



Proposed 2021-2025 Capital Improvements Program



Presentation Goals

- Discuss the overarching trends in the proposed CIP
- Review the CIP Fund cash flow projections & financial forecast
- Highlight how the proposed CIP ties to City Council priorities
- Discuss the impacts of the CIP's financial constraints
- Highlight uncertainties in the proposed program
- Discuss the City's current and projected debt
- Overview projects and equipment programmed for 2021



CIP Approval Process

October

Present & discuss proposed CIP

November

Follow-up as needed on discussion items

December

Adoption



2020 CIP Update

Kenyonbrook Trunk Sewer

- Design continues in 2021, construction planned for 2022

Building Improvement Program

- Reinstate full amount for 2020

Community Center Pools Resurfacing

- Planned for pool shutdown in 2021

Community Center South End Door

- Reinstate amount for 2020

Fire Hydrant Replacement & Painting

- Program already completed with reduced amount



2020 CIP Update

Police Building HVAC & Remediation

- Amount reduced due to updated project cost; project underway

Police Building Roof Repair

- Amount increased due to updated project cost; project underway

Traffic Signal Improvement Program

- Reinstate full amount for 2020

Worthingway Stormwater Improvements

- Amount reduced due to updated project cost



2020 CIP Update

McCord Park Renovations

- Design work will resume; construction delayed until 2021

Selby Park Playground Replacement

- Reinstate full amount; construction planned for Spring 2021

Bike & Pedestrian Improvements

- Reinstate full amount for 2019 & 2020; crossing needs re-bid

Computer Replacement

- Program already completed with reduced amount

Server & Network

- Program partially restored



2020 CIP Update

Firefighter Protection Equipment

- Amount reduced due to updated cost

Fire Hose

- Purchased from unspent 2019 funds

Mobile Data Terminals for Fire Vehicles

- Program already completed with reduced amount; portion not completed proposed for 2021

Self Contained Breathing Apparatus

- Purchase delayed to 2021 to pursue grant possibility



2020 CIP Update

Records Management Software

- Amount reduced due to updated cost

Scan Tools for Garage

- Amount reduced due to updated cost

Wood Chipper

- Amount reduced due to updated cost; balance of funds used to purchase needed leaf box



Trends in the CIP

Very financially constrained

- 2020 income tax revenue flat from 2019
 - Slight increase expected in 2021 (1.5%)
- Expenditure requests exceeded available revenue in all years

Revenues are not keeping up with expenditures demands

Investments focused on maintaining existing infrastructure

- Maintenance and replacement schedules have been extended
- New/expanded demands identified (water lines and HVAC)

Debt levels are increasing

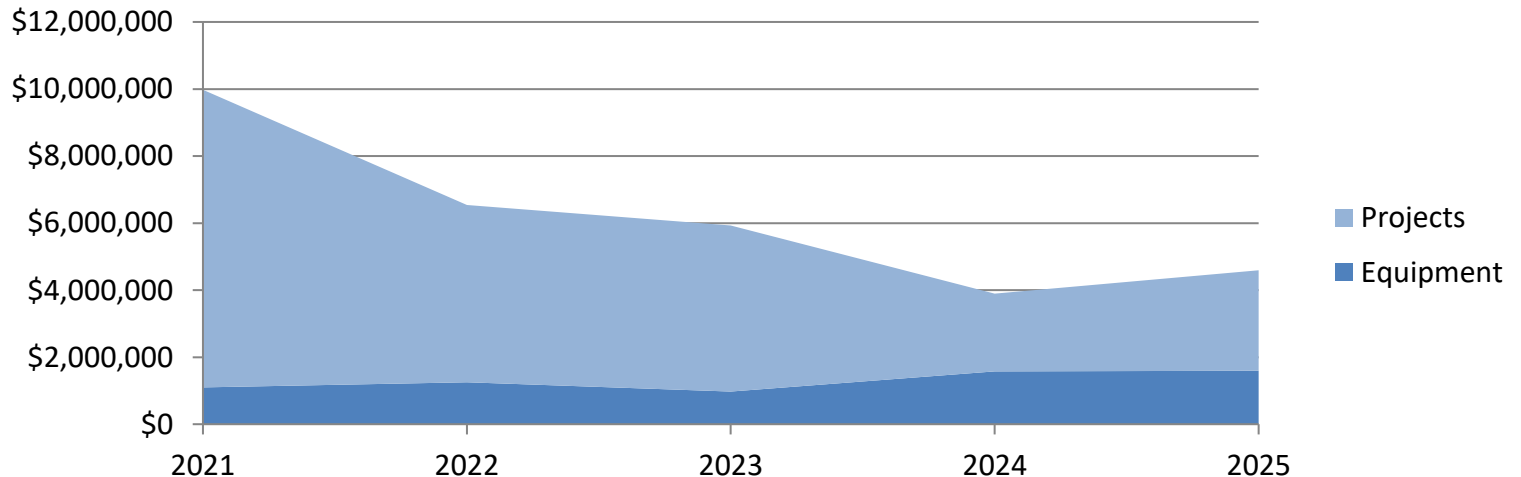
- Using balance in the GBR Fund to lower CIP funds used for debt payments in this five-year window



Overview of Proposed CIP

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Projects	\$8,875,000	\$5,291,000	\$4,954,500	\$2,320,500	\$3,000,000	\$24,441,000
Equipment	\$1,104,000	\$1,252,600	\$976,200	\$1,575,100	\$1,595,000	\$6,502,900
Total	\$9,979,000	\$6,543,600	\$5,930,700	\$3,895,600	\$4,595,000	\$30,943,900

**Proposed 2021-2025 CIP
Project & Equipment Expenditures**

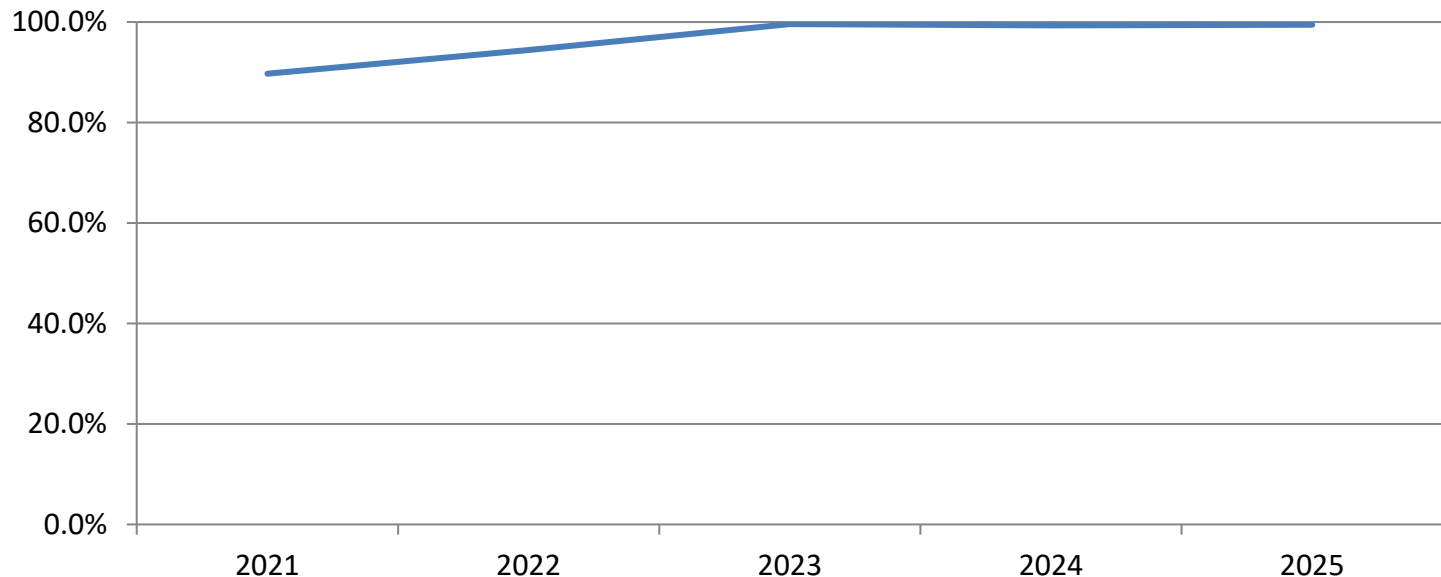




City's Share of Proposed CIP

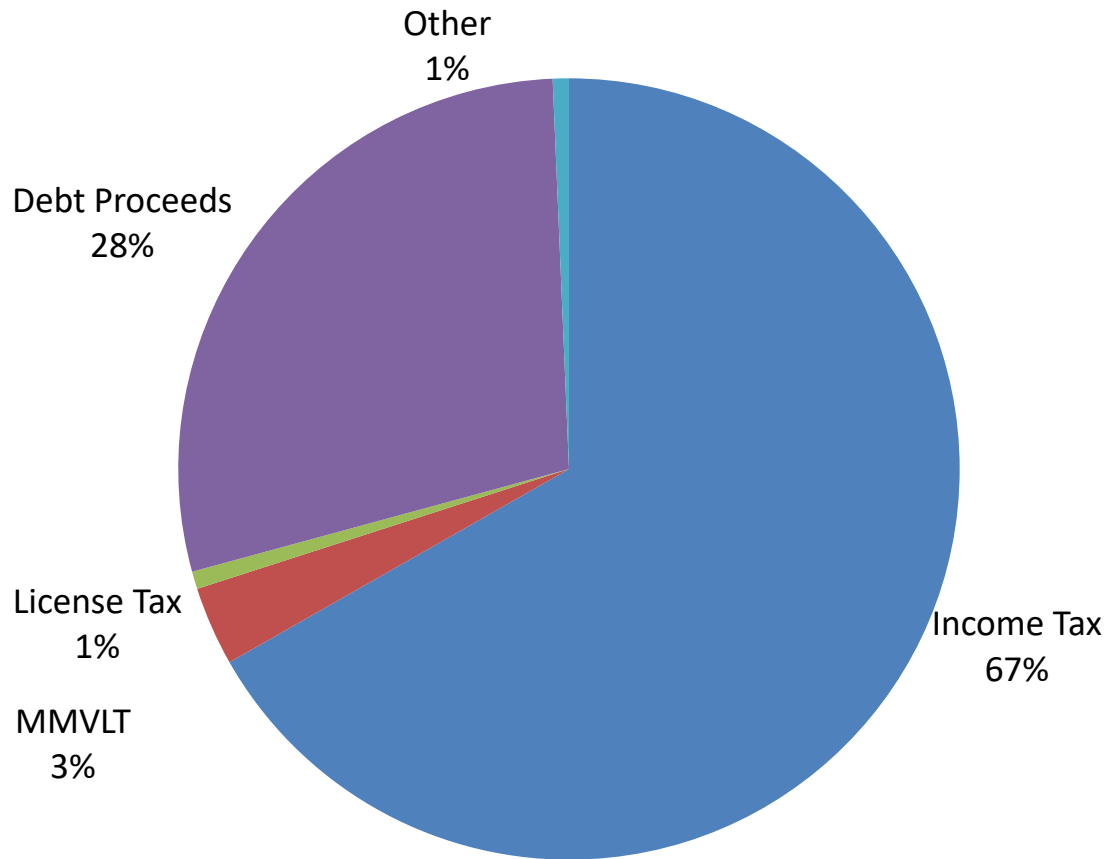
	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Total</u>
Total Cost	\$9,979,000	\$6,543,600	\$5,930,700	\$3,895,600	\$4,595,000	\$30,943,900
City Sources	\$8,954,000	\$6,178,600	\$5,905,700	\$3,870,600	\$4,570,000	\$29,278,900
% City Share	89.7%	94.4%	99.6%	99.5%	99.5%	94.6%

City's Share of Project & Equipment Expenditures





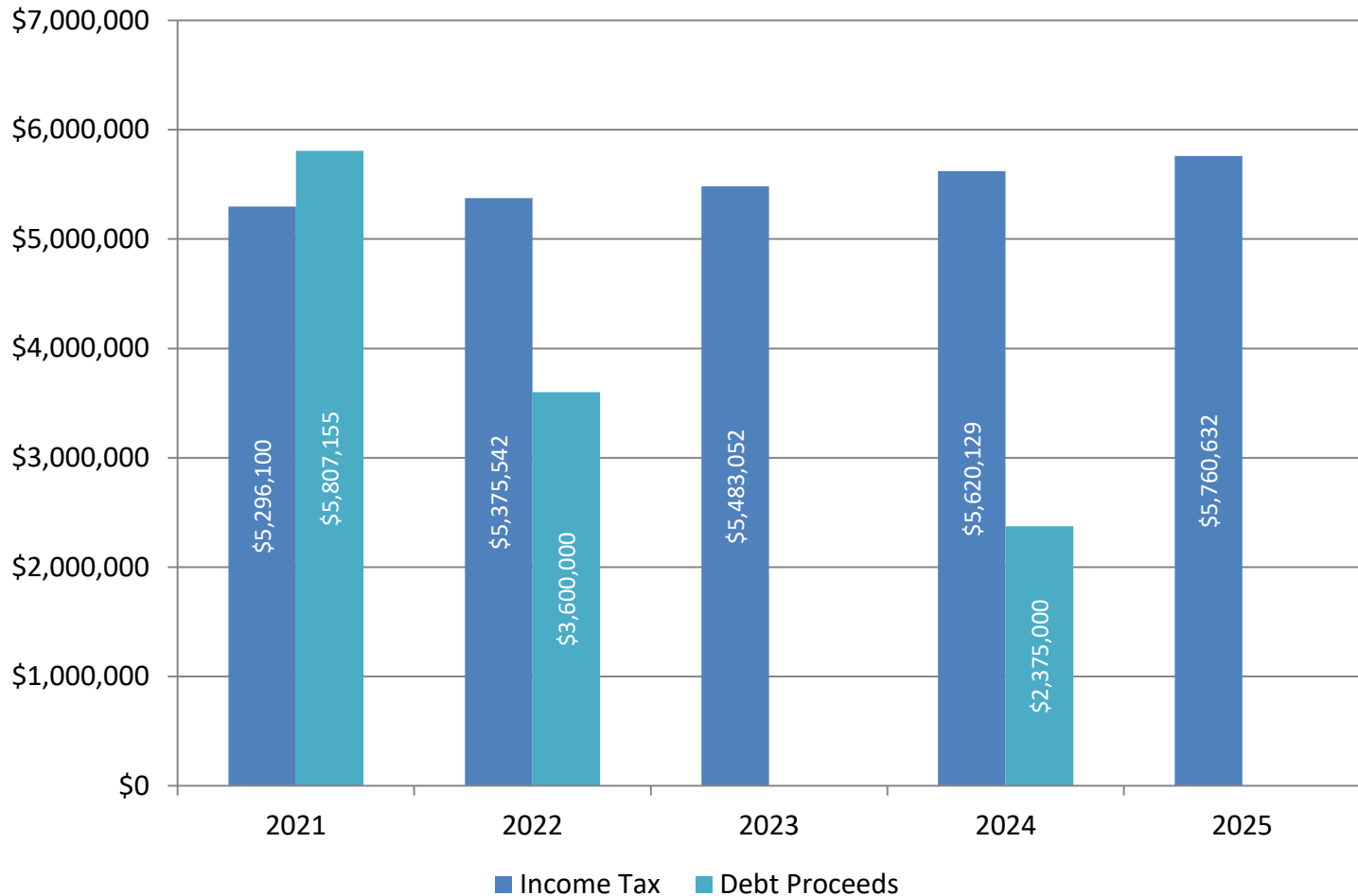
CIP Revenue Sources





CIP Revenue Sources

CIP Fund - Major Revenue Sources





CIP Revenue Sources

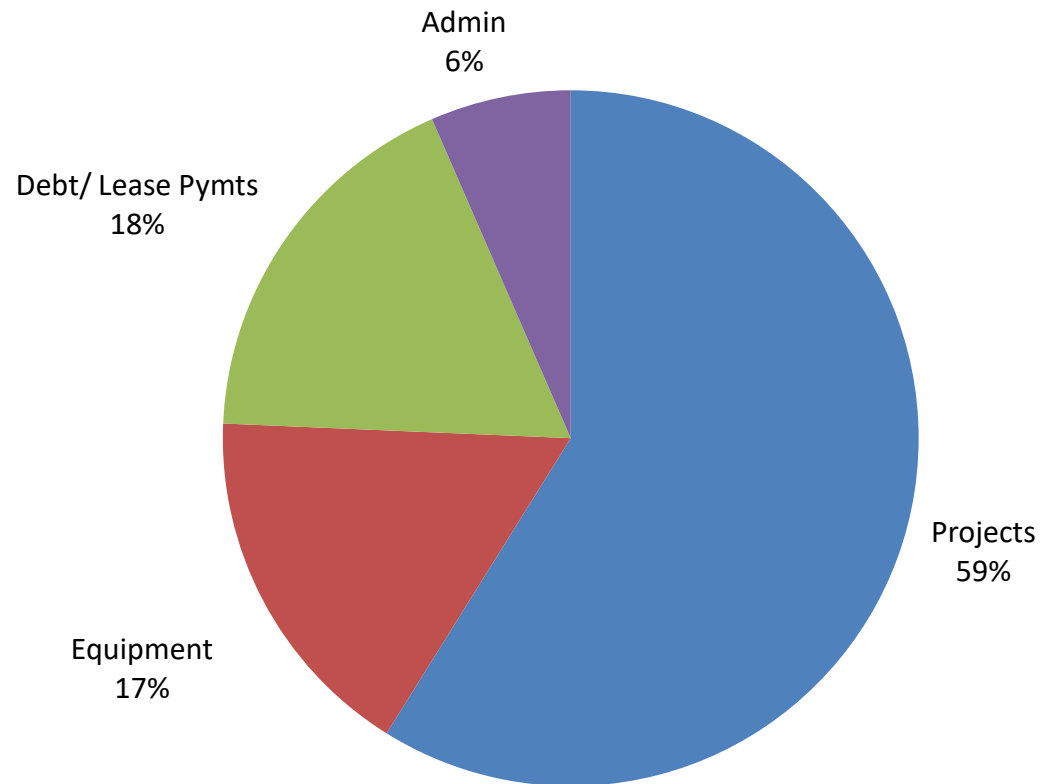
CIP Fund - Other Revenue Sources





Expenditure Categories: CIP Fund

2021-2025

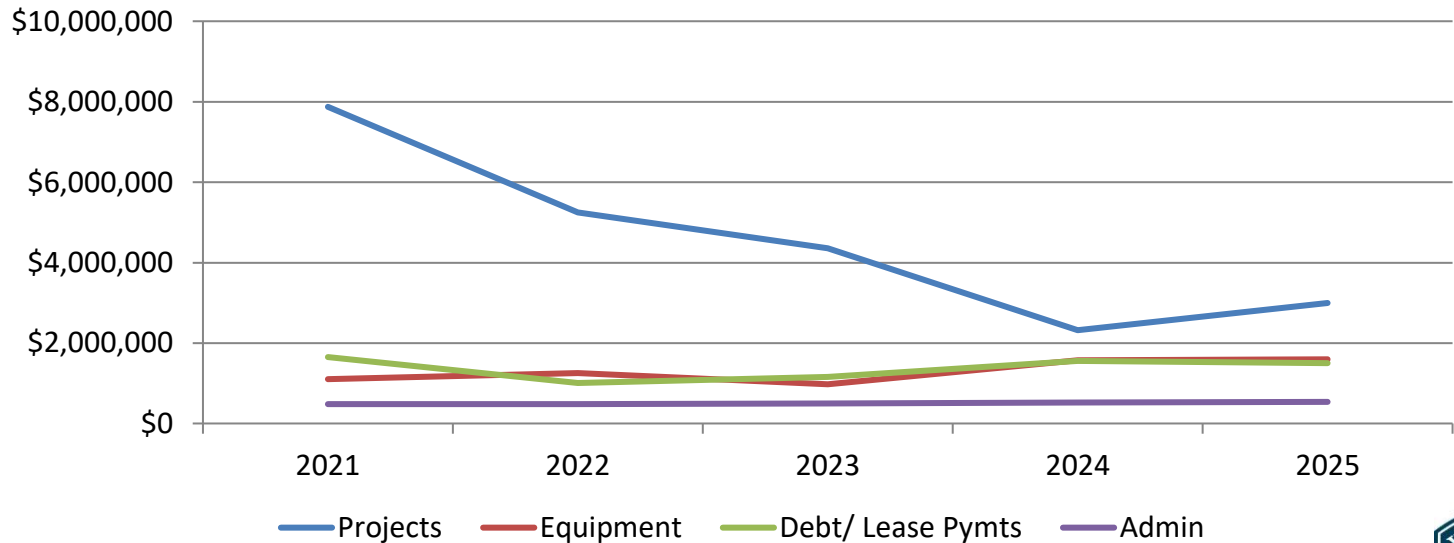




CIP Fund Expenditures

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Projects	\$7,875,000	\$5,251,000	\$4,354,500	\$2,320,500	\$3,000,000
Equipment	\$1,104,000	\$1,252,600	\$976,200	\$1,575,100	\$1,595,000
Debt Service	\$1,653,562	\$1,011,695	\$1,164,534	\$1,561,041	\$1,502,801
Administration	\$485,000	\$485,000	\$500,000	\$521,000	\$537,000

CIP Fund Expenditures by Category

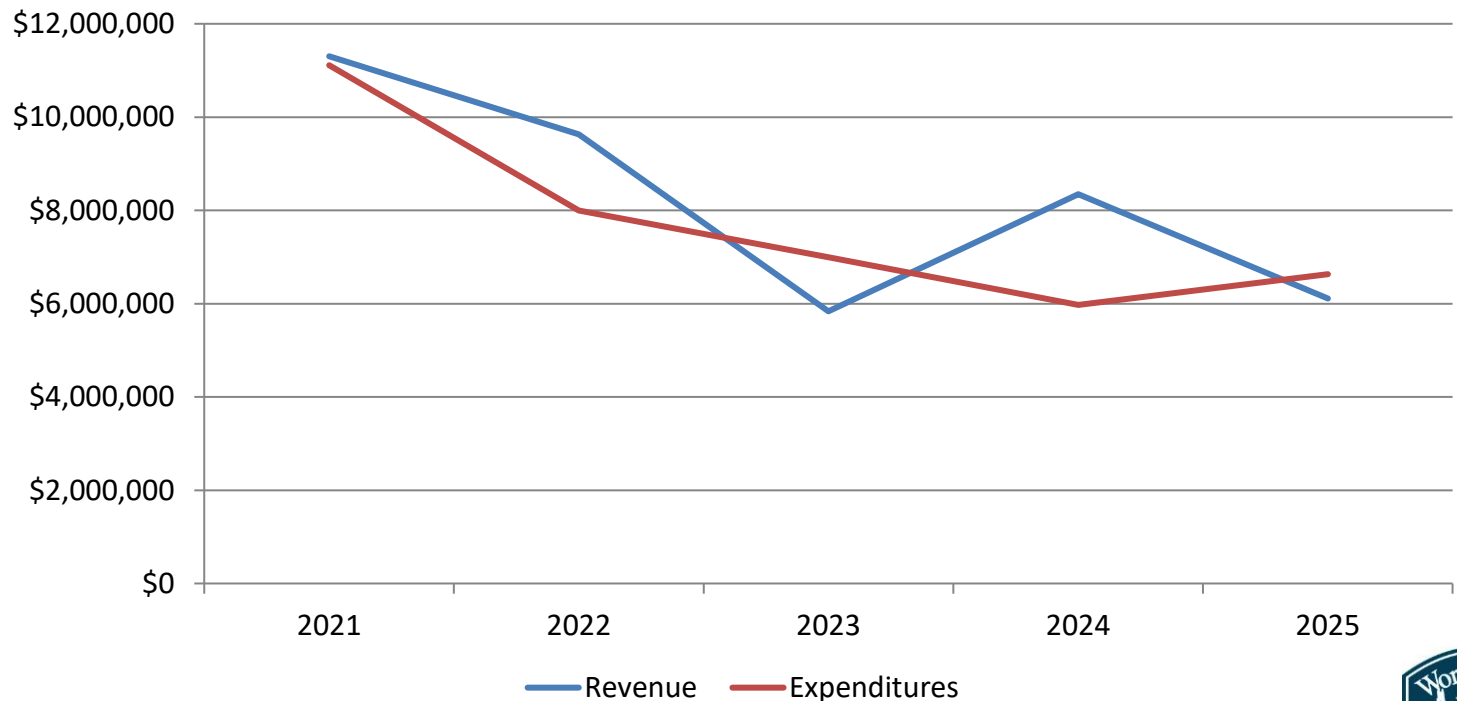




CIP Fund Revenue & Expenditures

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	\$11,308,255	\$9,630,542	\$5,838,052	\$8,350,129	\$6,115,632
Expenditures	\$11,117,562	\$8,000,295	\$6,995,234	\$5,977,641	\$6,634,801

CIP Fund Revenue & Expenditures

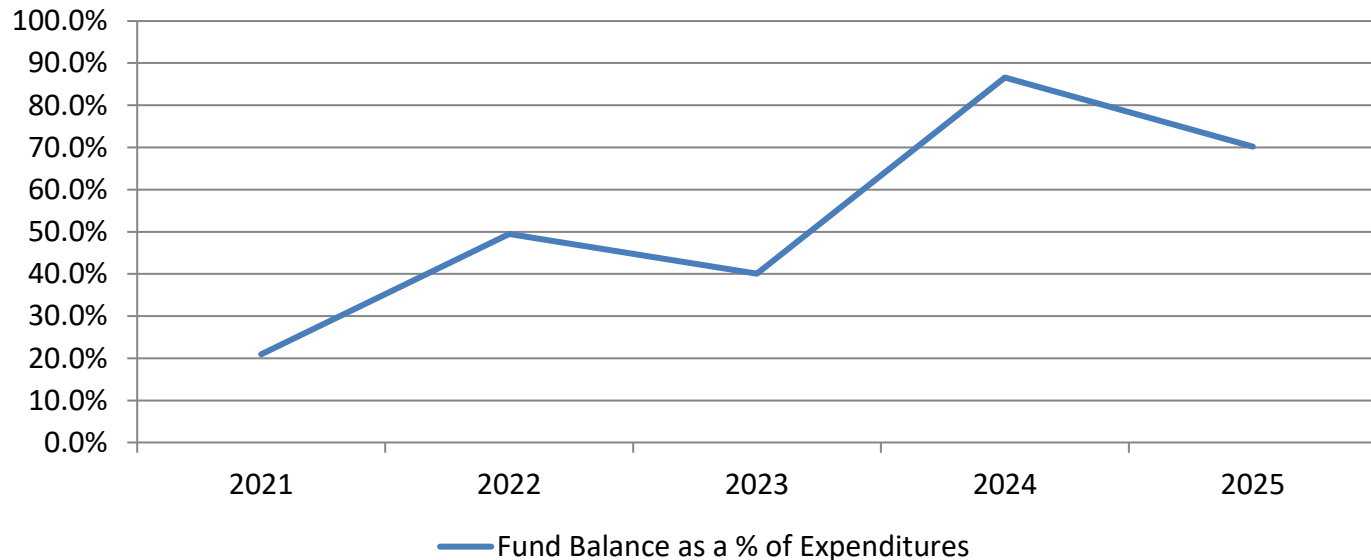




Five Year Forecast – CIP Fund

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Total Revenue	\$11,308,255	\$9,630,542	\$5,838,052	\$8,350,129	\$6,115,632
Total Expenditures	\$11,117,562	\$8,000,295	\$6,995,234	\$5,977,641	\$6,634,801
Fund Balance (FB)	\$2,328,543	\$3,958,790	\$2,801,608	\$5,174,096	\$4,654,927
FB as % of Expend.	20.9%	49.5%	40.1%	86.6%	70.2%

CIP Fund Balance

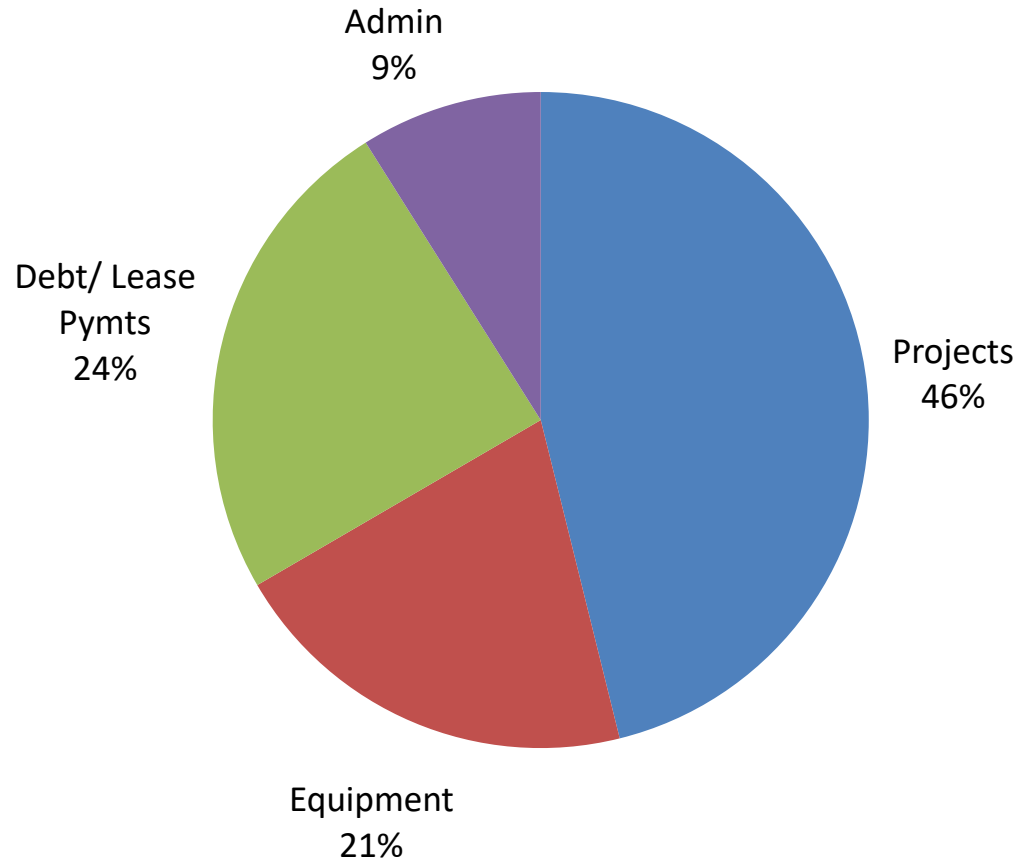




Expenditure Categories: CIP Fund

(excluding bonded projects & equipment)

2021-2025



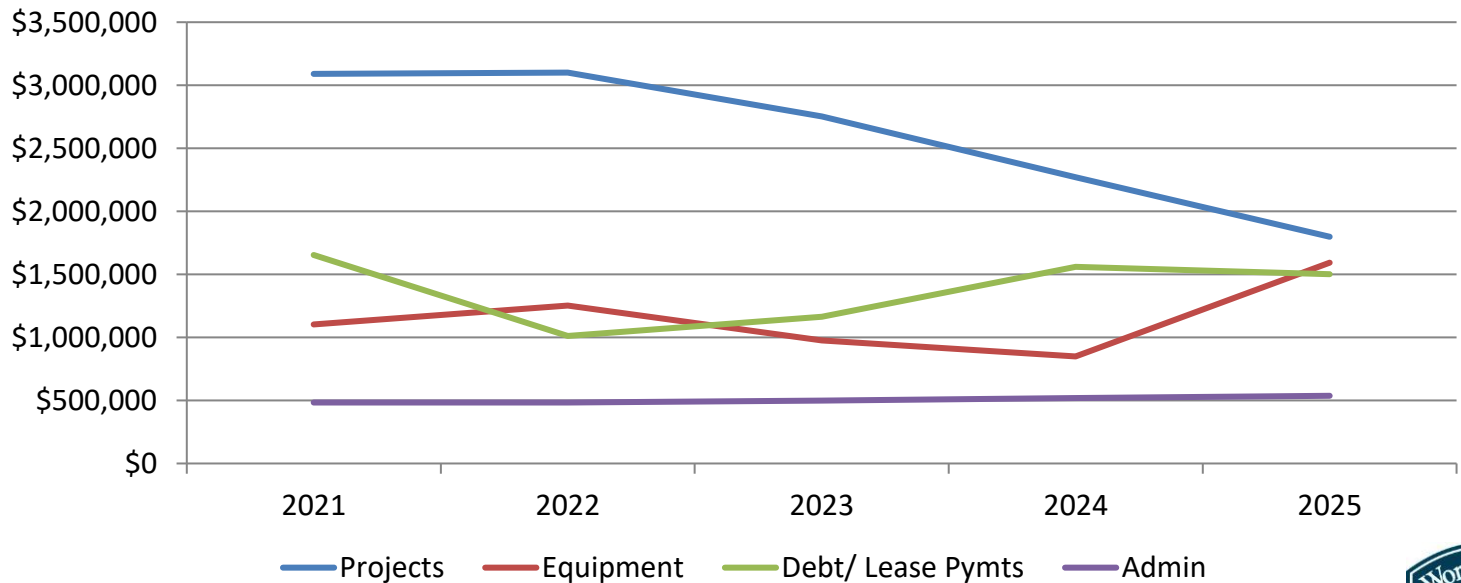


CIP Fund Expenditures

(excluding bonds)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Projects	\$3,090,000	\$3,101,000	\$2,754,500	\$2,270,500	\$1,800,000
Equipment	\$1,104,000	\$1,252,600	\$976,200	\$850,100	\$1,595,000
Debt Service	\$1,653,562	\$1,011,695	\$1,164,534	\$1,561,041	\$1,502,801
Administration	\$485,000	\$485,000	\$500,000	\$521,000	\$537,000

CIP Fund Expenditures by Category



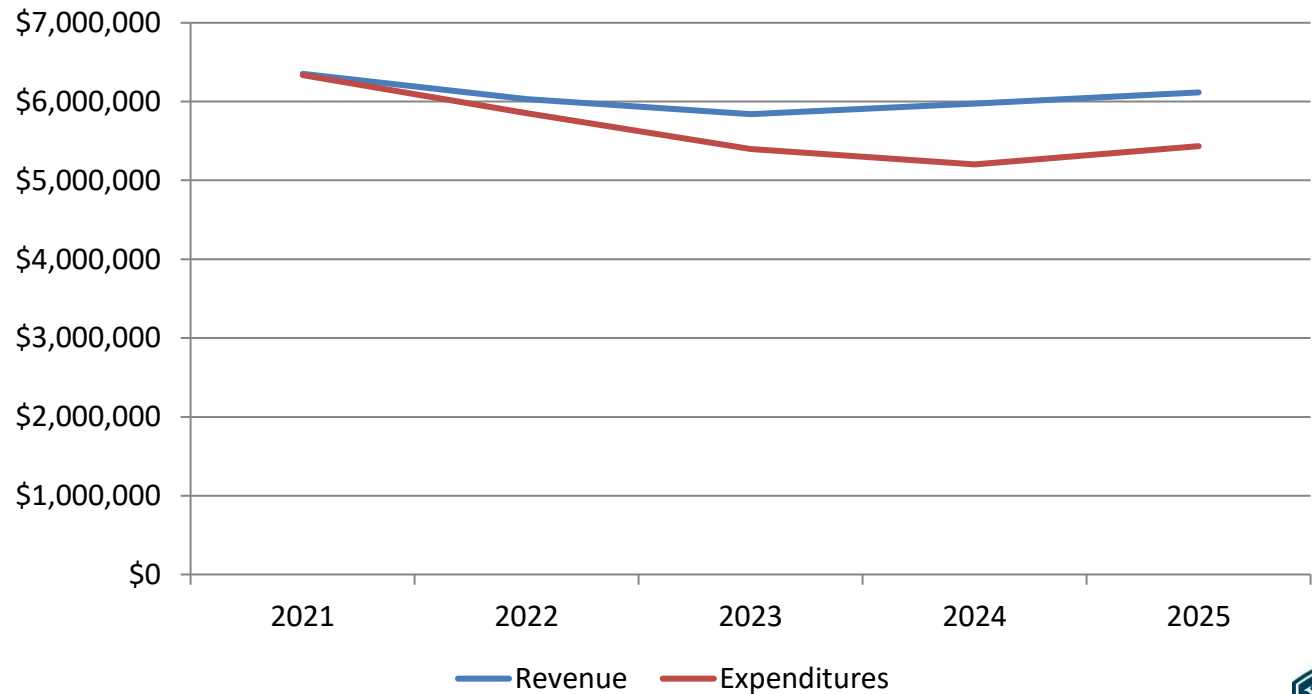


CIP Fund Revenue & Expenditures

(excluding bonds)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	\$6,351,100	\$6,030,542	\$5,838,052	\$5,975,129	\$6,115,632
Expenditures	\$6,332,562	\$5,850,295	\$5,395,234	\$5,202,641	\$5,434,801

CIP Fund Revenue & Expenditures



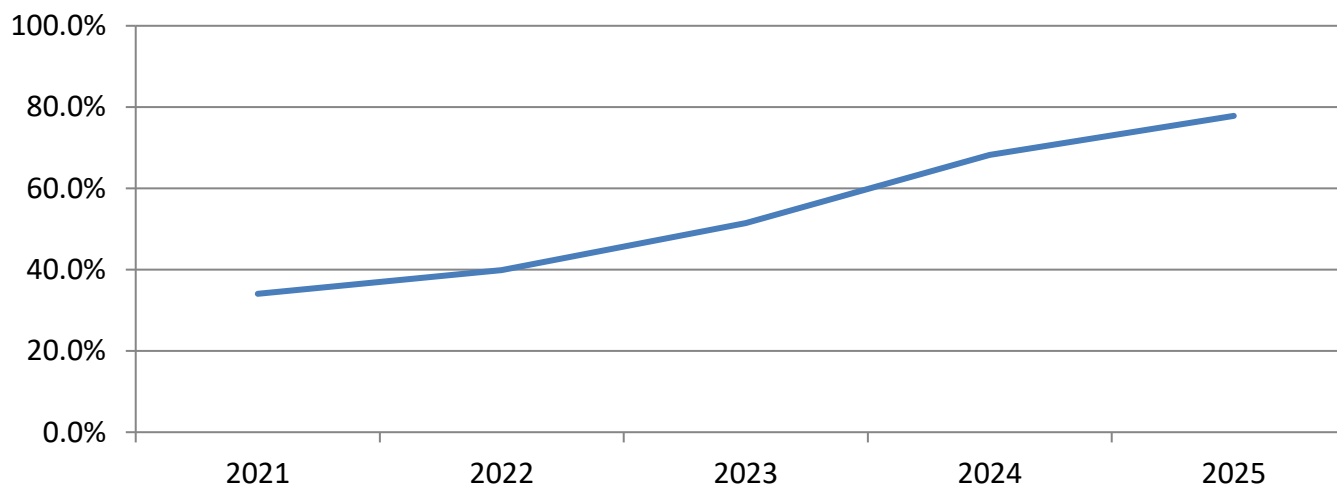


Five Year Forecast – CIP Fund

(excluding bonded revenue and expenditures)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Total Revenue	\$6,351,100	\$6,030,542	\$5,838,052	\$5,975,129	\$6,115,632
Total Expenditures	\$6,332,562	\$5,850,295	\$5,395,234	\$5,202,641	\$5,434,801
Fund Balance (FB)	\$2,156,388	\$2,336,635	\$2,779,453	\$3,551,941	\$4,232,772
FB as % of Expend.	34.1%	39.9%	51.5%	68.3%	77.9%

CIP Fund Balance as a Percent of Expenditures





City Council Priorities

Wilson Bridge Road Corridor

McCord Park Improvements (2020)

Age Friendly

Primarily associated with the operating budget

Griswold Center Window Replacement (2021)

Griswold Center HVAC (2021, 2022 & 2023)

Griswold Center Fitness Equipment (2023)

Griswold Center Copier (2024)



City Council Priorities

McCord Park

Partial Funding for Implementation (2021)

Updated Office Buildings

Incentive programs funded in Operating Budget

Energy Efficiency

HVAC Projects in City Buildings (2021, 2022, 2023)

Windows & Doors – Community Center, Municipal Building, Griswold Center (2021)

Incentive programs in Operating Budget (PACE/FACE)



City Council Priorities

Bike/Ped Implementation

\$100,000 in 2021

\$150,000 annually in 2022 & 2023

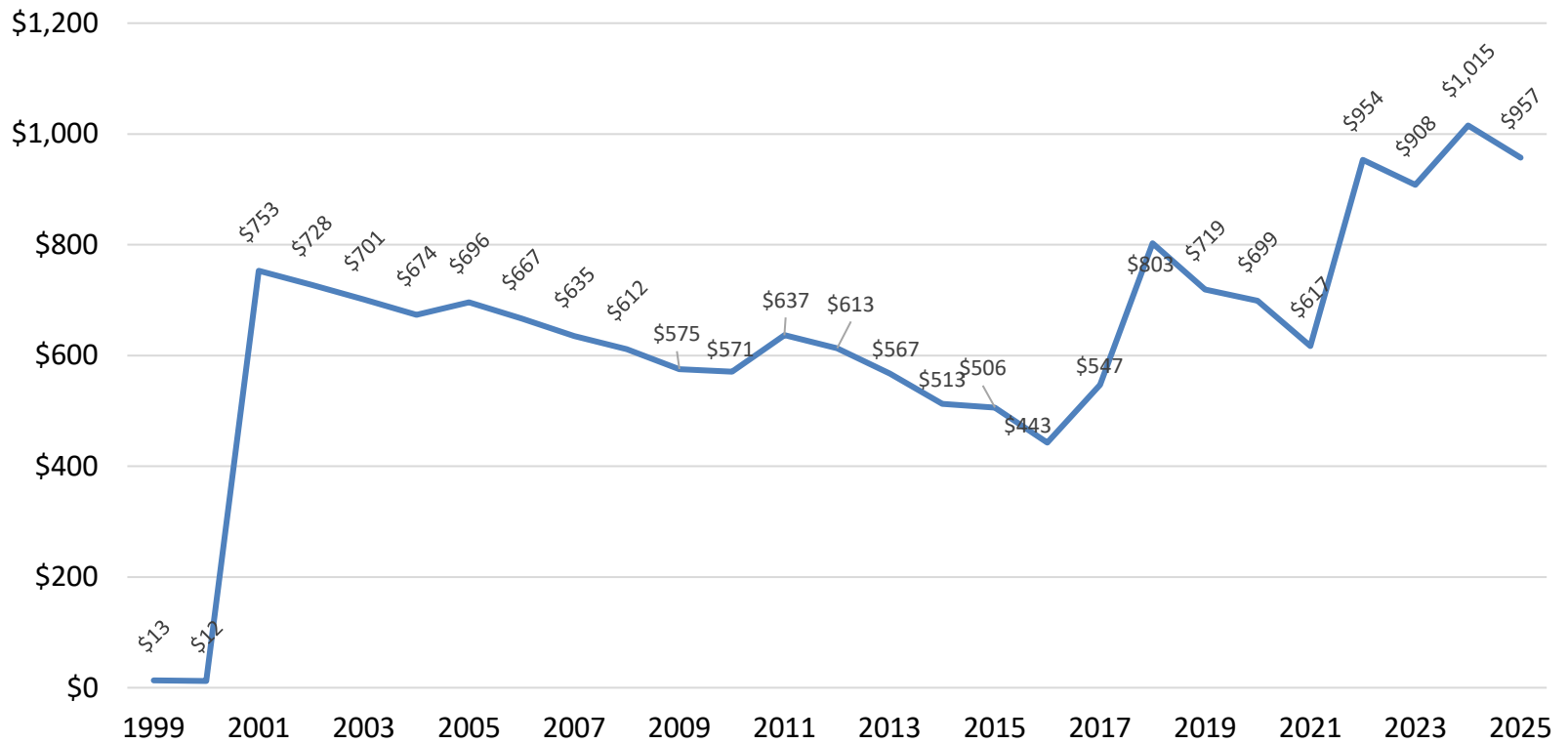
\$250,000 annually in 2024 & 2025

Electric Vehicle Charging

Operational by January 2020

Debt

Long Term Debt per Capita





Debt

Future Proposed Debt Issuance Projects/Equipment

Kenyonbrook Sanitary Sewer	\$2,100,000
Sanitary Sewer Repairs & Rehabilitation	\$1,000,000
Water Line: Colonial Ave. & Foster Ave.	\$1,550,000
Water Line: Meadoway Park & Park Blvd.	\$1,650,000
Water Line: Park Overlook Drive	\$1,250,000
Rush Run Stream – Huntley Bowl Improvements	\$435,000
McCord Park Renovations	\$1,800,000
Fire Engine Replacement	\$725,000



2021 Projects

Legal Mandates

Kenyonbrook Trunk Sewer (construction)	\$2,100,000
Sanitary Sewer Repair & Rehabilitation	\$1,000,000

Essential for Basic Services

Arterial Pavement Preservation	\$200,000
Building Improvement Program	\$200,000
Community Center Pools Resurfacing	\$125,000
Community Center South End Door Replacement	\$53,000
Community Center Window & Door Replacement	\$102,000
Fire Hydrant Replacement & Painting	\$25,000



2021 Projects

Essential for Basic Services (cont'd)

Fire Station Hot Water Boiler	\$335,000
Griswold HVAC	\$225,000
Municipal Building HVAC	\$120,000
Planning & Building HVAC	\$80,000
Service & Engineering HVAC	\$125,000
Street & Sidewalk Improvement Program	\$900,000
Water Line: Colonial Ave. & Foster Ave.	\$1,550,000
Rush Run Stream – Huntley Bowl Imp.	\$435,000
Windows & Doors: Municipal Bldg & Griswold Center	\$425,000



2021 Projects

Improvements to Basic Service

McCord Park Renovations	\$2,800,000
Security System Improvements	\$50,000

Enhancement/Discretionary

Bike & Pedestrian Improvements	\$100,000
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2021 Equipment

Administration/Information Technology

Computer Replacement	\$42,000
Server & Network	\$28,000

Fire & EMS

Fire Initial Issue	\$18,000
Firefighter Protection Equipment	\$45,000
Mobile Data Terminals	\$25,000
SCBA Filling Station	\$41,000
Self Contained Breathing Apparatus	\$300,000
SUV (C101)	\$45,000



2021 Equipment

Parks & Recreation

Community Center Basketball Backboards/Equip.	\$32,000
Community Center Digital Screens	\$10,500
Community Center Fitness Equipment	\$129,000
Community Center Variable Speed Drives	\$17,000
Small Equipment Replacement	\$15,000
Turf Mowers	\$14,000



2021 Equipment

Police

Blood Alcohol Testing Equipment	\$15,000
Mobile Data Terminals	\$25,500
Police Cruisers	\$148,000
Police Initial Issue Equipment	\$30,000

Service & Engineering

1 Ton Dump Truck w/ Plow & Spreader	\$114,000
Small Equipment Replacement	\$10,000



Uncertainties

McCord Park Funding

Longer Term Financial Impacts of COVID



Impacts of Constrained Funding

Continued delay of projects and equipment

Spread out of arterial projects to every other year

Water lines funded every other year



Need for Additional Revenue

Current revenue streams for the CIP insufficient to fund the needs

Income tax is the primary source of revenue, along with a small amount of MMVLT each year and license tax periodically

Possible options, in addition to MMVLT increase

Parks & Recreation Fees

Water & Sewer Surcharges