Up the road from us is a 450-home site going up, where are the grocery stores and other small businesses that everyone will need. Too much growth and not enough thought about the long term effects."
- "Been here 15 years..... the developments/changes are drastic.....time to slow it down/preserve."
- "It's growing too fast, and new comers have no respect for the natural resources, or land owners."
- "There is too much development that conflicts with the Town Vision statement. There is a lack of resources to enforce existing laws, Juneau County Sheriffs Deputy's are great, but they cannot deal with seasonal and weekend crowds."
- "Development is ok but tearing down hundreds of acre, building a fake lake and putting overpriced houses on them isn't. This kind of development has to stop."
- "The development is getting out of hand. It's becoming like an Illinois suburb. The subdivisions with the man-made, square-shaped lakes near Castle Rock are atrocious."
- "The growth is inevitable. We may as well embrace it and make it accessible and enjoyable."
- "I like living in somewhat of secluded area. I enjoy recreation but want to see area growth."

QUESTION 7: WHAT, IF ANY, CONCERNS DO YOU HAVE ABOUT GERMANTOWN'S FUTURE GROWTH?

While some residents expressed that they have no concerns about future growth, others stated a range of concerns. Common concerns were impacts on natural resources, loss of Germantown's rural character, higher taxes, and overcrowding.

Example responses

- "That the growth if retail and manufacturing be placed in designated business zones so as not to encroach on residential space."
- "That we lose the peacefulness that we come to love."
- "Keeping property taxes fair."

- "That the lake will become even more dangerous than it already is. Fire and police calls will increase and overwhelm an already overworked group."
- "No major concerns. Some growth can be good as long as doesn't become so overpopulated the towns resources and amenities can't keep up."
- "Too much growth and not enough restaurants/bars to accommodate the growth. It's bad enough now in the summer, it will only get worse."
- "A little too much "good old boy" network which limits the amount of opportunities the township looks at in developing."
- "I wonder about the stability of the underground water table."
- "Getting too populated and losing its charm." "State Park availability. They added many parking spaces - no more boat launches. Many full time residents can no longer enjoy without issues."
- "I am strongly opposed to re-zoning of forest lands. I am concerned that some local residents have undue influence on the governing body that is responsible for zoning."
- "Too much emphasis on part time residents and or campers. The next 2 years will determine whether I stay or go. Too many people that are not full-time residents do not respect the laws of the State of Wisconsin."
- "Too much drain on infrastructure."
- "My biggest concern at the moment, is a possible zoning change (spot zoning) that would allow a campground to be built adjacent to my property."
- "None. I hope it continues to grow. It's an amazing area, and I can see why people are attracted to living here or vacationing here. Future growth brings more tax money revenue to the area and hopefully, more businesses thus more jobs for local residents."
- "Town board just rubber stamps everything and says nothing we can do about it."
- "I am concerned with the increase in flooding due to lack of proper drainage from the change in land contours due to developments affecting the existing properties which also affects new development, and keeping in tact what really drew people here the first place -the woods, animals, lake and quietness matters greatly. I'm also concerned that the cost of maintenance of all the town roads and infrastructure will come at a great cost down the road, and feel that arrangements need to be created now for when those roads need to be maintained so it doesn't hurt everyone's pocketbooks in the future."
- "Germantown, Mauston and New Lisbon need to decide what they want to be moving forward. Business development in Mauston and New Lisbon is minimal and Germantown needs to determine if they want to be a rural area or an area with a large base of weekend residents. This should be decided by the residents, and not developers."

- “I fear that the natural beauty of the area is being turned into summer housing for Illinois people.”
- “The transients that will come in to use AirBNB opportunities that will treat the town exactly as what it is to them - a vacation place - and this being at the expense of full time residents.”

QUESTION 8: TO WHAT DEGREE DO YOU SUPPORT THE USE OF SHORT-TERM RENTALS (I.E., ONE WEEK OR LESS) IN GERMANTOWN FOR TOURISM? (1-5, 1 = STRONGLY OPPOSED, 5 = STRONGLY IN FAVOR)

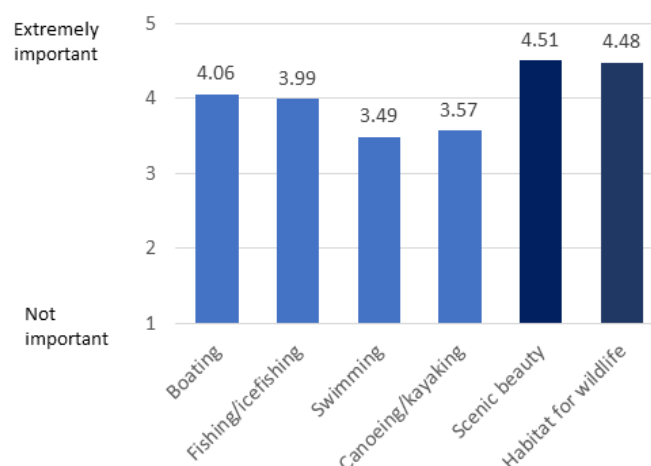
Level of support for short-term rentals is unclear – the average score was 2.43 out of 5. As a whole, respondents were neither strongly opposed nor strongly in favor of this type of activity.

QUESTION 9: WHAT IS YOUR PRIMARY MODE OF TRANSPORTATION AROUND TOWN?

A strong majority of respondents (91%) said their primary mode of transportation within the town is driving.

QUESTION 10: HOW IMPORTANT ARE THE FOLLOWING TO THE IDENTITY OF CASTLE ROCK LAKE? (1 = NOT IMPORTANT, 5 = EXTREMELY IMPORTANT)

Castle Rock Lake is a truly multi-use lake. While people placed the highest importance on scenic beauty and habitat, all the listed uses were considered at least moderately important on average. This finding, along with the fact that Castle Rock Lake is a significant draw to the area, support the conclusion that Germantown should prioritize lake management activities moving forward. Protecting the quality of the lake and ensuring that it continues to be a safe and enjoyable place to recreate will factor significantly into the town’s future quality of life.



QUESTION 11: TO WHAT EXTENT WOULD YOU BE WILLING TO PAY AN ADDITIONAL FEE FOR EACH OF THE FOLLOWING PURPOSES? (1 = NOT AT ALL WILLING, 5 = EXTREMELY WILLING)

- Stormwater management to protect water bodies
- Wildlife conservation
- Preservation/maintenance of park space
- Forest/tree conservation
- Additional trails
- Town road improvements

Responses were mixed – none of the listed goals received strong support for or against fees. Generally speaking, there was moderate willingness (about 40% “moderately willing” for all categories) to pay additional fees. This finding indicates that imposing additional fees may be a feasible option for Germantown if they are necessary, reasonable, and tied to key goals.

	Not at all willing	Slightly willing	Moderately willing	Very willing	Extremely willing
Stormwater management	14.1%	12.8%	46.2%	14.1%	12.8%
Wildlife conservation	11.3%	11.3%	40.0%	27.5%	10.0%
Park preservation/maintenance	17.7%	13.9%	43.0%	19.0%	6.3%
Forest/tree conservation	13.8%	8.8%	33.8%	30.0%	13.8%
Additional trails	18.0%	12.5%	35.9%	21.8%	11.5%
Town road improvements	7.8%	14.3%	41.6%	24.7%	11.7%

QUESTION 14: PLEASE PROVIDE ANY OTHER THOUGHTS YOU HAVE ABOUT GERMANTOWN'S FUTURE.

The following are selected responses to Question 14, organized into general categories.

FEELING OPTIMISTIC

- “Love the ambiance of the area, would like to see the natural resources in the area saved for the enjoyment of the wildlife and for residents.”
- “I really hope Germantown can grow and support a wonderful lake culture.”
- “I hope Germantown continues to grow, and is not inhibited or objected to growth by local residents. Growth and development are good things, and bring good things to the area. More jobs, more opportunities, more businesses. I’m proud to live here and work here, and send my children to school here and for them to grow up in this amazing area.”
- “I think they have a very bright future if we preserve the area and bring more shopping into the area.”

CONSERVATION

- “The great thing about Castle Rock Lake is its extensive undeveloped shorelines. The shorelines should be maintained and have the growth take place off of the lake in areas that are currently undeveloped.”
- “The uniqueness of the area promotes economic stability. There are plenty of recreational opportunities in the Wisconsin Dells. Germantown needs to have as it’s first priority, the protection of the natural habitat and the water quality of Castle Rock Lake.”
- “Unless we change the way we are handling the natural resources we soon won’t have any to manage.”
- “While not a town issue, the water quality is terrible and needs to be addressed at the State/Fed level. Also, biking is becoming very popular, especially fat biking. There is a lot of low cost opportunities to attract that demographic, the bikes can be ridden year round!”

FRUSTRATION WITH TOURISTS

- “I’m just extremely frustrated with those who visit here and don’t respect what is here -leaving their trash along the roads or causing damage to property and nature and expecting those who already reside to be their cleanup crew and to ‘understand’. No. All I want is for them to take care of their own trash, pick up after themselves, and to behave when they are here. We are in a peaceful and beautiful, albeit recreational, area. The people coming here need to do more to keep it that way, and the Town Board needs to be pro-active about it!”
- “Please preserve what we have, too much growth could ruin it. Time share/short term rentals will ruin Germantown and force me to leave after 30+ years.”

MANAGING GROWTH

- “The lake has never been as busy as it has been the last couple of years and that trend will continue. Growth is good but slow growth is much more manageable than booming growth. I will say that if things keep going in the current direction and the lake only getting busier, finding a new place/lake is not out of the question.”
- “It is a tipping point. Was a great place to live, I moved back for retirement, but I do not see that there is support for maintaining any forest land. I am on Castle Rock Lake with lakefront property. I can report so many infractions with neighbors that can afford to follow laws, do the right thing. Dumping illegally on Juneau County forest land, blowing leaves into the lake, spraying lily pads and lawn spraying and fertilizing all the way to the water. Spraying bug spray into water and their over water boats. Illegal use of golf carts, fireworks (not during holidays.) Not following any rules of the road yes running stop signs because I do not need to mentality.”
- “I believe the residents have chosen the area because of the peaceful, natural resources and nature. They did not expect big business coming in and taking all that away.”
- “To be blunt, we’re very concerned about the apparent power of a development company that seems more concerned about their bank account than what might be in the interest of the Town of Germantown.”

NEED FOR IMPROVED COMMUNICATION

- “Communications from the town could be improved. While there is information on the website, you have to dig and research for that information. A town newsletter with new ordinances, updated resolutions and other citizen information would be much more proactive than having to dig through the Internet. There is an election on April 5. We are voting for town supervisors. There is no information on any of the supervisors or on what they stand for. How are we supposed to know which person is best for the town? No communications.”
- “Improve your communications. I miss the newsletter and we should get town meeting notes that tie together with the agenda. Plus there should be emails listed of all elected officials.”

QUESTION 15: IF YOU WOULD LIKE TO PROVIDE ADDITIONAL INPUT IN THE FUTURE (E.G., BY PARTICIPATING IN A FOCUS GROUP), PLEASE PROVIDE YOUR EMAIL ADDRESS.

22 respondents chose to provide their email address. We emailed our focus group invitation to each of these people.

APPENDIX B: PUBLIC ENGAGEMENT FOCUS GROUP

TOWN OF GERMANTOWN FOCUS GROUP EVENT: APRIL 19, 2022

HOSTS: GRACE, CASSIE, LISA, MIRANDA

INTRODUCTION

Miranda (UWM): The Town of Germantown reached out to UW-Milwaukee Master of Urban Planning program to help the town create a strategic report that addresses conservation, fiscal management, and future business and economic opportunities.

SURVEY RESULTS

Miranda (UWM):

- The survey results mention both the risks to growth and the positive opportunities that growth engenders.
- Many respondents placed value on natural beauty and rural character
- Many respondents ranked “conserving natural resources” and “strengthening economic base” as a first or second priority.

CONSERVATION

Grace (UWM):

- Why talk about conservation? Past and future growth will have impacts on Germantown’s natural resource base. The residents of Germantown value natural beauty. It is something they like about the town and would like to see preserved in the future.
- How can Germantown accommodate growth while accounting for the ecology of its land? Conservation guidelines: one tool Germantown can use moving forward.
- Guidelines would be incorporated into the town’s PUD process and/or subdivision/zoning ordinances.
- Will guide whether or not the town approves developments (this is how guidelines are enforced)
- Purpose: account for the ecological features of the land being developed
- Review of the different types of environmental considerations that can be included in guidelines: environmental impact assessment, trees/woodlands, minimizing habitat fragmentation, stormwater management, topography/screening, landscaping
- Major advantage of this approach: can help the town guide development in a way that is

compatible with its conservation goals.

- Main limitation: only applies to future developments, cannot be retroactively applied to developments that are already underway/complete

POLL QUESTION: DO YOU SEE CONSERVATION GUIDELINES AS A VIABLE OPTION FOR GERMANTOWN?

- 50/50 split between “yes” and “unsure”
- 5 yes, 5 unsure, 0 no

OPEN-ENDED DISCUSSION

- Concern voiced about proposed project that is within 1000 feet of Castle Rock Lake with drainage going into the lake
- This may be the first future project that would fall under these conservation guidelines
- Lake and woods campground 40 acres in the midst of existing single-family homes
- Another priority: considering impacts on the water table
- Desire for less ponds that are wasting too much groundwater. Conserve and protect the current groundwater that is there.
- Provisions or guidelines regarding construction of man-made water features could fall under conservation guidelines
- Desire to preserve green space
- Consider open space, space between houses/density in future residential developments
- Participant: I think we should preserve the natural beauty of the area which brings people to the area to enjoy the nature and beauty.

ECONOMIC DEVELOPMENT

Lisa (UWM):

GROCERY

We heard feedback from the community that one of the desired local businesses is a grocery store. There are many viable rural grocery stores around the country. We looked at several case studies of small grocery stores in Minnesota and North Dakota to see what creative strategies they use to be successful. Typically, a neighborhood grocery store is 10-20,000 sq ft, similar in size to a small church. Local grocery stores can be a significant benefit to the local economy. It can boost sale of local produce and goods, raise property values, and act as a social anchor for the community.

POLL: WHERE DO YOU DO THE MAJORITY OF YOUR GROCERY SHOPPING?

- 100% Festival Foods – mostly shop at Festival Foods, unhappy with Festival Foods offerings/prices. 9/9
- Festival is not a large grocery store – that is the issue – there is not a grocery store that has a big variety and brings in more fresh fruit. The other stores. Festivals can be \$1 or \$2 more expensive per product compared to Woodman's or Walmart.
- Another grocery store would be good
- The Woodmans and Walmarts are not in Juneau County. It is Festival or you drive 30 miles to get groceries.
- Festival sometimes orders a case of something in if she needs it.
- Is the proposal that we would try to get a grocery store in Germantown? Lisa (UWM): We have heard that request, we are looking into interim possibilities. Grocery stores have narrow margins. There are ways to have a targeted, specific range of items that are commonly purchased. As Germantown grows, the population may support a larger grocery store.
- Big box stores have specific criteria they want to move into, if we are looking at a larger grocery store, also looking at a larger population. This might be in direct opposition to the conservation things that were talked about earlier.
- Despite everyone thinking we are growing, most of the people buying the houses are transient, they are here on the weekends and not here during the week. Until there is a larger population of permanent residents, a big grocery store might not be possible.
- Juneau County as a whole as a grocery store issue. There are not enough people to support a grocery store.
- If it was in the right spot, then maybe. Could potentially attract customers from Necedah or Mauston.
- More reasonable prices would be nice.
- If located in the right spot can work, along 58 can serve both Necedah and New Lisbon.

RECREATION

Lisa (UWM): Recreation is one of the biggest draws of Germantown and a core economic driver for the town. Outdoor recreation is a resilient economy that has proven steady growth. On the slide, we show figures from USDA's report on the Outdoor Recreation Economy. We believe that there is room for further investment in Germantown's recreation, particularly surrounding Castle Rock Lake. Outdoor recreation and conservation can go hand in hand. Preserving nature and wildlife is crucial to a healthy recreation economy. We know a lot of people do walk and bike. There is not a trail that really goes around the town or through a lot of parts of the lake shore. Thinking about a

multi-use trail to allow for bikers, pedestrians, to go to places without adding traffic by driving.

OPEN-ENDED DISCUSSION: WHAT LOCATIONS DO YOU THINK ARE IMPORTANT TO CONNECT WITH A MULTI-USE TRAIL?

- As far as having a trail that would go anywhere on the lake – FERC has strict rules, can't cut weeds or trees. Multi-use trails have started to look at, but a lot of difficulty because there is a lot of private property
- You mentioned a scooter – not thinking scooters – but there aren't enough ATV trails, need more of these trails. Bridge over the river needed to have a more clear way to the bars and restaurants around the lake.
- If you are on buckhorn G, you can't get over to go to bars.

OPEN-ENDED DISCUSSION: WHAT RECREATIONAL ACTIVITIES SHOULD GERMANTOWN INVEST MORE IN?

Lisa (UWM): Certain towns with specialized recreation activities are able to generate even more revenue from that industry. When you specialize, you become known in the region. Which recreational activities do you think Germantown should be investing in?

- Mentioned the wildlife preserve, have Buckhorn State Park, other than boating and fishing I'm not sure what other activities that Germantown should be investing in.
- Lisa (UWM): town park possibly renting out kayaks and canoes
- Economic development – underlying infrastructure is critical (having the infrastructure to support the number of homes)
- Landscaping, painting, siding, roofs – can the businesses in Juneau County support this growth and have businesses to maintain their home?
- People go to businesses from Wisconsin Rapids or Wisconsin Dells to get these services, or they don't do it
- Businesses don't have the staff for it – have to go to Wisconsin Dells or Wisconsin Rapids, Sparta, La Crosse, Madison to find these people – part time or full time still need to take care of your house
- Estimate: 10 to 12% of people in the area are permanent and the rest are transient

FISCAL MANAGEMENT

Cassie (UWM):

POLL QUESTION: WHICH OF THE FOLLOWING WOULD YOU BE WILLING TO PAY AN ADDITIONAL FEE FOR?

- Park Preservation/Maintenance; Forest/Tree Conservation; Additional Trails
- Stormwater Management; Forest/Tree Conservation; Additional Trails; Town Road Improvement
- Forest/Tree Conservation; Town Road Improvement
- Stormwater Management; Wildlife Conservation; Park Preservation/Maintenance; Forest/Tree Conservation; Town Road Improvement
- Town Road Improvement
- Additional Trails
- Wildlife Conservation; Forest/Tree Conservation

OPEN-ENDED DISCUSSION: WHAT DOES A GREAT FUTURE FOR GERMANTOWN LOOK LIKE TO YOU?

- Comment from Participant in the Chat: Keeping the area quiet and peaceful and a place to come to enjoy themselves without hustle and bustle of crowded areas like Wisconsin Dells, which is what continuous big development brings.

DISCUSSION AFTER 6:00PM

- Forestry is important. The large developments are causing forestry problems, which is why it is important to slow down these large developments. Multiple focus group attendees expressed agreement with this comment
- The continuity of the forest is going away, which may deter wildlife from staying in the area
- With the survey, it is important to note that not all voices may have been heard. Some people have more money than others, and it is important to ensure that all voices are heard.
- At the county level, Juneau County worked with Kwik Trip to make their gas stations into mini grocery stores that have some fresh produce, meat, and prepared meals. This has been a good option for small town areas within the county.
- It is difficult to get information out to the general public. Many Germantown residents don't even know the town has their own website. It is important that information gets passed to the general public. With town meetings, the minutes lag behind the meeting, which makes it hard for people to follow along.

THE MEETING ENDED AT 6:17PM

FOCUS GROUP INVITATION FLYER



PARTICIPATE!

**ROAD MAINTENANCE
PRESERVATION - CONSERVATION GUIDELINES
FUTURE BUSINESSES AND ECONOMY**

TOWN OF GERMANTOWN VIRTUAL FOCUS GROUP

When

Tuesday, April 19th | 5 PM - 6 PM

Where

Via Zoom: <https://zoom.us/join>

Meeting ID: 916 4404 2376

Passcode: 964696

FOCUS GROUP PRESENTATION SLIDES



1

INTRODUCTION

We are creating a comprehensive report created to provide the Town of Germantown with strategic opportunities in **Conservation Guidelines, Economic Development, and Fiscal Management.**



2

AGENDA



Survey Results
10 minutes



Conservation
15 minutes



**Future Business and
Economic Opportunity**
15 minutes

3

SURVEY RESULTS

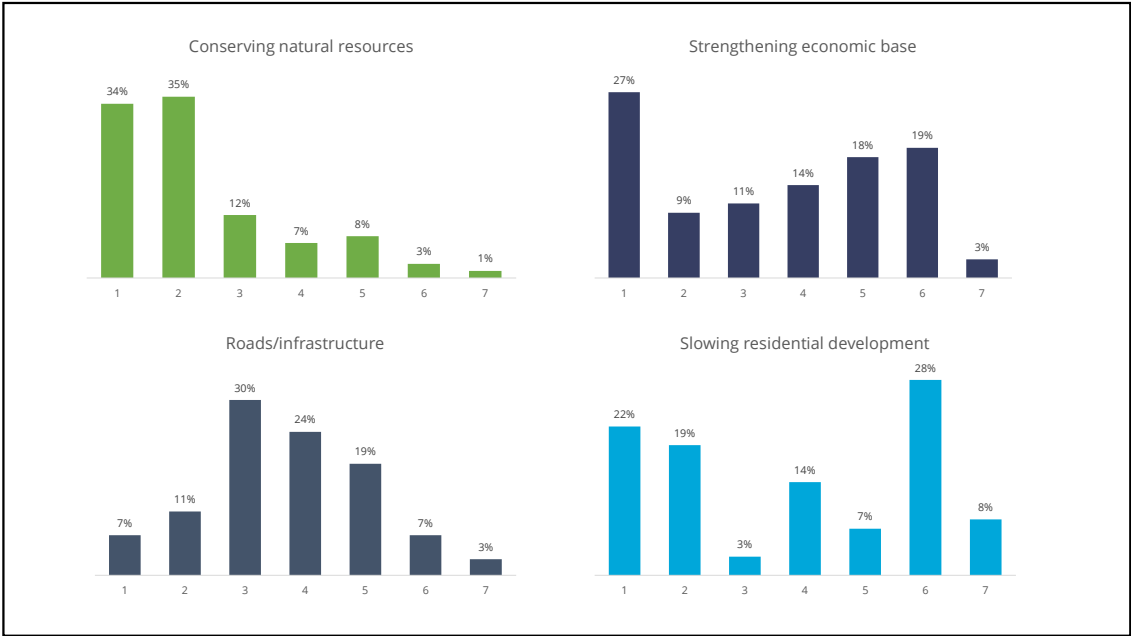
- Residents see both risks and opportunities with recent growth
- High value placed on Germantown's natural beauty and rural character
- Need to proceed very intentionally and take a balanced approach to future growth

4

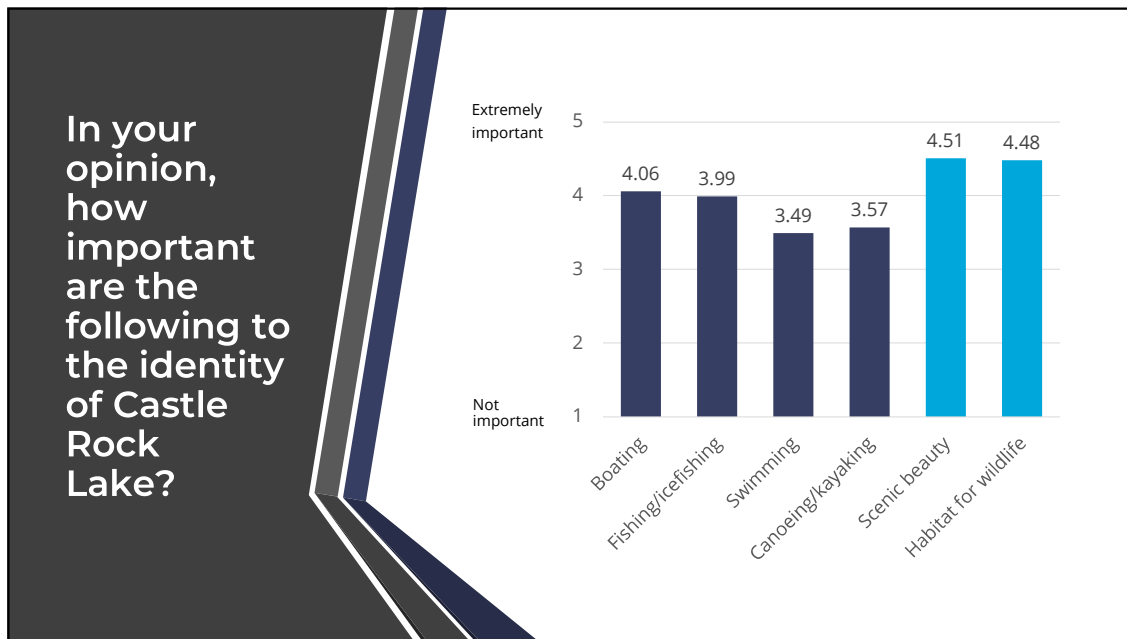
What is most important to you in terms of how the Town of Germantown manages its growth?

- 1. Conserving natural resources
- 2. Strengthening economic base
- 3. Improving roads/infrastructure/traffic
- 4. Slowing rate of residential development
- 5. Enhancing recreational opportunities
- 6. Protecting public safety
- 7. Other

5



6



7

To what extent would you be willing to pay an additional fee for each of the following purposes? – Moderately willing

- Stormwater management
- Wildlife conservation
- Park preservation/maintenance
- Forest/tree conservation
- Additional trails
- Town road improvements

8

CONSERVATION

How can Germantown grow while conserving natural assets and rural character that residents value?



Recreation and nature sets Germantown apart from others, we need to protect it.”

- Survey respondent



9

CONSERVATION GUIDELINES

- Direct development to mitigate environmental impacts
- Part of PUD process or subdivision/zoning ordinance
- Often involve clustering lots to preserve larger areas of open space



10

CONSERVATION GUIDELINES

- Types of guidelines chosen depends on goals/priorities
- Might address topics like:
 - Environmental impact assessment
 - Trees/woodlands
 - Minimizing habitat fragmentation
 - Stormwater management
 - Topography/screening
 - Landscaping



11

DISCUSSION

Do you see adopting conservation guidelines as a viable option for Germantown? (poll)

What environmental/aesthetic **features** should be prioritized in the development process?

Any additional **suggestions**?

12

GROCERY STORE



It's vital that communities have grocery stores. They are a social anchor for a community.

Allen Dahmen
Owner of Pierz Foods in Central Minnesota



Bowden Community Grocery, ND

80%

of rural grocery stores surveyed use local farmers as suppliers for fresh produce

13

DISCUSSION

Where do you do the majority of your grocery shopping? (poll)

What items would you like to purchase in Germantown?

14

RECREATION

\$80 billion

generated by the outdoor recreation economy in national, state and local tax revenues each year



Photo by Anastasia Shuraeva

The outdoor recreation economy grew approximately 5% annually between 2005 and 2011 – this was during an economic recession when many sectors contracted

15

DISCUSSION

Which locations do you want to connect with a multi-use trail?

Which recreational activities do you want to see Germantown invest in?

16

DISCUSSION

Which of the following would you be willing to pay an additional fee for? (poll)

17

BIG PICTURE ...

What does a great future for Germantown look like to you?

18

THANK YOU!

If you have additional feedback or questions,
please reach out to Cassie Schmidt at schm2378@uwm.edu

APPENDIX C: SHIFT-SHARE ANALYSIS

		Number of Employees			
Major Industry		Juneau County			
2-Digit NAICS	Industry Sector Code Description	2012	2018	# Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	178	189	11	6.2%
21	Mining, Quarrying, and Oil and Gas Extraction	3	0	-3	-100.0%
22	Utilities	20	26	6	30.0%
23	Construction	323	304	-19	-5.9%
31-33	Manufacturing	2,004	2,223	219	10.9%
42	Wholesale Trade	205	129	-76	-37.1%
44-45	Retail Trade	990	990	0	0.0%
48-49	Transportation and Warehousing	341	410	69	20.2%
51	Information	45	48	3	6.7%
52	Finance and Insurance	159	160	1	0.6%
53	Real Estate and Rental and Leasing	37	21	-16	-43.2%
54	Professional, Scientific, and Technical Services	80	148	68	85.0%
55	Management of Companies and Enterprises	147	131	-16	-10.9%
56	Administration & Support, Waste Management and Remediation	92	135	43	46.7%
61	Educational Services	737	785	48	6.5%
62	Health Care and Social Assistance	1,535	1,617	82	5.3%
71	Arts, Entertainment, and Recreation	38	35	-3	-7.9%
72	Accommodation and Food Services	699	716	17	2.4%
81	Other Services (excluding Public Administration)	184	116	-68	-37.0%
Total		7,817	8,183	366	4.7%

		Number of Employees			
Major Industry		Wisconsin			
2-Digit NAICS Industry Sector Code	Description	2012	2018 #	Change	% Change
11	Agriculture, Forestry, Fishing and Hunting	23,382	27,451	4,069	17.4%
21	Mining, Quarrying, and Oil and Gas Extraction	2,676	4,013	1,337	50.0%
22	Utilities	12,652	11,205	-1,447	-11.4%
23	Construction	91,446	122,433	30,987	33.9%
31-33	Manufacturing	458,320	477,040	18,720	4.1%
42	Wholesale Trade	121,284	128,410	7,126	5.9%
44-45	Retail Trade	288,263	299,660	11,397	4.0%
48-49	Transportation and Warehousing	91,496	102,016	10,520	11.5%
51	Information	50,284	50,660	376	0.7%
52	Finance and Insurance	128,265	125,063	-3,202	-2.5%
53	Real Estate and Rental and Leasing	24,865	27,137	2,272	9.1%
54	Professional, Scientific, and Technical Services	102,625	115,856	13,231	12.9%
55	Management of Companies and Enterprises	56,227	72,986	16,759	29.8%
56	Administration & Support, Waste Management and Remediation	131,243	145,082	13,839	10.5%
61	Educational Services	232,313	230,139	-2,174	-0.9%
62	Health Care and Social Assistance	387,952	427,858	39,906	10.3%
71	Arts, Entertainment, and Recreation	39,901	45,680	5,779	14.5%
72	Accommodation and Food Services	215,831	234,478	18,647	8.6%
81	Other Services (excluding Public Administration)	90,366	85,903	-4,463	-4.9%
Total		2,549,391	2,733,070	183,679	7.2%

		Number of Employees	
Major Industry		USA	
2-Digit NAICS Industry Sector Code	Description	2012	2018 # Change
11	Agriculture, Forestry, Fishing and Hunting	161,077	163,996 2,919
21	Mining, Quarrying, and Oil and Gas Extraction	727,626	605,698 -121,928
22	Utilities	641,063	646,930 5,867
23	Construction	5,260,942	6,814,979 1,554,037
31-33	Manufacturing	11,192,043	11,912,665 720,622
42	Wholesale Trade	5,776,243	6,163,815 387,572
44-45	Retail Trade	14,807,958	15,683,147 875,189
48-49	Transportation and Warehousing	4,233,381	5,031,836 798,455
51	Information	3,136,025	3,600,900 464,875
52	Finance and Insurance	5,979,661	6,499,208 519,547
53	Real Estate and Rental and Leasing	1,940,681	2,209,646 268,965
54	Professional, Scientific, and Technical Services	8,016,181	9,111,666 1,095,485
55	Management of Companies and Enterprises	3,037,299	3,528,948 491,649
56	Administration & Support, Waste Management and Remediation	9,866,296	12,287,806 2,421,510
61	Educational Services	3,477,047	3,731,157 254,110
62	Health Care and Social Assistance	18,378,342	20,498,753 2,120,411
71	Arts, Entertainment, and Recreation	2,057,290	2,435,562 378,272
72	Accommodation and Food Services	11,985,274	14,345,140 2,359,866
81	Other Services (excluding Public Administration)	5,256,250	5,595,744 339,494
Total		115,930,679	130,867,596 14,936,917

Major Industry		Juneau County			
2-Digit NAICS	Industry Sector Code Description	National Share	Industry Mix	Regional Shift	Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	23	-20	8	11
21	Mining, Quarrying, and Oil and Gas Extraction	0	-1	-2	-3
22	Utilities	3	-2	6	6
23	Construction	42	54	-114	-19
31-33	Manufacturing	258	-129	90	219
42	Wholesale Trade	26	-13	-90	-76
44-45	Retail Trade	128	-69	-59	0
48-49	Transportation and Warehousing	44	20	5	69
51	Information	6	1	-4	3
52	Finance and Insurance	20	-7	-13	1
53	Real Estate and Rental and Leasing	5	0	-21	-16
54	Professional, Scientific, and Technical Services	10	1	57	68
55	Management of Companies and Enterprises	19	5	-40	-16
56	Administration & Support, Waste Management and Remediation	12	11	20	43
61	Educational Services	95	-41	-6	48
62	Health Care and Social Assistance	198	-21	-95	82
71	Arts, Entertainment, and Recreation	5	2	-10	-3
72	Accommodation and Food Services	90	48	-121	17
81	Other Services (excluding Public Administration)	24	-12	-80	-68
Total		1,007	-173	-468	366

Major Industry		Wisconsin			
2-Digit NAICS	Industry Sector Code Description	National Share	Industry Mix	Regional Shift	Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	3,013	-2,589	3,645	4,069
21	Mining, Quarrying, and Oil and Gas Extraction	345	-793	1,785	1,337
22	Utilities	1,630	-1,514	-1,563	-1,447
23	Construction	11,782	15,230	3,975	30,987
31-33	Manufacturing	59,052	-29,542	-10,790	18,720
42	Wholesale Trade	15,627	-7,489	-1,012	7,126
44-45	Retail Trade	37,141	-20,104	-5,640	11,397
48-49	Transportation and Warehousing	11,789	5,468	-6,737	10,520
51	Information	6,479	975	-7,078	376
52	Finance and Insurance	16,526	-5,382	-14,346	-3,202
53	Real Estate and Rental and Leasing	3,204	242	-1,174	2,272
54	Professional, Scientific, and Technical Services	13,223	802	-794	13,231
55	Management of Companies and Enterprises	7,244	1,857	7,658	16,759
56	Administration & Support, Waste Management and Remediation	16,910	15,301	-18,372	13,839
61	Educational Services	29,932	-12,954	-19,152	-2,174
62	Health Care and Social Assistance	49,985	-5,225	-4,854	39,906
71	Arts, Entertainment, and Recreation	5,141	2,196	-1,558	5,779
72	Accommodation and Food Services	27,808	14,688	-23,850	18,647
81	Other Services (excluding Public Administration)	11,643	-5,806	-10,300	-4,463
Total		328,473	-34,638	-110,156	183,679

APPENDIX D: MARKET ANALYSIS

US CENSUS BUREAU	
	INCOME AND BENEFITS (IN 2020 INFLATION-ADJUSTED DOLLARS)
Juneau County	
Total Income	\$ 751,425,648

Consumer Expenditure Survey, Midwest		
	Proportion Spent	Total Demand (\$2020)
Liquor (Alcoholic Beverages)	1.0%	\$ 7,514,256
Groceries (Food at Home)	7.5%	\$ 56,356,924
	8.5%	\$ 63,871,180

CPI for All Urban Consumers (CPI-U), March

2020 Consumer Expenditure Survey

2017 Economic Census data

2017 CPI	245.1
2020 CPI	258.8
Inflation Factor	1.055854275

2017 Economic Census -- Juneau County				
	Total County Establishments	Total Sales \$2017	Avg Sales / Store \$2017	Avg Sales / Store \$2020
Food and Beverage (NAICS 445)* *includes liquor and groceries	9	\$ 3,129,000	\$ 347,667	\$ 367,085

LOCAL SUPPLY		GAP ANALYSIS	
Total County Establishments	Total Supply (2020)	Demand - Supply	Additional Stores that Market Area Could Support
9	\$ 3,303,768	\$ 60,567,412	165.00

APPENDIX E: VILLAGE OF FONTANA ROOM TAX PERMIT



Village of Fontana-on-Geneva Lake

175 Valley View Drive • PO Box 200 • Fontana, WI 53125
Phone: 262-275-6136 • Fax: 262-275-8088

ROOM TAX PERMIT APPLICATION

Not Transferable

ANNUAL FEE REQUIRED: \$20.00

Date application was received:

Physical Address of Site: _____

Tax Parcel Number: _____

Property Owner Information

Name: _____

Mailing Address: _____

eMail: _____

Phone: _____

Pursuant to § 66.75, Wis. Stats., a tax is imposed on the privilege and service of furnishing, at retail, rooms or lodging to transients by hotel keepers, motel operators and other persons furnishing accommodations that are available to the public, irrespective of whether membership is required for the use of the accommodations. Such tax shall be at a rate of five percent of the gross receipts from such retail furnishing of rooms or lodging. Such tax shall not be subject to the selective sales tax imposed by § 77.52(2)(a)1, Wis. Stats. (Ord. of 12-7-98-3)

Owner/Applicant Signature _____ **Date** _____

For Office Use Only

§70-35: After compliance with Section 70-34 and Section 70-43 by the applicant, the treasurer shall grant and issue to each applicant a separate permit for each place of business within the village. Such permit is not assignable and is valid only for the person whose name it is issued and for the transaction of business at the place designated in the permit. It shall at all times be conspicuously displayed at the place for which issued.

Room Tax Permit Number: _____ Check No. _____ Amount: _____

APPENDIX F: VILLAGE OF WILLIAMS BAY ROOM TAX PERMIT



VILLAGE OF WILLIAMS BAY

APPLICATION FOR ROOM TAX PERMIT

(NOTE: Permit period is January 1 – December 31; no proration for partial year)

(NOT TRANSFERABLE)

To the Treasurer of the Village of Williams Bay:

The undersigned hereby makes application for a Room Tax Permit, pursuant to Section 46-11 of the Code of Ordinances of the Village of Williams Bay, Wisconsin, for the following business on the following described premises, please check all that apply:

_____ Hotel/Motel
_____ Tourist Rooming House (*additional permit fees required*)
_____ Short Term Rental (*additional permit fees required*)

Permit fee: \$25

for the period from _____ to _____
subject to all the provisions of the Village ordinances and the Wisconsin State Statutes.

Business Name _____

Representative Name _____

Representative Phone Number _____

Village of Williams Bay Property Address: _____

Mailing Address (if different than above): _____

Tax Key Number: _____

Signed _____
(Owner or Authorized Agent)

Title _____

Date _____

250 Williams Street | PO Box 580 | Williams Bay | WI | 53191 | USA | williamsbay.org
Phone: 262-245-2700

Town of Germantown Strategic Opportunities

APPENDIX G: VILLAGE OF FONTANA REPORTING FORM



Village of Fontana-on-Geneva Lake

175 Valley View Drive • PO Box 200 • Fontana, WI 53125

Phone: 262-275-6136 • Fax: 262-275-8088

ANNUAL ROOM TAX REPORTING FORM

In accordance with Section 70-33, Chapter 70, Taxation

Reporting Year: _____

Such annual return shall be filed within 30 days from the close of each such calendar or fiscal year. The annual return shall summarize the monthly returns, reconcile and adjust for errors in the monthly returns, and shall contain certain such additional information as the treasurer requires. Such annual returns shall be made on forms as prescribed by the treasurer.

Date form was received:

Physical Address of Site: _____

Tax Parcel Number: _____

(A) Room rent receipts from all sources:			
Month	Reported	Amended	Difference
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Totals:			

(B) Less: Room rent receipts from non-transient guests (stays of over 30 consecutive days)			
Month	Reported	Amended	Difference
January			
February			
March			
April			
May			
June			
July			
August			
September			
October			
November			
December			
Totals:			

PAGE: 1/2

APPENDIX H: TOWN OF HAYWARD REPORTING FORM

Due by _____

Town of Hayward Quarterly Room Tax Return

____ Quarter Return

Quarter Ending: _____

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

NAME OF BUSINESS IF DIFFERENT FROM ABOVE: _____

QUARTERLY RETURN - FILING & PAYING ON TIME COMPLETE SECTION A ONLY

DO NOT INCLUDE TAX-EXEMPT SALES

SECTION A

NET SALES SUBJECT TO ROOM TAX: A: _____

ROOM TAX COLLECTED (A x .04) B: _____

LESS 5% NET TAX RETAINED BY LICENSED PROVIDER (B x .05) C: _____

NET ROOM TAX DUE TOWN OF HAYWARD: (B - C) D: _____

IF FILING & PAYING LATE BUT WITHIN 30 DAYS OF DUE DATE-PLEASE COMPLETE SECTION A & B

SECTION B

AMOUNT DUE FROM LINE D ABOVE: E: _____

LATE PENALTY: F: _____ **\$ 25.00**

AMOUNT DUE TO TOWN (E + F) G: _____

(COMPLETE SECTION A & B IF FILING & PAYING WITHIN 30 DAYS OF DUE DATE)

IF RETURN AND PAYMENT IS NOT MADE WITHIN 30 DAYS OF DUE DATE INTEREST WILL BE ASSESSED AT A RATE OF 12% PER ANNUM OR 1% PER MONTH OF NET ROOM TAX FOR EACH MONTH IN ARREARS PER ORDINANCE #1-05 - **PLEASE COMPLETE SECTION A & C**

SECTION C

AMOUNT DUE FROM LINE D ABOVE: H: _____

INTEREST: (H x .01 x # of months past due) I: _____

LATE PENALTY: J: _____ **\$25.00**

AMOUNT DUE TO TOWN OF HAYWARD: (H + I + J) K: _____

DELIVER TO: TOWN OF HAYWARD, 15460W STATE HIGHWAY 77; HAYWARD, WI 54843

 _____ DATE: _____
 Authorized Signature

Town of Germantown Strategic Opportunities

APPENDIX I: VILLAGE OF ROCKDALE RFP

REQUEST FOR PROPOSALS FOR SOLID WASTE AND RECYCLING COLLECTION SERVICES

BID DEADLINE: 2:00 p.m., Wednesday, September 11, 2019

BID OPENING: 2:15 p.m., Wednesday, September 11, 2019

***AWARD OF CONTRACT: VILLAGE BOARD MEETING
Monday, September 16, 2019 at 6:00 p.m.***

***VILLAGE OF ROCKDALE, WISCONSIN
208 Benton Street, P.O. Box 160
Cambridge, WI 53523-0160***

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REQUEST FOR PROPOSALS

1 PROPOSAL OVERVIEW

1.1 Request for Proposals

The *Village of Rockdale* (“the Village”) is seeking proposals for the provision of comprehensive, high-quality solid waste and recycling collection services with new containers (carts). The Contractor will not be responsible for yard waste or brush collection. The Village would like to retain one firm (hereinafter “Contractor”) to provide these services collectively.

The Village intends to enter into a contract with a qualified and responsible firm for such services, and accordingly is furnishing herein a set of specifications by which such proposals shall be judged. Any Contractor desiring to furnish a proposal for such services shall submit proposals following the instructions and format of this Request for Proposal (RFP) document.

1.2 Exclusive Contract

It is the express intent of the Village to enter into an exclusive contract for single family homes, duplexes, apartments with four or fewer dwelling units, and small commercial units in the Village. The contract shall not include large commercial units, industrial or institutional properties or multi-family residential buildings with five or more dwelling units.

1.3 Program Design

It is the intent of the Village to obtain proposals for solid waste and recyclable collection based on the design included in this document. However, any improvements on such program will be considered. Improvements, but are not limited to, collection of additional recyclables, or other such changes included as alternate proposals.

1.4 Proposal Delivery Procedures

Sealed proposals shall be delivered to the office of the Village Clerk-Treasurer, Village of Rockdale, 208 Benton Street, Rockdale, WI no later than 2:00 p.m. on Wednesday, September 11, 2019. Sealed envelopes should be clearly labeled “Sealed Proposal for Solid Waste and Recycling Collection Services”, with the Contractor’s name and address. Contractors shall furnish one (1) original and three (3) photocopies of the proposal. If sent by mail, the sealed envelope containing the proposal must be enclosed in another envelope addressed to the Village of Rockdale and mailed to P.O. Box 160, Cambridge, WI 53523-0160.

Proposals received prior to the time of opening will be securely kept, unopened. The Village Clerk-Treasurer will announce when the specified time has arrived, and no proposal received thereafter shall be considered. No responsibility shall be attached to the Village Clerk or the Village for the premature or non-opening of a proposal not properly addressed and identified, except as otherwise provided by law.

Proposals arriving after the specified time, whether sent by mail, courier, or in person shall not be accepted. These proposals will either be refused or returned unopened. It is the Contractor's responsibility for timely delivery regardless of the methods used. Mailed proposals which are delivered after 2:00 p.m. on Wednesday, September 11, 2019 will not be accepted regardless of postmarked date or time on the envelope.

Facsimile ("fax") machine transmitted or electronic proposals shall not be accepted, nor will the Village transmit RFP documents to prospective Contractors by way of a facsimile machine, except for any addenda issued as specified in Section 1.8.

1.5 Proposal Opening Procedures

The opening of all proposals shall commence at the Village Clerk-Treasurer Office on Wednesday, September 11, 2019 at 2:15 p.m. at 208 Benton Street, and all prices shall be publicly read or posted. All potential Contractors and the public may attend the proposal opening. The Village shall then take all proposals under review. The Village Board will render a decision within thirty (30) calendar days after the opening of proposals.

1.6 Withdrawals; Declinations

A written request for the withdrawal of a proposal or substituted may be granted if the request is received by the Village Clerk-Treasurer prior to the specified time of opening. After the opening, the Contractor cannot withdraw or cancel its proposal for a period of thirty (30) calendar days, and such proposal will be binding during that time.

Recipients of this RFP that decline to submit a proposal are requested to notify the Village in writing. Proposals not including new carts will be declined.

1.7 Competency of Contractors

The opening and reading or posting of proposals shall not be construed as acceptance by the Village of the Contractors as being qualified, responsible candidates. The Village reserves the right to independently determine the competency, financial and operational capacity of any Contractor. Upon request of the Village, the Contractor shall furnish evidence as may be required herein.

The Village shall be the sole and final judge of such competency, and its decision shall be final and not subject to recourse by any person, firm or corporation. All Contractors shall cooperate with the Village in its attempts to determine competency.

1.8 Addenda

Any questions regarding this Request for Proposals must be made in writing, and shall be directed to Village of Rockdale Clerk-Treasurer, by mail to the Village of Rockdale, P.O. Box 160, Cambridge, WI 53523, by fax (608-423-4765) or email Rockdale5@frontier.com. The written questions along with the Village's responses, shall be circulated to all known potential Contractors without identifying the party submitting the questions. The deadline for all questions is September 4, 2019 at 2:00 p.m., in order to facilitate preparation of any addenda. No inquiry received after that time will be given consideration. Replies and/or addenda will be emailed to all known potential Contractors by 2:00 p.m. on Thursday, September 5, 2019. Receipt of any addenda must be acknowledged in writing as part of a proposal. Contractors shall be responsible for ensuring that they have received any and all addenda. The Village shall not assume responsibility of any addenda.

1.9 Investigation by Potential Contractor

It shall be the responsibility of the Contractor to thoroughly read and understand the information, instructions, and specifications herein. Contractors are expected to fully inform themselves as to the conditions and requirements of the services to be provided. Failure to do so is at the Contractor's own risk. No plea of error or plea of ignorance by the Contractor of conditions that exist or that may hereafter exist as a result of failure or omission on the part of the Contractor to make the necessary examinations and investigations will be accepted as a basis for varying the requirements of the Village. The Village will assume that submission of a proposal means that the Contractor has familiarized itself with the conditions and requirements and intends to comply with them unless specifically noted otherwise.

1.10 Non-Acceptance of Proposals

No proposal shall be accepted from, or contract awarded to, any person, firm or corporation that is in arrears or is in default to the Village upon any debt or contract, or that is a defaulter, as surety or otherwise, upon any obligation to the Village, or that has failed to faithfully perform any previous contract with the Village.

1.11 Right to Reject, Waive, and/or Negotiate Bids

The Village reserves the right to reject any and all proposals or parts of proposals; waive formalities, technical deficiencies and irregularities; or otherwise solicit new proposals if another manner of negotiation better serves its interests. The Village also reserves the right to reject any or all proposals not in its best interests, for reasons including but not limited to any bid the Village determines is unqualified, or the bidder possesses doubtful financial or performance ability. The Village also reserves the right to interview, request additional information and/or negotiate terms with all bidders, and to select the proposal determined to be the best, most responsible and most advantageous to the Village.

1.12 Award of Contract

The Village will consider a number of factors when deciding which Contractor will be awarded the contract. While price will be a factor, the Village will not compromise quality of work, variety of services provided, professionalism or ethical considerations when making its decision of who to award the contract to. The Village reserves the right to make the decision of who to award the contract to based on any factors they so choose. The decision making process shall be confidential and will not be revealed to any parties other than the Village.

Upon notice of award of a contract, the Contractor shall sign the contract and submit all required attachments within fifteen (15) days or the Village may consider the bidder has abandoned the contract.

2 GENERAL INFORMATION

2.1 Description of Municipality

The Village of Rockdale is located in Dane County, Wisconsin. The 2019 estimate of population for the entire Village is 214.

The Village has 96 single-family dwelling units, defined as single-family detached homes, duplexes, and three or four unit dwellings, 1 (one) church (single-family) and 2 (two) commercial properties that qualifies as small commercial units for a total count of 99 units. The only exception is the Village Municipal Building (which is not included in count).

2.2 Description of Current Solid Waste Collection Program

The Village currently contracts for curbside collection of solid waste once per week and pays its contractor a flat rate. Each unit is provided one (1) 95 gallon container. Containers are provided by the Contractor.

Contractor collects solid waste from the Village Municipal Building at no additional charge to the Village.

Bulky Solid Waste, or material that cannot fit into the Contractor-Provided cart may be placed curbside for regular collection. For items that weigh more than one hundred (100) pounds or is not manageable by one person, the service is "On-Call" and Unit owners are required to contact Contractor to schedule curbside pickup, similar to appliance pickup.

2.3 Description of Current Recycling Collection Program

The Village provides a bi-weekly curbside collection of recycling and pays its contractor a flat rate. Each unit is provided one (1) 65 gallon container. Containers are provided by the Contractor.

The materials collected include plastics (1-7), PET, HDPE, glass, cardboard, mixed paper, newspaper, tin, steel, bi-metal and aluminum cans.

White Goods, including appliances that may or may not include refrigerants are picked up at no additional charge to the Village or Unit owners. This service is "On-Call" and Unit owners are required to contact Contractor to schedule curbside pickup.

Contractor collects recycling materials from the Village Municipal Building at no additional charge to the Village.

3 GENERAL INSTRUCTIONS

3.1 Proposal Package

All Sections of this RFP package are integral to the desired scope of services, and quotations shall take into account the comprehensive nature of the work.

It is intended that the specifications in Section 4 and 5 shall become part of a written and signed contract with the successful Contractor.

3.2 Format for Submissions

A properly prepared proposal shall consist of all price quotation sheets, accompanying schedules containing required information, other items as listed in the checklist, and a narrative presentation, accompanied by a signed cover letter of submittal on the Contractor's letterhead. The signed cover letter accompanying the proposal must be from an officer or employee having the authority to bind the Contractor by signature. The narrative may comment on any specification or part of the RFP documents. Failure to submit all of the

required information may result in disqualification of the Contractor from consideration.

An original and three (3) copies of the proposal must be furnished.

All blanks on the price quotation sheets and schedules must be correctly filled in, using ink or entered in type form. Any erasures or error corrections must be initialed in ink. All forms requiring signatures must be properly signed in ink in the proper spaces. If the Contractor is unable to provide a quotation on a given commodity or service alternative, each relevant blank on the price quotation must have the words "No quotation" entered thereupon.

3.3 Minimum Specifications

The specifications included in this package describe the services which the Village feels are necessary to meet the performance requirements of the Village and shall be considered the minimum standards expected of the Contractor. Contractors may indicate alternatives to these specifications if the proposed changes are equal to or greater than what is required by these specifications.

3.4 Examination of Service Area

Contractors are responsible for completely informing themselves of all the conditions under which service is to be performed. This includes an examination of the service area, including, but not limited to, types of housing, roads, traffic patterns, population density, roads, traffic patterns, collection procedures required, labor required and all other factors which would affect execution and completion of work covered by this proposal.

The Village street map and street listing enclosed with these RFP documents outline the boundaries of the Village. The map shall govern as the service area of this contract. Any changes to the service area shall be communicated to the Contractor by the Village.

3.5 Contractor Information

The Contractor shall furnish the following information:

1. A list of areas or municipalities in the State of Wisconsin for which the Contractor furnishes or has furnished solid waste and recycling collection services for a period of at least one year within the past five years.
2. A complete list of the Contractor's vehicles to be utilized in the Village in the performance of this contract.

3. A list of the intended materials, current processing costs, and markets for recyclable materials to be collected under this contract.
4. A list of all facilities to be utilized under this proposal for disposal and processing, including but not limited to sanitary landfill facilities, transfer stations, material recovery facilities, and composing facilities.
5. A signed proposal.

4 GENERAL SPECIFICATIONS

4.1 Intent

It is the intent of this contract to obtain through its term timely and efficient collection and disposal or processing of solid waste and recyclables from the properties in the Village. The intent of this contract is also to build on the former contract to provide for more services. While the Village recognizes that any collection service involves minor customer operating problems, the intent of this contract is to ensure that any such operating problems are corrected as soon as possible.

4.2 Definitions

For the purpose of this contract, definitions of certain items shall be listed below. Other terms shall be defined with their commonly accepted definitions.

1. "Approved Container" shall mean the Solid Waste and Recyclable carts provided by the Contractor.
2. "Bi-Weekly" shall mean every other week.
3. "Bulk Items" shall mean such items as electronic waste, furniture, carpeting/padding, waste oil and tires and other similar household items.
4. "Contractor" shall mean any firm responding to this request for proposals.
5. "Curbside" shall mean off the street pavement and gutter within four feet thereof. In areas where no curb and gutter are present, it shall mean off the street pavement within four feet thereof.
6. "Household Unit" shall mean each single family, two family, three family, or four family residential dwelling located within the legal boundaries of the Village. A single family dwelling shall be counted as

one Household Unit, a two family dwelling shall be counted as two Household Units and so on.

7. "Recyclables" shall mean at a minimum plastic containers (Types 1 through 7); glass (clear, brown and green) (only after being rinsed); aluminum cans; steel containers, bi-metal and tin; corrugated cardboard (with the exception of pizza boxes) and other container board; chipboard; mixed paper, newspaper (ONP), magazines and catalogs, advertising circulars (junk mail), office paper, and brown Kraft bags; other unbleached paper products; appliances (all white goods); used oil and tires. If state statutes and administrative code require additional recyclable materials, the Contract shall pick up those items at no additional charge. Household Units and Commercial Units (electing service by Contractor hereunder) shall dispose of all recyclables in Approved Containers.
8. "Solid Waste" shall mean all discarded and unwanted putrescible and non-putrescible household and kitchen wastes, including, but not limited to, food, food residues, and materials necessarily used for packaging, storing, preparing, and consuming same, usually defined as "garbage"; and all combustible and non-combustible waste materials resulting from the usual routine of domestic housekeeping, including, but not limited to, plastic containers not included as recyclables; crockery and other containers; cold ashes; furniture, furnishings, and fixtures; textiles and leather; dead domestic animals and domestic animal waste; toys and recreational equipment; and similar items. Household Units and Commercial Units (electing service by Contractor hereunder) shall dispose of all solid waste in Approved Containers.
9. "Small Commercial Units" shall mean commercial establishments located within the legal boundaries of the Village that do not usually produce more than one (1) 95-gallon container of solid waste per week, or more than one (1) 95-gallon recycle cart per two weeks.
10. "Large Commercial Units" shall mean commercial establishments located within the Village that usually produce more than one (1) 95-gallon cart of solid waste per week and or at least one (1) 95-gallon recycle cart per two weeks. Large Commercial Units are required to contract separately, at their own expense, for solid waste and recycling collection and disposal. Accordingly, the Village does not grant to Contractor an exclusive right to service these Units, nor does the Contractor agree to service such Units, under this Contract.

11. "Serviced Units" shall mean all Household Units and any Small Commercial Units. All Serviced Units shall be subject to this agreement.
12. "White Goods" means washers, dryers, refrigerators, freezers, dishwashers, water heaters, stoves, furnaces, television sets, microwave ovens, conventional ovens, and similar appliances.
13. "Village" shall mean the Village of Rockdale, a Wisconsin municipality.

4.3 Scope of Work

The Contractor shall be responsible for all performance items per the contract, and shall provide and furnish all of the labor, materials, necessary tools, expendable equipment and supplies, vehicles, transportation services, permits, and landfill space required to perform and complete the collection and disposal of solid waste; and arrangements with processors required to perform and complete the collection and marketing of recyclables, all in strict accordance with this contract.

4.4 Contract Period and Extensions

This Contract shall become effective on January 1, 2020 and shall remain in full force and effect through midnight of December 31 of the year designated as the expiration of the contract term. The Village is seeking proposals for three (3), and five (5) year terms.

At the expiration of this term, the Village shall have the option to renew this contract for one (1) year periods up to an additional five (5) year term extension, and to negotiate the costs for each one (1) year period this contract is extended. The Contractor shall notify the Village at least ninety (90) days prior to the expiration of this contract. No automatic extensions of contract shall be allowed.

In the event that the Contractor sells its business to a new owner, the Village reserves the right to terminate the contract at any time.

4.5 Compliance with Applicable Laws

The Contractor shall comply with all applicable Federal, State, and Municipal laws, ordinances, rules and regulations governing the collection, disposal, and processing of solid waste and recyclables during the term of this contract.

4.6 Taxes, Licenses, Permits, and Certificates

The Contractor shall pay all sales, use, property, income, unemployment and other taxes that are lawfully assessed against the Village or the Contractor in

connection with the Contractor's facilities and the work included in this contract. By law, the Village is exempt from paying Federal Excise Tax, State and Local Retailers' Occupation Tax, State and Local Service Occupation Tax, Use Tax, and Service Use Tax.

Immediately upon the awarding of the contract, the Contractor shall secure and pay for, at its own expense, all necessary permits, licenses, and certificates of authority required to complete the work, and shall comply with all requirements of such permits, licenses, and certificates of authority to operate in the Village, including inspections. The Contractor shall keep and maintain all such licenses, permits, and certificates of authority in full force and effect throughout the term of this Contract.

4.7 Independent Contractor

The Contractor shall be deemed to be an independent Contractor, solely responsible for the control and payment of its employees and compliance with all applicable Federal, State and local laws.

4.8 Equal Employment Opportunity and Americans With Disabilities Act Compliance

During the term of this contract, the Contractor shall comply in all respects with the Equal Employment Opportunity Act and the Americans with Disabilities Act. The Contractor shall have a written equal employment opportunity policy statement declaring that it does not discriminate on the basis of race, color, religion, sex, national origin, sexual orientation, disability or age. Findings of non-compliance with applicable State or Federal equal employment opportunity laws and regulations may be sufficient reason for revocation or cancellation of this contract.

4.9 Non-Assignment

The Contractor shall not assign or subcontract this contract or the work hereunder, or any part thereof, to any other person, firm or corporation without prior written consent of the Village. Such approved assignment shall not relieve the Contractor from its obligations or change the terms of this contract.

4.10 Insurance

The Contractor shall carry all insurance coverage required by law or which would normally be expected for the business of solid waste and recyclable collection and disposal services. In addition, the Contractor shall carry, at its own expense, as a minimum the following insurance coverage:

1. Worker's Compensation Insurance and Occupational Diseases Insurance. Contractor shall carry in a company authorized under the

laws of the State of Wisconsin a policy to protect himself against liability under the Worker's Compensation Statutes of the State of Wisconsin (must provide proof of said insurance).

2. General Liability Insurance. Contractor shall carry in his own name a comprehensive liability policy for his operations other than automobile the following limits of:
 - a. Bodily injury, with limits of not less than \$1,000,000 each occurrence/\$2,000,000 aggregate;
 - b. Property damage, with limits of not less than \$1,000,000 each occurrence; \$2,000,000 aggregate;
 - c. Contractual insurance – broad form, with limits of not less than \$1,000,000 each occurrence, \$2,000,000 aggregate.
3. Auto Liability Insurance. Contractor shall carry in his own name a policy under a comprehensive form to insure the entire automobile liability of his operations with the following limits of:
 - a. Bodily injury, with limits of not less than \$1,000,000 each occurrence/\$2,000,000 aggregate;
 - b. Property damage, with limits of not less than \$1,000,000 each occurrence/\$2,000,000 aggregate; this insurance must include non-owned, hired, leased, or rented vehicles, as well as owned vehicles.
4. The Contractor shall include the Village as an additional named insured on both General Liability and Automotive Liability insurance policies. The insurance coverage shall be written with insurance companies acceptable to the Village. All insurance premiums shall be paid without cost to the Village. The Contractor shall furnish to the Village a Certificate of Insurance attesting to the respective insurance coverage for the full contract term. This contract will not be signed with the successful Contractor until proof of coverage and additional named insured has been received and reviewed for acceptability by the Village Attorney.

All insurance policies carried by the Contractor, required by conditions of the contract, shall bear an endorsement or shall have attached thereto a rider providing that in the event of cancellation of such policies for any reason whatsoever the Village shall be notified in writing by the carrier and Contractor by mail at least thirty (30) days prior to the effective date of cancellation or reduction.

4.11 Accident Prevention and Notification

The Contractor shall be responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work of this contract.

Precaution shall be exercised at all times for the protection of persons and property. The safety provisions of all applicable laws, regulations and building codes shall be observed, including safeguards on machinery and equipment, the elimination of hazards and worker safety training.

In the event of accidents of any kind which involve the general public and/or private or public property in the Village, the Contractor shall immediately notify the Village. Upon request of the Village, the Contractor shall provide such accounting of details and/or copies of written accident reports.

4.12 Damages

The Contractor shall take all necessary precautions for the protection of public or private property. The Contractor shall be responsible for damages on public or private property resulting from careless operation of vehicles or careless handling of any receptacle. All property which suffers damage caused by the Contractor, including, but not limited to sod, mailboxes, solid waste or recycling containers, shall be repaired or replaced as soon as possible to equivalent quality at the time of damage at no extra charge to the property owner or to the Village.

If the Contractor fails to do so within a reasonable period of time, the Village may, after expiration of a period of forty-eight (48) hours and after giving the Contractor notice in writing, proceed to repair or replace such property as may be deemed necessary at the Contractor's expense. Such charges shall be deducted from the Contractor's monthly bill.

4.13 Employees and Conduct

The Contractor shall undertake to perform all collection and disposal services rendered hereunder in a neat, orderly, and efficient manner; to use care and diligence in the performance of this contract; to provide neat, orderly, and courteous personnel on its collection crews; and to provide courteous and knowledgeable personnel in its customer service function.

The Contractor shall prohibit any drinking of alcoholic beverages or use of a controlled substance, except by a doctor's prescription, by its drivers and crew members while on duty or in the course of performing their duties under this contract.

In the event that any of the Contractor's employees is deemed by the Village to be unfit or unsuitable to perform the services under this contract as a result of intoxication, drug use, or by virtue of abusive or obnoxious behavior, then, upon formal written request of the Village, the Contractor shall remove such employee from work within the Village and furnish a suitable and competent replacement employee.

The Contractor should further conduct itself both in relations with the Village and its residents in a personable, but professional manner. The Contractor should also act in an ethical manner throughout the term of this contract.

All employees of the Contractor shall be dressed in a neat, professional like manner and shall carry official company identification and to present it upon request.

All vehicle drivers shall carry valid Wisconsin state driver's license for the class of vehicle operated. Vehicle operators shall obey all traffic regulations, including weight and speed limits.

4.14 *Non-Performance; Default*

If the Contractor fails to observe the established schedule of service for one (1) week, and if such lack of observance is caused by the fault or negligence of the Contractor, and if such lack of observance is not due to extreme weather conditions or other acts of God, strikes, civil disorders, or any other circumstances beyond the control of the Contractor that prevent the timely accomplishment of its obligations, then the Village shall reserve the right to determine if there has not been sufficient cause to justify such lack of observance. If in the Village's judgment sufficient cause has not been demonstrated, then the Village shall serve notice either personally or by affixing such notice to the premises of the servicing location of the Contractor stating that this contract shall be deemed in default if the Contractor does not take action to reestablish the schedule within twenty-four (24) hours of said notice. If after the twenty-four (24) hour period, the Contractor has not made the necessary corrections, the Village shall take such steps as are necessary to furnish services according to the collection requirements provided for in this contract. The Contractor shall be liable for all costs of such steps from the date of the notice of default. The Village further reserves the right to terminate this contract for such non-performance.

If the Contractor fails to provide or maintain in full force and effect the insurance coverage required at any time during the term of this contract, this shall be deemed default, and the Village shall serve notice of such default as stated above. If the Contractor has not corrected the default within the period of time allowed, as stated in the notice, the Village shall reserve the right to terminate this contract.

4.15 *Indemnity*

The Contractor shall indemnify, defend, save, and hold harmless the Village, its officers and employees from any and all liability, losses, costs, expenses, demands, taxes, claims, damages, lawsuits, proceedings, or causes of action, including workers' compensation claims, of any kind of nature whatsoever,

including reasonable attorney's fees and costs of defense, that the Village may suffer, incur, sustain, or become liable for, on account of any injury to or death of its employees, or injury or death to any other person, or damage to or injury to real estate, or personal property, in anyway resulting from, arising out of, in connection with or pursuant to this contact caused by the operations of the Contractor, its agents, retailers, employees, or any subcontractors in performance of the services to be conducted, including ownership, maintenance, use, operation, or control of any vehicle owned, operated, maintained, or controlled by the Contractor or subcontractor.

The Contractor shall, at its own expense, appear, defend, and pay all reasonable fees of attorneys and all costs and other expenses arising therefrom or incurred in connection therewith; and, if any judgments shall be rendered against the Village in any such action, the Contractor shall, at its own expense, satisfy and discharge same.

The Contractor expressly understands and agrees that any insurance protection required by this contract or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify, keep, and hold harmless and defend the Village, and to pay expenses and damages as herein provided.

The Contractor shall not be liable for any claims of liability resulting solely from the negligence or willful misconduct of the Village, its agents, or employees.

4.16 Office and Point of Contact

The Contractor shall establish and/or maintain an office, during normal business hours, through which it may be contacted directly, where service may be applied for, where the public and the Village personnel may call in or send inquiries and complaints, and where the public and the Village personnel may send and receive instructions. The office shall be equipped with sufficient telephones and shall have a responsible person in charge during collection hours. These services shall be operated between the hours of at least 8:00 a.m. and 4:30 p.m., Monday through Friday, except during holidays. The telephone service shall be local exchange or on a toll-free basis. The Village will publicize the customer service telephone number(s) of the Contractor and on the Village website. In addition, a telephone number by which the Contractor may be reached after regular hours shall be provided to the Village for the use of the Village's personnel.

The Contractor shall also provide email addresses that may be used for resolution of resident complaints and for communication with Village staff. The Contractor shall also notify the Village of its designated contact person(s) for the purpose of obtaining instructions, answering inquiries, and resolving complaints. Such person(s) shall be available to discuss, and if necessary, meet with Village

personnel to resolve problems. The Village shall also designate its contact person(s), location(s), and telephone number(s).

The Contractor shall provide a policy and process for container replacement. This policy and process shall be published on the Village's website and shared with applicable residents and businesses. The Contractor must submit proposed ads, leaflets, and/or other informational material that the Contractor may distribute or publish to the Village for approval.

4.17 Proper Disposal or Processing

1. General Requirements

The Contractor shall at all times use disposal methods that are in compliance with all Federal, State, County, and Municipal laws, ordinances, and regulations.

The Contractor shall be responsible for all collection and transportation costs necessary to bring solid waste to a licensed disposal site, and shall be responsible for the payment of all tipping fees for solid waste on the price quotation sheet. The Contractor shall be responsible for all collection and transportation costs necessary to bring recyclables to suitable processing sites.

All solid waste and recyclables collected shall be removed from the Village as soon as the materials are collected, but in any event no later than 7:00 p.m. on the date of collection.

2. Solid Waste Requirements

Throughout the term of this contract, the Contractor shall own, co-own, rent, lease, control, or otherwise have access to a properly-licensed and permitted landfill of sufficient capacity for the disposal of solid waste.

The Contractor shall furnish the name and location of the landfill and, if applicable, transfer station intended to be used during the term of this contract. Upon request of the Village, proof that such facilities with all laws and regulations reserve the right to visit and inspect such facilities with reasonable notice. This shall not preclude the Contractor from changing the disposal location to a reasonable alternate site, but the Contractor shall notify the Village in advance of any changes. Upon request of the Village, the Contractor shall furnish evidence of arrangements assuring availability of adequate landfill capacity for disposal of solid waste collected under this contract.

3. Recycling Requirements

Throughout the term of this contract, the Contractor shall own, co-own, rent, lease, control, or otherwise have access to a suitable storage/processing facility for the purpose of sorting and/or preparing the collected recyclable material collected to be marketed and sold, or the Contractor shall transport each recyclable material collected to either a processor(s) or broker(s) experienced in processing and marketing recyclables or to a market itself.

The name and location of the facility(ies) of the Contractor, or its processor(s) or broker(s), or the market(s), shall be furnished to the Village. The Village shall have the right to visit and inspect the storage, processing, broker, and market locations during regular business hours with reasonable notice.

The Contractor shall be responsible for payment of all necessary processing costs for recyclables. Processing costs are defined to include, but are not limited to: any sorting, removal of contaminants and waste residues, intermediate storage or consolidation, transfer, crushing and/or baling costs, as well as the necessary supplies therefore as may apply prior to passing of title of the recyclables to another party for recycling.

The Contractor shall retain all proceeds from the sale of recyclable materials. Projected revenues from the sale of recyclables should be taken into account in costing out the proposal. It is the Village's intent to have assurance from the Contractor that markets are available for the recyclables collected.

No disposal of recyclables shall be delivered to a landfill or incinerator by the Contractor shall occur without the Village's knowledge and authorization. Should such disposal occur without the Village's knowledge and authorization, it may result in termination of this contract and/or reimbursed compensation to the Village. Upon request of the Village, evidence of appropriate sale of or transfer of title to the recyclables for recycling shall be furnished to the Village.

Contractor shall be required to notify the Village of Rockdale Clerk-Treasurer if it is readily apparent that a household continually is in violation of the Village's recycling ordinance. The Contractor shall furnish the violator's address and the nature of said violations. Notification shall be made by letter, fax, email or telephone.

4.18 Days of Collection

The Contractor shall state the day of the week for which it is proposing to provide solid waste and recycling collection and furnish the Village with a proposed route map. Collection shall not be performed on Saturday unless a Holiday occurs during the previous five days. Collection shall not be performed on Sunday.

The Contractor shall furnish one (1) solid waste collection per unit each week and one (1) recycling collection per unit every other week for automated pickup.

4.19 Holidays

For the purpose of this contract, the following holidays shall be deemed official holidays: New Year's Day; Memorial Day (fourth Monday in May); Independence Day; Labor Day (first Monday in September); Thanksgiving Day (fourth Thursday in November); and Christmas Day.

The Village agrees to inform residents of the change in schedule due to holidays through local media. No other changes in weekly schedule shall be allowed without prior written consent of the Village. Twenty-four (24) hours advance notice is requested.

4.20 Hours and Standards of Collection

The Contractor shall not commence work before 6:00 a.m., and shall cease collection by 7:00 p.m. The Contractor shall furnish sufficient numbers of vehicles and personnel to accomplish the work within this period, irrespective of adverse conditions, breakdowns or similar hindrances. The Village may consider the Contractor to be in default of the Contract should Contractor fail to comply with the hours of collection as specified above.

The Contractor's crews shall endeavor to work with as little noise disturbance, and disruption to residents as possible. The Contractor's crews shall not play radios, tape players, or other sound amplification devices at volumes which disrupt area residents.

The Contractor shall be responsible for collecting solid waste and recyclables from the curbside. The Contractor shall not be responsible for collection of items that are not properly placed close to the curb (or in those areas without curbs placing them in equivalent position); so that they are easily accessible to the collector.

The Contractor shall return all solid waste and recycling containers at each stop to the general location at which they were found, except that containers shall not be placed in the middle of driveways, in driveway aprons, directly in front of mailboxes, or near the curb in such a manner as to risk their falling into the street

or being hit by a vehicle. The Contractor shall be required to replace at its own expense, any solid waste and recycling carts or bins damaged through negligence or improper handling by the collection crew.

The Contractor shall handle all proper solid waste and recycling containers with reasonable care to avoid damage and spillage. Any contents spilled or items broken by collection crews into parkways, premises, curb-and-gutter, or streets shall be immediately cleaned up in a workmanlike manner.

4.21 Missed Pick-ups and Complaints

The Contractor shall promptly investigate and courteously resolve all complaints of missed pick-ups, and shall arrange for collection of missed pick-ups found to be valid within twenty-four (24) hours after a complaint or notification is received. In the event this occurs on a day preceding a holiday or weekend, the complaint shall be serviced on the next working day. The Village may consider the Contractor to be in default of the Contract should the Contractor fail to resolve any bona fide missed pickup within twenty-four (24) hours after complaint or notification.

In the event of valid complaints for other incidents, including, but not limited to, spillage, droppings, etc. that are not cleaned up by the crew, the Contractor shall promptly arrange for cleanup within twenty-four (24) hours after notification.

The Contractor shall maintain a daily log of complaints received. Upon request of the Village, and with reasonable notice, the complaint record shall be available for inspection by the Village during regular business hours.

The Village designee shall be charged with the responsibility to arbitrate all unresolved service and rate disputes between the Contractor and Village residents. The Village designee shall have the authority to render a decision that is final and binding on all parties concerned.

4.22 Vehicles

The Contractor shall furnish a complete list of all standard or specialized vehicles and equipment necessary to collect solid waste and recyclables to be used in servicing this contract. Contractor shall demonstrate that collection equipment is safe, sanitary, and maintained in such a manner as to accomplish the efficient collection of solid waste and recyclables. At all times with reasonable notice, the Village shall be free to inspect any of the vehicles used to service the Contract. The Contractor shall notify the Village of any changes in the number or type of vehicles being used.

All vehicles shall be maintained and kept in good working order and appearance (free of rust) at all times during the term of this contract. No vehicle shall be

operated on Village streets, which leaks any fluids from the engine or compacting mechanism. In the event that any vehicle is not properly operable, a substitute vehicle shall immediately be provided that complies with the terms herein. All vehicles shall display the name of the Contractor, a local phone number, and a vehicle identification number that is clearly visible on both sides.

All vehicles shall be fully enclosed, leak proof, and operated in a way in which no solid waste or recyclables blow off the vehicle. Should solid waste or recyclables blow off the vehicle due to the vehicle operator's failure to properly monitor the load or to close openings, or due to failure of any mechanism, the Contractor shall be responsible for collecting or cleaning up such litter or fluids.

4.23 Title to Solid Waste and Recyclables

Title to all solid waste and recyclables shall pass to the Contractor when the materials are placed into the collection vehicle.

4.24 Notifications

Official notifications to the Village, whenever required for any purpose under this contract, shall be made in writing and addressed as follows:

If to the Village:
Village of Rockdale
Clerk-Treasurer
208 Benton Street
P.O. Box 160
Cambridge, WI 53523-0160
608-423-1497

Official notifications to the Contractor, whenever required for any purpose under this contract, shall be made in writing and addressed as follows:

If to the Contractor:
(To be filled in when the contract award is made)

4.25 Data Collection and Reporting

The Contractor shall collect and maintain accurate data and records and shall submit monthly reports to the Village (by the 15th of every month) of pertinent data on the solid waste and recyclables collection program, including, but not limited to:

1. Total weight of solid waste collected and number of solid waste stops per month;

2. Total weight of recyclables collected by class of commodity per month;
3. The addresses of units who continually fail to place out recyclables for collection.

The Contractor shall also provide such additional data, information, or statistical material concerning solid waste and recyclables as may be reasonably requested by the Village from time to time.

The data shall be used for purposes including, but not limited to, publicizing recycling participation rates and quantities and other statistics to residents; and documentation of amount of Village waste generation, diversion, and recycling or other requirements as may be required by the State of Wisconsin or other agencies during the term of this contract.

All reports, data, and information, once supplied to the Village, shall become the property of the Village to be used as it shall solely determine without obligation to any person, firm or corporation.

4.26 Local Improvements

The Village reserves the right to construct an improvement or to permit any construction in any street, which may have the effect for a time of preventing the Contractor from traveling its accustomed route for collection. The Contractor shall, however, by an acceptable method, continue to collect the solid waste and recyclables to the same extent as though no interference existed upon the streets formerly traversed. This shall be done at no extra cost to the Village or residents. The Village agrees to work with the Contractor to resolve any problems due to construction activity.

4.27 State and County Disposal Legislation

The Contractor shall be aware of State of Wisconsin and Dane County restrictions on disposal of certain wastes, and shall be responsible for compliance with such legislation. The Contractor shall be responsible for compliance with all pertinent solid waste regulations.

The Contractor may propose an alternate method of handling collection of additional materials to assure continuing compliance with any new or altered State or County regulations that may be adopted during the term of this contract.

4.28 Bulk, White Goods, Electronic, Waste Oil and Tire Collection

The Village specifications in this RFP include collection of bulk items, white goods, electronic waste, waste oil and tires. The Contractor shall provide a

quotation and plan for collection fees if included in the program as well as a quotation if they are not included in the program.

Proposals must indicate parameters including, but not limited to, what will be picked up, frequency with which items will be picked up, need for the household to make advance arrangements for pick-up, addition in price for pick-up of said goods, number of white goods and number of tires per household per month to be picked up under proposal and quotations.

4.29 Hauler Transition

Should the Village choose a different hauler at the expiration of this contract, the Contractor shall agree to cooperate with the chosen hauler in effecting an orderly transition.

4.30 Determination of Billing Units

The number of units for billing purposes shall be determined by the Village Clerk-Treasurer, on a bi-annual basis (January and July) during the term of this contract and reported to the Contractor in writing. The number of units reported shall be used to determine the billing for the next month.

4.31 Severability

The invalidity of one or more of the phrases, sentences, clauses, or Sections contained in this contract shall not affect the validity of the remaining portion of this contract so long as the material purposes of this contract can be determined and effectuated.

4.32 Attorney's Fees

In the event of litigation between the parties arising out of this contract, the prevailing party shall be entitled to recover, in addition to the relief granted, all costs incurred, including reasonable attorney's fees.

4.33 Governing Law, Jurisdiction and Venue

This contract shall be construed and enforced in accordance with the laws of the State of Wisconsin, both as to interpretation and performance. Any references to a specific law in this contract shall be considered a reference to any amendment or modification of such law. In addition, any provision required by law shall be deemed to be incorporated herein. The parties consent to the jurisdiction of the Dane County Circuit Court in Dane County, Wisconsin, and with respect to any proceeding arising out of this Agreement and agree that any action relating to this contract shall be instituted and prosecuted in the Dane County Circuit Court.

4.34 Successors and Assigns

This contract shall be binding upon the parties, their successors, and assigns.

4.35 Entirety

This contract and any exhibits, schedules, and forms attached thereto contain the entire contract between the parties as to the matters contained therein. Any oral representations or modifications concerning this contract shall be of no force and effect.

4.36 Change in Service: Amendments

If the Village wishes to change the type of service provided during the term of this contract, including, but not limited to, the type of material collected, the method of handling, the method of collection, and/or stops served, the Village shall have the option to initiate the change in service by serving written notice to the Contractor at its designated place of business at least ninety (90) days prior to the date such service change is contemplated to begin. Both parties agree to negotiate the terms, frequency, and prices of such change in service after such written notice is served. Such modifications shall be contained in a written agreement executed by the parties.

This contract may be otherwise modified or amended only by mutual consent of both parties by a written agreement executed by the parties.

4.37 Initial Meeting

After the contract has been awarded, the Village and the Contractor shall hold an initial meeting to coordinate and implement conditions of the contract. The Contractor shall attend "Specific Issue" meetings as requested by the Village, if needed.

5 AUTOMATED COLLECTION

5.1 Proposals

The Village intends this section to solicit bids for automated solid waste and recycling collection services.

5.2 Automated Solid Waste Collection

5.2.1 Base Rate

The Village intends that all households (dwelling units) pay a base rate for automated solid waste collection. This base rate shall include the cost of collection of one 95 gallon or one 65 gallon container per week.

If fuel surcharges are anticipated, a fuel surcharge rate table shall be included with this proposal.

5.2.2 Services to be Rendered by the Contractor

The Contractor shall collect and dispose of recycling without separate charge from the following municipal and non-profit properties:

Robert M. Smithback Rockdale Community Center	208 Benton Street
Rockdale Lutheran Church	107 Water Street

5.2.3 Compensation and Charges

The Contractor shall agree to provide the weekly solid waste collection service specified in these documents, at the rates shown on Price Quotation Sheet.

The Village shall compensate the Contractor monthly within thirty (30) days of receipt of the Contractor's monthly invoice for services rendered. The Contractor may not bill any earlier than the first of the month.

The Contractor shall include the number of units and the price per unit on every invoice.

5.2.4 Solid Waste Bins

The Contractor will supply the residents with 95 gallon or 65 gallon solid waste containers. These containers shall be owned by the Contractor. The Contractor shall provide the Village with information regarding the manufacturer's warranty for the containers. The Contractor will be responsible for distributing the carts to the residents. Lid shall be stamped "TRASH ONLY".

The Contractor will replace any container damaged by them. The resident will be liable for all missing containers and all damaged containers if the damage or loss is not caused by the Contractor. The resident shall not be liable for container damage related to normal wear and tear, inclusive but not limited to broken or cracked containers, lids and wheels. The

Contractor shall be held responsible to replace containers damaged by wear and tear. The Contractor shall provide a policy and process for container replacement. Any container needing replacement due to loss or damage shall be done so at the cost to either the Contractor or resident, depending who is at fault.

5.2.5 Landfill Tipping Fee and Wisconsin Generator Tax

Contractors shall specify the name and location of the landfill to be used to dispose of solid waste. All current tipping fees and the Wisconsin Generator Tax shall be included in the prices listed in Price Quotation Sheet.

5.2.6 Collection Standards

In order for a unit to be collected, each such unit shall be properly prepared. Proper preparation shall mean all solid waste is contained within 95 gallon or 65 gallon container provided by the Contractor. The Contractor should include in the proposal the means by which large household items, white goods and tires shall be accounted and paid for.

The Contractor shall be required to provide a tag system for solid waste or debris that does not get collected. On the tag or label must be: means of explanation why the solid waste or debris was not picked up, including, but not limited to, overcapacity; overweight; use of non-standard container; improper preparation; unacceptable solid waste; and the like.

The Contractor shall submit with the proposal an example of the tagging system to be used.

5.2.7 Bulk Items

The Contractor should include in its proposal a plan that will allow each unit to discard certain bulk items, including, but not limited to, white goods (appliances), electronic waste, waste oil, tires, furniture, carpeting/padding and other similar household items. The Contractor should provide the number of each type of good that a unit can discard; the method by which the Contractor will dispose of the good; the additional price for this type of optional person on the unit price; and the method for scheduling such pick up with the Contractor.

5.3 Automated Recycling Collection

5.3.1 Base Rate

The Village intends that all households (dwelling units) base rate for automated recycling collection. This base rate shall include the cost of collection of one 95 gallon or one 65 gallon recycling container bi-weekly.

5.3.2 Services to be Rendered by the Contractor

The Contractor shall collect and dispose of recycling without separate charge from the following municipal and non-profit properties:

Robert M. Smithback Rockdale Community Center	208 Benton Street
Rockdale Lutheran Church	107 Water Street

5.3.3 Recycling Containers

The Contractor will supply the residents with 95 gallon or 65 gallon recycling containers. These containers shall be owned by the Contractor. The Contractor shall provide the Village with information regarding the manufacturer's warranty for the containers. The Contractor will be responsible for distributing the carts to the residents. Lid shall be stamped "RECYCLABLES ONLY".

The Contractor will replace any bin damaged by them. The resident will be liable for all missing containers and all damaged containers if the damage or loss is not caused by the Contractor. The resident shall not be liable for container damage related to normal wear and tear, inclusive but not limited to broken or cracked containers, lids and wheels. The Contractor shall be held responsible to replace containers damaged by wear and tear. The Contractor shall provide a policy and process for container replacement. Any container needing replacement due to loss or damage shall be done so at the cost to either the Contractor or resident, depending who is at fault.

5.3.4 Single Stream Collection

The Contractor shall collect the recycling "single stream" which means that the resident will not have to separate each different recyclable commodity. Residents will be able to recycle aluminum, glass, plastic, tin, cardboard, newspaper, magazines, junk mail, envelopes, and most other mixed paper.

The Contractor will provide a flyer outlining the plan for single stream service.

6 CHECKLIST OF SUBMITTALS

- ____ Narrative presentation
- ____ Signed cover letter of submittal on the Contractor's letterhead
- ____ Signed proposal form
- ____ Completed Price Quotation Sheets
- ____ List of Wisconsin Municipalities Served
- ____ Equipment Inventory
- ____ Recyclable Material Collection List
- ____ Listing of Facilities
- ____ Proposed Collection Days
- ____ Certificate of Insurance (required upon Contractor selection, but before contract signing)

PRICE QUOTATION

1. AUTOMATED SOLID WASTE COLLECTION FOR THE MUNICIPALITY

Solid waste collection pricing per unit per month to be provided by the base amount, including the collection of one (1) 95 gallon cart or one (1) 65 gallon cart per unit per week.

AUTOMATED SOLID WASTE COLLECTION

	Base Rate	Base Rate	Additional Charges
Container Supplied By	Contractor	Contractor	Contractor
Volume	95 Gallon	65 Gallon	Additional Cart
2020 (price/unit/month)	\$	\$	\$
2021 (price/unit/month)	\$	\$	\$
2022 (price/unit/month)	\$	\$	\$
2023 (price/unit/month)	\$	\$	\$
2024 (price/unit/month)	\$	\$	\$

2. AUTOMATED RECYCLING COLLECTION FOR THE MUNICIPALITY

Recycling collection pricing per unit per month to be provided for the base amount, including the collection of one (1) 95 gallon cart or one (1) 65 gallon cart per unit every other week.

AUTOMATED RECYCLING COLLECTION

	Base Rate	Base Rate	Additional Charges
Container Supplied By	Contractor	Contractor	Contractor
Volume	95 Gallon	65 Gallon	Additional Cart
2020 (price/unit/month)	\$	\$	\$
2021 (price/unit/month)	\$	\$	\$
2022 (price/unit/month)	\$	\$	\$
2023 (price/unit/month)	\$	\$	\$
2024 (price/unit/month)	\$	\$	\$

5. COLLECTION OF ADDITIONAL ITEMS

Additional items to be collected on a per-item or per-yard basis.

ITEM	2020	2021	2022	2023	2024
White Goods, with refrigerants					
White Goods, without refrigerants					
Car Tire, with rim					
Car Tire, without rim					
Truck Tire, with rim (>18" Dia.)					
Truck Tire, W/out rim (>18" Dia.)					
Electronic Waste TV (>36" Dia.)					
Electronic Waste TV (<36" Dia.)					
Waste Oil (Per Gallon)					
Large Household Items (Couch, Chairs, Mattress)					
Additional solid waste, per cubic yard					
Construction & Demolition Waste, per cubic yard					
Other					

6. Fuel Rebates or Fuel Surcharge

Fuel pricing evidence will be based on national diesel fuel averages reported by the U.S. Department of Energy On-Highway Diesel Price Index.

Fuel Price		Refund	Fuel Price		Surcharge
\$ 2.00	\$ 2.04		\$ 3.25	\$ 3.29	
\$ 2.05	\$ 2.09		\$ 3.30	\$ 3.34	
\$ 2.10	\$ 2.14		\$ 3.35	\$ 3.39	
\$ 2.15	\$ 2.19		\$ 3.40	\$ 3.44	
\$ 2.20	\$ 2.24		\$ 3.45	\$ 3.49	
\$ 2.25	\$ 2.29		\$ 3.50	\$ 3.54	
\$ 2.30	\$ 2.34		\$ 3.55	\$ 3.59	
\$ 2.35	\$ 2.39		\$ 3.60	\$ 3.64	
\$ 2.40	\$ 2.44		\$ 3.65	\$ 3.69	
\$ 2.45	\$ 2.49		\$ 3.70	\$ 3.74	
\$ 2.50	\$ 2.54		\$ 3.75	\$ 3.79	
\$ 2.55	\$ 2.59		\$ 3.80	\$ 3.84	
\$ 2.60	\$ 2.64		\$ 3.85	\$ 3.89	
\$ 2.65	\$ 2.69		\$ 3.90	\$ 3.94	
\$ 2.70	\$ 2.74		\$ 3.95	\$ 3.99	
\$ 2.75	\$ 2.79		\$ 4.00	\$ 4.04	
\$ 2.80	\$ 2.84		\$ 4.05	\$ 4.09	
\$ 2.85	\$ 2.89		\$ 4.10	\$ 4.14	
\$ 2.90	\$ 2.94		\$ 4.15	\$ 4.19	
\$ 2.95	\$ 2.99		\$ 4.20	\$ 4.24	
\$ 3.00	\$ 3.04		\$ 4.25	\$ 4.29	
\$ 3.05	\$ 3.09		\$ 4.30	\$ 4.34	
\$ 3.10	\$ 3.14		\$ 4.35	\$ 4.39	
\$ 3.15	\$ 3.19		\$ 4.40	\$ 4.44	
\$ 3.20	\$ 3.24		\$ 4.45	\$ 4.49	

7. CONTRACTOR CONTRACT INFORMATION

Contact Name: _____

Contractor Name: _____

Street Address: _____

City: _____

State and Zip Code: _____

Telephone: _____

After Hours Telephone: _____

PROPOSAL

Having examined this Request for Proposals, including the Proposal Overview, General Information, General Instructions, General Specifications, Automated Solid waste Collection Specifications, Automated Recycling Collection Specifications, Checklist of Submittals, Price Quotation, Contractor Contact Information and having become familiar with the requirements herein, the undersigned hereby submits and makes part of the contract the following proposal.

The undersigned, through its authorized representatives, hereby certifies that:

The Contractor understands and accepts the terms and provisions of the contract as provided in this Request for Proposals.

The Contractor has reviewed this proposal and has found it to be accurate in all material respects.

The Contractor's representative is authorized to submit this proposal.

The Contractor understands that the figures quoted in the proposal are to be used by the Village in determining the most advantageous proposal.

The Contractor has familiarized itself with the nature and extent of the Proposal, work, site, locality, and all local conditions and laws and regulations that in any manner may affect cost or furnishing of the work.

This Proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm, or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization, or corporation; the Contractor has not directly or indirectly induced or solicited any other Contractor to submit a false or sham bid; the Contractor has not solicited or induced any person, firm or corporation to refrain from bidding; and the Contractor has not sought collusion to obtain for itself any advantage over any other Contractor or over the Village.

Signed By: _____
Title: _____
Date: _____
Company: _____
Address: _____
Phone: _____

Village of Rockdale					
2019 Request for Proposal - Street Listing					
			Garbage		
			Unit	No.	
Street #	Suffix	Street	Type	Units	Notes
15	EAST	ADAMS STREET	R	3	15-1, 15-2 & 15-3 East Adams Street
17	EAST	ADAMS STREET	R	1	
100	EAST	ADAMS STREET	C	1	Rockdale Body Shop
120	EAST	ADAMS STREET	R	1	
123	EAST	ADAMS STREET	R	1	
134	EAST	ADAMS STREET	R	1	
137	EAST	ADAMS STREET	R	1	
148	EAST	ADAMS STREET	R	1	
149	EAST	ADAMS STREET	R	1	
201	EAST	ADAMS STREET	R	1	
208	EAST	ADAMS STREET	R	1	
222	EAST	ADAMS STREET	C	0	Boden -- Has Dumpster
228	EAST	ADAMS STREET	R	1	
114	WEST	ADAMS STREET	R	1	
124	WEST	ADAMS STREET	R	1	
136	WEST	ADAMS STREET	R	1	
106		BENTON STREET	R	1	
115		BENTON STREET	R	0	Shed Only
118		BENTON STREET	R	1	
123		BENTON STREET	R	1	
134		BENTON STREET	R	1	
137		BENTON STREET	R	1	
207		BENTON STREET	R	1	
208		BENTON STREET		0	Village Hall -- Needs Containers
215		BENTON STREET	R	1	
305		BENTON STREET	R	1	
317		BENTON STREET	R	1	
320		BENTON STREET		0	Cemetery
325		BENTON STREET	R	1	
329		BENTON STREET	R	1	
2		EXCHANGE STREET	R	1	
93		EXCHANGE STREET		0	Airport
96		EXCHANGE STREET	R	1	
102		EXCHANGE STREET	R	1	
109		EXCHANGE STREET	R	1	

Street #	Suffix	Street	Garbage		Notes
			Unit	No.	
Street #	Suffix	Street	Type	Units	Notes
114		EXCHANGE STREET	R	1	
117		EXCHANGE STREET	R	1	
149		EXCHANGE STREET	R	3	149A, 149B Exchange Street & 103 East Adams Street
223		EXCHANGE STREET	R	1	faces Water Street
204		JONES STREET	R	1	
439		JONES STREET	R	1	
210	South	MAIN STREET	R	1	
301	North	MAIN STREET	R	1	
107 & 111		MERCHANT STREET	R	2	
201		MERCHANT STREET	R	1	
211		MERCHANT STREET	R	1	
315		MERCHANT STREET	R	0	Vacant Lot
327		MERCHANT STREET	R	1	
349		MERCHANT STREET	R	1	
351		MERCHANT STREET	R	0	Vacant Lot
106		MONROE STREET	R	1	
120		MONROE STREET	R	1	
121		MONROE STREET	R	1	
126		MONROE STREET	R	1	
130		MONROE STREET	R	1	
226		MONROE STREET	R	1	
328		MONROE STREET	R	1	
110		SHELDON STREET	R	1	
203		SHELDON STREET	R	1	
215 & 217		SHELDON STREET	R	2	
226		SHELDON STREET	R	1	
229		SHELDON STREET	R	1	
305		SHELDON STREET	R	1	
306		SHELDON STREET	R	1	
318		SHELDON STREET	R	1	
319		SHELDON STREET	R	1	
327		SHELDON STREET	R	1	
403		SHELDON STREET	R	1	
2		WATER STREET	R	1	
9		WATER STREET	R	1	
10		WATER STREET	R	1	
38		WATER STREET	R	1	
88		WATER STREET	R	1	
93		WATER STREET	R	1	

Street #	Suffix	Street	Garbage		Notes
			Unit	No.	
Street #	Suffix	Street	Type	Units	Notes
94		WATER STREET	R	1	
97		WATER STREET	R	1	
103		WATER STREET	R	1	
107		WATER STREET	R	1	Rockdale Lutheran Church
148		WATER STREET	R	1	
206		WATER STREET		0	Park Area
210 & 212		WATER STREET	R	2	
222		WATER STREET	C	0	Bar & Apartment -- Has Dumpster
225 & 227		WATER STREET	R	2	
229 & 231		WATER STREET	R	2	
247		WATER STREET	R	1	
301		WATER STREET	R	1	
302		WATER STREET	R	1	
305		WATER STREET	R	1	
307		WATER STREET	C	1	Safe Shop
315		WATER STREET	R	1	
324		WATER STREET	R	1	
402		WATER STREET	R	1	
407		WATER STREET	R	1	
418		WATER STREET	R	1	
437		WATER STREET	R	1	
438		WATER STREET	R	1	
441		WATER STREET	R	1	
446		WATER STREET	R	1	
488		WATER STREET	R	1	
				99	
				Plus 1 for Village Hall - Garbage	

Village of Rockdale

Ownership boundaries, public lands, and road names



APPENDIX J: VILLAGE OF BLANCHARDVILLE RFP



VILLAGE OF BLANCHARDVILLE

208 Mason Street
PO Box 9
Blanchardville, WI 53516
608.523.4521
FAX 608.523.4321

Request For Proposal - Municipal Trash/Recycling Pickup Within the Village of Blanchardville

Objective of this RFP: To receive proposals for garbage and recyclable collection for the residents of the Village of Blanchardville

Proposals Due: Thursday, September 9, 2021

Introduction

Information about the Village of Blanchardville

The Village of Blanchardville ("the Village") is located within Lafayette & Iowa Counties. The population is approximately 825 people, of which approximately 309 are residential properties. Refer to Exhibit A, which is a map showing the Village's jurisdiction.

A key goal of the Village is to provide quality service to its constituents, as effectively and efficiently as possible.

Organization of this Document

Details of RFP Objectives: Thorough details of all objectives for this RFP.

Decision-Making Process: Why this RFP is being done, the goals of this RFP process, who will make the decisions during the process, and how the proposals will be evaluated.

Instructions for Submitters: Explanation of who to contact if you have questions, and how to make a submission to this RFP.

Exhibits

Exhibit A	Map of Village of Blanchardville
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Details of RFP Objectives

Garbage & Recycling Pickup

The Village is requesting proposals for residential pickup for garbage and recycling. Commercial properties will contract separately with a vendor of their choice. The Village requires to have garbage pickup occur on a weekly basis for all Village residents. Currently residents have Friday pick-up and would prefer to stay at the end of the week. It is important that it be the same day every week (except for holidays). This arrangement would have residents putting their garbage in trash bags or their own trash cans and putting all their recyclables into a plastic bin that is provided by the contractor.

Please specify in proposal if there will be a limit to the quantities that can be left curbside.

Annual Clean-Up Day

The Contract is to include an Annual Clean-up Day in the spring of each year. On this occasion, residents would be allowed to put out additional items, including larger items. It is expected that Village residents would be required to make special arrangements with the contractor for any time other than the specified "Clean-up Day". It is further expected that Village residents would be required to pay an additional fee for this service.

The Village would like to know what adding a second clean-up day to the contract would look like. Please include that as an option in any proposals.

Tire & Appliance Pickup

Currently Village residents can schedule appliance & tire pick-up on a designated day each quarter. Residents can schedule and pay with the Village Clerk/Treasurer prior to the day of, to be determined by the contractor. The contractor then collects through normal billing to the Village. It is expected that Village residents would be required to make special arrangements with the contractor to pick these up, and it is further expected that Village residents would be required to pay an additional fee for this service for anything beyond the prescheduled dates.

Service to Village Properties

It is expected that the contract will include at no charge to the Village, weekly pickup of garbage and recyclables at the Village Hall, 208 Mason Street. Also included in the contract at no charge would be weekly pickup of garbage at the Village's McKellar Park. It is also expected that more frequent pickups at the Village Park would be available, at an additional charge to the Village.

It is further expected that assistance will be given in completion of any DNR grants pertaining to recycling and waste management.

Decision-Making Process

Why this RFP is being done

The current contract for this service, is set to expire on December 31, 2021. The Public Works Committee wants to ensure that taxpayer dollars are being spent in the best way possible while maintaining the service standard that has already been set.

Goals of this RFP Process

The primary goals of this process are to:

- Provide a fair and open process.
- Force a critical review of the proposals.
- Give feedback to allow submitters to address concerns in revised proposals.
- Build consensus on acceptable solutions.
- Enable voting members to make an informed decision.

Who will make the Decisions?

The Village Board will make the final decision. The Village Public Works Committee will study the proposals, be responsible for any negotiations and make a recommendation to the Village Board. The Village reserves the right to reject any or all proposals.

Prior to the final decision, Village Clerk/Treasurer Amy Barnes will be tending to the logistics of the RFP.

How the Proposals will be evaluated

Evaluation criteria are as follows: quality of service, reliability and timeliness of service, reputation of the company, and cost.

Instructions for Submitters

If there are Questions about this RFP

If there are any questions regarding any issue in this document please contact Amy Barnes, Clerk/Treasurer at 608-523-4521 extension 100 or amyb@bvillewi.org.

Content of Proposal

Minimally, each proposal must include the following information:

- (a) Per unit cost of garbage collection per month.
- (b) Per unit cost of recycling collection per month.
- (c) The term length of the contract (minimum one year -- beginning January 1, 2022; maximum five years).
- (d) Background information about the submitter's organization, and references from current customers.

Ideally, a typical municipal contract will be included as an exhibit with your proposal.

How to Submit a Proposal

Submissions to this RFP must be in written form, and mailed, faxed, emailed, or delivered to the Village of Blanchardville, 208 Mason St, PO Box 9, Blanchardville, WI 53516, email: amyb@bvillewi.org, fax: 608-523-4321

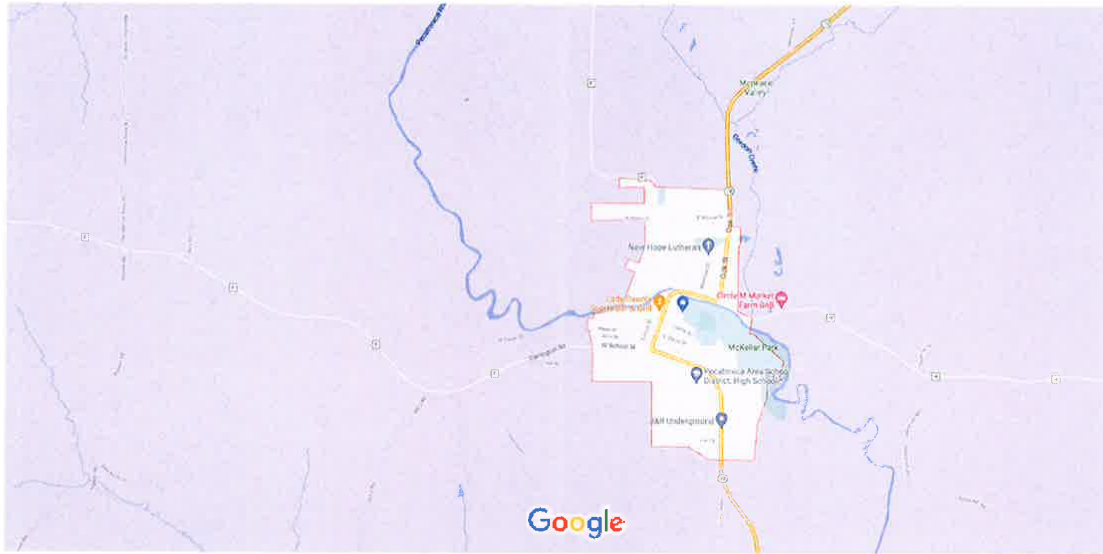
When the Proposal is needed

The proposal must be received at the Village Office no later than 4:00pm on Thursday September 9, 2021. The proposals will be discussed by the Public Works committee at their September meeting. A company representative may call after September 13th or check the Village calendar on the blanchardville.com website to find out when that meeting is scheduled.

7/28/2021

Blanchardville - Google Maps

Google Maps Blanchardville



Map data ©2021 1000 ft



Blanchardville

Wisconsin 53516

Mostly sunny · 85°F
4:45 PM



Directions



Save



Nearby



Send to your
phone



Share

Quick facts

Blanchardville is a village in Iowa and Lafayette counties in the U.S. state of Wisconsin. The population was 825 at the 2010

<https://www.google.com/maps/place/Blanchardville,+WI+53516/@42.8117827,-89.870172,15z/data=!4m5!3m4!1s0x8807f20c429b9279:0xf12cb93bfb...> 1/2

