

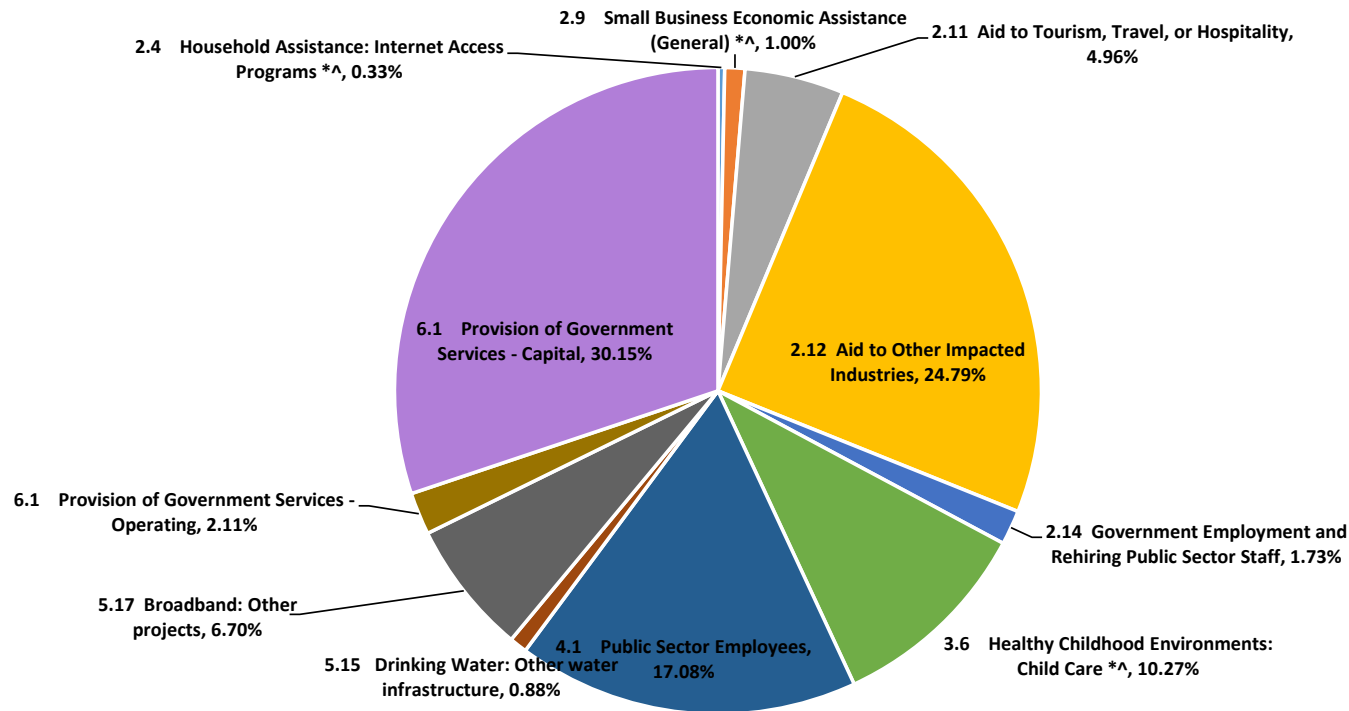
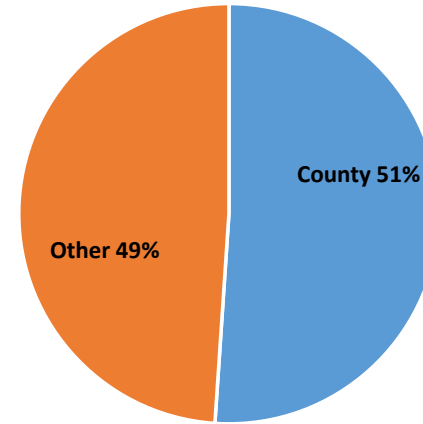
WAUPACA COUNTY AMERICAN RESCUE PLAN ALLOCATION: \$ 9,904,210  
TOTAL FUNDS REQUESTED: 14,927,384  
FUNDS REMAINING / (OVERALLOCATED): (5,023,174)

Category/Sub-Category/ Dept	Project Description	Total	% of Total	2022	2023	2024
<b>2 - Negative Economic Impacts</b>						
<u>2.4 Household Assistance: Internet Access Programs *^</u>						
Veterans	Operations Veteran Connection (Page 3)	50,000	0.33%	-	50,000	-
<u>2.9 Small Business Economic Assistance (General) *^</u>						
Veterans	Central WI CVSO Small Business Project (Pages 4-8)	150,000	1.00%	150,000	-	-
<u>2.11 Aid to Tourism, Travel, or Hospitality</u>						
Economic Development Corp	Advertising & Marketing Enhancement for County (Pages 38-40)	200,000	1.34%	70,000	65,000	65,000
Economic Development Corp	Regional Events Coordinator(s) (Pages 38-40)	540,000	3.62%	180,000	180,000	180,000
<u>2.12 Aid to Other Impacted Industries</u>						
ARPA Committee	Transportation Initiative - Micro-Transit System (Pages 9-37)	3,200,068	21.44%	926,716	1,280,133	993,219
Economic Development Corp	Revolving Loan Fund Capital for Small Businesses (Pages 38-40)	500,000	3.35%	500,000	-	-
<u>2.14 Government Employment and Rehiring Public Sector Staff</u>						
ARPA Committee	County-Wide Grant Writer	258,000	1.73%	86,000	86,000	86,000
<b>2 - Negative Economic Impacts Total</b>		<b>4,898,068</b>	<b>32.81%</b>	<b>1,912,716</b>	<b>1,661,133</b>	<b>1,324,219</b>
<b>3 - Services to Disproportionately Impacted Communities</b>						
<u>3.6 Healthy Childhood Environments: Child Care *^</u>						
ARPA Committee	Shared Services10 Programs Waupaca - WEESN (Page 41)	330,000	2.21%	110,000	110,000	110,000
ARPA Committee	Early Childhood Stabilization Program - CCR&R (Pages 42-51)	1,202,700	8.06%	394,528	399,078	409,094
<b>3 - Services to Disproportionately Impacted Communities Total</b>		<b>1,532,700</b>	<b>10.27%</b>	<b>504,528</b>	<b>509,078</b>	<b>519,094</b>
<b>4 - Premium Pay</b>						
<u>4.1 Public Sector Employees</u>						
Sheriff	Essential Worker Pay Additional \$3/Hr for Sherriff EE (Page 52)	2,059,200	13.79%	686,400	686,400	686,400
Veterans	Premium Pay for Essential Workers (Page 53)	490,000	3.28%	490,000	-	-
<b>4 - Premium Pay Total</b>		<b>2,549,200</b>	<b>17.07%</b>	<b>1,176,400</b>	<b>686,400</b>	<b>686,400</b>
<b>5 - Infrastructure</b>						
<u>5.17 Broadband: Other projects</u>						
Planning & Zoning	Broadband Expansion Project - Local Match (Seed Money) (Page 54)	1,000,000	6.70%	-	-	1,000,000
<u>5.15 Drinking Water: Other water infrastructure</u>						
Land & Water Conservation	Harvestable Riparian Buffers for Phosphorous & Sediment Reduction (Pages 55-58)	110,000	0.74%	30,000	40,000	40,000
Land & Water Conservation	Well Testing For Nitrates & Bacteria in Private Wells (Pages 59-61)	21,900	0.15%	-	21,900	-
<b>5 - Infrastructure Total</b>		<b>1,131,900</b>	<b>7.59%</b>	<b>30,000</b>	<b>61,900</b>	<b>1,040,000</b>
<b>6 - Revenue Replacement</b>						
<u>6.1 Provision of Government Services - Operating</u>						
Information Technology	CIS Albert Network Monitor - Network Intrusion Detection (Page 64)	32,040	0.21%	10,680	10,680	10,680
Information Technology	DUO - Multi-Factor Authentication - LAN (Page 62)	54,000	0.36%	18,000	18,000	18,000
Information Technology	KnowBe4 - CyberSecurity Training (Page 65)	28,512	0.19%	-	28,512	-
Information Technology	Website and Social Media Archiving (Page 63)	17,964	0.12%	5,988	5,988	5,988
Law Enforcement	Patrol Car Radios (Page 68)	180,000	1.21%	60,000	60,000	60,000
Treasurer	Drop / Lock Box (Page 66)	3,000	0.02%	3,000		
<u>6.1 Provision of Government Services - Capital</u>						
DHHS	Aging and Disability Resource Unit Relocation (Page 69)	1,800,000	12.06%	800,000	1,000,000	
Highway	Equipment Purchases (Page 70)	1,500,000	10.05%	500,000	500,000	500,000
Law Enforcement	Sally Port Remodel / Addition (Page 67)	1,200,000	8.04%	1,200,000	-	-
<b>6 - Revenue Replacement Total</b>		<b>4,815,516</b>	<b>32.26%</b>	<b>2,597,668</b>	<b>1,623,180</b>	<b>594,668</b>
<b>Grand Total</b>		<b>14,927,384</b>	<b>100.00%</b>	<b>6,221,312</b>	<b>4,541,691</b>	<b>4,164,381</b>

County Or Other	Total	% of Total
County	7,622,716	51%
Other	7,304,668	49%
<b>Grand Total</b>	<b>14,927,384</b>	<b>100%</b>

Category/Sub-Category/ Dept	Total
2.4 Household Assistance: Internet Access Programs *^	0.33%
2.9 Small Business Economic Assistance (General) *^	1.00%
2.11 Aid to Tourism, Travel, or Hospitality	4.96%
2.12 Aid to Other Impacted Industries	24.79%
2.14 Government Employment and Rehiring Public Sector Staff	1.73%
3.6 Healthy Childhood Environments: Child Care *^	10.27%
4.1 Public Sector Employees	17.08%
5.15 Drinking Water: Other water infrastructure	0.88%
5.17 Broadband: Other projects	6.70%
6.1 Provision of Government Services - Operating	2.11%
6.1 Provision of Government Services - Capital	30.15%
<b>Grand Total</b>	<b>100.00%</b>

Other Projects vs. County Projects



# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Operation Veteran Connection
County Department(s)	CVSO
Project Manager(s)	CVSO
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Infrastructure
	Disproportionately impacted populations and communities
Select Infrastructure Sub-Category >	Broadband =/> 100 Mbps down/upload speed

Target Group Served by Project or Program:
Residents of Waupaca County who are honorably discharged military veterans with preference to those enrolled in VA Health Care and in receipt of either Non-Service Connected Pension or Service Connected Compensation

Goals & Objectives of Project or Program:
This program is intended to provide reliable high-speed internet service and an access device to the target community. During the COVID-19 pandemic, veterans in receipt of VA Health Care were desperately and adversely affected by the inability to maintain access to mental and medical health care/treatment. Routine mental and medical health care/treatment transitioned to low quality remote services like telephone for many veterans due to the rural nature of the county and limited access to broadband services. This program will purchase Starlink equipment, twelve months of service, and one iPad for eligible veterans. This service and equipment will provide high speed internet services to veterans and a reliable device capable of interacting with VA Health Care/Mental Health Care staff to ensure the target population has high quality internet service and equipment to maintain contact with care providers. An additional positive externality associated with high speed internet is the support for systems like free captioned telephone services for the hearing impaired. These devices rely on the internet for full functionality. Eligible recipients will sign an agreement to return equipment upon termination of service, permanent move outside the county, or death. Returned equipment will be repurposed to new eligible recipients until the equipment is no longer serviceable. Unserviceable equipment will be destroyed and disposed of by recycling or other approved method. The target population is approximately 1,600 veterans based on estimates provided by public statistics available from the U.S. Department of Veterans Affairs. Funds requested would serve approximately 1% or 16 of the target population. The CVSO office will act as the project manager for this program. The program will begin and end in 2023. All unused funds will be returned.

SLFRF Funding Requested by Year		Notes on Funding *
2022	\$ -	To purchase Starlink equipment, twelve months of service, and one iPad for 16 veterans.
2023	\$ 50,000.00	
2024	\$ -	
Total	\$ 50,000.00	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act  
Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	CENTRAL WI CVSO SMALL BUSINESS PROJECT
County Department(s)	CVSO
Project Manager(s)	Finance Committee
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Public Health / Economic Impact
Select Public Health / Economic Impact Sub-Category ->	Small business assistance
	Yes
	Yes
	No

Target Group Served by Project or Program:
Small business owners who are also military veterans in Waupaca, Marathon, Adams, Portage, Shawano, Waushara, and Wood Counties.

Goals & Objectives of Project or Program:
See attached documents - The Waupaca County Veterans Services Office is requesting an ARPA allocation to support Veteran-owned entrepreneurs and prospective entrepreneurs in Waupaca County with post-COVID related business development, disaster preparedness and sustainability planning. We have partnered with six other counties in Central Wisconsin as well as the Wisconsin Veterans Chamber of Commerce to create a collaborative and effective program. The proposal includes technical assistance services, including small business training, coaching, mentoring, one-on-one confidential consulting, business plan development and business resiliency planning. The program will work collaboratively with other technical assistance programs in each county, including the SBDC, MCDEVCO, SCORE, WWBIC, and others. As good stewards of public funds, we commit to ensuring all technical assistance programs in the county collaborate alongside this new program.

SLFRF Funding Requested by Year	Notes on Funding *
2022	<a href="#">Funds to be delivered to the Wisconsin Veteran's Chamber of Commerce to manage and disperse the program funds.</a>
2023	
2024	
Total	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.





**WAUPACA COUNTY**  
**VETERANS SERVICE OFFICE**

**Jesse P. Cuff**  
**Veterans Service Officer**

**COURTHOUSE**

**Phone: 715-258-6475**

**811 Harding Street Waupaca WI 54981**

**Fax: 715-258-6266**

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March 30, 2022

ARPA Funds Allocation Committee  
Courthouse, 811 Harding Street  
Waupaca, WI 54981

ARPA Funds Allocation Committee,

The Waupaca County Veterans Services Office is requesting an ARPA allocation to support Veteran-owned entrepreneurs and prospective entrepreneurs in Waupaca County with post-COVID related business development, disaster preparedness and sustainability planning. We have partnered with six other counties in Central Wisconsin as well as the Wisconsin Veterans Chamber of Commerce to create a collaborative and effective program. The proposal includes technical assistance services, including small business training, coaching, mentoring, one-on-one confidential consulting, business plan development and business resiliency planning. The program will work collaboratively with other technical assistance programs in each county, including the SBDC, MCDEVCO, SCORE, WWBIC, and others. As good stewards of public funds, we commit to ensuring all technical assistance programs in the county collaborate alongside this new program.

Here in Waupaca County, I am particularly excited to pursue this as the Veterans Service Officer.

Working closely with this affinity group located in these seven counties will give us new data to support future projects and we are excited to explore the possibility for long-term program sustainability beyond the ARPA funding period. I welcome appearing before the committee to answer any questions.

Please advise the decision-making timetable for this request for funds. We appreciate the support from our county as we pursue this economic development opportunity.

Respectfully,

Mr. Jesse P. Cuff  
Waupaca County Veterans Service Officer

Encl. (3)      Waupaca SLFRF Request Form  
                 Project Budget  
                 Project Overview

# **Veteran Business Project Budget**

DRAFT: March 23, 2022

	2022	2023	2024	2025	2026	Total
Consultant Salary	\$ 32,500	\$ 66,300	\$ 67,626	\$ 68,979	\$ 70,358	\$ 305,763
Fringe (34.7)	\$ 11,278	\$ 23,006	\$ 23,466	\$ 23,936	\$ 24,414	\$ 106,100
Computer and Office Equipment	\$ 5,000					\$ 5,000
Mileage	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 14,000
Supplies/Misc	\$ 2,445	\$ 2,000	\$ 2,000	\$ 2,300	\$ 2,268	\$ 11,013
Veteran Chamber Support/Administration	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
IBE Support/Indirects	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
Accounting Clinic	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000
Quickbooks	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Marketing Clinic	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000
ETP/Biz Smart Courses	\$ 3,125	\$ 13,125	\$ 13,125	\$ 13,125	\$ 13,125	\$ 55,625
SBIR Ready/CBI Engagements		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Stakeholder Events	\$ 7,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 27,500
	\$ 138,848	\$ 212,431	\$ 214,217	\$ 216,339	\$ 218,165	\$ 1,000,000

## CVSO Small Business Project Overview

Draft: May 2022

**Introduction:** The COVID-19 pandemic significantly impacted all small and mid-sized businesses in Wisconsin, including those owned by veterans and their families. Veterans own nearly 5.9% of small businesses nationally and 13% of small businesses globally, generating \$1.2 trillion annually, according to a study by the Rutgers School of Management. In a December 2021 study, the US Census reported that 32% of veteran-owned businesses had zero to 14 days of cash on hand, while 61.5% of businesses had zero to two months of cash on hand. [Syracuse University's Institute for Veterans and Military Families researchers](#) report that 32% of veteran-owned businesses anticipate closing or have closed during the pandemic.

The County Veteran Services organizations of Waupaca, Green Lake, Marathon, Portage, Shawano, Waushara, and Wood Counties, in coordination with the Wisconsin Veteran's Chamber of Commerce and other entrepreneurial support programs in the counties, propose an initiative to address the needs of Wisconsin's small and midsized businesses owned by veterans and their families, as they address their vitality and mitigate the effects of the COVID-19 pandemic on their operations. The initiative will be developed in coordination with the newly granted \$2,044,323 Diversity Business Assistance Grant Program dollars awarded to the Wisconsin Veteran's Chamber of Commerce. This initiative will work with this targeted affinity-based group of entrepreneurs, which, [according to the Wisconsin Veterans Chamber of Commerce](#), totals 55,000 veteran-owned businesses statewide and accounts for \$20.1 billion in annual sales and 110,000 jobs.

The initiative will provide Wisconsin's veteran entrepreneurs in the seven identified counties with post-COVID related business development, disaster preparedness and sustainability planning. The proposal includes technical assistance services, including small business training, coaching, mentoring, one-on-one confidential consulting, business plan development and business resiliency planning. The program will be delivered through a collaboration with the University of Wisconsin Institute for Business & Entrepreneurship's (IBE) Small Business Development Centers (SBDC). The initiative would be eligible for funding through *American Rescue Plan Act (ARPA) Grants for Small Business and Nonprofit Organizations*.

The collaborative approach as well as a strong partnership with the Wisconsin Veterans Chamber of Commerce lends itself to long term sustainability with this program.

**Project Goal:** Provide technical assistance, including business resiliency and other measures applicable to mitigate the effects of the COVID-19 pandemic to 125 Wisconsin veteran entrepreneurs and their family-owned small and midsized businesses in Waupaca, Green Lake, Marathon, Portage, Shawano, Waushara, and Wood County during the ARPA grant timeframe.

### Strategy and Timeline:

1. The Wisconsin Veteran's Chamber of Commerce and University of Wisconsin System Administration (UWSA) Institute for Business & Entrepreneurship (IBE) agree upon and execute Contract for Services for the first two years of the project by **October 1, 2022**.
2. The Wisconsin Veteran's Chamber of Commerce and IBE identify key local stakeholders involved in project success. This includes CVSO representatives from counties funding the project.
3. IBE hires and manages a dedicated SBDC consultant to serve businesses owned by veterans and their family and prospective veteran entrepreneurs by **January 1, 2023**.
4. SBDC consultant and CVSO stakeholders agree upon detailed CY 2023 plan for executing tasks and milestones by **Dec 1, 2022**.
5. The Wisconsin Veteran's Chamber of Commerce and IBE evaluate success of the CY2023 plan by December 31, 2023 and adjust deliverables as necessary by January 31, 2024. Repeat strategy in 2024.
6. IBE presents CY 2023 annual report and CY 2024 draft plan to stakeholders by Jan. 30, 2024. Meeting to include stakeholder input to CY2023 plan. Repeat strategy in CY2024.
7. The Wisconsin Veteran's Chamber of Commerce and IBE evaluate overall plan and potential contract renewal for calendar years 2024-2025 by Oct. 1, 2024.

## Workforce Transportation Pilot Project:

Transportation insecurity is a significant issue for employee retention in rural Wisconsin, and it has been magnified by the COVID-19 pandemic and rising costs of vehicles and fuel. This is especially evident for employees of color, employees who live in low-income households, and student employees.

For example, one major employer in Waupaca County indicated that more than one third of terminations that occur within the first 3 months of employment are not due to lack of performance, but lack of reliable transportation. That same challenge impacts thousands of other employers across the state, especially in rural areas. Research indicates Waupaca County does not have any transportation for individuals to access employment, currently funded programs are limited to shared ride programs for older adults and individuals with disabilities. Transportation for employment requires on-time arrival, availability for second and third shift hours, and accommodations for parents to allow for pick up and drop off at daycare. In most rural communities across the country, and especially in rural Wisconsin, this transportation option is not available.

The transportation solution identified by the ARPA Task Force, through working with major manufacturers, community leaders and transportation organizations in Waupaca County takes an innovative, yet proven approach to addressing rural transportation through an innovative Mobility as a Service (MaaS) and mobility management model - the practice of using all available resources, and developing new ones to improve mobility, increase efficiency and reduce cost. As recovery from the COVID crisis continues and the cost of gasoline increasing, the proposed programming will work to ensure that people facing economic insecurity, returning to employment, or endeavoring to maintain employment have affordable transportation options.

The proposed project would implement a “Mobility as a Service” (MaaS) model of transportation combined with the mobility management. This is especially meaningful for employees that work on 2nd or 3rd shifts. By collaborating with Make the Ride Happen and Feonix - Mobility Rising we will provide a 24/7 call center, and web/mobile apps so employees and employers can arrange for transportation, as well as community members as additional capacity allows.

This program will also build coordination among local stakeholders including employers from multiple sectors, education, and healthcare partners. Coordinating these partners will increase transportation options for our primary audience to increase transportation options for individuals in low-income households to improve employment opportunities as well as access other critical resources.

Three different transportation options will be available including 1) a new Micro-Transit Service (5 vehicles, including 1 accessible minivan, service available 24/7 or as defined by employer shift schedules; 2) volunteer drivers; and 3) local taxi companies.

In total, approximately 26,500 rides will be available each year, representing almost 80,000 possible rides to work across the 3-year time frame. In addition, the program will create at least

10 new jobs in Waupaca County, putting almost \$1.5 million into the local economy over the three-year time frame.

The micro-transit service will allow door to door service for employees to drop off and pick-up children at day-care. Ensuring that families can thrive and parents can ensure their children are cared for is essential to the success of the program and a diverse workforce.

With the help of transportation organizations and businesses in the New London area, a pilot project was identified for a Workforce Innovation Grant through the State of Wisconsin. If the grant fails, a request of the following funding be discussed for the Waupaca County ARPA funds.

Year 1	\$926,716	Startup technology and implementation
Year 2	\$1,280,133	Implementation and marketing
Year 3	\$993,219	Implementation and build capacity

See attached budget for additional breakdown for expenditures.

In order to create a long-term permanent solution, this project will create a mobility management framework that establishes a network of transportation providers, employers, and community leaders focusing on the need for transportation in the County. It will utilize technology that will establish a bi-lingual call center, online application, and web interface for employees and employers to access across the region. The MaaS technology will allow the WCEDC and its partners to monitor the need in all parts of the County and throughout the region and move transportation assets to meet capacity needs and transportation demands, especially for 2nd and 3rd shift workers and childcare needs. In particular, Hispanic or Latina women have seen disproportionate economic impacts, accounting for 45 percent of the jobs lost for female employees according to the US Bureau of Labor Statistics.

By providing enhanced transportation in the region, employers will be able to retain those employees who are currently being terminated due to their inability to access transportation as well as fill open positions with more possible candidates who previously were not applying due to lack of mobility. Currently, the region's economic development planning includes the expansion of current employers and the recruitment of new employers, which will create hundreds of additional manufacturing jobs. In order for existing and new manufacturers to get enough employees, the County communities need to provide a way for low income, student, and non-driver employees to have an affordable and dependable transportation system in place. This is necessary if employers need to hire people from areas across and outside of the County.

Waupaca County does not have a coordinated public transportation system for people under 60 or without a disability. With this grant the setup of technology, personnel, and equipment during the first three years will provide the first attempt at creating a necessary transportation system that can be used for low-income and student workers to have affordable, reliable transportation to employers. Throughout the first three years, the WCEDC Board, made up of local municipal and business leaders, will work with large employers in the county to develop a plan to fund the sustainability of the system. The result will be a public-private partnership to support disadvantaged people, low-income earners, and people without reliable vehicles.

Additionally, WCEDC will facilitate an application to Wisconsin Department of Transportation for their 5311 Rural Transportation program with the subrecipients Make the Ride Happen and Feonix - Mobility Rising. The 5311 program supports 80% of administrative costs of the program and 50% of operating expenses and is a recurring established funding source. The remaining matching funds of 20% in administrative expenses and 50% in operating will be covered through contributions by local employers, healthcare providers, educational institutions, passenger fare revenue, and other grant applications. In year 4, an estimated \$651,342 in operational costs would be covered by 5311 funding and \$299,383 would be sustained through contributions of local program partners or other grant funding. Beginning in year 2 of the grant, partners will explore additional funding through innovative federal, state, and local grant opportunities to highlight and quantify the impact of expanded rural mobility.



**Waupaca County Workforce Innovation Transportation Program - BUDGET DRAFT**

				Year 1	Year 2	Year 3	TOTAL	Year 4				
Make The Ride Happen-Catch A Ride												
	Administration	\$46	43		23,902	24,619	25,357	73,877	25,357			
	Mobility Manager	\$36	173		74,866	77,112	79,425	231,402	79,425			
	Customer Support & Dispatch - Daytime Hours	\$31	90		33,480	34,484	35,519	103,483	35,519			
Total Transportation Pilot Cost - MRH - LSS					132,247	136,215	140,301	408,763	140,301			
WCEDC Administration of Grant and Reporting												
	Grant Administration	\$25	30		9,000	9,000	9,000	27,000				
Feonix - Mobility Rising												
		Loaded Rate	Hours/Month									
Personnel	Community Development/Volunteer/Driver Manager	\$87	130	9 months YR 1	101,790	101,790	101,790	305,370	135,720			
	Project Management	\$123	20		29,520	29,520	29,520	88,560	11,808			
	Training	\$60	15	8 months YR 1	7,200	7,200	7,200	21,600	2,880			
	Admin	\$187	8		17,952	17,952	17,952	53,856	2,160			
	Weekends 24 hours	\$28	348	6 months YR 1	58,464	58,464	58,464	175,392	58,464			
	Dispatch	\$44	160	8 months YR 1	56,320	56,320	56,320	168,960	56,320			
	Drivers - 8 Drivers, 40 Hours Week (\$18-\$20)	\$27	1,280	6 months YR 1	204,288	204,288	204,288	612,864	204,288			
	Total Personnel				475,534	475,534	475,534	1,426,602	471,640			
Expenses	Fleet Insurance - 5 Vehicles			6 months YR 1	5,000	10,000	10,000	25,000	10,000			
	Workman's Comp Insurance - 8 Drivers			6 months YR 1	12,800	25,600	25,600	64,000	25,600			
	Mileage Reimbursement -1200 miles month * .58/mile			Ramp Up Yr 1	6,890	10,440	10,440	27,770	10,440			
	Background Checks & Volunteer Credentialing				2,500	2,500	2,500	7,500	2,500			
	Vouchers - Small Business Taxi Purchase of Service - \$5k/month			Ramp Up Yr 1	30,000	60,000	60,000	150,000	60,000			
	Gas - \$100/vehicle/day yr 1, \$50/vehicle/day yr 2&3			Ramp Up Yr 1	67,200	84,000	84,000	235,200	84,000			
	Training - NEMT, First Aid, CPR, SDOH, HIPAA				5,000	5,000	5,000	15,000	5,000			
	Uniforms				2,500	2,500	2,500	7,500	2,500			
	Marketing - Service & Volunteer Recruitment				25,000	30,000	35,000	90,000	15,000			
	Vehicle Wrapping				20,000	0	0	20,000	0			
	Cleaning Supplies & Vehicle Washing				3,000	3,000	3,000	9,000	3,000			
	Space Rental/Parking/Charging Stations				9,600	9,600	9,600	28,800			Can we get this in-kind?	
	Year 1 - Vehicle Lease - Ambulatory - Minivans & SUV - \$750/mo - 4 vehicles, Year 2 - Purchase 4 hybrid/electric minivans				18,000	216,000	0	234,000			Lease in year 1, purchase in year 2	
	Year 1 - Vehicle Lease - Accessible Vehicle - \$1,800/mo - 1 vehicle, Year 2 - Purchase 1 hybride/electric accessible minivan				10,800	80,000	0	90,800			Lease in year 1, purchase in year 2	
	Fleet Maintenance & Repairs			Ramp Up Yr 1	2,700	5,400	5,400	13,500	5,400			
	Total Operating Expenses				220,990	544,040	253,040	1,018,070	223,440			
Technology	Spedsta	\$512/month			6,144	6,144	6,144	18,432	6,144			
	SkedGo	\$5,600/month			54,800	67,200	67,200	189,200	67,200			
	Ground Widgets	\$3,500/month			28,000	42,000	42,000	112,000	42,000			
	Total Technology Expenses				88,944	115,344	115,344	319,632	115,344			
Total Transportation Pilot Cost - Feonix					\$785,468	\$1,134,918	\$843,918	\$2,764,304	\$810,424			
										5311 Calculations		
										Admin - 80/20	\$586,597	\$469,278
										Operations - 50/50	\$364,128	\$182,064
											\$950,725	\$651,342
											\$299,383	
	Feonix Driver Rides/Year - 12 Passengers/Driver Shift				11,520	23,040	23,040	57,600				
	Feonix Volunteer Rides/Year - 60 Volunteer Rides Month				480	720	720	1,920				
	Taxi Voucher Rides/Year - 222 Rides Month				888	2,664	2,664	6,216				
	Total				12,888	26,424	26,424	65,736				
Total Transportation Pilot Cost - Make the Ride Happen & Feonix					\$926,716	\$1,280,133	\$993,219	\$3,200,067	\$950,725			



April 18, 2022

Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant

On behalf of the Waupaca County Economic Development Corporation (WCEDC), I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

The WCEDC has been the leader in economic development activities in Waupaca County for 21 years. Over that time, we have supported businesses growth with 75 loans totaling \$4,488,655 to Waupaca County businesses which leveraged \$52,018,172 in private sector investment. Supported communities with providing assistance creating State CDI grant applications, administered Community Development Block Grants for Cities and the County, supported local job fairs, advising downtown business groups, long-range planning, and economic development summits.

The WCEDC by-laws require representatives from each municipality (Cities and Villages) to be on the Board of Directors, including two representatives from the Waupaca County supervisors. This shows the commitment to providing County-wide communication and a strong County network.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper. We commit to providing oversight to the project through accountability and communication through our monthly Board of Director meetings, in-kind contributions of at least 30 hours of Executive Director time toward project and meetings, and in-kind commitment of Board of Director time working with partners, sub-recipients, and employers.

The WCEDC will also be a sub-recipient of funding to add an additional contracted 30 hour/month employee to help manage the grant administration and report writing for a 3-year total cost of \$27,000. This person will help define the report deadlines and keep reports timely and informative.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

A handwritten signature in black ink, reading "Jeff Mikorski". The signature is written in a cursive, flowing style. The first name "Jeff" is written with a large, stylized "J" and "f". The last name "Mikorski" is written with a large "M" and "k". There is a small horizontal line at the end of the signature.

Jeff Mikorski, Executive Director

April 18, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of Lutheran Social Services of WI & Upper MI-Make The Ride Happen, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

LSS-Make The Ride Happen coordinates with other local transportation services to find rides for residents that meet their individual needs. We offer one central location (call center) with comprehensive transportation to assist individuals in Winnebago, Outagamie, Calumet and Waupaca Counties. The program coordinates a Volunteer Driver Program and provides 1 on 1 travel training on using public transit.

We look forward to being a partner and strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

As sub-recipient of this project the contracted funding is \$408,773 over the three years for program leadership and oversight, local community engagement, and daytime coordination of rides for volunteers.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Arzbecker', with a stylized flourish at the end.

Joe Arzbecker, COO

April 11, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of Feonix – Mobility Rising, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

Feonix's mission is to provide mobility solutions for the health and wellbeing for every person in every community. All too often rural counties do not have adequate transportation for the needs of employers and together with community partners in Waupaca County we look forward to setting the stage for a model that can be replicated statewide and nationally for addressing this critical need for not only economic growth, but also building strong families. Feonix has been working with Make the Ride Happen in Winnebago County since 2018 with a seed grant from Easter Seals and have found funding to sustain and grow the program year over year since.

We look forward to being a partner, and strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and will work alongside WCEDC throughout the implementation of the project with leadership from the community partners. As a subrecipient of this project, the contracted funding over the three-year time frame is \$2,764,304. For personnel \$1,426,602 is allocated for drivers, dispatch, community development, project management, passenger customer service, and administration. For operating expenses \$1,018,070 is budgeted for vehicle leases/acquisition, gas, maintenance, volunteer mileage reimbursement, training, marketing, cleaning supplies, and vouchers for use of the local taxi program. In addition, \$319,632 is budgeted for technology for ride booking, scheduling, and routing for community members, volunteers, and drivers.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,



Valerie Lefler  
Executive Director  
Feonix – Mobility Rising



April 11, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of ThedaCare Medical Center, Waupaca and New London I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

For more than 110 years, ThedaCare® has been committed to finding a better way to deliver serious and complex healthcare to patients throughout Northeast and Central Wisconsin. The organization serves a community of more than 600,000 residents and employs more than 6,700 healthcare professionals throughout the regions. ThedaCare has seven hospitals located in Appleton, Neenah, Berlin, Waupaca, Shawano, New London and Wild Rose as well as 31 clinics in nine counties. ThedaCare is a non-profit healthcare organization with a level II trauma center, comprehensive cancer treatment, stroke and cardiac programs as well as a foundation dedicated to community service.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts! We commit to being part of the solution and partnership in the continued development of transportation resources. We will remain engaged and provide resources as we are able.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

Kellie Diedrick  
Vice President  
ThedaCare Medical Center – New London & Waupaca



**WAUPACA FOUNDRY, INC.**

1955 Brunner Drive

P.O. Box 249

Waupaca, WI 54981

PHONE (715) 258-6611

WEB [WaupacaFoundry.com](http://WaupacaFoundry.com)

April 12, 2022

Email: [wcedc@charter.net](mailto:wcedc@charter.net)  
Waupaca County Economic Development Corporation  
PO Box 52  
New London, WI 54961

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of Waupaca Foundry, Inc., I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

Waupaca Foundry, Inc. is the leading supplier of gray and ductile iron castings in the world. We are headquartered in Waupaca, WI. Workforce development has been a part of Waupaca Foundry's mission for decades. The Company encourages its employees to obtain further education and training to advance their careers at the foundry. In addition to pulling from the surrounding area, we have employees coming to us through staffing services in various states and even from Venezuela.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in a meaningful way.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

A handwritten signature in blue ink that reads 'Mike Nikolai'.

Mike Nikolai  
President, COO & CEO



April 12, 2022

Jeff Mikorski  
Executive Director, Waupaca County Economic Development Corporation  
PO Box 52  
New London, WI 54961

Dear Jeff:

I am writing to express our support for your collaborative efforts to gain approval for a Workforce Innovation Grant to improve transportation availability for the workforce in Waupaca County. Some Walker Forge and Precision Thermal Processing employees have had transportation issues over the years and, perhaps, a well thought out program like, "Mobility as a Service", could help with those, as well as, improve the environmental efficiency of the overall system.

We would gladly participate in any innovative, idea generating forum that would affect improvements in this area.

Thank you for your efforts,

A large, stylized handwritten signature in black ink, which appears to read "Richard C. Recktenwald, Jr.".

**Richard C. Recktenwald, Jr.**  
*President*

[richard.recktenwald@walkerforge.com](mailto:richard.recktenwald@walkerforge.com)

(715) 823-6557 x1232 Phone



4/12/2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of Kolbe Windows and Doors, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

Kolbe Windows and Doors has been a part of the community in Waupaca County since 1997 as we celebrate our 25<sup>th</sup> anniversary at this location this year. We manufacture windows and doors for customers across the country and distribute those products through a independent dealer network. Kolbe has worked with the WEDC many times over the years including our plant expansion project in 2016. We have 112 team members that work here and are trying to hire as demand for our products is at an all time high.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

Mark Harger  
Vice President  
Kolbe Windows and Doors Manawa Location



April 13, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of the ThedaCare Waupaca and New London Community Health Action Teams (CHAT), I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

In 2018, the New London CHAT hosted a plunge to learn more about transportation challenges. Since then, a team of community members has focused on improving transportation options in Waupaca County by partnering with Make the Ride Happen for Mobility Management services. A team of engaged stakeholders meets monthly to support each other's work to improve access to transportation. Transportation impacts all community members ability to live healthy productive lives. By addressing employment transportation through the innovative collaborations of this work, Waupaca County will realize a healthier community.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts! We commit to being part of the solution and partnership in the continued development of transportation resources. We will remain engaged and provide resources as we are able.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

A handwritten signature in black ink, reading "Kellie J. Diedrick".

Kellie Diedrick  
Vice President  
ThedaCare Medical Center – New London & Waupaca



#### ThedaCare New London Community Health Action Team (CHAT)

April Kopitzke, Executive Director, New London Area Chamber of Commerce  
Bill Schmidt, Community Member  
Chuck Thompson, Pastor, Trinity Evangelical Lutheran Church  
Dave Morack, Waupaca County Board Supervisor  
Ellie Kealiher, Central Wisconsin Health Partnership  
Georgette Coppersmith, previous owner, Festival Foods  
Jed Wohlt, Health Officer, Waupaca County DHHS  
Kellie Diedrick, Vice President Critical Access Hospitals, ThedaCare Medical Center-New London & Waupaca  
Kira LeNoble, School Counselor/Homeless Liaison, Marion Elementary School  
Michelle Paustian, Outreach Health Specialist, ThedaCare Rural Health Initiative  
Patricia Toney, Community Member  
Paula Morgen, Director, Community Health Improvement, ThedaCare  
Scott Bleck, Superintendent, New London School District  
Tina Bettin, Nurse Practitioner, ThedaCare Physicians-Manawa  
Tracey Ratzburg, Community Health Coordinator, ThedaCare

#### ThedaCare Waupaca Community Health Action Team (CHAT)

Aaron Holt, Drug Court Coordinator, Waupaca County Drug Court  
Amy Powell, Associate Pastor, Waupaca Area Regional Ministry  
Andrew Whitman, Director, Waupaca Parks and Recreation  
Brian Hoelzel, Chief of Police, City of Waupaca Police Department  
Elissa Stults, Counselor, Catalpa  
Ellen Wenberg, M.D., Thedacare  
Garrett Colbert, First Weber  
Heidi Cuff, Director of Nursing, ThedaCare Medical Center Waupaca  
Jed Wohlt, Health Officer, Waupaca County DHHS  
Laurie Schmidt, Director of Student Services, Waupaca School District  
Kellie Diedrick, VP Critical Access Hospitals, ThedaCare Medical Center NL & Waupaca  
Paul Shrode, Director of Regional Operations, Fox Valley Technical College  
Patsy Servey, Adult Services Librarian, Waupaca Public Library  
Rachel Lockwood, Health & Clinic Manager, Waupaca Foundry  
Shawna Hansen, Family & Community Services Manager, Waupaca County DHHS  
Tara Knaack, Outreach Health Specialist, ThedaCare Rural Health Initiative  
Tracey Ratzburg, Community Health Coordinator, ThedaCare  
Paula Morgen, Director, Community Health Improvement, ThedaCare

Chaplain Carrie Kreps Wegenast  
3119 N Peach Tree Ln  
Appleton, WI 54911

April 14, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

As a Chaplain serving in a manufacturing plant in New London, Wisconsin, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

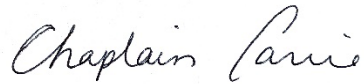
I work for the largest employer in New London. In 2019, I noticed a trend in transportation, specifically the number of team members who were termed for attendance caused by unreliable transportation. I started tracking the data through call ins and team member stories. One team member found me after the second day of new hire orientation. He had a ride for the week but would not have a ride for his shift hours starting on Monday. I helped him connect with others in his department traveling from the same direction. When his hours changed he was unable to find another ride to work. Another team member was hired with us after incarceration. He needed to get between home and work and home and his parole officer's office. He struggled to coordinate rides, became increasingly frustrated, and left our employment after a few months. He was unable to coordinate the commute times with all of his responsibilities. We currently have a carpooling system but find that we are limited in the number of routes we can offer. I think that working together as a county will provide greater opportunity for employees and their employers.

I strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

I understand that this project will be implemented over three years and the scope of my support will be defined throughout the implementation of the project.

I look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

A handwritten signature in cursive script that reads "Chaplain Carrie".

Carrie Kreps Wegenast, Chaplain

4/15/22

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of City of Waupaca, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).


The City of Waupaca is the largest city in Waupaca County which is served by the WCEDC and is an active partner in the funding of the corporation. The City of Waupaca has the County's largest employer, the Waupaca Foundry with approximately 1,700 employees. Manufacturing makes up approximately 33% of all jobs in the City of Waupaca and we are looking forward to finding innovative solutions to a labor shortage challenge that is impacting the industries we rely most on (manufacturing and tourism). In addition to supporting our current workforce needs, we look forward to developing a strategy to diversify our local economy by adding jobs tied to the creative economy, entrepreneurship, etc.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

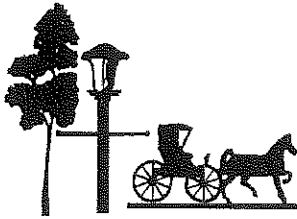
We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

A handwritten signature in cursive script, appearing to read "Aaron Jenson".

Aaron Jenson, City Administrator



## City of Weyauwega

109 E. Main Street \* P.O. Box 578  
Weyauwega, Wisconsin 54983  
Phone: 920.867.2630 \* Fax: 920.867.2635

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April 18, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of the City of Weyauwega, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

Within the City of Weyauwega we have three manufacturing facilities that are struggling to find enough employees to meet their production needs. Agropur which is a very large cheese manufacturing facility, Presto Products which produces zip lock bags and World Class Manufacturing which machines numerous types of parts for other companies. These three businesses alone are in dire need of employees and creating a countywide affordable transportation system is yet another avenue to attract and/or retain employees to support these company needs and help grow the community.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

Jeremy Schroeder  
City Administrator

# VILLAGE OF FREMONT



4/13/2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

a progressive community

Dear Waupaca County Economic Development Corporation,

On behalf of Village of Fremont, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

The Village of Fremont is a small community alongside the Wolf River with a constant flow of tourists coming to visit our local businesses and spend time on the water. Currently, there are no transportation options in our area. This project would also help keep our community safe by lowering the number of intoxicated drivers on the roads.

We strongly support WEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

A handwritten signature in dark ink, appearing to read 'Megan Wunderlich', is written over a light blue circular stamp.

Megan Wunderlich, Clerk/Treasurer

April 13, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of the City of Clintonville, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

As an entity that focuses on enhancing quality of life, we support our surrounding municipalities to do the same. We understand that Waupaca County Economic Development Corporation (WCEDC) has been working with a group of non-profit organizations in the New London area to develop a transportation system for employees and potential employees to get reliable/affordable transportation to manufacturers. In our community, staff turnover due to a lack of transportation is a growing concern. As our businesses in Waupaca County have a harder and harder time attracting employees, it is our responsibility to alleviate barriers where we can. This could be a great start for not only New London, but other municipalities in Waupaca County as we duplicate what works.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project. We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Warm regards,

A handwritten signature in black ink that reads "Caz R. Muske". The signature is fluid and cursive, with the first name "Caz" being more prominent.

**Caz R. Muske, M.P.A.**  
**City Administrator**  
**Clintonville Municipal Airport (KCLI)**



## City of Manawa

500 S. Bridge Street

P.O. Box 248

Manawa, WI 54949

(920) 596-2577

cityclerk@manawawi.gov

4/11/2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of City of Manawa, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

City of Manawa is located in the center of Waupaca County Wisconsin with a population of 1,441. The businesses in Manawa are looking to expand and add more workforce to their companies.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

Mike Frazier, City of Manawa Mayor



# CITY OF NEW LONDON

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April 13<sup>th</sup>, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of The City of New London, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

As one of the largest municipalities on the eastern edge of Waupaca County, New London is a very important hub between Waupaca County, Outagamie County and the greater Fox Valley. Similar to many other communities we've heard the challenges from employers on filling open positions and strive to assist where we can to fill these gaps.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,

Chad R. Hoerth, City Administrator  
City of New London

**Subject: Letter of Support for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County, Economic Development Corporation,

On behalf of the New London Area Chamber of Commerce, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

We have several larger manufacturing facilities that would use this as support for their workforce shortages. Eliminating barriers for employees that are unable to secure reliable transportation. We are a rural community; this will open more availability for employment opportunities.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to viewing what the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC can accomplish on this important workforce project.

Sincerely,



**April Kopitzke, Executive Director**

New London Area Chamber of Commerce

(920) 858-2393 Cell

(920) 982-5822 Office

[newlondonchamber.com](http://newlondonchamber.com)

[newlondontourism.com](http://newlondontourism.com)

April 15, 2022

**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of Waupaca Area Chamber of Commerce, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

The Waupaca Area Chamber of Commerce works with businesses, in our area, to help in their workforce recruiting and retention. We know that transportation plays a large role in this process.

We strongly support WEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely,



Terri Schulz  
President  
Waupaca Area Chamber of Commerce, Inc.  
315 S main Street  
Waupaca WI 54981



# CLINTONVILLE AREA CHAMBER OF COMMERCE

1 S. Main Street, Clintonville WI 54929 | [www.clintonvillewichamber.com](http://www.clintonvillewichamber.com) | 715-823-4606

April 12<sup>th</sup>, 2022

## **Subject: Letter of Support for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County, Economic Development Corporation,

On behalf of the Clintonville Area Chamber of Commerce, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

We have several larger manufacturing facilities that would use this as support for their workforce shortages. Eliminating barriers for employees that are unable to secure reliable transportation. We are a rural community; this will open more availability for employment opportunities.

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to viewing what the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC can accomplish on this important workforce project.

Sincerely

### **Clintonville Area Chamber of Commerce**

Emily Grosskreutz | Executive Director

1 S. Main Street, Clintonville, WI 54929 | Office: 715-823-4606 | Cell: 715-250-2254

Office Hours: MTWR 9:00am - 4:00pm Friday 9:00am - 2:00pm

Website: [Clintonvillewichamber.com](http://Clintonvillewichamber.com)

Email: [executivedirector@clintonvillewichamber.com](mailto:executivedirector@clintonvillewichamber.com)

April 11, 2022



**Subject: Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

Dear Waupaca County Economic Development Corporation,

On behalf of the Iola-Scandinavia Chamber of Commerce, I am writing to offer support to your application for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

Our Chamber works closely with our business members to help improve our communities and business environment. We have seen our small businesses struggle at times to locate employees and to provide any in need of adequate, affordable worker transportation, especially in the health services, manufacturing and education .

We strongly support WCEDC's project goal of implementing a County-wide, affordable transportation system to support employees and employers in Waupaca County. Reliable and affordable transportation will help to better serve historically underserved population groups and improve their ability to work and prosper, and we look forward to supporting these efforts in any way possible.

We understand that this project will be implemented over three years and the scope of our support will be defined throughout the implementation of the project.

We look forward to working with the Waupaca County Economic Development Corporation, other project partners, the DWD and the WEDC on this important workforce project.

Sincerely

Greg Loescher  
President



**Extension**

UNIVERSITY OF WISCONSIN-MADISON

April 13, 2022

**RE: Letter of Support for the Wisconsin Innovation Grant**

Dear Wisconsin Tomorrow Innovation Grant Committee,

I am writing to offer support for the Wisconsin Tomorrow Innovation Grant Program presented by the Wisconsin Department of Workforce Development (DWD) and Wisconsin Economic Development Corporation (WEDC).

I have been working with ThedaCare, Make the Ride Happen, East Central Wisconsin Regional Planning Commission and other partners (see Fig. 1) on transportation gaps in Waupaca County since 2019. Since then, we have made progress on understanding the transportation gaps, the stakeholders, the needs of employers, and how to strategically partner with service providers and other agencies.

Programs like this serve the most vulnerable and underserved populations, such as the more than 25% Waupaca County's population who are considered low-income (Fig 2). Additionally, the New London area is home to over 25% of Waupaca County's Latino population, and the nearby communities of Clintonville, Weyauwega, and Waupaca and surrounding areas where services will be provided are home to another 25% of Waupaca County's Latino population (Fig 3).

I strongly support this grant application's goal of providing transportation assets and systems that have long been absent from this and many other rural areas of Wisconsin. Mobility management is an innovative, collaborative, and ultimately community-centered approach to addressing the needs of underserved individuals by providing reliable transportation to employment and enhanced quality of life. The needs of employers are also met by reducing turnover and retaining talent, which also contributes to more vibrant rural communities.

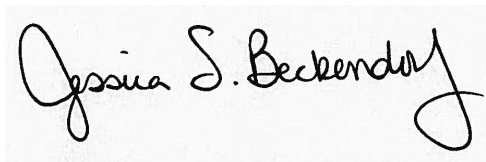
Leveraging technology and community resources, this project meets a need impacting current and future employees, with a focus on removing a base-level barrier to well-paying, entry level employment for historically disadvantaged community members.

**Division of Extension**

University of Wisconsin-Madison  
432 N Lake Street Madison, WI 53706  
info@extension.wisc.edu | extension.wisc.edu

Access to transportation means access to all of the essential resources and services available in our communities, and this project will enhance regional economic competitiveness and help us be more resilient and bolster our recovery.

Sincerely,



Jessica Beckendorf

Community Development Educator | Extension Waupaca County

811 Harding Street | Waupaca, WI 54981 | [jessica.beckendorf@wisc.edu](mailto:jessica.beckendorf@wisc.edu)

Fig. 1



**WHO WE ARE - PARTNERS IN TRANSPORTATION**

Working with Make the Ride Happen (MRH), we are a local network of community stakeholders, focused on **reducing workforce turnover** and increasing the ability of people to maintain employment through **reliable transportation** in the greater **New London area**.

MRH is a transportation hub for adults of **any age and mobility**. We connect people to reliable transportation options according to their individual needs.

**CONNECT WITH US!**

We're seeking to explore partnership, volunteer, and other program opportunities with:

- Existing transportation service providers
- Local employers
- Volunteers
- People in the greater New London area who need transportation services

**Contact Jared Tierney or Holly Keenan at 920-225-1719**

**Partners:**

- ThedaCare
- East Central Wisconsin Regional Planning Commission (ECWRPC)
- Greater Wisconsin Agency on Aging Resources, Inc. (GWAAR)
- Community Foundation for the Fox Valley Region
- HOPE House of Wisconsin, Inc.
- THE CHAMBER NEW LONDON AREA
- Waupaca County
- Extension UNIVERSITY OF WISCONSIN-MADISON WAUPACA COUNTY
- CAP SERVICES
- Greater New London Area



Fig 2

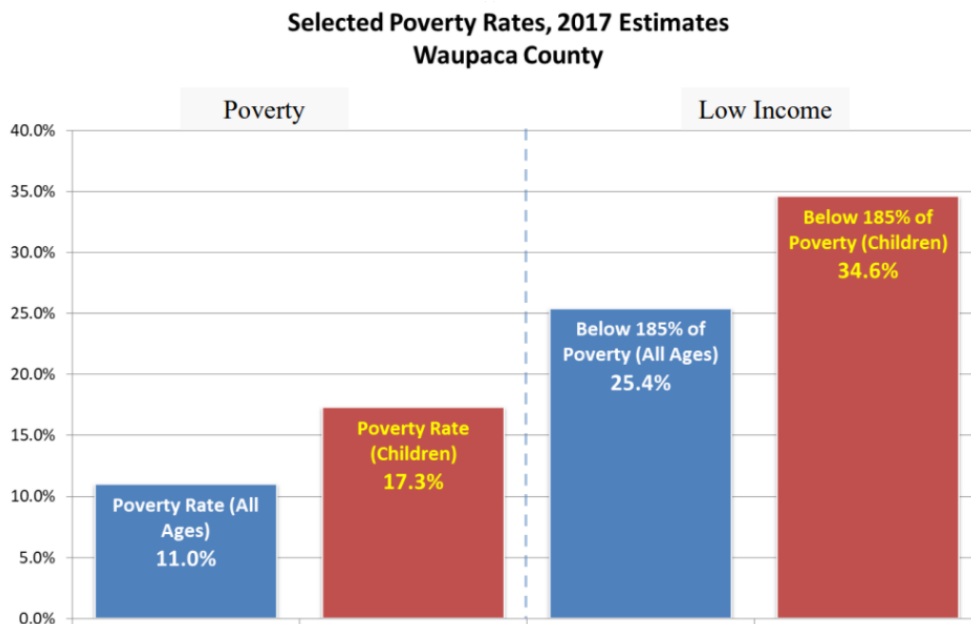
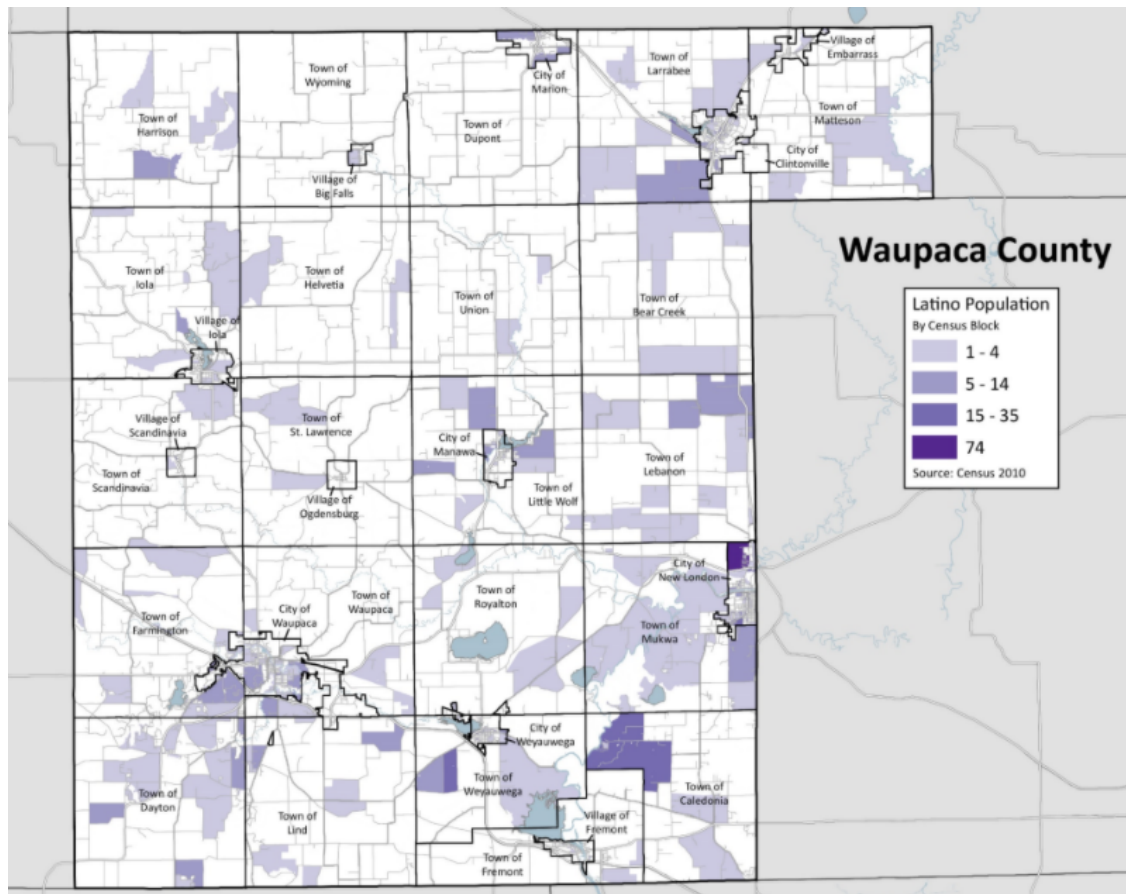


Fig 3





April 9, 2022

Dear Waupaca County Economic Development Corporation

**Subject: New North's Letter of Commitment for the Wisconsin Tomorrow Innovation Grant**

On behalf of the New North, Inc., a non-profit regional economic development corporation, representing 18 counties in Northeastern Wisconsin, I am writing in support of Waupaca County Economic Development Corporation's application to implement a County-wide, affordable transportation system to support employees and employers in Waupaca County.

With the assistance of the Workforce Innovation Grant, efforts will be taken to allow for reliable and affordable transportation to serve historically underserved populations, improving their ability to work and prosper through the development of a Micro-transit system. This will provide affordable transportation for new and existing employees in Waupaca County. There currently is limited taxi service, making transportation security for low-to-middle income earners a real concern.

We understand that this project will be implemented over three years. New North is looking forward to being a partner with the Waupaca County Economic Development Corporation other project partners to address this very important workforce barrier.

Please do not hesitate to contact me at [barb.lamue@thenewnorth.com](mailto:barb.lamue@thenewnorth.com) or 920.676.1960 with any questions you may have.

Respectfully,

*Barb LaMue*

Barb LaMue  
President & CEO

June 6, 2022

After discussing the ideas for the use of ARPA funding in Waupaca County with various sized businesses, there are needs in capital financing for small, expanding, and startup businesses; workforce expansion for large and small businesses; and regional marketing to expand the visitors, business opportunities, and recruitment of people to Waupaca County.

**1. Increasing Capital for Small and Expanding Waupaca County Businesses**

Small businesses in Waupaca County need capital to make improvements to business façade, add or improve equipment, expand products, or purchase property. The Waupaca County Economic Development Corporation (WCEDC) has been helping small businesses with capital for 21 years through the Revolving Loan Funds. Many small business owners cannot get conventional financing without help from non-profit organizations taking a portion of risk away from banks or other financial institutions. The WCEDC helps to diversify the risk and provide a portion of the needed capital in conjunction with other financial institutions. Currently, the WCEDC has three loan options available to businesses including façade improvements, straight business loans, and e-commerce loans (for businesses to expand their digital presence), although the loan fund is limited. With loans averaging 5-to-10-year terms, once the fund is exhausted, it takes 5-to-10 years to rebuild enough money to begin providing additional loans. Expanding the revolving loan fund would allow WCEDC to help more businesses get financed now, adding to the economy. WCEDC Board of Directors include members of municipalities, County Supervisors, and business leaders with a loan program already in place with an established loan committee. The WCEDC has administered 75 loans totaling 4.4 million dollars over the last 21 years. With additional funding, WCEDC could offer more loans and help businesses across the County to start, expand, go online, or diversify immediately.

**Revolving Loan Fund Capital for Small Business**

**\$500,000**

**2. Regional Recruitment of visitors and workforce:**

Recruiting new residents to the area interested in working and living in Waupaca County is a long-term goal to increase the population and workforce throughout the County. The Waupaca County Economic Development Corporation (WCEDC) has started looking into this approach for the last six years. Through the regional Marketing Cooperative program, WCEDC has started marketing Waupaca County to different parts of the State designed to entice people into shopping, visiting, recreating, working, and relocating to Waupaca County. Through a coordinated effort with Waupaca County, eight Cities and Villages, and local businesses, the County has been advertised to millions of people. It started with social media advertising with professionally created content to show the great attributes, businesses, and events of the County. In 2021 a total of 1,762,755 impressions were generated where Waupaca County content was in front of people on social media platforms. Those impressions created a total of 1,180,207 views (watched over 15 seconds of a video) of Waupaca County marketing video content.

In 2022, WCEDC expanded the number of zip codes targeted for the social media advertising using video content created by WCEDC, municipalities, and businesses seen on Instagram, Facebook, and YouTube that we have used from the beginning. Our need is to continue to increase the volume of advertising and create new content (most is six years old) to continue to highlight the living, working, and recreating in Waupaca County. The County's budget annually is approximately \$30,000 to market for tourism and resident recruitment. In comparison, County in the Northeast part of the state have budgets in excess of a million dollars for the same activity. With additional advertising funds and new video content, we can easily double the amount of social media attention, drawing more people to Waupaca County.

In addition, a coordinated tourism website (landing page) to direct interested people into Waupaca County is missing. Coordination between the Cities, County, Businesses, and Chambers of Commerce would help get the information to people interested in visiting or relocating to Waupaca County.

<b>Year 1: Additional targeted advertising costs</b>	<b>\$30,000</b>
<b>Year 1: Waupaca County Content Creation</b>	<b>\$35,000</b>
<b>Year 2: Additional targeted advertising costs</b>	<b>\$30,000</b>
<b>Year 2: Waupaca County Content Creation</b>	<b>\$35,000</b>
<b>Year 3: Additional targeted advertising costs</b>	<b>\$30,000</b>
<b>Year 3: Waupaca County Content Creation</b>	<b>\$35,000</b>
	<b>\$180,000</b>
<b>Landing page for Waupaca County Tourism and Marketing</b>	
<b>And Additional social media Presence for County</b>	<b>\$5,000</b>
<b>Total Cooperative Marketing Expansion</b>	<b>\$200,000</b>

### 3. Expanding Planning and Implementation of Event Capacity

Many retail and restaurant businesses interviewed discussed the need for additional special events to take place in Waupaca County to attract visitors from areas such as Green Bay, Appleton and parts of the southern part of Wisconsin. The economic impact of large events can help local small and mid-sized businesses and additionally brand the County as a place to visit. As an example, the Iola Car show provided a report that showed the economic impact of the Car Show each year is 25 to 30 million dollars to Waupaca County and surrounding region. If Waupaca County could help generate a few more large-scale events, it would have tremendous impact to small and large businesses in the County.

In an effort to add large-scale events to the calendar that will generate additional visitors into Waupaca County, it is necessary that organizations which create the events be provided additional resources and add capacity to implement the events. To make sure each part of the County would have an opportunity to add event capacity and work to create regional-sized (or even State acknowledged) events, funding would be available by area of the County.

The Western portion would be for Waupaca, Iola, Scandinavia, and surrounding portion to the North.

The Central portion would be for areas around Fremont, Weyauwega, Manawa, and up to Marion, Big Falls.

The Eastern portion would be available for New London and surrounding areas up to Clintonville.

Each year \$60,000 would be available per portion to allow for that region to add planning and human resources to develop new large-scale events. With a committed three-year budget, areas can employ or contract with personnel to plan and implement large-scale events bringing thousands of visitors to Waupaca County.

<b>Year 1</b>		<b>Year 3</b>	
<b>Western Portion:</b>	<b>\$60,000</b>	<b>Western Portion:</b>	<b>\$60,000</b>
<b>Central Portion:</b>	<b>\$60,000</b>	<b>Central Portion:</b>	<b>\$60,000</b>
<b>Eastern Portion:</b>	<b>\$60,000</b>	<b>Eastern Portion:</b>	<b>\$60,000</b>
<b>Year 1 Total</b>	<b>180,000</b>		<b>\$180,000</b>
<b>Year 2</b>			
<b>Western Portion:</b>	<b>\$60,000</b>		
<b>Central Portion:</b>	<b>\$60,000</b>		
<b>Eastern Portion:</b>	<b>\$60,000</b>		
<b>Year 2 Total</b>	<b>180,000</b>		

**Total Event Expansion Capacity \$540,000**

Funding would be provided based on applications to the County Finance Committee or their designee to make sure coordination among the area of the County is taking place and results of planning can be monitored.



Grant Name/Funder (attach RFP)	10 Programs												
Proposed Start Date													
Proposed End Date													
Match (Yes/No)													
Total Grant Amount Available													
% to Allocate to Admin													
	Annual Full-Time Salary	% FTE	# Months	Year 1 Cost	Annual Full-Time Salary	% FTE	# Months	Year 2 Cost	Annual Full-Time Salary	% FTE	# Months	Year 3 Cost	Total Project Cost
PERSONNEL													PERSONNEL
Coach	50,000	50%	11	\$ 22,916.67	51,500	50%	12	\$ 25,750.00	53,045	50%	12	\$ 26,522.50	Coach \$ 75,189.17
Relief Squad	40,000	50%	6	\$ 10,000.00	41,200	50%	12	\$ 20,600.00	42,436	50%	12	\$ 21,218.00	Relief Squad \$ 51,818.00
Financial Services	60,000	4%	12	\$ 2,400.00	61,800	4%	12	\$ 2,472.00	63,654	4%	12	\$ 2,546.16	Financial Services \$ 7,418.16
Co-Director	68,804	4%	12	\$ 2,752.16	70,868	4%	12	\$ 2,834.72	72,994	4%	12	\$ 2,919.77	Co-Director \$ 8,506.65
Project Manager	47,500	4%	12	\$ 1,900.00	48,925	4%	12	\$ 1,957.00	50,393	4%	12	\$ 2,015.71	Project Manager \$ 5,872.71
Food Systems Coordinator	50,000	4%	12	\$ 2,000.00	51,500	4%	12	\$ 2,060.00	53,045	4%	12	\$ 2,121.80	Food Systems Coordinator \$ 6,181.80
WEESSN Coordinator	61,800	4%	12	\$ 2,472.00	63,654	4%	12	\$ 2,546.16	65,564	4%	12	\$ 2,622.54	WEESSN Coordinator \$ 7,640.70
				\$ -		0%	12	\$ -		0%	12	\$ -	Bookkeeper \$ -
Data Analyst	4,177	1%	12	\$ 41.77	4,302	2%	12	\$ 86.05	4,431	2%	12	\$ 88.63	Data Analyst \$ 216.44
Finance Director	32,963	1%	12	\$ 329.63	33,952	2%	12	\$ 679.04	34,970	2%	12	\$ 699.41	Finance Director \$ 1,708.08
Digital Marketing Director	5,094	1%	12	\$ 50.94	5,247	2%	12	\$ 104.94	5,404	2%	12	\$ 108.08	Digital Marketing Director \$ 263.96
Director of Donor & Partner Engagement	20,243	1%	12	\$ 202.43	20,850	2%	12	\$ 417.01	21,476	2%	12	\$ 429.52	Director of Donor & Partner Engagement \$ 1,048.95
Director of Performance Management	12,750	1%	12	\$ 127.50	13,133	2%	12	\$ 262.65	13,526	2%	12	\$ 270.53	Director of Performance Management \$ 660.68
Executive Director	16,945	1%	12	\$ 169.45	17,453	2%	12	\$ 349.07	17,977	2%	12	\$ 359.54	Executive Director \$ 878.06
Financial Specialist	11,588	1%	12	\$ 115.88	11,936	2%	12	\$ 238.71	12,294	2%	12	\$ 245.87	Financial Specialist \$ 600.47
HR Generalist	60,000	1%	12	\$ 600.00	61,800	2%	12	\$ 1,236.00	63,654	2%	12	\$ 1,273.08	HR Generalist \$ 3,109.08
				\$ -	-			\$ -	-	0%		\$ -	Open \$ -
Total Wage				\$ 46,078.43				\$ 61,593.34				\$ 63,441.14	Total Wage \$ 171,112.91
Benefits (Tax/Fringe)				\$ 25,818.17				\$ 37,666.44				\$ 37,823.64	Benefits (Tax/Fringe) \$ 101,308.25
TOTAL PERSONNEL				71,897				99,260				101,265	TOTAL PERSONNEL \$ 272,421.16
OTHER DIRECT	Year 1 FTE	1.28	12	Cost	Year 2 FTE	1.36	12	Cost	Year 3 FTE	1.36	12	Cost	OTHER DIRECT
Professional Fees/Consulting				505				510				510	Professional Fees/Consulting
Subcontracts													Subcontracts
Supplies				525				525				525	Supplies
Postage				125				125				125	Postage
Printing				125				125				125	Printing
Program Materials				250				250				250	Program Materials
Training Events				500				500				500	Training Events
Repairs & Maintenance				100				125				125	Repairs & Maintenance
Staff Development				760				760				760	Staff Development
Stipends													Stipends
Scholarships													Scholarships
Miscellaneous Expense				506				506				506	Miscellaneous Expense
Equipment			Quantity	Cost			Quantity	Cost			Quantity	Cost	Equipment
Program Laptop			5	\$ 1,250.00				\$ -				\$ -	Program Laptop
Employee laptop			1	\$ 2,600.00				\$ -				\$ -	Employee laptop
Printer				\$ -				\$ -				\$ -	Printer
Software	License \$	Quantity	# Months	Cost	License \$	Quantity	# Months	Cost	License \$	Quantity	# Months	Cost	Software
WISER	\$ 25.00	10		250	\$ 25.00	20		500	\$ 25.00	20		500	WISER
ELV Set Up	\$ 450.00	5		2,250	\$ 450.00	5		2,250	\$ 450.00			-	ELV Set Up
ELV Small	\$ 25.00	3	10	750	\$ 25.00	5	12	1,500	\$ 25.00	5	12	1,500	ELV Small
ELV Large	\$ 100.00	2	10	2,000	\$ 100.00	5	12	6,000	\$ 100.00	5	12	6,000	ELV Large
Wonder School Small	\$ 100.00			-	\$ 100.00			-	\$ 100.00			-	Wonder School Small
	Cost	Quantity	# Months	Cost	Cost	Quantity	# Months	Cost	Cost	Quantity	# Months	Cost	
Hotspot	\$ 42.27	5	12	2,536	\$ 42.27	5	12	2,536	\$ 42.27	5	12	2,536	Hotspot
Staff Travel			Miles	Cost			Miles	Cost			Miles	Cost	Staff Travel
Mileage			6,000	3,085			8,000	4,080			8,000	4,080	Mileage
Conference/Meetings													Conference/Meetings
Flights/Hotels													Flights/Hotels
FTE Related	Cost	FTE	# Months	Cost	Cost	FTE	# Months	Cost	Cost	FTE	# Months	Cost	FTE Related
Insurance	\$ 9.94	1.28	12	402	\$ 9.94	1.36	12	673	\$ 9.94	1.36	12	673	Insurance
Membership Dues	\$ 69.00	1.28		88	\$ 69.00	1.36		94	\$ 69.00	1.36		94	Membership Dues
Depreciation	\$ 6.92	1.28	12	102	\$ 6.92	1.36	12	113	\$ 6.92	1.36	12	113	Depreciation
Telephone	\$ 19.83	1.28	12	293	\$ 19.83	1.36	12	324	\$ 19.83	1.36	12	324	Telephone
Outside Services (AT, TASC, DBS, ADP)	\$ 199.26	1.28	12	3,217	\$ 214.25	1.36	12	3,497	\$ 214.25	1.36	12	3,497	Outside Services (AT, TASC, DBS, ADP)
CRM team member	\$ 2.00	1.28	12	30	\$ 2.00	1.36	12	33	\$ 2.00	1.36	12	33	CRM team member
CRM full license	\$ 23.00	1.28	12	340	\$ 23.00	1.36	12	375	\$ 23.00	1.36	12	375	CRM full license

TOTAL OTHER DIRECT	22,588	TOTAL OTHER DIRECT	25,400	TOTAL OTHER DIRECT	23,150	TOTAL OTHER DIRECT	71,139
WECA GENERAL ADMIN	-	WECA GENERAL ADMIN	-	WECA GENERAL ADMIN	-	WECA GENERAL ADMIN	-
SPACE	750	SPACE	750	SPACE	750	SPACE	2,250
TOTAL OPERATING FOR YEAR 1	95,234	TOTAL OPERATING FOR YEAR 2	125,410	TOTAL OPERATING FOR YEAR 3	125,165	TOTAL OPERATING FOR PROJECT	345,810
RELIEF SQUAD REVENUE	5,200	RELIEF SQUAD REVENUE	5,200	RELIEF SQUAD REVENUE	5,200	RELIEF SQUAD REVENUE	15,600
FINAL OPERATING FOR YEAR 1	90,034	FINAL OPERATING FOR YEAR 2	120,210	FINAL OPERATING FOR YEAR 3	119,965	FINAL OPERATING FOR YEAR 3	330,210





## **Waupaca County Health and Human Services**

### **Early Childhood Stabilization Program Proposal**

**Child Care Resource & Referral is a non-profit agency with 35 years of experience offering services to the child care field.**

**Revised May 23, 2022**

**Did you know – From birth to age 5, a child’s brain develops more than at any other time in life. Early learning is important because the brain develops most rapidly during the first years of life. At birth, the average baby’s brain is about a quarter of the size of the average adult brain. Incredibly, it doubles in size in the first years. Once a child reaches age 3, 85-90% of his/her core brain structures have been formed.**

**Early learning is important because the brain develops most rapidly during the first years of life. Quality early learning experiences pave the way for success in school and life.**

**Over 70% of young children spend time in early education and care outside their home.**

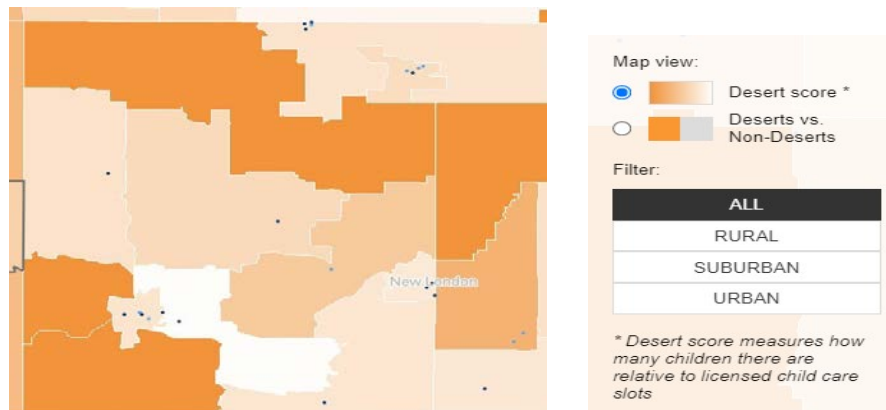
#### **Overview**

##### **Prioritized Population**

Decades of research continue to highlight the child care epidemic in our community, state, and country. Radical change must take place for our children to benefit from the positive early experiences created in child care programs during the first five years. Child Care Resource & Referral’s (CCR&R) mission improves the quality and accessibility of early childhood education and care has never been more imperative. Through this funding CCR&R will provide critical outreach and support to unregulated child care providers in order to increase the number of regulated child care slots in Waupaca County.

Figure 1.1 Child Care Desert Map-Waupaca County, WI clearly depicts the unfortunate reality families are facing. Families living and working in Waupaca County are struggling to find child care because of the lack of regulated child care options. The gap between the numbers of children under age five to the number of regulated child care slots in our service delivery area highlights the child care crisis families are facing. In Wisconsin, a little more than half (54%) of working families live in a child care desert. According to Child Care Resource & Referral’s Capacity Report, 22 regulated group and family child care programs are operating in Waupaca County with a total capacity to serve 795 children. According to [www.childcaredeserts.org](http://www.childcaredeserts.org), 2,623 children under the age of five reside in Waupaca County, leaving hundreds of families without regulated child care options. When there are not enough regulated child care slots available in your community to meet the demand for families everyone is affected.

**Figure 1.1 Child Care Desert Map of Waupaca County, WI**



Source: [www.childcaredeserts.org](http://www.childcaredeserts.org)

"Quality child care helps children develop to their full potential and allows parents to work, which is crucial to the economy. However, many families lack access to care because there are not enough slots in regulated child care programs." (Source: Child Care Aware of America, "America, It's Time to Talk About Child Care", October 2019). The growing shortage of regulated child care slots has been a concerning trend for many years. Child care businesses throughout Wisconsin have drastically dropped in numbers in the last decade due to lack of qualified child care staff, slim profit margins, and increased regulations and COVID related issues. There are more unregulated child care providers caring for children than there are certified and licensed child care programs. The lack of regulated, quality child care programs and shortage of qualified early childhood staff is at a crisis level.

A study completed by the Wisconsin Council on Children and Families reported a drastic drop in Wisconsin regulated family child care providers by 59% from 2010-2017. Reasons family child care providers stopped providing child care include low compensation, difficulty following child care regulations, including passing caregiver background checks, landlords refusing child care providers to operate child care business in a rented home as well as the high rate of burnout. Many family child care home providers offer 50 plus weekly hours of care. Additionally, over half of prospective providers who contact CCR&R with interest in becoming a certified or licensed home care provider struggle to afford the cost of the required entry level training which presents a barrier due to the high cost. A prospective provider can expect to pay around \$300 for the training and spend between 3-6 months completing training requirements.

The COVID pandemic has exacerbated this problem. While most child care programs managed to stay open during the pandemic, some have closed, leaving essential health care workers with little to no options for child care. Some family home child care programs permanently closed in 2020 due to health and safety concerns, significant loss of income due to lower child attendance, and increased costs of personal protective equipment and cleaning supplies. An article published in the fall 2020 by Child Care Aware of America outlines the devastating effects COVID had on our brittle child care industry forcing many child care programs to permanently close. "Many providers are in danger of closing because their attendance and enrollment (and therefore their income) plunged and/or their expenses skyrocketed due to pandemic-related costs. Without a reliable, steady workforce, this country will not recover economically from the pandemic related shutdown. A reliable workforce requires a functioning child care system. Simply put – no child care, no recovery." (Child Care Aware of America, Picking Up the Pieces) As child care programs remained closed temporarily or permanently, CCR&R observed an increase in families searching for in-home child care providers in early 2020 (nannies, college students, family members,

friends or neighbors) providing care in the child's home in lieu of regulated child care. Some families reported to CCR&R referral specialists their fears of children being in larger group settings and thus potentially more exposed to germs/spread of COVID.

Finding child care is a daunting task for any family regardless of location searched, income, hours of care needed, etc. Families look for child care programs that are affordable and also convenient with commuting and scheduling needs. The process of finding a child care program with available spots for children (especially for multiple children) under five involves stress, waiting lists, high costs, and compromises for the whole family. Having regulated quality child care options helps families obtain and sustain employment or pursue higher education opportunities without the worry of who will care for their child(ren). Many families report to CCR&R referral specialists they fear losing their job if they are not able to find child care in the immediate future. While other parents are forced to take days off of work in order to find child care to ensure they can keep their job. When there are not enough regulated child care slots available in our community to meet the demand for families, everyone is affected.

Choosing reliable child care is one of the most important decisions families will make, but all too often they rely on word-of-mouth referrals or the internet. Social media (Facebook, Twitter and Craigslist parent groups, child care groups) have created an easy platform for private marketing companies to disguise themselves as sources of unbiased child care information. Some website companies claim to provide "free" referrals to local child care programs, but only refer to child care programs that pay a membership fee. Unregulated, illegally operating child care is not monitored for basic health and safety trainings, background check violations or home inspections, and can be dangerous to the health and safety of young children. Many families do not understand the difference between regulated and unregulated child care. CCR&R has proven that by creating positive relationships through these media outlets, our staff can assist unregulated providers in learning more about the benefits of providing regulated child care. Regulated child care providers can choose to participate in YoungStar, Wisconsin's Child Care Quality Rating and Improvement System, attend trainings like Abusive Head Trauma or Sudden Infant Death Risk Reduction to increase their knowledge of basic health and safety practices with young children, and receive reimbursement for serving meals and snacks from a child and adult food program.

CCR&R staff utilize social media to connect with unregulated child care providers who post inquiries on child care provider group pages. These interactions build a relationship of trust with the prospective provider, and supports them in their path to regulation and increasing the quality of care.

## **INITIATIVE I.**

### **Registered Family Child Care Home Provider Program**

This proposal outlines the need to expand our recruitment efforts to reach unregulated child care providers in Waupaca County, as well as working to reduce or eliminate barriers unregulated child care providers face. CCR&R believes by providing start-up incentives to unregulated child care providers, more individuals will show interest and pursue becoming a certified or licensed family child care home. The proposed funds will support up to 12 prospective providers in completing the entry level training courses including one or more of the following: Introduction to the Child Care Profession – Module A & B, Fundamentals of Family Child Care, Fundamentals of Infant and Toddler Care, and/or a CPR with AED course. The start-up incentives will also include up to three background checks for individuals in the home 18 years and older. In addition, a family child care support group will be developed to connect both regulated and unregulated family child care providers to come together and share ideas.

CCR&R is requesting funding to expand our recruitment efforts by creating a "Registered Family Child Care Provider Program". The Registered Family Child Care Provider Program will focus on having a CCR&R recruitment specialist work with unregulated child care providers in Waupaca County.



The Registered Family Child Care Program will compile a list of names using a provider interest intake form of unregulated child care providers who do not currently participate in CCR&R services. CCR&R staff will log information through this form. Support will be offered to unregulated child care providers who wish to remain unregulated but desire early childhood resources and support with their current child care business. Ultimately, the goal is to create positive trusting relationships with these individuals to support them through the process of becoming regulated if they choose this route.

The goals of the registered child care provider program include:

1. Offer free monthly Build Your Business (BYB) information sessions to individuals interested in providing child care and well as offer sessions on demand (when convenient for the interested parties). The BYB sessions give an overview on starting and operating a child care business. During these free information sessions, individuals learn about benefits of providing legal, regulated child care, health and safety, business practices and CCR&R resources and supports. The community need is for high quality and safe child care and to reduce the high number of unregulated child care providers. The community will benefit by supporting new family child care businesses aimed at offering quality, safe and stable care, so that children can successfully learn and families can effectively work.
2. Provide support for children in non-parental care in Waupaca County by assisting unregulated child care providers with entry level health and safety courses such as Sudden Infant Death Risk Reduction, Abusive Head Trauma Prevention, and CPR/AED training. Provide technical assistance via phone, email or walk-in on early childhood topics, and lastly offer resources to guide them in providing quality, safe and legal child care.
3. Develop relationships with unregulated providers to educate individuals about WI state licensing law regarding child care, and inform those interested about the benefits of becoming a certified or licensed family home provider.
4. Compile an internal list (non-distributed) of registered child care providers in order to invite providers to upcoming professional development opportunities, send child health and safety updates and track trends of provider's interests and barriers of becoming regulated.
5. Support registered providers who do not wish to pursue regulation. Unregulated child care providers will be supported through CCR&R's various services.

To maintain the integrity of CCR&R's policy of providing child care referrals to regulated child care providers, registered child care providers will not be listed on CCR&R's database.

CCR&R will hire a full time family child care outreach specialist to work in Waupaca County recruiting unregulated family child care providers. The outreach specialist will provide quality supports to unregulated child care providers while reducing or eliminating barriers unregulated child care providers face in Waupaca County. Support includes start-up incentives as listed above, technical assistance on topics such as (but not limited to): entry level training requirements, business practices, budgeting, creating contracts and policies, how to create positive relationships with parents and families, creating a developmentally appropriate learning environment for all children, understanding and maintaining ratios, navigating tax and insurance benefits, continuing education opportunities, planning activities and incorporating a play based curriculum, and exploring other supports that will increase quality such as participating in YoungStar and a Child and Adult Care Food Program.

CCR&R receives inquiries from unregulated child care providers and community members who have questions regarding child care. The recruitment specialist will use these points of contact to identify unregulated child care providers through phone calls, emails, website inquiries and social media outreach. By utilizing social media platforms such as Facebook and Craigslist, CCR&R will also search for unregulated child care providers who can benefit from start-up incentives. In addition, CCR&R has a “Become a Child Care Provider” link on our website page to streamline communication with unregulated child care providers and community members who request information and resources about providing child care. Technical assistance will be offered via phone calls, email, walk-in, community events and social media outreach. Each prospective provider will receive customized technical assistance according to their individual goals and interests. This proposal is focused on supporting unregulated child care providers on their path to regulation, increase marketing efforts, and creating new collaborations to improve the care that young children receive.

#### **Action Steps:**

- Increase outreach, marketing, and implement new recruitment strategies for family child care providers
- Create marketing campaign to advertise benefits of becoming a regulated child care provider providers
- Increase social media postings targeted to prioritized population
- Provide customized technical assistance to current and future prospective providers by assessing their current needs/barriers to providing regulated child care
- Create and sustain meaningful relationships with unregulated child care providers regardless of whether or not they choose to become regulated
- Identify and support unregulated child care providers with required entry level trainings, business practice resources, continuing education opportunities, customized technical assistance and support aligned with their individual goals

CCR&R will submit quarterly reports including the number of unregulated providers we have reached and how they achieved success through the support provided. Anonymous surveys will be sent to participants to obtain objective feedback and recommendations on how to better recruit and support unregulated providers. Staff will continue to provide quality technical support to unregulated child care providers so they continue to use CCR&R as their child care support system.

CCR&R is a centralized resource for prospective child care providers to receive consumer information and early childhood education resources needed to start a regulated child care business. By recruiting new regulated child care providers with business start-up support and guidance, CCR&R is creating more child care slots in Waupaca County.

## **INITIATIVE II.**

### **Supportive Environments for Existing Regulated Family Child Care Home Providers**

A high-quality environment is essential to the development of young children and can vastly affect the outcomes of a child into adulthood. Young children learn cognitive skills, increase their physical abilities, learn new vocabulary, and become socially and emotionally aware all through what adults describe as play. As Fred Rogers (aka Mr. Rogers) noted, “Play is really the work of childhood.”

Toys become learning materials and selecting developmentally appropriate items to meet the needs of an individual child is important. For family child care providers whose profession relies on providing multiple age children with the tools to succeed, these learning materials are the foundation of the service they provide to children in care.

Wisconsin's Quality Rating and Improvement System YoungStar, has identified the Family Child Care Environment Rating Scale (FCCERS) as a standard for high quality environments. The FCCERS is a research-based national assessment of environments and has eight areas which require materials to be added to the program to increase the outcome of children's learning:

1. **Art:** When children are given the opportunity to engage freely with art materials, they learn many concepts such as fine motor skills, creativity, and spatial relationships. Children can't express their feelings, express their thoughts that can be conveyed with words, and develop their self-esteem. Math skills, language skills, and science skills are also acquired when given the opportunity to explore many different types of art materials.
2. **Music and Movement:** Much like art, children can express their feelings and studies show there is a link between music and math. Brainbalancecenters.com reports: Learning music improves math skills because, at some level, all music is math. ... Performing music, therefore, reinforces parts of the brain used when doing math. Studies even show that children who play instruments are able to complete complex mathematical problems better than peers who do not play instruments.
3. **Blocks:** Block play offers a variety of skills. Children learn creativity, math skills, and science skills when engaging in block play. Both fine motor and gross motor skills are developed during block play. Children can build on their own, developing their self-help skills and self-esteem. Children can also build structures with their peers; learning sharing, problem solving, and imagination. Balance, measurement, counting, testing hypothesis, and reasoning are some of the math and science skills in the block area.
4. **Dramatic Play:** Children learn important social skills, such as empathy and language development. Dramatic play also encourages expressive language. Children are motivated to convey their wishes to others and speak from the perspective of their pretend roles.
5. **Nature and Science:** Science helps children develop key life skills, including an ability to communicate, remain organized and focused, and even form their own opinions based on observation. Science also helps children develop their senses and overall awareness.
6. **Math/Number:** Math skills are learned best when they are part of everyday play activities in the classroom. Using math materials in the classroom encourages the love of math from an early age to adulthood. Children learn measuring, counting, spatial sense, shapes, and problem solving. Offering math materials for children to use and manipulate gives them the opportunity to learn math and how it is useful in everyday life.
7. **Fine Motor:** Fine motor play is important for many skills children will need as they grow, such as self-help skills including getting dressed, eating, turning pages in a book, writing, and using scissors. Fine motor activities help children learn coordination, patience, and develops muscle memory; the ability to complete an action without having to think about it. Children learn self-control and self-esteem while engaging with fine motor materials.
8. **Gross Motor:** Working on gross motor skills helps a child gain strength and confidence in his/her body. It also helps them get exercise and physical activity, which is important for a healthy lifestyle. Developing these skills helps a child's ability to do more complex skills in future activities, such as playing soccer with a team.

In addition, the Family Child Care Environment Rating Scale (FCCERS) evaluates books, both how the teachers and how the children use them in a care setting. Young children learn about their environment through the mouthing of materials, books are an expense which is ongoing to replace well-used materials.

Currently, due to the COVID-19 pandemic, the cost of these high-quality materials have risen, making it more difficult for family child care providers to purchase needed equipment. As these materials are the base of the environment which has the potential to impact the outcome of young children, the need is great.

### **Plan for Service**

Child Care Resource and Referral (CCR&R) will work with existing Family Child Care programs in Waupaca County to assess the environment using the FCCERS. Using the results from the assessment, CCR&R will collaborate with the provider to create a list of materials which will increase the FCCERS assessment score.

### **INITIATIVE III.**

#### **Quality Support Staff**

Many early childhood staff report the onset of astounding compassion fatigue which is directly linked to the staffing shortage and the inability to effectively manage children's challenging behaviors. Having successful strategies, child care staff will be more equipped to support children in developing skills which will lead to an engaging and caring classroom community, minimizing challenging behavior and, ultimately, child care teacher provider burn out.

Effective teaching strategies are the direct result of a combination of knowledge of child development and consistency in using research-based teaching strategies, however, having the knowledge is only a part of the puzzle; early childhood staff need support in implementing what they have learned in a practical way. A Quality Support Specialist would offer child care staff the ability to work in the classroom with a mentor who has a relationship with the staff and children as well as their families. Using child-centered focus approach as a model for mentoring will help child care staff recognize the importance of early relationships and view the child in the context of their family culture and unique individuality.

The Quality Support Specialist would ideally assist with onboarding new child care teachers as they learn to implement their knowledge in a way which aligns with the programs' vision and mission. Their focus would be to take the responsibility from administration and current child care staff for effectively training newly hired staff to promote staff success and retention.

A Quality Support Specialist would be trained as a reflective coach. This training would include using intentional language to allow child care staff an opportunity to discuss, within the context of a supportive relationship, what skills they feel they lack. A Quality Support Specialist will learn how to use a strength-based approach to help child care staff implement new skills consistently. They would also learn how to model effective teaching strategies through reflective coaching and onsite mentoring.

Children's outcomes are drastically affected by continuity of care. It is vital to support the Early Childhood Educators in any way possible. Keeping an engaged, passionate workforce will benefit generations to come.

Child Care Resource & Referral (CCCR&R) will provide 3 trainings at 1.5 hours each for the Quality Support Specialists on "Coaching with Powerful Interactions" (A Guide for Partnering with Early Childhood Staff). This training will guide Quality Support Specialists on how to partner with early childhood staff.

CCR&R will recruit and interview 3 Quality Support Specialists to share among the 12 group child care centers and work with group child care center directors on staff selection.

## **INITIATIVE IV.**

### **Community Awareness Campaign for the Importance of Early Care and Education**

Early childhood, defined as the period from birth to five years old, is a time of remarkable growth with brain development at its peak. During this stage, children are highly influenced by the environment and the people that surround them.

There is a common misconception that early childhood education is only about learning basic skills, when in reality it is a time when children learn critical social and emotional skills and relationships are formed between the child, their parents and early caregivers. When this is done successfully, it lays the groundwork for positive relationships to continue throughout the child's early care and future education.

Early childhood care and education (ECE) is more than preparation for primary school. It aims at the development of a child's social, emotional, cognitive and physical needs in order to build a solid and broad foundation for lifelong learning and well-being. ECE has the possibility to nurture caring, capable and responsible future citizens.

Creating awareness for the importance of early care and education also forms the pathway to partnerships in early education that builds bridges between families, communities, and schools.

Investing in ECE is one of the best public investments that local communities can make.

### **Demographics**

Waupaca County is unique in its landscape that much of the 760 square miles that make up the county is rural, with 420 square miles being classified as farmland and only 24 square miles designated as urban areas. Waupaca County includes six cities, six villages, and 7 unincorporated communities. The population as of 2020 U.S. Census was approximately 52,000 people. In Waupaca County, about 5% (2,600 children) of the total population are under 5 years old.

The unique cultural, ethnic, and language aspects of Waupaca's small communities, as well as its rural or urban nature, offer both opportunities and challenges for creating an early care and education awareness campaign.

The challenge in this rural area becomes how to establish early childhood education connections and awareness not only with families living in the more populated sections of the county, but also with nontraditional families.

### **Nontraditional families are being defined in this campaign as:**

- Families in rural areas
- Families whose first language is not English
- Families who need early care options for nonstandard hours, such as second shift, overnights, and weekends- *28% of Waupaca's workers are employed by the manufacturing industry*
- Economically disadvantaged families
- Families living in areas where lack of public transportation is a significant hurdle- *average commute to work for a person living in Waupaca County is 22 minutes.*

### **Building a Shared Understanding of Outreach and Awareness**

In early childhood, school-age care, and education systems, outreach tends to focus on increasing the awareness among families of available services and promoting their use. Early childhood and school-age professionals do this by intentionally seeking out families and ensuring that all families are included in

outreach efforts. Effective outreach is data-informed and culturally and linguistically responsive. The purpose of outreach is to identify families who are not being reached and to share relevant information internally and with community partners.

To do this, effective outreach involves raising families' awareness of:

- High-quality early childhood and school-age care and education services
- Comprehensive supports for family well-being
- Research-based practices to support child development and learning

### **Creating a Community Awareness Campaign:**

CCR&R's full-time staff will leverage existing relationships with organizations such as UW Extension's Building Bridges, Compassionate Connections, and Waupaca County Early Childhood Network, as well as build new relationships with other local organizations such as hospitals, libraries, and community centers. CCR&R will establish these relationships to create a campaign centered on outreach to families and citizens living in rural or remote areas of Waupaca County.

### **Proposed campaign ideas:**

- Learn about the primary outlets that families in rural communities use to receive important information and tailor efforts with those locations in mind. *Example: Connecting with the City of Waupaca Community Media Department to establish a public service campaign would provide an opportunity to share information through local radio and television, as well as digital signage in city facilities.*
- Travel to communities for outreach, and participate in community events. *Example: A CCR&R booth at the **Waupaca County Fair** would propose an opportunity to connect with families from across the county and share information about child care options and the importance of early education.*
- Appeal to and include parents, grandparents, and other family members in outreach efforts to increase awareness of programs such as Wisconsin Shares financial assistance for child care and CCR&R's training scholarship opportunities for those who may be interested in becoming a regulated family child care provider.
- Build partnerships with local community, school districts and business leaders to establish community conversations on needs of families with young children in Waupaca County.
- Extensive outreach with local Human Resource professionals to support and assist with employer and employee child care issues.

## **Waupaca County ARPA Budget**

### **Initiative I. Registered Family Child Care Home Providers and**

### **Initiative II. Support Environments for Existing Regulated Family Child Care Home Providers**

**1 Full-time Recruitment Specialist** = Salary/Fringe = \$59,800; additional expenses – computer/printer, phone, printing, supplies and advertising = \$8,320 year 1; \$6,100 for year 2 & 3; travel = \$325 per month

Year 1 = \$ 59,800 Salary/Fringe\* + \$8,320 for additional expenses + \$3,900 travel = \$72,020

Year 2 = \$ 61,594 Salary/Fringe + \$6,100 for additional expenses + \$3,900 travel = \$71,594

Year 3 = \$ 63,440 Salary/Fringe + \$6,100 for additional expenses + \$3,900 travel = \$73,440

**TOTAL 3 Year COST: \$217,054**

\*Salary/Fringe represents \$23 per hour with a 3% increase each year.

Budget to include materials for 12 regulated family child care homes = \$2,000 x 12 = \$24,000 x 3 years = \$72,000

Background checks fingerprints per year = \$40 x 12 child care providers up 3 per household = \$40 x 36  
\$1,440 x 3 years = \$4,320

CPR/AED classes at \$40 x 12 child care home providers = \$480 x 3 years = \$1440

**TOTAL 3 Year COST: \$77,760**

### **Initiative III.**

### **3 Quality Support Staff - Temp Agency Employees**

Salary = \$27.00 per hour with 3% increase each year; additional expenses: supplies = \$200 per person year 1; \$100 per person for year 2 & 3; travel = \$325 per person/per month

3 coaching trainings @ 1.5 hrs. = 122 per training x 3 = \$366

Year 1 = \$ 168,480 Salary + \$600 supplies + \$11,700 travel = \$180,780

Year 2 = \$ 173,534 Salary + \$300 supplies + \$11,700 travel = \$185,534

Year 3 = \$ 178,714 Salary + \$300 supplies + \$11,700 travel = \$190,714

**TOTAL 3 Year COST: \$557,394**

### **Initiative IV. Community Awareness Campaign Highlighting the Importance of Early Care and Education**

**1 Full-time Communication Specialist** = Salary/Fringe = \$67,600; additional expenses – computer/printer, phone, printing, supplies and advertising = \$8,320 year 1; \$6,100 for year 2 & 3; travel = \$325 per month

Year 1 = \$ 67,600 Salary/Fringe\* + \$8,320 for additional expenses + \$3,900 travel = \$79,820

Year 2 = \$ 69,628 Salary/Fringe + \$6,100 for additional expenses + \$3,900 travel = \$79,628

Year 3 = \$ 71,708 Salary/Fringe + \$6,100 for additional expenses + \$3,900 travel = \$81,708

**TOTAL 3 Year COST: \$241,156**

\*Salary/Fringe represents \$26 per hour with a 3% increase each year.

**TOTAL 3 YEAR Cost of Initiatives: \$1,093,364**

**CCR&R Administration @ 10% = \$109,336**

**PROJECT TOTAL: \$1,202,700**

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview		
Project Title	Essential Worker Premium Pay	
County Department(s)	Sheriff's Office	
Project Manager(s)	Carl Artz	
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.	

Category Overview		
SLFRF Use of Funds Category	Premium Pay	
	Public health & safety staff	
	Provision of public safety services	
Select Yes / No	Essential work during COVID-19 public health emergency	Yes
	Prioritizes low- and moderate- income persons	No
	Wages >150% of state / county average annual wage	No

Target Group Served by Project or Program:
All employees of the Sheriff's Office.

Goals & Objectives of Project or Program:
Premium pay for essential workers resulting from the Covid pandemic from March 2020 when the president inacted the declaration until present date. This would be to compensate essential workers who were unable to work from home and unable to social distance from anyone. Also endured the exposure to the virus everyday, inside the buidling and outside in the community, with the possibility of spreading the virus to their families. This pandemic created anxieties, household stress, and stress to the community we serve. To provide government services to the extent of the reduction in revenue experienced due to the pandemic. Provide premium pay for essential workers, offering additional support to those who have and will bear the greatest health risks because of their service in critical infrastructure sectors.

SLFRF Funding Requested by Year	Notes on Funding *
2022	\$686,400.00
2023	\$686,400.00
2024	\$686,400.00
Total	\$ 2,059,200.00

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.



# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview		
Project Title	Premium Pay for Essential Workers	
County Department(s)	Emergency Services, Highway, Public Health, Essential Workers Providing Services	
Project Manager(s)	Finance Committee	
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.	

Category Overview		
SLFRF Use of Funds Category	Premium Pay	
	COVID-19 response & prevention	
	Provision of public safety services	
Select Yes / No	Essential work during COVID-19 public health emergency	Yes
	Prioritizes low- and moderate- income persons	Yes
	Wages >150% of state / county average annual wage	No

Target Group Served by Project or Program:
Workers deemed to have provided essential and ongoing services as decided by vote of the Finance Committee.

Goals & Objectives of Project or Program:
To provide premium pay to workers who put themselves at the greatest risk during the pandemic, as their jobs required them to do so. The requested allocation represents approximately 5% of the total amount of ARPA funds allocated to Waupaca County.

SLFRF Funding Requested by Year	Notes on Funding *
2022	To be expeditiously dispersed.
2023	
2024	
Total	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Broadband Expansion Project
County Department(s)	Planning and Zoning
Project Manager(s)	Ryan Brown
Ranking	Medium - provides short-term fix for existing issue; addresses anticipated health/public safety concern; serves broad community needs; and / or alleviates pressure on County finances.

Category Overview	
SLFRF Use of Funds Category	Infrastructure
Select Infrastructure Sub-Category >	Broadband less than 100 Mbps due to excessive cost, geography, and/or topography

Target Group Served by Project or Program:
Target group is everybody who currently has no or poor broadband access or their current option is too costly to be viable.

Goals & Objectives of Project or Program:
Address needs of each school district, town within the county. Overall the goal is to provide broadband options in the parts of the county where there currently are none or is underperforming. Where possible fiber optic cabling will be utilized to leverage State grant dollars. Working with our local private partners to the extent possible is another important goal.

SLFRF Funding Requested by Year	Notes on Funding *
2022	Funding needs are unknown at this time. Project design is in earliest phase.
2023	There are several areas of potential funding related to this project. These line
2024	Items will be updated as latest information becomes available. \$1,000,000
Total	to be used for local match.

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview		
Project Title	Harvestable Riparian Buffers for Phosphorous & Sediment Reduction	
County Department(s)	Land & Water Conservation Department	
Project Manager(s)	Brian Haase	
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.	

Category Overview	
SLFRF Use of Funds Category	Infrastructure
Select Infrastructure Sub-Category >	Project meets 603(c) Federal Water Pollution Control Act criteria

Target Group Served by Project or Program:
Harvestable Riparian Buffers for Phosphorus & Sediment Reduction directly serves the agricultural producing community by providing a relatively new and innovative Best Management Practice designed to target key areas for phosphorus and sediment reduction. The project also indirectly serves any riparian or water users throughout the Upper Fox -Wolf Basin by lowering phosphorus and sediment delivery rates towards the goals outlined by the U.S. EPA/WDNR Upper Fox -Wolf Basin Total Maximum Daily Load Plan.

Goals & Objectives of Project or Program:
<p>The Waupaca County LWCD currently is in the implementation stage of three United States EPA/WI Department of Natural Resources (WDNR) approved Nine Key Element (9KE) Watershed Plans. These are 10-year plans developed during 2017-2019 to attain WDNR Total Maximum Daily Loading goals in three of the highest agricultural pollutant loading areas of Waupaca County. A key component, located in Section 5.3 of each plan, is the implementation of Harvestable Riparian Buffers. The three plans, in aggregate, call for a goal of 210 acres of installed Harvestable Riparian Buffers (HBR). The LWCD has already mapped 2,221 critical or high priority acres (See HBR Map #1 &amp; HBR Example) within the three 9KE watersheds. Contracting and installing HBR on 10% of those lands will reach the goal of 210 acres. Current state cost share funding is not available in quantities great enough to meet Waupaca County LWCD goals.</p> <p>Harvestable Riparian Buffers have proven to be a very cost efficient way of obtaining water quality goals for phosphorus and sediment delivery. Waupaca County has installed 76 acres of HBR (See HBR Picture) during 2020 and 2021 using limited pilot project grant funding from the WI Department of Agriculture, Trade &amp; Consumer Protection (DATCP). Pollutant modeling from those acres shows an average annual phosphorus reduction of 69lbs/ac at a cost of approximately \$2/lb./year. By comparison a WDNR program, called the multi-variance discharger program, charges facilities with wastewater discharges over their permitted level at a 2022 rate of \$54.99/lb./year of phosphorus to pay for mitigating structural best management practices. Harvestable Riparian Buffers are 27 times more cost effective. Waupaca County LWCD currently pays landowners a rate of \$125-\$150/ac/year on ten year contracts to implement riparian buffers under the WDATCP pilot project. If buffers are installed within the three 9KE watersheds, WDNR has \$50/ac/year funding available in Waupaca County, via Targeted Runoff Management Grants, towards those contracts. The WDNR funding has guaranteed availability through 2024. The LWCD already has a significant list of willing landowners to sign contracts for Harvestable Riparian Buffers. To maximize the availability of those WDNR funds, Waupaca County LWCD is requesting \$110,000 to be used at an implementation rate of \$100/ac/year in conjunction with the \$50/ac/year WDNR funds to meet a \$150/ac/year rate for ten-year HBR contracts. This ARPA proposal was approved by the Waupaca County Land &amp; Water Conservation Committee at its December 6th, 2021 meeting. Additional long-term staffing funds or maintenance funding are not required for this ARPA proposal. The current DNR/DATCP model contracts used by Waupaca County LWCD require landowners to maintain the best management practices at their expense for the life of the agreement. Buffer and Filter Strips are listed on page 14 of the EPA Overview of Clean Water State Revolving Funds (CWSRF) Eligibilities paper as eligible Agricultural Best Management Practices. The CWSRF also outlines 9KE Planned Watersheds as eligible geographic areas for Section 603C of the Social Security Act. The SLFRF Final Rule under Water and Sewer Infrastructure (pages 4409-4411) outline the CWSRF and Section 603C as references for projects eligible for funding.</p>

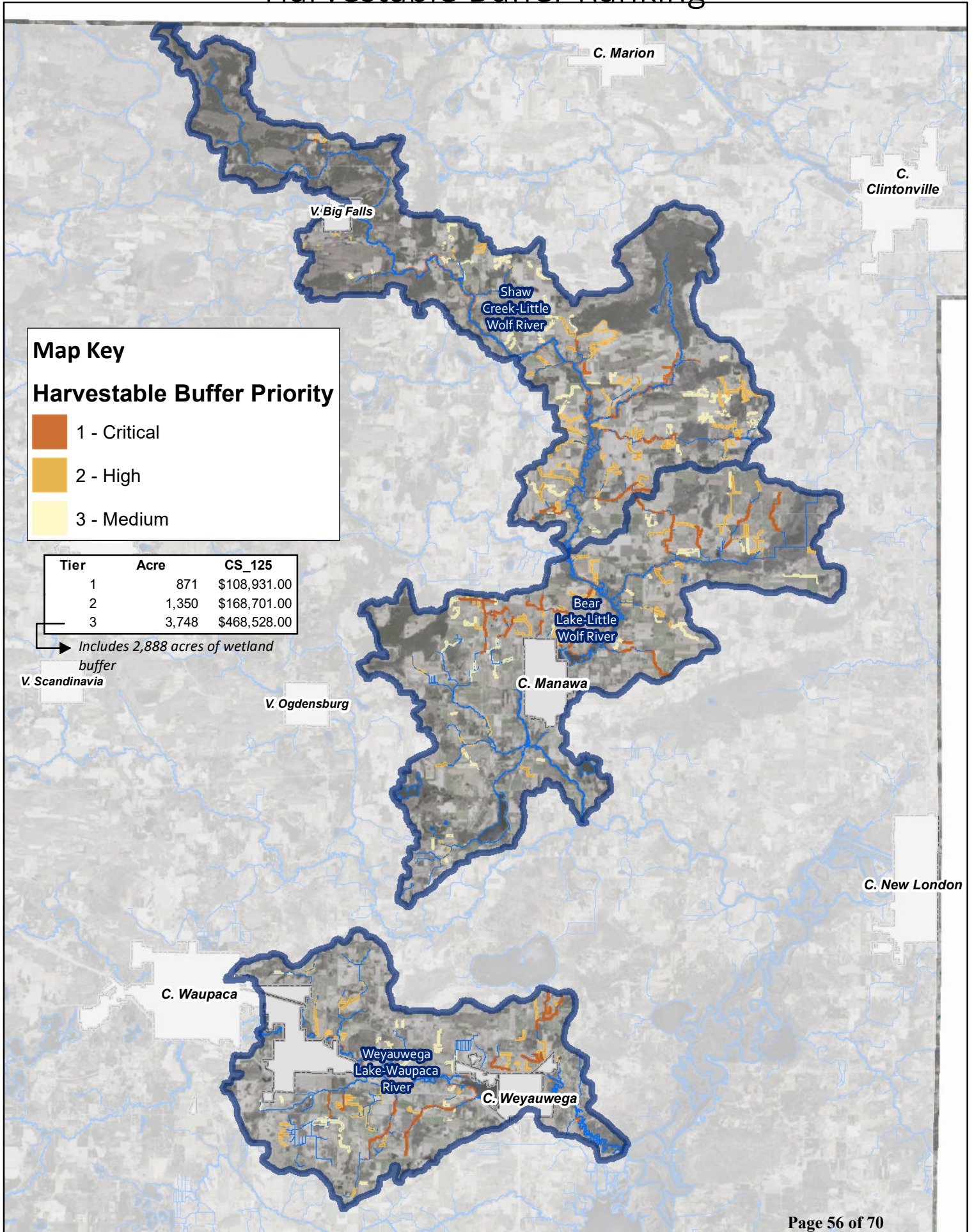
SLFRF Funding Requested by Year	Notes on Funding *
2022	\$30,000
2023	\$40,000.00
2024	\$40,000.00
Total	\$110,000

Since this project relies on agricultural seeding deadlines defined by NRCS Construction Standards, some 2022 funding may have to be deferred to 2023 if seeding deadlines pass before ARPA allocations are made. WDNR concurrent project funds are available through 2024.

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

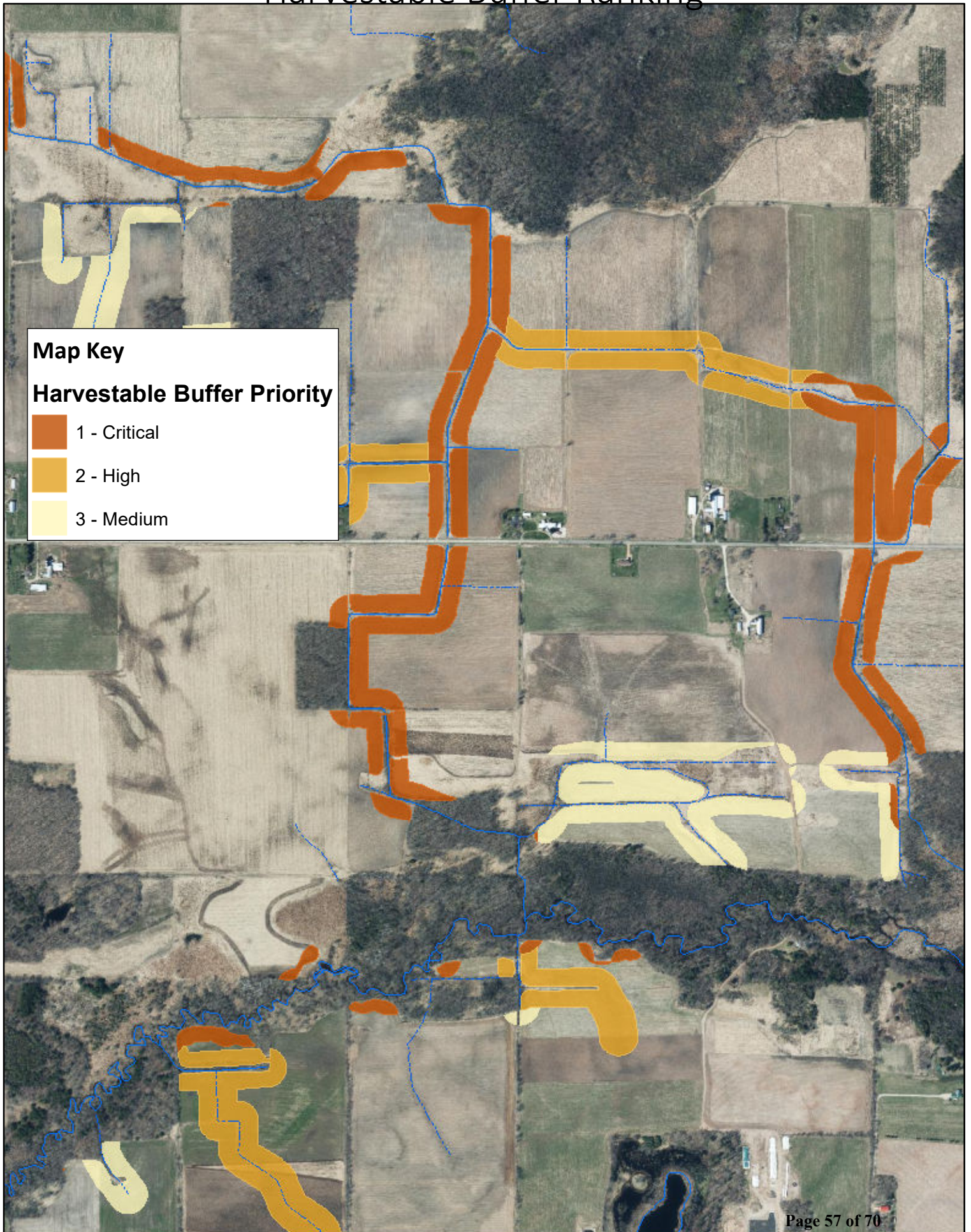


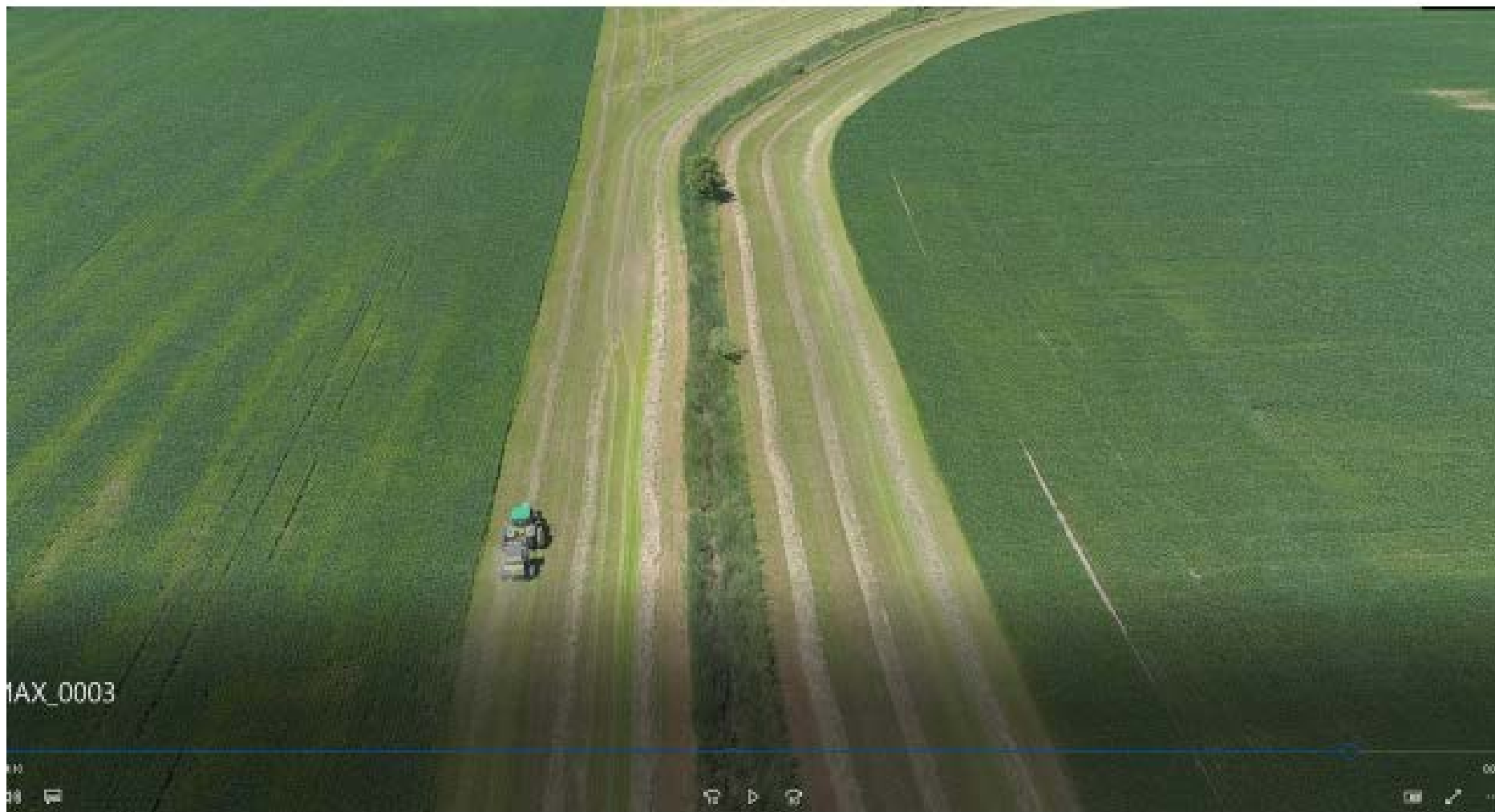
# Harvestable Buffer Ranking





# Harvestable Buffer Ranking







# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Well Testing for Nitrates and Bacteria in Private Wells
County Department(s)	Land & Water Conservation Department
Project Manager(s)	Brian Haase
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Infrastructure
Select Infrastructure Sub-Category >	Project meets 603(c) Federal Water Pollution Control Act criteria

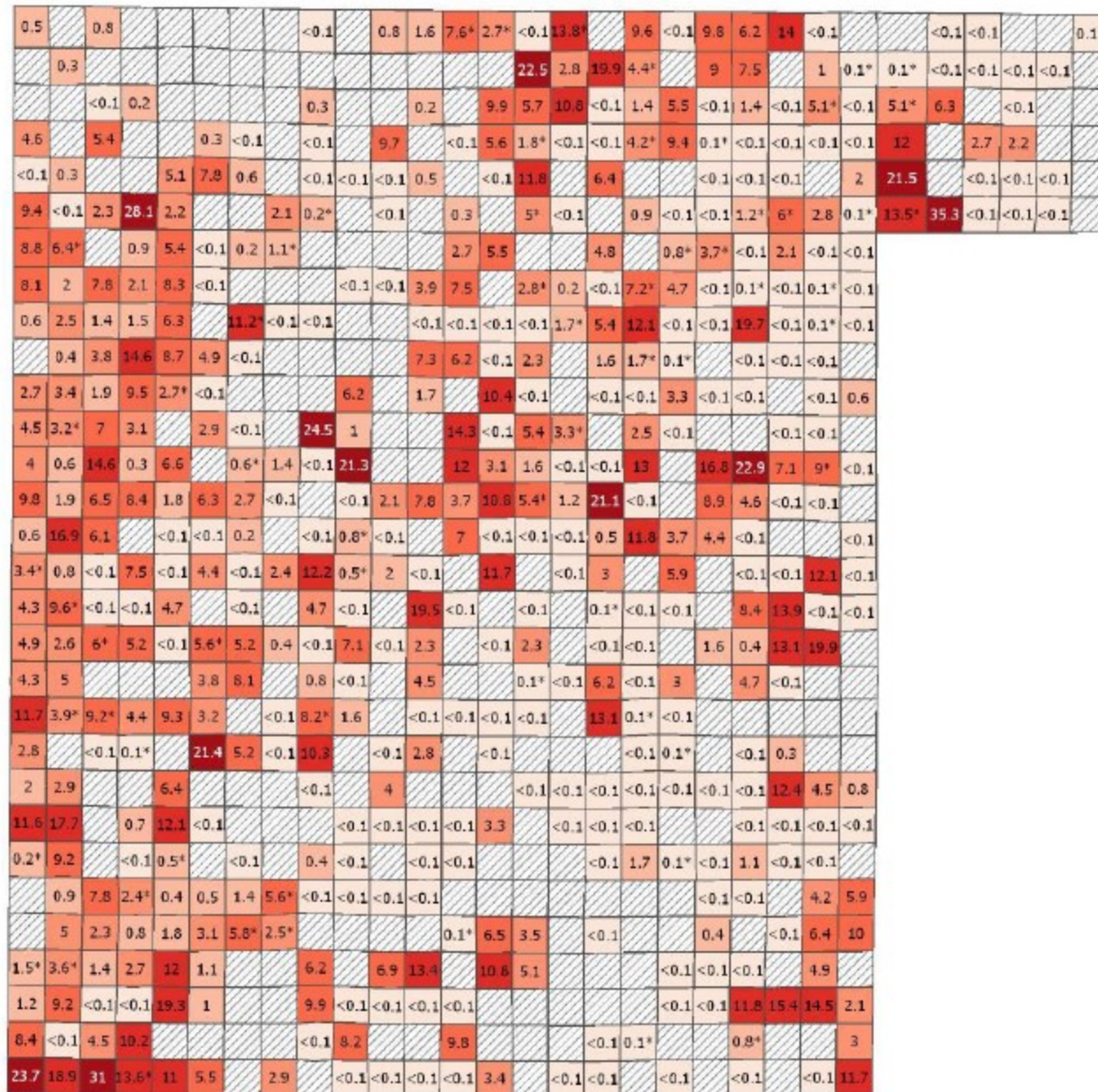
Target Group Served by Project or Program:
The target group served by this project proposal would be home owners that rely on a private well for their drinking water source, within Waupaca County. More specifically, the Land & Water Conservation Department, would weight the sampling outreach to target the well owners in areas that are known to have higher contaminant levels based on the results of the 2017/2018 Waupaca County Baseline Well Testing Report.

Goals & Objectives of Project or Program:
The goals & objectives of the Waupaca County Nitrate and Bacteria Well Testing Project are to inform private well water supply users, within Waupaca County, of possible nitrate and bacteria contamination in their wells. Nitrates are considered a carcinogen and can cause oxygen level deficiencies in infants and pregnant women. Bacteria can cause gastrointestinal issues within people of any age range. Both contaminants are commonly found in agricultural areas of Wisconsin. In the summers of 2017 and 2018 the Waupaca LWCD conducted a baseline well testing program that sampled 619 wells county wide. The results of that study showed that 49% of wells had accelerated levels of nitrates and 11% of wells were over the nitrate safe drinking water standard. Additionally 22% of those wells had coliform bacteria present. That data, from 2017/18, would be used to target testing in this proposed project to areas with know Nitrate contamination issues in order to reach and inform landowners that are most likely to have a contamination issue. This project would use the nitrate contamination by section map on page 11 of the 2018 Baseline Well Testing Report. Samples would be targeted, using Geographic Information Systems, at the rate of 4 samples per section (square mile) in sections with greater than 20 ppm nitrates, 3 samples per section in sections with 10-20 ppm nitrates, 2 samples per section in sections with 5-10 ppm nitrates and 1 sample per section with 2-5 ppm nitrates. This method accounts for approximately 400 samples needed. Another 200 samples would be targeted to wells within townships, from the map on page 12 of the 2018 Baseline Well Testing Report, that had higher concentrations of nitrates but did not lie within a specific section that already showed contamination. The total number of samples proposed is 600 at a projected cost of \$49 per sample for bacteria and nitrates for a total projected cost of \$29,400. The LWCD would use a contracted state certified lab for testing of bulk sampling efforts over the course of the summer of 2023. Additionally the LWCD would propose using the Waupaca County Health Department, to save financial resources, for smaller size sample groups that are within their capacity. The Land & Water Conservation Committee, on May 2nd, 2022, approved making an ARPA request to accommodate 600 samples at a projected cost of \$29,400, minus the remaining \$7,500 of ATC funds from the 2017/2018 Baseline Well Testing Project, for a total request of \$21,900. Private well testing initiatives to identify contaminants are listed on page 4414 of the SLFRF Final Rule under the Water and Sewer Infrastructure section beginning on page 4409 that outline the CWSRF, DWSRF and Section 603C as references for projects eligible for funding.

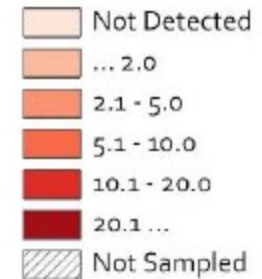
SLFRF Funding Requested by Year		Notes on Funding *
2022	\$0	The actual estimated cost of taking 600 samples is \$29,400. However, the LWCD has \$7,500 left in ACTC Funds from the 2018 Baseline Well testing Project that will be used up as well.
2023	\$ 21,900.00	
2024	\$ -	
<b>Total</b>	<b>\$21,900</b>	

\* Notes on funding may include alternative funding sources, discussion of ongoing financial obligations once SLFRF funds are depleted (i.e. will require additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

Waupaca County  
Well Water Sampling Project  
2017-2018



Nitrate (mg/l as N)



Treated samples excluded

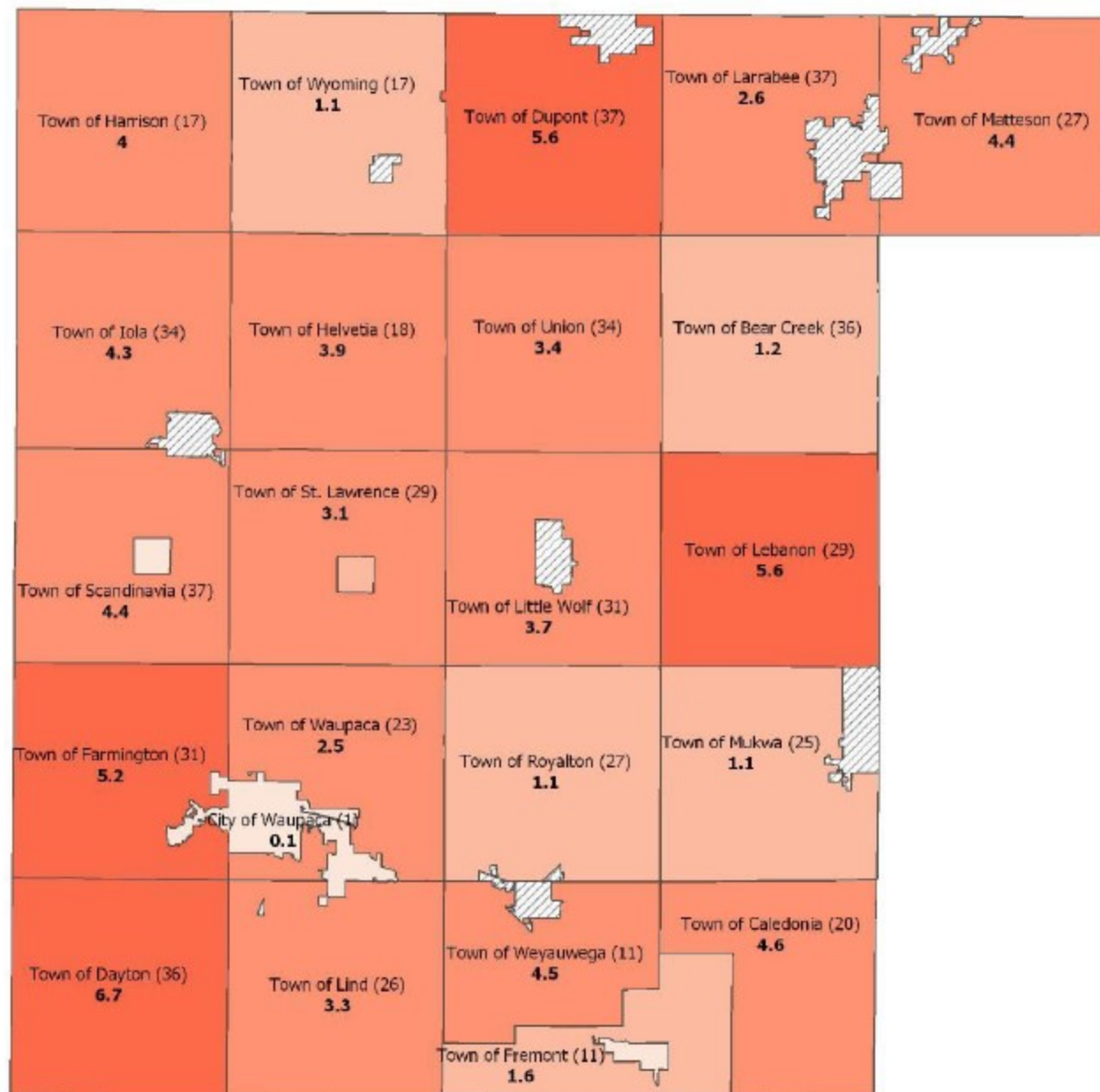
\* indicates value is the mean of multiple samples collected within the section.



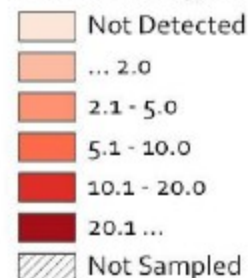
Figure 5. Nitrate-nitrogen concentration by grid cell.



Waupaca County  
Well Water Sampling Project  
2017-2018



Nitrate (mg/l as N)



Treated samples excluded

Number in parentheses ( )  
indicates number of samples  
collected within municipality.



Figure 6. Mean nitrate-nitrogen concentration by municipality.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	DUO - Multi-Factor Authentication - LAN
County Department(s)	ALL
Project Manager(s)	Brent Wyland
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Modernization of cybersecurity

Target Group Served by Project or Program:
Waupaca County Employees

Goals & Objectives of Project or Program:
<p>Waupaca County currently relies on a variety of tools to manage sensitive personal information and provide essential community services. Cyber criminals and "play actors" are getting very sophisticated in their attempts to steal login information, data, and access to government systems.</p> <p>Securing our data, the systems we use, and the user accounts has never been more important.</p> <p>One method of security that has been gaining in popularity is called "Multi-factor authentication" (MFA), also called "Two Factor Authentication" (2FA) and/or "Zero Trust."</p> <p>Since Cyber Security continues to be a major issue, we had hoped to move to MFA in 2023, and include it in the budget moving forward, but we are not sure if that would be possible without removing something from our budget(s), or changing how we handle equipment refreshes.</p> <p>Waupaca County IT would have liked to move to a MFA environment in 2022, but the budget did not seem to allow it with all of the other systems we have in place and pay for annually. If we had savings from other projects in 2022 we were going to look to integrate MFA 2022.</p> <p>We can currently use MFA to secure our telework users with the equipment that we have, that works in conjunction with our current firewall. However, this type of setup only secures those users with MFA when they connect to our system remotely and come through the firewall. We would still need a solution for MFA for on premise workers and those teleworkers that spend some of their time in the County facilities.</p> <p>In the research I have done, and communicating with some other counties, there is a cloud based solution to secure our on premise workers called "DUO" and information can be found at <a href="http://www.duo.com">www.duo.com</a> Duo is already partners with a lot of companies that Waupaca County already utilizes. Select Partners   Duo Security</p> <p>I am proposing that we plan to use some of the ARPA funds to fund MFA integration for the years that we are able to use the funds. Estimated cost would be \$18,000 Annually (Approx. \$3.00 per user, per month x Approx. 500 users).</p> <p>Once we no longer have these funds, we then need to fund MFA through the Information Technology Maintenance Budget, or the HIPAA/Cyber Security Budget.</p>

SLFRF Funding Requested by Year		Notes on Funding *
2022	\$ 18,000.00	The cost per user is \$3.00 per month. We currently have 494 active network accounts. So based on 500 accounts, at \$3.00 per month that comes out to \$18,000 per year. Long Term, this would be placed either in the IT Technology Maintenance budget or the HIPAA/Cyber Security budget to be funded.
2023	\$ 18,000.00	
2024	\$ 18,000.00	
Total	\$ 54,000.00	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Archive Social - Website and Social Media Archiving
County Department(s)	ALL
Project Manager(s)	Brent Wyland
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Provision of public safety services

Target Group Served by Project or Program:
Waupaca County Website, and those departments that use Social Media platforms.

Goals & Objectives of Project or Program:
Archive Social is the most cost effective solution to archive or County Website and archive social media sites like Facebook/Meta, Instagram, Twitter, etc. Waupaca County does not have a system in place to archive the website changes or changes to social media accounts. Currently we have seen more public records requests then we have ever seen before. People are now starting to take a more active approach to local governments. It would be wise to start using a system to archive all of the changes that we make to our website, and to the various social media platforms that are used by Waupaca County. I am choosing a high ranking for this project as it resolves long-term, pressing issue; has a widespread impact and addresses a future financial burden on Waupaca County.

SLFRF Funding Requested by Year	Notes on Funding *
2022	\$ 5,988.00
2023	\$ 5,988.00
2024	\$ 5,988.00
Total	\$ 17,964.00

The cost for Archive Social is \$499 per month billed annually at a cost of \$5,988.

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	CIS Albert Network Monitor - Network Intrusion Detection
County Department(s)	ALL
Project Manager(s)	Brent Wyland
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Modernization of cybersecurity

Target Group Served by Project or Program:
Waupaca County IT Network Security

Goals & Objectives of Project or Program:
Waupaca County currently has a contract with the Center for Internet Security (CIS) to provide 24/7 Network Intrusion detection using a system named Albert. In 2020 we received a grant for a 2 year contract to utilize the Albert system from 2020 - 2022. In December 2022, the cost to continue with this service would shift from grant funding to the IT Technology Maintenance budget. My hope is that we could extend our contract with CIS and use ARPA funding to add an additional 3 years (or more) to our original contract so that the contract would end in 2025. Based on the criteria above I chose this to be a high priority project as changing landscape of cybersecurity could always present a financial burden on budgets.

SLFRF Funding Requested by Year		Notes on Funding *
2022	\$ 10,680.00	If this project was approved, we would have the CIS provided Albert Network Intrusion Detection system until December 2025. At which time if we would continue to use the Albert system, we would need to fund this through the IT Technology Maintenance Budget.
2023	\$ 10,680.00	
2024	\$ 10,680.00	
Total	\$ 32,040.00	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	KnowBe4 - CyberSecurity Training
County Department(s)	ALL
Project Manager(s)	Brent Wyland
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Modernization of cybersecurity

Target Group Served by Project or Program:
Waupaca County Employees and County Board Supervisors.

Goals & Objectives of Project or Program:
<p>Waupaca County currently has a contract with KnowBe4 to provide cyber security training for Waupaca County staff. The original three year contracts runs out at the end of 2023, and at that time we would either need to discontinue the training or we would need to fund it through the IT Budget. I talked with KnowBe4, and they have given me a quote for a three-year extension of our current services to run through 2026. This quote is for \$28,512 for three years. Having used this Company for cyber security training since 2020, the IT department, and the users, that take the training, are happy with the services being provided. Based on the criteria above I chose this as a high priority project it does resolve a semi-long term issue of financing an original grant purpose with County budget dollars. It also helps resolve the long-term pressing issue of cyber security.</p>

SLFRF Funding Requested by Year	Notes on Funding *				
2022	If this project were approved, we would have Cyber Security training until December 2026. At which time if we would continue with Cyber Security training, we would need to fund this through the IT Technology Maintenance Budget.				
2023					
2024					
Total					
	<table border="1"> <tr> <td>\$</td> <td>28,512.00</td> </tr> <tr> <td>\$</td> <td>28,512.00</td> </tr> </table>	\$	28,512.00	\$	28,512.00
\$	28,512.00				
\$	28,512.00				

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

*American Rescue Plan Act  
Coronavirus State and Local Fiscal Recovery Fund (SLFRF)*

Project Overview	
Project Title	Drop/Lock Box
County Department(s)	Treasurer
Project Manager(s)	Mark Sether--Ron Hansen/Maintenance
Ranking	Medium - provides short-term fix for existing issue; addresses anticipated health/public safety concern; serves broad community needs; and / or alleviates pressure on County finances.

Category Overview	
SLFRF Use of Funds Category	Public Health / Economic Impact
Select Public Health / Economic Impact Sub-Category ->	Public health & safety staff Provision of public safety services

Target Group Served by Project or Program:
Waupaca County Treasurer office staff and general public of the county.

Goals & Objectives of Project or Program:
<p>Replace existing lock box at entrance to County Courthouse, the existing lock box is original with construction of the building. Have issues with opening and at times the envelopes get stuck in the entrance. With Covid, the Treasurer office has encouraged use of this drop box versus in-person payment at the counter, which has increased the use of the lock box. Having a new lock box installed will make it easier for use by the public and ensure of no missed envelopes or damage to them.</p>

SLFRF Funding Requested by Year	Notes on Funding *
2022	This project could be done in later 2022 or certainly delayed until 2023 pending the funding approval. Cost of new unit, plus installation noting likely mason work needed.(reviewed with Ron Hansen)
2023	
2024	
<b>Total</b>	

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Sally port remodel/addition
County Department(s)	Sheriff's Office
Project Manager(s)	Carl Artz
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Public health & safety staff
	Provision of public safety services
	Yes
	No
	No

Target Group Served by Project or Program:
Entire Sheriff's Office

Goals & Objectives of Project or Program:
Remodel current sally port for screening of inmates providing protection for the staff and inmates. Addition would provide the decontamination zone.

SLFRF Funding Requested by Year	Notes on Funding *
2022	\$1,200,000.00 total project cost.
2023	
2024	
Total	
	\$1,200,000.00

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Patrol Car Radios
County Department(s)	Sheriff's Office
Project Manager(s)	Carl Artz
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Public health & safety staff
	Provision of public safety services
	Yes
	No
	No

Target Group Served by Project or Program:
Patrol Officers

Goals & Objectives of Project or Program:
Update aging squad car radios for public safety.

SLFRF Funding Requested by Year	Notes on Funding *
2022	\$60,000.00
2023	\$60,000.00
2024	\$60,000.00
Total	\$ 180,000.00

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.



# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Aging and Disability Resource Unit Relocation
County Department(s)	Health and Human Services
Project Manager(s)	Melissa Anderson
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Infrastructure
	Nonprofit assistance
	Provision of public safety services
Select Infrastructure Sub-Category >	

Target Group Served by Project or Program:
Adults with Disabilities and Seniors over the age of 60.

Goals & Objectives of Project or Program:
<p>To better meet the growing demand for Aging and Disability Resource Unit services. Senior population(adults over the age of 60) in Waupaca County is expected to increase 33.4% over the next 20 years. The aging population will require additional supports in the community to safely remain in their homes.</p> <p>The goal for the project is to create an Aging and Disability Resource Center that is easily accessible for adults with disabilities and seniors over the age of 60. The objective to create a center which is a one stop for all services and supports for adults with disabilities and seniors over the age of 60. Building size would provide the necessary office space for all Aging and Disability Resource Unit staff as well as space for meeting rooms for the purposes of: in person support groups, caregiver programming and nutrition education.</p> <p>Goal to create a space that is upbeat, attractive and comfortable a destination where adults with disabilities and seniors over the age of 60 go to make new connections.</p> <p>Goal to provide nutrition services to all eligible citizens throughout Waupaca County. Onsite kitchen would provide the department the ability to directly manage meal prices and meal quality. Onsite kitchen operated by Waupaca County Health and Human Services for the purposes of preparing and distributing meals for the Elderly Nutrition Program.</p>

SLFRF Funding Requested by Year	Notes on Funding *
2022	\$ 800,000.00
2023	\$ 1,000,000.00
2024	\$ -
Total	\$ 1,800,000.00

additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.

# Waupaca County

## Relief Funding Request Form

American Rescue Plan Act

Coronavirus State and Local Fiscal Recovery Fund (SLFRF)

Project Overview	
Project Title	Equipment Purchases
County Department(s)	Highway Department
Project Manager(s)	Casey Beyersdorf
Ranking	High - resolves long-term, pressing issue; addresses serious health/public safety risk; has a widespread impact; addresses financial burden on County; and / or ancillary benefits are well-defined.

Category Overview	
SLFRF Use of Funds Category	Government Service
Select Government Service Sub-Category ->	Provision of public safety services

Target Group Served by Project or Program:

Goals & Objectives of Project or Program:
<p>As a general rule of thumb, Highway Department equipment purchases rely on our annual depreciation of said equipment plus or minus the profit/loss on equipment operations. Depreciation is what it is, but our work load determines the profit/loss. With towns not demanding as much work for us to perform, quite possibly because they were unable to meet during COVID times, our equipment operations profit has taken a hit. Along with that is the high depreciation of newer, more costly equipment, as well as higher repair costs on our aging equipment. While we can control some of the repair costs, the availability of parts, along with higher delivery costs have caused that part of operations to increase.</p> <p>Briefly outlining some of the concerns~</p> <p>Increases to equipment operations costs:</p> <ul style="list-style-type: none"> <li>Higher delivery costs of parts</li> <li>Higher price on parts, some difficult to find so may demand a higher price</li> <li>Equipment in general costs more so as new equipment arrives in our fleet, the depreciation costs increase</li> <li>Fuel costs have been volatile for a number of years now</li> <li>DOT requirements for emissions, brining equipment, etc help drive up the cost of new trucks</li> <li>Difficult to pinpoint all this just on the effects of COVID but it has surely played a part in the increased costs on parts alone</li> </ul> <p>Decrease in equipment operations profit:</p> <ul style="list-style-type: none"> <li>Higher depreciation as mentioned</li> <li>Less work performed (quite possibly because municipalities didn't meet as often during COVID times to agree on work orders and projects for our men)</li> <li>DOT equipment rates are not inflating as high, or as quickly, as equipment costs</li> </ul> <p>It's been shown through our equipment operations for the last couple years that we simply cannot sustain the planned purchases of new equipment at the pace we have been. This is largely due to the fact of equipment prices increasing faster than the DOT equipment rates (what we are allowed to charge out for the use of equipment). While it's difficult to get an exact cost of how COVID has affected our operations, we'd like to request some of the available ARPA funds to be used to help with the purchase of equipment, at least for the next three years. It is our hope that at that point, our operations will have turned for the better recovering from the current slump of lack of township work.</p> <p>Not only has the cost of equipment increased tremendously, so has the cost of material. Namely asphalt. This eats away our funds otherwise allocated to equipment /capital purchases. In a nutshell, if Highway Department funds are continually spent as the trends indicate, we will not be able to afford upgrading our fleet to continue with our level of service. By using ARPA funding, we will be investing in our future in upgrading equipment used throughout the county to serve all citizens. Without ARPA funds for this purpose, the Department may have to request use of tax levy dollars to help sustain our capital equipment replacement plan</p>

SLFRF Funding Requested by Year		Notes on Funding *
2022	\$ 500,000.00	Restricted to Equipment Purchases only
2023	\$ 500,000.00	
2024	\$ 500,000.00	
Total	\$ 1,500,000.00	

\* Notes on funding may include alternative funding sources, discussion of ongoing financial obligations once SLFRF funds are depleted (i.e. will require additional personnel or maintenance), or other matters which may have a short and/or long term fiscal impact as a result of this program or project request.