



136 North Monroe Street
Waterloo, WI 53594
Phone: (920) 478-3025
Fax: (920) 478-2021
www.waterloowi.us

A MEETING OF THE WATERLOO COMMUNITY DEVELOPMENT AUTHORITY - AGENDA

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

Date: January 19, 2021

Time: 6:00 p.m.

Location: Municipal Building, 136 North Monroe Street (via remote phone conference for participants and public)

Remote Access Instructions

Join Zoom Meeting: <https://us02web.zoom.us/j/86773614007?pwd=L3JKYnNla2lxcnVqMEpnM0JVT25HUT09>

Meeting ID: 867 7361 4007

Passcode: 080492

Dial by your location

+1 312 626 6799 US (Chicago) or +1 346 248 7799 US (Houston)

Meeting ID: 867 7361 4007

Passcode: 080492

1. ROLL CALL AND CALL TO ORDER
2. MEETING MINUTES APPROVAL: December 15, 2020
3. CITIZEN INPUT
4. UPDATES & REPORTS
 - a. School District Liaison (verbal)
 - b. Grant Tracking (verbal)
 - i. WisDOT Local Roads Improvement Program Matching Grant Award - Hendricks Street
 - c. Treyburn Farms (verbal)
 - d. Economic Development Plan Implementation Progress Including 333 Portland Road Site Interest List
 - i. Intern Update - 333 Portland Road Development
 - e. Financial Reports Tax Incremental Finance Districts 2, 3 & 4 and Fund 600
5. UNFINISHED BUSINESS
 - a. Implementing A Blight Policy – A Request For Proposal For Non-Compliance Officer Services
 - b. 122 South Monroe Street - Recommending An RFP Submittal To The City Council
6. NEW BUSINESS
 - a. Evaluate CDA Progress Measures
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. Annual Calendar

8. ADJOURNMENT

Mo Hansen
Clerk/Treasurer

Community Development Authority: Stinnett, Lewandowski, Petts, Kuhl, Weihert and Woods with one vacancy and School District Superintendent Brian Henning as School District liaison

Posted, Mailed and E-mailed: 01/12/2021

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

WATERLOO COMMUNITY DEVELOPMENT AUTHORITY -- MEETING MINUTES: December 15, 2020

Digital audio files are archived with these written minutes additionally serving as the official record.

1. ROLL CALL AND CALL TO ORDER. CDA Chair Stinnett called the meeting to order at 6:00 p.m. which was remotely accessed by CDA participants. CDA members present Petts, Stinnett, Kuhl, Weihert and Woods. Absent: Lewandowski, non-voting member Henning with one vacancy. Others present Clerk/Treasurer Hansen.
2. MEETING MINUTES APPROVAL: October 20, 2020; and the no quorum meetings of November 17, 2020 & December 1, 2020. MOTION: Moved by Kuhl, seconded by Weihert to approve the minutes as presented. VOICE VOTE. Motion carried.
3. CITIZEN INPUT. None.
4. UPDATES & REPORTS
 - a. School District Liaison. Stinnett indicated the school was temporarily shifting to virtual education.
 - b. Grant Tracking, WisDOT Local Roads Improvement Program Matching Grant Award - Hendricks Street. Hansen noted a \$450,000 grant award would require a municipal match.
 - c. Treyburn Farms. Hansen said additional closings would take place prior to year-end.
 - d. Economic Development Plan Implementation Progress Including 333 Portland Road Site Interest List
 - i. Recruiting An Intern For 333 Portland Road Development. Hansen said the selection process would be finalized with work commencing thereafter.
 - e. Financial Reports Tax Incremental Finance Districts 2, 3 & 4 and Fund 600. Note.
5. UNFINISHED BUSINESS
 - a. Clarifying The Citywide Policy For Collection Of Building Permit Fees For Multi-Unit Residential Construction, Further Clarification.
 - i. Council Action Information With Respect To Fees. DISCUSSION: Hansen briefed members on recent Council action affirming/establishing no fees for any type of Treyburn Farms development. Petts said the CDA wanted to address the matter further. She wanted greater understanding for all as to what extending a no fees waiver to all projects meant. Kuhl said Alder Thomas wanted clarification whether or not the no fees resolutions previously passed applied to condos. Hansen summarized current fee collection. Petts said, we don't need to set policy until, or if, a condo project comes forward. Weihert and Stinnett called for setting a policy now. Stinnett said acting now avoids being backed into a decision such as occurred with Treyburn Farms fees. Kuhl noted the desire to market Treyburn Farms differently. In reply to a Woods question, Petts said condos should add to property value compared to single-family because of more dwelling units on a given lot. Weihert raised a concern of SAFEbuilt expenses absent funding. Hansen said the incentive assumption was initial new tax revenue from new construction would be greater than fee waiver expenses. Weihert suggested a hybrid inspection. Kuhl spoke in favor of not considering condos as single-family homes. MOTION: Moved by Kuhl, seconded by Petts to recommend continuing the collection of existing building permit fees for multi-family and condo projects, noting that projects may be evaluated on a case-by-case basis. VOICE VOTE: Motion carried.
 - b. 203 East Madison Street, Phase 3 - Decision On Future CDA Role And/Or Plan Refinement. MOTION: Moved by Weihert, seconded by Kuhl to turn over the parking lot project portion to the Public Works Department and the trail portion to the Parks Department. VOICE VOTE: Motion carried. [NOTE: Weihert indicated he would be available to review project drawings.]
6. NEW BUSINESS
 - a. Implementing A Blight Policy – Approving A Request For Proposal Document For Non-Compliance Officer Services For Public Distribution. MOTION: Moved by Petts, seconded by Weihert to release the request for proposal to generate submittals. VOICE VOTE: Motion carried.
 - b. Community Outreach – “Shop Waterloo This Holiday Season!” Informational Item. Noted.
 - c. Annual Report to City Council -- Review Staff Draft. MOTION: Moved by Kuhl, seconded by Petters for forward the report to the City Council. VOICE VOTE: Motion carried.
7. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS
 - a. 122 South Monroe Street - Recommending A RFP Submittal To The City Council. Noted.
 - b. Calendar Revisions. None.

8. ADJOURNMENT. MOTION: Moved by Kuhl, seconded by Petts to adjourn. VOICE VOTE: Motion carried.
Approximate time was approximately 6:35 p.m.

Attest:



Mo Hansen
Clerk/Treasurer

City of Waterloo
Economic Development Strategic Plan Implementation Tracking
11/12/2020 2:57 PM

FOCUS: Industrial & Commercial

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
IC1	Ready 17 acre industrial site (333 Portland Rd) for reuse	Pursue funding for remediation of blighted site with focus on future industrial reuse and job creation	Site ready with for reuse 1/1/2018		2016 site research; 2017 remediation; 2018 marketing
	Task	Status	Due Date	Assignee	Notes
	Acquire Site	Completed		Clerk/Treasurer	
	EPA Site Remediation	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Funding	Completed	12/1/2017	Clerk/Treasurer	
	Site Demo Contractor Bidding	Completed	6/7/2018	Clerk/Treasurer	
	Site Demo	Completed	6/8/2018	Contractor	
	Close Out Open DNR/EPA Files	Completed	5/1/2019	EPA / DNR contractor	
	Ready 17 acre industrial site (333 Portland Rd) for reuse	Completed	5/1/2019	Clerk/Treasurer	
	Publish Site Reuse RFP	Completed	10/12/2018	Clerk/Treasurer	
	Get eyes on Reuse RFP	In Progress	4/1/2019	Clerk/Treasurer	No active consideration
	Wetland delineation	Completed	6/15/2019	Clerk/Treasurer	Heartland Ecological
	Preliminary geotechnical engineering	Completed	6/15/2019	Clerk/Treasurer	SCS Engineering
	Sell land to Parker Dow	Completed	8/15/2020	Clerk/Treasurer	
	Sell land to Ron Griffin	Aborted	8/15/2020	Clerk/Treasurer	Offer and counter offer expired
	Execute Developer Agreement	Not Started	TBD	Clerk/Treasurer / Attorney	

FOCUS: Communication & Organizational Capacity

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
ORG1	Engage residents with expanded online presence	Expand social media with focus on new residents	2,000 FB likes by August 2018	As of 8/20 = 1250	2016-2021
	Task	Status	Due Date	Assignee	Notes
	Weekly use of FB	On Going	On-going	Mo, Gabe, Kelli	DP & Library page also exists; all purposefully not coordinated.
	Promote use of Waterloo Events Button	Used mostly by Library	On-going	Kelli, Mo	Alder Rhynes completed test of calendar tool

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
PRO2	Marketing databases & outreach to market area	PROJECT NEIGHBOR - Build digital market area lists for promotional opportunities	12 creative digital/social media outreach efforts		2019-2021
	Task	Status	Due Date	Assignee	Notes
	Concept review	Completed		Working Group	Stressed need for opt-in
	Set-up sign-up box	Completed		Clerk/Treasurer	Used at elections; utility commission and other locations'
	Assemble public data	Completed	4/10/2018	Clerk/Treasurer	Voters, property owners, dog owners, others
	Create outreach communications	Completed	4/30/2018	Clerk/Treasurer	Mill / Cleveland contacts; Street Market; Park Events
	Update data & create outreach communications 2019-2020	Aged data; progress halted	Data used for elections & dog license reminder robo-calls & letters	Clerk/Treasurer	

City of Waterloo
Economic Development Strategic Plan Implementation Tracking
 11/12/2020 2:57 PM

FOCUS: Housing

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
HOU1	Incentivize new home construction	Waive all fees for new single-family home construction	Development agreement(s) with residential builder/developers	Approved Concept	2019-2021
	Task	Status	Due Date	Assignee	Notes
	Consider continuing for 2019	Completed	12/31/2018	City Council	
	2018 outreach efforts	Completed	3/31/2018	Sue Moe	Flyer to real estate agents
	2019-2020 Outreach (Treyburn Farms Project)	Completed	monthly reports	Mayor / Clerk-Treasurer / Summer Intern	19 of 19 lots either sold, accepted offer, or under contract in some fashion

FOCUS: 203 East Madison Street Redevelopment

ITEM	GOAL	ACTION	GOAL/TASK METRICS	NOTES	PHASE / YEAR
2016A	Construct 2015 CDA-CDC concept plan for 203 East Madison Street	Construct concept plan in phases	Riparian area completed by May 1, 2016	Riparian area completed 2017	
	Task	Status	Due Date	Assignee	Notes
	Contractor riparian area improvements	Completed	1/1/2017	Clerk-Treasurer	need to close out DNR grant for this phase
	Install Permanent wooden fence for safety purposes	Completed	6/1/2020	Public Works Dept.	CDA-CDC votes at Nov 2018 meeting to proceed
	DNR Stewardship Grant App submittal seeking funding for remaining build-out per approved concept plan	Completed	Parks Coordinator / Garry Whitebird	Parks Coordinator / Garry Whitebird	Grant submitted; will know in August if awarded
	Complete site surface improvements per adopted plan	In Progress	Parks Coordinator	(1) Parks Coordinator; (2) Clerk/Treas	Stewart closed 9/11; Bergan closed
	Kunkel Engineer Group with revised concept plan for CDA review	In Progress	Kunkel Engineer Group	(1) Mitch Leisses	See 1/21 meeting materials



Community Development Authority

Financial Reports By Fund

Balance Sheet and Budget vs. Actual

Funds 412 - Tax Incremental District #2

Funds 413 - Tax Incremental District #3

Funds 414 - Tax Incremental District #4

Funds 600 - Community Development Authority

CITY OF WATERLOO

BALANCE SHEET
DECEMBER 31, 2020

412-TIF DISTRICT 2 FUND

ASSETS

412-11100	TREASURER'S CASH	477,991.60	
412-13100	ACCOUNTS RECEIVABLE	12,075.74	
	TOTAL ASSETS		490,067.34

LIABILITIES AND EQUITY

LIABILITIES

412-26100	DEFERRED REVENUE	12,075.74	
	TOTAL LIABILITIES		12,075.74

FUND EQUITY

412-34300	FUND BALANCE	946,953.18	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	(468,961.58)	
	TOTAL FUND EQUITY		477,991.60
	TOTAL LIABILITIES AND EQUITY		490,067.34

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 412 - TIF DISTRICT 2 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>TIF DISTRICT 2 FUND</u>					
412-41-4111-000	TAX INCREMENTS	.00	51,248.47	60,894.00	9,645.53	84.2
	TOTAL TIF DISTRICT 2 FUND	.00	51,248.47	60,894.00	9,645.53	84.2
	<u>INTERGOVERNMENTAL REVENUE</u>					
412-43-4364-000	STATE AID EXEMPT COMPUTERS	.00	783.22	.00	(783.22)	.0
412-43-4366-000	STATE AID PERSONAL PROPERTY	.00	2,036.19	.00	(2,036.19)	.0
	TOTAL INTERGOVERNMENTAL REVENUE	.00	2,819.41	.00	(2,819.41)	.0
	<u>MISCELLANEOUS REVENUES</u>					
412-48-4800-000	MISC REVENUES	19,937.53	19,937.53	.00	(19,937.53)	.0
412-48-4830-000	SALE OF CITY PROPERTY	.00	3,800.00	.00	(3,800.00)	.0
	TOTAL MISCELLANEOUS REVENUES	19,937.53	23,737.53	.00	(23,737.53)	.0
	TOTAL FUND REVENUE	19,937.53	77,805.41	60,894.00	(16,911.41)	127.8

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 412 - TIF DISTRICT 2 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>LEGISLATIVE SUPPORT</u>					
412-51-5112-320	LEGIS SUPPORT PR & PUB	.00	100.20	.00	(100.20)	.0
412-51-5112-325	LEGIS SUPPORT ANNUAL DOR FEE	.00	150.00	.00	(150.00)	.0
	TOTAL LEGISLATIVE SUPPORT	.00	250.20	.00	(250.20)	.0
	<u>ATTORNEY</u>					
412-51-5130-211	ATTORNEY ATTORNEY FEES	3,599.50	6,812.50	.00	(6,812.50)	.0
	TOTAL ATTORNEY	3,599.50	6,812.50	.00	(6,812.50)	.0
	<u>DEPARTMENT 5142</u>					
412-51-5142-110	CLERK SALARY/CLERK	.00	24,365.88	.00	(24,365.88)	.0
	TOTAL DEPARTMENT 5142	.00	24,365.88	.00	(24,365.88)	.0
	<u>SPECIAL ACCTG AND AUDITING</u>					
412-51-5151-214	SPEC ACCTG & AUD PROF FEES	.00	418.00	.00	(418.00)	.0
	TOTAL SPECIAL ACCTG AND AUDITING	.00	418.00	.00	(418.00)	.0
	<u>ENGINEERING AND ADMINISTRATION</u>					
412-53-5310-215	ENG & ADMIN PROF FEES	.00	4,178.00	.00	(4,178.00)	.0
412-53-5310-380	TID 2 COMPUTER SUPPLY/MAINT	24.78	293.88	.00	(293.88)	.0
	TOTAL ENGINEERING AND ADMINISTRATION	24.78	4,471.88	.00	(4,471.88)	.0
	<u>CAPITAL PROJECT</u>					
412-57-5701-800	CAPITAL PROJ OUTLAY	392,150.00	403,552.35	.00	(403,552.35)	.0
412-57-5701-806	CAPITAL PROJ IMPROVEMENT PROG	1,046.66	3,546.66	.00	(3,546.66)	.0
	TOTAL CAPITAL PROJECT	393,196.66	407,099.01	.00	(407,099.01)	.0
	<u>TRANSFER TO DEBT SERVICE</u>					
412-59-5929-000	TRANSFER TO DEBT SERVICE	.00	103,349.52	103,350.00	.48	100.0
	TOTAL TRANSFER TO DEBT SERVICE	.00	103,349.52	103,350.00	.48	100.0

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 412 - TIF DISTRICT 2 FUND

	<u>PERIOD ACTUAL</u>	<u>YTD ACTUAL</u>	<u>BUDGET</u>	<u>UNDER(OVER)</u>	<u>% OF</u>
TOTAL FUND EXPENDITURES	<u>396,820.94</u>	<u>546,766.99</u>	<u>103,350.00</u>	<u>(443,416.99)</u>	<u>529.0</u>
NET REVENUE OVER(UNDER) EXPENDITURES	<u>(376,883.41)</u>	<u>(468,961.58)</u>	<u>(42,456.00)</u>		

CITY OF WATERLOO

BALANCE SHEET
DECEMBER 31, 2020

413-TIF DISTRICT 3 FUND

ASSETS

413-11100	TREASURER'S CASH	19,991.45	
	TOTAL ASSETS		19,991.45

LIABILITIES AND EQUITY

FUND EQUITY

413-34300	FUND BALANCE	(749,472.31)	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	769,463.76	
	TOTAL FUND EQUITY		19,991.45
	TOTAL LIABILITIES AND EQUITY		19,991.45

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 413 - TIF DISTRICT 3 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>TAXES</u>					
413-41-4111-000	TAX INCREMENTS	.00	89,162.82	102,403.00	13,240.18	87.1
	TOTAL TAXES	.00	89,162.82	102,403.00	13,240.18	87.1
	<u>INTERGOVERNMENTAL REVENUE</u>					
413-43-4364-000	STATE AID EXEMPT COMPUTERS	.00	319.95	.00	(319.95)	.0
413-43-4365-000	STATE AID PERSONAL PROPERTY	.00	903.84	.00	(903.84)	.0
	TOTAL INTERGOVERNMENTAL REVENUE	.00	1,223.79	.00	(1,223.79)	.0
	<u>MISCELLANEOUS REVENUES</u>					
413-48-4830-000	SALE OF CITY PROPERTY	.00	530.00	.00	(530.00)	.0
	TOTAL MISCELLANEOUS REVENUES	.00	530.00	.00	(530.00)	.0
	<u>OTHER FINANCING SOURCES</u>					
413-49-4910-000	LONG TERM DEBT PROCEEDS	.00	1,656,224.90	.00	(1,656,224.90)	.0
	TOTAL OTHER FINANCING SOURCES	.00	1,656,224.90	.00	(1,656,224.90)	.0
	TOTAL FUND REVENUE	.00	1,747,141.51	102,403.00	(1,644,738.51)	1706.1

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 413 - TIF DISTRICT 3 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>LEGISLATIVE SUPPORT</u>					
413-51-5112-320	LEGIS SUPPORT PR & PUB	.00	34.17	.00	(34.17)	.0
413-51-5112-325	LEGIS SUPPORT ANNUAL DOR FEE	.00	150.00	.00	(150.00)	.0
	TOTAL LEGISLATIVE SUPPORT	.00	184.17	.00	(184.17)	.0
	<u>ATTORNEY</u>					
413-51-5130-211	ATTORNEY ATTORNEY FEES	.00	1,236.00	.00	(1,236.00)	.0
	TOTAL ATTORNEY	.00	1,236.00	.00	(1,236.00)	.0
	<u>SPECIAL ACCTG AND AUDITING</u>					
413-51-5151-214	SPEC ACCTG & AUD PROF FEES	.00	5,418.00	.00	(5,418.00)	.0
	TOTAL SPECIAL ACCTG AND AUDITING	.00	5,418.00	.00	(5,418.00)	.0
	<u>ENGINEERING AND ADMINISTRATION</u>					
413-53-5310-215	ENG & ADMIN PROF FEES	.00	1,370.00	.00	(1,370.00)	.0
	TOTAL ENGINEERING AND ADMINISTRATION	.00	1,370.00	.00	(1,370.00)	.0
	<u>TRANSFER TO DEBT SERVICE</u>					
413-59-5929-000	TRANSFER TO DEBT SERVICE	.00	969,469.58	89,148.98	(880,320.60)	1087.5
	TOTAL TRANSFER TO DEBT SERVICE	.00	969,469.58	89,148.98	(880,320.60)	1087.5
	TOTAL FUND EXPENDITURES	.00	977,677.75	89,148.98	(888,528.77)	1096.7
	NET REVENUE OVER(UNDER) EXPENDITURES	.00	769,463.76	13,254.02		

CITY OF WATERLOO

BALANCE SHEET
DECEMBER 31, 2020

414-TIF DISTRICT 4 FUND

ASSETS

414-11100	TREASURER'S CASH	66,976.78	
	TOTAL ASSETS		66,976.78

LIABILITIES AND EQUITY

FUND EQUITY

414-34300	FUND BALANCE	41,415.83	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	25,560.95	
	TOTAL FUND EQUITY		66,976.78
	TOTAL LIABILITIES AND EQUITY		66,976.78

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 414 - TIF DISTRICT 4 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>TIF DISTRICT 4 FUND</u>					
414-41-4111-000	TAX INCREMENTS	.00	25,890.92	22,007.00	(3,883.92)	117.7
	TOTAL TIF DISTRICT 4 FUND	.00	25,890.92	22,007.00	(3,883.92)	117.7
	<u>SOURCE 43</u>					
414-43-4364-000	STATE AID COMPUTERS	.00	238.03	229.00	(9.03)	103.9
	TOTAL SOURCE 43	.00	238.03	229.00	(9.03)	103.9
	TOTAL FUND REVENUE	.00	26,128.95	22,236.00	(3,892.95)	117.5

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 414 - TIF DISTRICT 4 FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>LEGISLATIVE SUPPORT</u>					
414-51-5112-325	LEGIS SUPPORT ANNUAL DOR FEE	.00	150.00	150.00	.00	100.0
	TOTAL LEGISLATIVE SUPPORT	.00	150.00	150.00	.00	100.0
	<u>SPECIAL ACCTG AND AUDITING</u>					
414-51-5151-214	SPEC ACCTG & AUD PROF FEES	.00	418.00	500.00	82.00	83.6
	TOTAL SPECIAL ACCTG AND AUDITING	.00	418.00	500.00	82.00	83.6
	TOTAL FUND EXPENDITURES	.00	568.00	650.00	82.00	87.4
	NET REVENUE OVER(UNDER) EXPENDITURES	.00	25,560.95	21,586.00		

CITY OF WATERLOO

BALANCE SHEET
DECEMBER 31, 2020

600-COMMUNITY DEVELOPMENT AUTHORITY

ASSETS

600-11100	TREASURER'S CASH	45,742.13	
	TOTAL ASSETS		45,742.13

LIABILITIES AND EQUITY

LIABILITIES

600-25607	DEFERRED REVENUE	3,660.39	
600-26100	DEFERRED REVENUE	(3,460.39)	
	TOTAL LIABILITIES		200.00

FUND EQUITY

600-34300	FUND BALANCE	18,204.76	
600-34310	PROFESSIONAL SVCS CARRYOVER	25,000.00	
	REVENUE OVER(UNDER) EXPENDITURES - YTD	2,337.37	
	TOTAL FUND EQUITY		45,542.13
	TOTAL LIABILITIES AND EQUITY		45,742.13

CITY OF WATERLOO

DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING DECEMBER 31, 2020

FUND 600 - COMMUNITY DEVELOPMENT AUTHORITY

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>SOURCE 41</u>					
600-41-4111-000	LOCAL TAX-GENERAL FUND	.00	4,650.00	4,650.00	.00	100.0
	TOTAL SOURCE 41	.00	4,650.00	4,650.00	.00	100.0
	<u>PUBLIC CHARGES FOR SERVICE</u>					
600-46-4674-000	MBC BUILDING RENTAL	600.00	3,400.00	2,400.00	(1,000.00)	141.7
	TOTAL PUBLIC CHARGES FOR SERVICE	600.00	3,400.00	2,400.00	(1,000.00)	141.7
	TOTAL FUND REVENUE	600.00	8,050.00	7,050.00	(1,000.00)	114.2

CITY OF WATERLOO
 DETAIL EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING DECEMBER 31, 2020
FUND 600 - COMMUNITY DEVELOPMENT AUTHORITY

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNDER(OVER)	% OF
	<u>DEPARTMENT 5151</u>					
600-51-5151-399	SPECIAL ACCTNG COSTS - MISC	.00	.00	375.00	375.00	.0
	TOTAL DEPARTMENT 5151	.00	.00	375.00	375.00	.0
	<u>MAUNESHA BUSINESS CENTER</u>					
600-51-5162-221	MAUNESHA BUSINESS ELECTRIC	19.58	557.67	1,000.00	442.33	55.8
600-51-5162-222	MAUNESHA BUSINESS HEAT	18.43	563.31	750.00	186.69	75.1
600-51-5162-223	MAUNESHA BUSINESS WATER/SEWER	66.46	922.81	698.00	(224.81)	132.2
600-51-5162-290	MAUNESHA BUSINESS CLEAN CONTRA	40.00	170.00	1,160.00	990.00	14.7
600-51-5162-351	MAUNESHA BUSINESS REPAIRS/MAIN	.00	3,291.34	.00	(3,291.34)	.0
	TOTAL MAUNESHA BUSINESS CENTER	144.47	5,505.13	3,608.00	(1,897.13)	152.6
	<u>ENGINEERING AND ADMINISTRATION</u>					
600-53-5310-215	ENG & ADMIN PROF FEES	.00	7.50	.00	(7.50)	.0
	TOTAL ENGINEERING AND ADMINISTRATION	.00	7.50	.00	(7.50)	.0
	<u>PLANNING AND CONSERVATION</u>					
600-56-5630-220	PROJECT CDA PROGRAMS	.00	200.00	250.00	50.00	80.0
	TOTAL PLANNING AND CONSERVATION	.00	200.00	250.00	50.00	80.0
	TOTAL FUND EXPENDITURES	144.47	5,712.63	4,233.00	(1,479.63)	135.0
	NET REVENUE OVER(UNDER) EXPENDITURES	455.53	2,337.37	2,817.00		

BIDDER'S NAME: QCS, LLC dba Monroe Street Pizza

CITY OF WATERLOO

**REQUEST FOR SEALED BIDS AND BUSINESS PLAN FOR PURCHASE OF
122 SOUTH MONROE STREET (Real Estate and Contents)
(Parcel # 290-0813-0822-044)**

**FOR THE PURPOSE OF
FACILITATING A COMMERCIAL RE-USE OF THE PROPERTY
BENEFITING THE GENERAL WELFARE OF
THE CITY OF WATERLOO AND ITS CITIZENS**

**Submit to: Clerk/Treasurer's Office As Sealed Bid
no later than:
*** January 8, 2021 – 4:00 p.m. *****

Issued: December 3, 2020

Prepared By:
Mo Hansen
Clerk/Treasurer
City of Waterloo
136 North Monroe Street
Waterloo, WI 53594

v- 920-478-3025
f- 920-478-2021
email – cityhall@waterloowi.us
web – www.waterloowi.us

**REQUEST FOR SEALED BIDS & BUSINESS
PLAN FOR PURCHASE OF 122 SOUTH MONROE STREET**

The City of Waterloo, in partnership with Jefferson County is selling this commercial parcel for the purpose of promoting commercial entrepreneurial activity in Waterloo's downtown. The Waterloo Community Development Authority (a sub-unit of municipal government) seeks to identify a responsible firm or individual to whom ownership would be transferred. The combination of a submitted business plan, financial bid and performance guarantee provided by way of this submittal make up the Community Development Authority selection criteria.

The municipal goal of this project is to facilitate the viable re-use of this downtown property, adding to Waterloo's the economic vitality.

SUBMITTAL REQUIREMENT

In order to qualify as an eligible bidder, both a completed bid form and a business plan submittal are required.

BUSINESS PLAN SUBMITTAL REQUIREMENTS

1. See outline under Selection Criteria below.

BID REQUIREMENTS

1. Submitted Sealed Bid. Use bid form provided below.
 - a. A bid deposit payable to City of Waterloo is required.
2. Agree To Municipal Terms and Conditions.
 - a. The successful bidder will agree to all sale conditions and agree to enter into a binding contract with the City of Waterloo obligating the bidder to all terms and conditions set forth by the municipality.
3. Minimum Bid. No bid less than \$20,000 will be accepted.

TERMS AND CONDITIONS OF SALE

1. Property sold "as-is." Property includes real estate and contents.
2. Buyer agrees to enter into a contract as presented by the City with the following provisions:
 - a. Buyer agrees to grant City a first right to purchase at original sale price, within first three years of original sale.
 - b. Buyer agrees to performance measures based on applicant submittal and negotiated and mutually agreed upon by the City and firm or individual.
 - c. Failure to comply with performance measures will result in the triggering of contractual monetary claw back provisions protecting City of Waterloo taxpayers.
 - d. Buyer agrees to abide by all municipal, county, state and federal legal requirements, and agrees to meet or exceed municipal building codes and municipal ordinance requirements, understanding that property is sold "as-is."
 - e. Buyer agrees to provide written or video testimonial in support of downtown commercial development in Waterloo and allows the City to use the testimonial for future municipal promotions.
3. A contract, as outlined immediately above, will be drafted by the City Attorney and presented prior to the sale. It will serve as the legal instrument contractually obligating the successful bidder to the terms and conditions outlined herein or mutually agreed upon.



**BID FORM: PURCHASE OF 122 SOUTH MONROE STREET
WATERLOO, WISCONSIN**

Bid Opening: 4 p.m. on January 8, 2021

At City of Waterloo Municipal Building, 136 North Monroe Street, Waterloo Wisconsin 53594
With A Review And Recommendation To The City Council By The Waterloo Community Development Authority
At Its First Meeting Following The Public Opening
Subject Property Location: 122 South Monroe Street (Parcel # 290-0813-0822-044)

I hereby submit a bid of Thirty Thousand & .00 Dollars (\$30,000.00) for the above-described real estate and contents subject to the terms and conditions previously described in the municipal bulletin as posted on the City of Waterloo website, www.waterloowi.us.

Contractual Obligation:

I hereby agree to the terms and conditions presented by the City of Waterloo as described in the municipal bulletin and understand that failure to perform on items specified in a contract I will sign prior to transfer of title will result in monetary penalties protecting City of Waterloo taxpayers.

Payment Schedule:

This bid is accompanied by a bid deposit in the form of a certified check, cashier's check or money order in an amount equal to 10% of the bid amount. Deposit is to be made payable to: "**City of Waterloo.**" In the event of any default by successful bidder in the performance of the contract sale created by acceptance of the bid and the approval of the sale by the Waterloo Common Council, the deposit shall be forfeited and the City shall take such action as it deems necessary and appropriate to enforce the contract.

In the event this bid is accepted, the deed should name the following as grantee(s). Note: Please print clearly and spell name(s) exactly as you wish it to appear (include middle initial, etc. if appropriate):

Quality Control Solutions, LLC

P.O. Box 8640

Madison, WI 53708 E.I.N. #26-1570218 January 7, 2021

Bidder's signature

Date

Stephen T. Parker, Sole Mbr.

608-575-9095 sparker835@yahoo.com

Bidder's printed or typed name

Phone and Email

fused.kitchens@gmail.com

P.O. Box 8640

Street address

Madison, WI 53708

City, State Zip

IN-PERSON SITE ACCESS AND ONLINE DUE DILIGENCE FOLDER

All interested parties are invited to a site walk-through opportunity on Saturday, December 12, 2020 at noon. Our best effort will also be made to accommodate scheduled appointments (920-478-3025).

Site photos and records available to the City have been placed in a project folder "[122 South Monroe St Due Diligence](#)" for viewing.

Project folder URL is: https://www.dropbox.com/sh/5m81xkq0e0a3mm1/AADqPWh6mft9g_3jbbVlpR5Za?dl=0

SELECTION CRITERIA

Business Plan	60%
Financial Bid	25%
Performance Guarantee	15%

The successful firm or individual will be the one that most successfully demonstrates commercial viability as part of its sealed submittal to the Waterloo Community Development Authority in the following manner:

1. Business Plan. A written business plan submitted as part of the seal bid process outlining a commercial site use.
 - a. Business description.
 - b. Capital – sources and uses.
 - c. One-three year timeline.
2. Financial Bid. The bid amount using the provided form.
3. Willingness to guarantee business plan performance.
 - a. A written description of performance guarantees provided by the entrepreneur.
 - i. The time period in which the site would be operational.
 - ii. An employment figure for new and/or retained employees (full-time equivalent).

Neither the City of Waterloo, nor Jefferson County shall be liable for any costs incurred by the bidder in responding to this bid process, or for any costs associated with discussions required for clarification of items related to this proposal. The City of Waterloo reserves the right to reject any and all submittals, waive any irregularities, reissue all or part of this Request for Proposal, and not award any contract, all at its discretion and without penalty.

Learn more about this opportunity by viewing the: [122 South Monroe St Due Diligence](#) folder.

All blanks on this bid form must be filled out completely and legibly, with any corrections initialed by person signing as bidder. Bidder's signature must be you or your agent, appear in ink and include a printed or typed name, as well as phone and mailing address. Keep one copy for your records.

Place completed Bid Form, Business Plan and Performance Guarantee outline in envelope clearly marked: "Sealed Bid, 122 South Monroe Street"

Submit by mail or in-person, deliver envelope to Clerk/Treasurer's Office, 136 N. Monroe Street. Waterloo, WI 55394 on or before January 8, 2021 at 4:00 pm

BUSINESS PLAN

MONROE STREET PIZZA/FU5ED KITCHEN

Re: 122 S. Monroe Street Waterloo, WI 53594

The following is our intention with the building located at 122 S. Monroe Street Waterloo, WI 53594

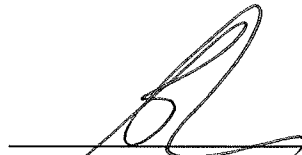
- 1.) Revitalize downtown Waterloo to make it a community that people want to live, visit, shop and relax in.
- 2.) Bring Pizza back to Waterloo. Since the departure of Soular, there have been little or no pizza options other than out of town delivery. Since the start of the Pandemic, it has been virtually impossible to receive delivery from Lake Mills and other out of town pizza establishments.
- 3.) Keep storefronts in Waterloo full and functioning, rather than having the downtown buildings being purchased just to eliminate competition in the prospective buyers field of interest.
- 4.) Create a hometown atmosphere that has been lacking in recent years and give visitors from other communities a choice of eating options and give the local community a great option for deliveries to their home(s).
- 5.) Offer non-competitive downtown options with working hours that are much more flexible than they are at present.
- 6.) If we want people to move themselves and their families to Waterloo, it is important to have a variety of offerings in as many areas as possible.
- 7.) Local ownership and management will offer employment to local people.
- 8.) No franchise-type establishment, embodying the "buy local" atmosphere.
- 9.) Basically, give the local community a choice as to what they eat, while helping the downtown to thrive and grow.
- 10.) Enlist a local chef (Craig-Fu5ed Kitchen) to create a place for local residents to pick up meals that are being home delivered at present, giving him the necessary workplace with ample functionality. (Mirror places like Pasture & Plenty in Madison, WI)
- 11.) Work with other local businesses to create relationship(s) with the local community, both businesses and residents.
- 12.) Invest in the community and help it to grow. Provide a good product at a good price.
- 13.) To give a local Waterlooian who is a phenomenal chef, an opportunity to grow within the community that he makes his business and personal home.

- 14.) NAME "MONROE STREET PIZZA & FU5ED KITCHEN - "Great Pizza and Gourmet Grub".
- 15.) Locally owned and operated, providing a much-needed service to the City of Waterloo that will prove to be a valuable asset to existing and incoming local residents and their families.
- 16.) Purchase Price \$30,000.00 . No contingencies or financing necessary. As is, where is with immediate closing upon approval of the building purchase. The required 10% Certified funds "bid deposit" is included with this package.


PERFORMANCE PLAN

- 17.) Once approved, we plan to be open within 30-60 days from closing.
- 18.) Craig could run his catering & home delivery/pickup business from 6:00 am to 3:00 pm (Adjustable) and start pizza and any supper items at 4:00 pm. It would be his decision whether to make items in the event of an errantly timed call. All times can and probably will be adjusted after things get settled. This way we aren't stepping on any other local toes who run breakfast and lunch at present, unless it becomes necessary once established. This would allow Craig (aka Super Chef Saheeb) to organize his time without a lot of overlap.
- 19.) Offer both delivery and pickup options to maximize the availability of our product to the local community.
- 20.) Offer employment to local workers for both in-store and delivery.
- 21.) We look at this as an excellent opportunity to grow with the present community as it grows.
- 22.) Agree to terms set forth by City of Waterloo as to requirements in the original bid package.

Thank you for your consideration,



Stephen T. Parker



Craig Ahrendt

1-7-2021

Date

Business Plan Addendum

Qualifications:

1. I have been working in professional kitchens since 1988
2. Graduated Culinary School at the top of my class in 2018 with an emphasis on business management and cost control.
3. FU5ED Kitchens is currently doing business in Waterloo and experiencing growth since our first day of operation in June of 2020
4. FU5ED Kitchens serves our at-risk community offering healthy, chef made meals to those who cannot, or choose not to leave their homes and with this business model we have managed to grow during this pandemic and economic downturn proving we have the ability thrive now, and into the future.
5. FU5ED Kitchens has an amazing team assembled. Steve and Sara of Waterloo Blooms assisting in prepping the building and consulting on the new business. Mike Hermanson & Shannan Dewitt to assist in the business management side allowing me the freedom to develop the menus, hire and train local workforce, maintain the grounds and building, market and grow the business.
6. We already have accounts with Local Food Service vendors to ensure a speedy and seamless start up. It is our intention to begin carry out and delivery immediately.
7. We will support our community. We will not only provide jobs right here in town, but we will also support our student athletic organizations by helping with fundraisers and sponsoring teams. I have "pay it forward" programs that will allow our community to rally around a cause or provide avenues for showing appreciation to our city workers, police officers, firefighters, teachers, healthcare workers and more.

While preparing for returning to college in 2015 to earn my culinary degree my son Kian and I moved back to Waterloo, my hometown to lay down roots. It was then, and still is my intention to build something in the community that I love without infringing on the great local businesses we already have. As a Waterloo High alumni, I remember establishments like "The Strike Zone" and "Union Jacks" where we could get a great food. Now, since returning to Waterloo I've had many conversations with parents wishing there were more dinner options for busy nights, or after games and events. FU5ED Kitchens would offer several options to that end with meals that can be picked up to heat and eat at home, as well as offering pizza, sandwiches and other ready to eat items over the dinner hours in Waterloo.

Along with the FU5ED Kitchens current menu of grab and go complete meals, and a rotating selections of family style meals we intend to add a full pizza menu, Salads, and Sandwiches. We will use local ingredients, like cheeses from "Crave Brothers Farms", and meats from "Jones Dairy Farm" whenever possible. We intend to find a local purveyor for breads to use in our sandwiches, and in the summer, use produce from some of our great local farmers. I would like to work with other local businesses as well by finding ways for us to band together, support and advocate for one another. For instance, buying pizza could come with a coupon for flowers from "Waterloo Blooms", or a Latte from "Paradiddles Café"

We are committed to our community, its residents, and its growth and willingly give our time, experience, knowledge, and heart to this concept bringing affordable and delicious options to Waterloo families.

Thank you for considering us with this opportunity.

Craig Ahrendt

A handwritten signature in black ink, appearing to read 'C. Ahrendt', with a long horizontal flourish extending to the right.



**BID FORM: PURCHASE OF 122 SOUTH MONROE STREET
WATERLOO, WISCONSIN**

Bid Opening: 4 p.m. on January 8, 2021

At City of Waterloo Municipal Building, 136 North Monroe Street, Waterloo Wisconsin 53594
With A Review And Recommendation To The City Council By The Waterloo Community Development Authority
At Its First Meeting Following The Public Opening
Subject Property Location: 122 South Monroe Street (Parcel # 290-0813-0822-044)

I hereby submit a bid of twenty thousand dollars Dollars (\$ 20,000) for the above-described real estate and contents subject to the terms and conditions previously described in the municipal bulletin as posted on the City of Waterloo website, www.waterloowi.us.

Contractual Obligation:

I hereby agree to the terms and conditions presented by the City of Waterloo as described in the municipal bulletin and understand that failure to perform on items specified in a contract I will sign prior to transfer of title will result in monetary penalties protecting City of Waterloo taxpayers.

Payment Schedule:

This bid is accompanied by a bid deposit in the form of a certified check, cashier's check or money order in an amount equal to 10% of the bid amount. Deposit is to be made payable to: **"City of Waterloo."** In the event of any default by successful bidder in the performance of the contract sale created by acceptance of the bid and the approval of the sale by the Waterloo Common Council, the deposit shall be forfeited and the City shall take such action as it deems necessary and appropriate to enforce the contract.

In the event this bid is accepted, the deed should name the following as grantee(s). Note: Please print clearly and spell name(s) exactly as you wish it to appear (include middle initial, etc. if appropriate):

Valerie J. Deegan

Jeffrey M. Deegan

[Signature]
Bidder's signature

1/7/2021
Date

Valerie J. Deegan / Jeffrey M. Deegan
Bidder's printed or typed name

(self)
608-347-8385 / 608-347-3772 (Valerie)
Phone and Email Valerie.J.Deegan@gmail.com
Deeganrocks@gmail.com

121 S. MONROE ST.
Street address

Waterloo, WI 53594
City, State Zip

Pirate Pizza Summary:

Through Pirate Pizza, Jeff and Valerie Deegan pledge to provide a best-in-class dining experience, help drive out-of-town interest in visiting Waterloo, and serve our neighboring communities.

We plan to start the business small and scrappy, as owner-operators and expand hours and local hiring as soon as we have determined the needs of the customer base and how to best serve them. This initially means that we will offer limited outside staffing, but our desire to become a valued local business with deep community ties will keep us driven to reach a point where we are able to offer meaningful employment to local residents. We will remain focused on providing consistent and quality products to create a steady rate of growth, offer new products and services, from home delivery and take-and-bake options and to expand our menu over time. We are excited to grow with the needs of our community for the long term, and not flame bright and fade away.

Due to the nature of our current Covid climate, we are not providing a detailed forecast of potential growth, as this will depend largely on when we are able to open for dining in as well as the personal comfort of people looking to pay for restaurant dining vs cooking at home. We have provided a general timeline of milestones as we are best able to forecast them. We are committed to creating a business that will help make Waterloo a true destination, as we have so much to offer within the community! We would like the opportunity to have business growth paced with the town need, as well as having the ability to pivot our plan when necessary. To us this means that if the service we provide isn't fulfilling the needs of Waterloo, we will be open to shifting our business model so that we can continue to have a "live" business here and maintain the growth of our main street businesses.

We hope that you will consider our business plan and we look forward to hearing back from the Community Development team. Please feel free to reach out with any questions or concerns, we are dedicated to being a part of this community and working with the town to make this happen.

Take care,
Valerie and Jeff Deegan

Identity Pirate Pizza is your locally-owned neighborhood pizza parlor.	Problem Local residents and people traveling through Waterloo have very few options for where to eat, particularly at dinner time.
Our solution Our handcrafted pizzas are made fresh to order and we are open for evening dining with a small dining room, local delivery, and carry out options.	Target market The target audience is adults and teens in the Waterloo/Marshall area who are looking for locally made pizza.
The competition There is limited competition in the immediate area, with Kwik Trip offering a small selection of pizzas and Pizza Pit and Day One for delivery. Restaurant selection is also very minimal in the surrounding area.	Revenue streams Pirate Pizza will initially offer pizza and a limited selection of other products, including salad. We will have a small selection of beer and wine for in-house dining. Merchandise will also be available.
Marketing activities Pirate Pizza will communicate with customers through targeted Google and Facebook ads, social media, and in local papers.	Expenses <ul style="list-style-type: none"> • Materials for sauce and dough, including flour, yeast, cheese, and assorted toppings • Advertising expenses • 1-2 part time employees with additional employees added with growth
Team and key roles Currently, the team will be owner operated by Jeff and Valerie Deegan. As profits increase, Pirate Pizza will look to add employees to assist with front of house duties and baking.	Milestones As business grows we'll be looking to add a web portal for online orders & hire more in-house as well as delivery staff.

1.0 Executive Summary

Pirate Pizza would be a new player in the area restaurant industry. We will be located in the heart of Waterloo, which we believe has a need for additional dining options, and particularly a hometown pizza place. Bolstered by the need for more choices in casual dining, and combined with the potential for home-delivery, the restaurant is positioned to take advantage of the market need and serve the families in the Waterloo/Marshall area.

Waterloo's population is growing with new subdivisions and with families moving to the more rural Waterloo area, it is Pirate Pizza's strategy to utilize these opportunities and establish itself as the preferred pizza provider. We believe a locally-owned restaurant is the best option to serve our town by offering a fresh, unique menu as opposed to a national chain franchise.

1.1 Mission

Pirate Pizza aims to provide a fun and friendly atmosphere for customers in a casual environment. We look to deliver the best possible value to our customers, who want great tasting pizza at a good value. We are sensitive to balancing the need for high-quality ingredients while maintaining a reasonable price point for the area.

Our customers are our neighbors, as we are residents of our market area. We will foster a healthy, creative, respectful, and fun working environment, in which our employees are fairly compensated and encouraged to respect the customer and the quality of the product we produce. We seek fair and responsible profit, enough to keep the company financially healthy for the long term.

1.2 Keys to Success

The keys to success in this business are:

- Meeting the needs of our customer base by offering a valued product
- Promoting a new company, product, and delivery channels to a rural community
- Exceptional product quality and consistency
- Pricing effectively with respect to the customer need
- Stylish atmosphere offering occasional evening entertainment opportunities
- Management: products delivered on time, costs controlled, budgets effectively managed
- Reporting and controls in place for inventory and financials

1.3 Objectives

The objectives for Pirate Pizza are:

- To establish the market presence needed to support marketing and sales goals and to attract customers.
- To reach healthy monthly sales by the end of the first year, and average monthly sales increasing modestly but steadily through Year 3.
- To develop relationships with several distributors to ensure competitive pricing.

2.0 Company Summary

Pirate Pizza is a privately-owned pizza restaurant offering a product menu that does not currently exist directly in the area and will offer home delivery within the town of Waterloo and surrounding areas. Our customers will primarily be local residents as well as people traveling into Waterloo for summer sports, from baseball to Trek's Cyclo-cross events.

2.1 Company Ownership

Pirate Pizza will be established as a limited liability company (LLC) with Jeffrey Deegan

and Valerie Deegan as the sole owners.

2.2 Start-up Summary

Our start-up costs will cover the renovation of the occupied store space, professional fees, and expenses associated with opening our first location. The start-up costs are to be financed by direct owner investment through a mix of personal savings, sales of stock holdings, and loans secured through financial institutions. We have estimated our start-up costs at approximately \$100k.

3.0 Services

Pirate Pizza offers high quality pizza to a growing community that currently has limited availability of restaurants and limited availability to delivery. At startup we will be open for dinner 4 p.m. to 9 p.m. Thursday - Saturday and 12 p.m. to 5 p.m. Sunday. We will consider opening earlier and serving lunch if there is a demand, and if forecast and financial analysis can justify the increased costs.

We will start simply with a menu including 3 sizes of pizzas with various combinations of toppings and specialty pizzas and add additional items over time. Beer, wine, and soda will be included in the initial menu offerings.

4.0 Market Analysis Summary

Our primary target market is people who desire a comfortable, casual environment for dine-in pizza. Our secondary target market also desires a delivery service for pizza, or a take-out approach. There is overlap of these segments.

Waterloo and its surrounding communities are a growing middle-class area with approximately 7,000 residents in the immediate vicinity as well as thousands more in the surrounding communities. Many of whom commute outside of town to work but are here on weekends.

Marshall residents recently lost Rusty's Pizza, and we are providing a new option for area residents and visitors to eat locally.

4.1 Market Segmentation

We plan to initially offer delivery to Waterloo and Marshall and later expand service to an approximate 20 mile radius, including Lake Mills and Columbus.

4.2 Target Market Segment Strategy

Including Waterloo and its surrounding areas, few pizza establishments exist. No restaurants in the immediate Waterloo area provide home-delivery service.

4.3 Service Business Analysis

Other restaurants in the area include: Subway(R), Hartwigs diner, Paradiddle's, Route 19 diner, and MT Tavern. Subway serves sandwiches, wraps, and salads, none of which are direct competition to the pizza establishment. The diner is open until 1 p.m. each day, Paradiddle's is primarily Coffee, pastry, and sandwiches, and MT provides classic bar food.

4.3.1 Competition and Buying Patterns

There is minimal competition for pizza in the Waterloo area, besides the establishments previously mentioned. The closest locales for pizza to the Waterloo area are Lake Mills, Columbus, and Sun Prairie, currently pizza delivery to Waterloo is limited to Day One and Pizza Pit.

5.0 Strategy and Implementation Summary

Our strategy is based on delivering a strong customer value proposition in a niche market. We are looking to offer Waterloo and its surrounding areas a new choice in food options.

Also:

- We are building our marketing infrastructure so that we can eventually reach additional towns with the same offering
- We focus on satisfying the needs of small towns
- Cross-promotional opportunities with area businesses

5.1 Competitive Edge

Our competitive edge is to be first-to-the-market restaurant with evening hours outside of taverns and first-to-the-area with food delivery.

The location of Pirate Pizza is centrally located downtown, this is within walking distance of the public and parochial schools, local churches, parks, and within 2 miles of the existing subdivisions and apartment complexes in the area.

5.2 Marketing Strategy

Advertising around Pirate Pizza will happen mainly via social media and word of mouth.

5.3 Sales Strategy

The Waterloo area has expressed its need for additional restaurants, specifically a desire for pizza. We will expect a high rate of sales growth within the first 3 months as this customer desire is met that may taper down slightly before finding a strategic plateau over the coming year.

Over the next 2 years, we will continue to focus on growing our presence in the community and advertising throughout the community to raise awareness and build our brand.

5.3.1 Sales Forecast

Our sales forecast assumes a modest change in annual costs to accommodate new entry into the market.

We are expecting to increase sales modestly but steadily over the first year. The growth forecast is assumed given this is a new business in the area. We are not projecting significant change in the products offered over the first year.

Based on industry averages and the absence of competition for pizza in the Waterloo area, we are predicting around 20-30 pizzas sold each night. Of those pizzas ordered, we are expecting approximately 1/3 to be dine-in customers, once dining in is an option post-Covid-19. Those customers dining in will most likely order drinks and/or beer (on average 4 for each family).

- Pizza: \$10 / \$13 /\$15
- Beer: \$2.00-\$5.00 per can/bottle
- Soda: \$1-2 per can/bottle
- All above prices are approximate & will require review of cost vs. demand.

5.4 Milestones

The following table lists important program milestones with estimated dates. These milestones are dependent on approval of our business plan by the Community Development team and may be subject to change based on when the decision is made.

Milestones					
Business Plan Due	1/8/2021				
Secure Start-up Funding	2/1/2021				
Renovation & Equipment Installation	2/15/2021-6/1/2021				
Soft Opening	7/1/2021				
Grand Opening	8/1/2021				

6.0 Web Plan Summary

The Pirate Pizza website will be the virtual business card and portfolio for the company, as well as its online "home." It will showcase the history, product information, and offers for Pirate Pizza.

Future elements of the site can contain online ordering and specials, if customers express an interest in this functionality.

6.1 Website Marketing Strategy

Our Internet marketing activities will be focused on product information and offers. Future opportunities exist in offering online ordering.

7.0 Management Summary

We are a small company owned and operated by Jeff and Valerie Deegan, husband and wife, as a partnership. Management style reflects the participation of the owners. The company respects its community, co-workers, and employees.

7.1 Future Personnel Plan

The personnel plan assumes a future need for employees, and 5% per annum pay raises. Staffing for a 4-day a week restaurant necessitates 1 shift of 2-3 employees per day. In addition to the hours open for serving we anticipate an additional hour before opening for prep and as much as an hour after closing for cleanup. This is approximately 7 hours of staffing per day, Thursday - Sunday.

It is imperative the people working at Pirate Pizza are of age to legally serve alcohol.

Projected hourly part-time positions as kitchen/wait, dishwashing, or delivery staff average out to be approximately 20 hours per employee per week. Delivery staff will work 5 hour shifts each night, during the week, if this person is not delivering, they will work in the kitchen as needed, directed by management.

8.3 Projected Profit and Loss

We expect to be break even in the 4th quarter of year 2, with profits increasing over year 3 as we establish a loyal customer base.

Waterloo Community Development Authority -- Annual Calendar

Preferred meeting night: 3rd Tuesday of month at 6:00 pm

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

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