



Office of Mayor Miro Weinberger

MEMORANDUM

To: City Council
From: Mayor Miro Weinberger
Date: April 10, 2015
Re: Preliminary 10-Year Capital Plan Overview

Since my State of the City address in 2014, one of the Administration's major focus areas has been the creation of a comprehensive 10-Year Capital Plan. This plan is intended to enhance the City's ability to maintain and invest in its public infrastructure – a core responsibility of local government that has an enormous impact on the quality of life and economic development in our City. The plan will bring greater rigor to our decision-making regarding our physical assets, allowing us to: identify areas of under-investment; prioritize and co-ordinate across different types of assets to improve the quality and cost-efficiency of our infrastructure investments; and manage the cumulative cost of our infrastructure so that its impact on taxpayers is predictable and stable.

This has been a major effort involving considerable engagement from almost every department and the commissioning of numerous independent assessments of different elements of our public infrastructure. I appreciate the leadership of CAO Bob Rusten and Capital Projects Manager Martha Keenan on this effort, and excited that we have now reached the stage where we can begin discussing the challenges and solutions ahead with the City Council and City Commissions.

The City Faces an Immediate and Long-Term Public Infrastructure Funding Challenge

As the attached documents make clear, our work to this point has identified an immediate FY16 challenge that will require our focus over the next two and a half months as we complete the budget. Our current projections also show an approximately \$60 million funding shortfall over the next decade simply to maintain our existing infrastructure, and an even larger funding gap if we choose to pursue enhancements.

It is important to understand that while these challenges are substantial, the City has a number of different options available to address them. Together, we must look for efficiencies, consider reducing some infrastructure commitments, and explore for new strategies for funding investments. It is my expectation that we will pursue many different solutions and substantially reduce the projected funding shortfall before the possibility of any new municipal bonding is considered. Given the undue pressures property taxpayers have experienced in recent years, my goal is to meet our responsibilities as good stewards of the public's assets while minimizing property tax increases.

I look forward to reviewing the assumptions behind our revenue and expenses projections and exploring different solutions with the City Council and City Commissions in the months ahead. If we succeed at this collaboration the people of Burlington will enjoy steady improvement to our roads,

sidewalks, and public parks, and buildings over the next decade and future generations will continue to enjoy the outstanding public infrastructure we are so fortunate to have inherited from our predecessors.

Thank you.



OFFICE OF THE CLERK/TREASURER

City of Burlington

City Hall, Room 20, 149 Church Street, Burlington, VT 05401

Voice (802) 865-7000

Fax (802) 865-7014

TTY (802) 865-7142

To: City Council & Miro Weinberger, Mayor
From: Bob Rusten, Chief Administrative Officer
Re: Submission of 10-year Capital Plan- Starting in FY 16
Date: April 10, 2015

Please find attached to this memo adraft document entitled "City of Burlington 10 Year Capital Plan".

This document is the result of approximately one year's work of a team of City staff and is a capital planning tool for City-owned capital assets; buildings, infrastructure and vehicles.

- This tool is the first version of what will be a living document to be updated each year.
- To utilize this document the Board of Finance, City Council and all jurisdictional Commissions should be involved in determining what projects should go forward, when, and how to pay for these.
- Many of these investments are necessary and are cost-efficient to move forward now to prevent having to pay even larger amounts as buildings and infrastructure deteriorate. Vehicles have stayed in service past their prime trade-in value and resulted in maintenance costs that exceed the value of the vehicle.
- The City has made past efforts to address its capital needs, such as an increase of one million dollars in the annual General Fund borrowing for capital needs.
- The lack of a long-term plan, updated each year, with limited preventative maintenance resources, has resulted in a significant backlog of essential capital asset reinvestment.
- I want to acknowledge that the draft "City of Burlington 10 Year Capital Plan" tool is due to the work of numerous staff, in particular the management leadership teams of the Department of Public Works and of Parks and Recreation along with the Mayor and his office. Martha Keenan, Capital Improvement Program Manager, had the lead role in facilitating all the different City staff and outside contractors, to put this document together. We owe a debt of gratitude to the many people involved who created this very important initial planning tool and process so we can proactively and responsibly address the capital asset needs of the City of Burlington.

Focus of Capital Plan:

- While significant effort was spent to identify the capital asset needs of all City departments, a higher degree of effort went into General Fund areas.
- The next year will require continued refinement and updating of this tool.
- The School District has expressed some interest in collaborating with the City on capital planning over the next year.

A Need Identified:

- To pay for the reinvestment in enhancement to and expansion of our capital assets.
- To simply maintain the assets the City currently owns, we estimate needing to invest approximately \$211M over the next 10 years.
- We estimate the existing revenue streams for capital investments over the next 10 years to be ~\$150 million, including the current yearly bonding for \$2M. Thus, under our current assumptions, we are preliminarily projecting an additional need of approximately \$60 million over the next ten years. Over the months ahead, we anticipate working with City Council Committees

and City Commissions to confirm the assumptions underlying these expenses and revenue assumptions.

Critical Questions to be Reviewed

- All parties are encouraged to analyze ways to creatively respond to the needs and to do so by thinking long-term.
- Would it make sense to refurbish or build a new building to consolidate City departments?
- Can different City departments coordinate and consolidate our building needs?
- Can a centralized fleet maintenance system reduce the current or future number of City-owned vehicles by having a better vehicle-sharing system?
- Can we avoid the past practice of borrowing money for limited life vehicles, and of yearly bond payment for vehicles no longer in service?
- Can capital growth and the expenditures associated be proven to be long-term revenue generators and therefore an investment in the City's long-term financial health and therefore justify the cost?
- Does creating and funding reserve accounts to build up money to pay cash for assets, rather than borrowing, make financial sense?
- Can large tax hikes be avoided by shifting projects from one year to another so as to level out the funding need year to year?
- Can we divest from any underutilized and expensive facilities?

These and other questions should be the basis of the review on this capital planning tool. What should not be a question is whether the City needs to address its long term capital needs in a comprehensive way and then plan and act on these needs.

I would call your attention to a few items

- In FY 15 we hired EMG to conduct an assessment of all City-owned buildings. All of the critical life-safety issues as identified by EMG were addressed in this FY.
- For Fiscal Years 16 and 17 we believe our primary responsibility is to address building and infrastructure needs both EMG and the Administration believe hinders functionality.
- FY 17 & FY 18 addresses our built-up vehicle needs. This allows time to assess ways to cost-effectively address our vehicle needs.
- The Plan proposes to continue the enhanced FY15 funding for sidewalk reinvestment into FY16 and then sharply increasing funding in FY 17 to attain a level of funding that can sustainably maintain our street, sidewalk and curb infrastructure.
- In the Parks section, starting in FY 16 with even heavier emphasis continuing in FY 17 and beyond, we address the bike path rehabilitation needs.
- Beyond making Memorial Auditorium usable for its current limited functions, significant refurbishing and retrofitting is likely needed to increase the Auditorium functionality. In FY 17, in the Expansion section of the tool we show the anticipated costs needed for major renovation. This conceptual projection is included for discussion purposes. The City is not pursuing such a renovation at this time.
- In the "New Operational Expense" section we have added necessary costs required if a decision is made to move ahead with all of the projects in FY 16 and beyond. Modification to projects and/or their time line could impact the need for these operational expenses.

To best use this Tool:

- Implement discussions as to what projects should be moved forward, in what time frame, and at what cost. Included are non-City revenues to help pay for projects if we have actual commitments
- Be fiscally prudent by preliminarily approving future work on large capital assets conditional on getting commitments of non-City revenues, and to define that amount and commitment time frame
- Initiate discussions for the purpose of long-term planning.

Next Steps:

- After an overview of the plan at the April 13, 2015 City Council work session, the 10-year Capital Plan be referred to the Board of Finance for a more thorough review.
- A collaborative process initiated between the Administration, the Board of Finance, and the City Council Committees and City Commissions of jurisdiction focused on the Administration's submission of, and the City Council approval of a feasible FY 16 capital budget
- With the FY 16 budget completed, discussions and decisions with the BoF and jurisdictional Committees and Commissions relating to FY 17 and beyond will enable planning out the steps, including budgetary, to implement the approved projects

In summary:

- The City does not have a long-range, sustainable capital plan
- Our current projections indicate that existing funding will only cover approximately 2/3rds of the cost of just maintaining what we currently own, leaving a projected ~\$60,000,000 shortfall over the next ten years under our preliminary assumptions
- The chronic underfunding has many impacts, including:
 - equipment prone to failure sometimes before its expected lifespan
 - more expensive repairs
 - significant resources spent reacting to problems
- To be able to sustainably maintain our assets, we must pursue some mix of the following options:
 - Reduce our assets
 - Secure additional capital funding
 - Develop more efficient systems to maintain our assets
 - Add additional assets only once we have a capital funding plan in place
- Possible solutions to funding the capital shortfall
 - Aggressively pursue energy efficiency projects and other cost saving measures and reinvest savings in capital assets
 - Add to budget line items in operating budgets
 - Consider alternative capital financing sources other than property taxes
 - Finance long-term capital investments in part with additional revenue anticipated when the Waterfront TIF expires in 2024
 - Short-term and long-term potential borrowing
 - Create one fleet department– improving efficiencies and requiring less overall vehicles
 - Leddy Park Renovation/expansion– add a Parks facility at Leddy allowing some streets vehicles to be based in north end of City saving time and travel on vehicles, moving Parks folks to Leddy and making more space available at 645 Pine Street



City of Burlington
Department of Public Works

Office of Planning
645 Pine Street, Suite A
Burlington, VT 05402
802.863.9094 P
802.863.0466 F
802.863.0450 TTY
www.dpw.ci.burlington.vt.us

Chapin Spencer
DIRECTOR OF PUBLIC WORKS
Martha Q. Keenan
Capital Improvement Program Manager

Date: May 18, 2015
To: Board of Finance
From: Martha Keenan, CPM
Capital Improvement Program Manager
Department of Public Works
Subject: Fiscal Year 16 Capital Plan Budget

The City faces an immediate and long-term public infrastructure funding challenge as the 10-Year Capital Plan has made clear. Our work to this point has identified an immediate challenge of \$2,327,000 that should be funded in the FY16 budget. In addition, the Administration is committed to meeting the targets of a Fund Balance Policy in FY16. This memo and the attached materials lay out a path to achieving both of these FY16 goals.

The initial Capital Plan for FY16 had a deficit of over \$9M. Approximately \$7M was moved to outer years. The Capital Plan Committee worked diligently to determine what capital needs were necessary for a multitude of reasons – life safety, imminent failure, public interest, or future cost avoidance – and therefore are important to complete in FY16. It may not be obvious where all these items fall in the various categories; however, after careful consideration by staff, the completion in FY16 of all these items is believed to be critical.

I am requesting that the Board of Finance consider the following two scenarios, both of which assume the FY16 budget surplus of \$1M, 100% of which is applied toward achieving the City's Fund Balance Policy.

Scenario 1 – Phased Full Funding

- We believe the City will have at least \$1M in FY15 General Fund surplus made up of:
 - BED payment to the City of \$750,000; and
 - Remainder of the funds from the sale of City land to the Onion River Coop.These funds should be applied to construction costs in fall 2015.
- After the FY15 audit is completed, any unassigned Fund Balance still to be attributed to FY15 should then be applied to any capital construction to be completed in winter 2015 and then in spring 2016.
- In addition, if the City sells the Browns Court property, any unassigned amount of the revenue should (if needed) be applied to construction projects still remaining for FY16.
- If additional revenue is still needed, then consider looking for new revenues sources.

An Equal Opportunity Employer

This material is available in alternative formats for persons with disabilities. To request an accommodation, please call 802.863.9094 (voice) or 802.863.0450 (TTY).

- If all these possible revenue sources do not yield \$2,327,000, then unfunded construction projects will be pushed out to FY17.

GF GRAND TOTALS (w/ Expansion Needs)	FY 2016
Fall Project Expenditures	\$ 1,152,201
Spring Project Expenditures	\$ 1,175,000
Confirmed: BED payment to City	\$ (750,000)
Confirmed: Remainder of sale of City land to Onion River Coop	\$ (250,000)
Potential: unassigned revenues after FY15 audit	?
Potential: sale of Browns Court property	?
Potential: FY16 new revenue source	?
Either fully funded by January 1, 2016 or cuts required	

Scenario 2 – Partial Funding

- \$1M Bike Path expansion is funded
- \$1.327M capital needs are cut

GF GRAND TOTALS (w/ Expansion Needs)	FY 2016
Total Expenditures with Expansion	\$ 2,327,201
Cut items	\$ (97,502)
Cut sidewalks and streets new additions and expansion	\$ (761,860)
Cut cost avoidance items on list	\$ (467,839)
Confirmed: BED payment to City	\$ (750,000)
Confirmed: Remainder of sale of City land to Onion River Coop	\$ (250,000)

The Committee believes all the projects within the FY16 Capital Plan are important to complete. An integral part of a capital plan is minimizing the overall risk to the City by addressing the most pressing needs in a proactive manner.

If you have any questions, please feel free to contact me at mkeenan@burlingtonvt.gov or 802-540-0701.

Capital Plan Budget FY 2016

Revenues

Impact Fees	\$	324,520
General Fund Department Operating Budgets	\$	1,127,121
CIP Bond	\$	2,000,000
Penny for Parks	\$	350,000
Street Capital Tax	\$	2,052,000
Property Tax Revenues	\$	3,230,740
Grants - Donations - Restricted funding	\$	9,554,281
Total Revenues	\$	18,638,662

Proposed Revenues

BED	\$	750,000
Sale of land to Onion River Coop	\$	250,000
After FY 15 audit available unassigned funds		?
Sale of Browns Court		?
Total Potential Revenues	\$	1,000,000

Expenditures

Debt Service	\$	3,232,151
Fleet	\$	902,514
Facilities	\$	1,959,380
Roads & Sidewalks Maintenance	\$	3,302,506
Roads & Sidewalks Enhancement	\$	6,770,690
Library	\$	-
Fire Department	\$	-
Police Department	\$	149,000
Parks & Recreation (\$1M for bike path)	\$	3,275,000
Administration	\$	676,622
New Operational Expenses	\$	318,000
Expansion Needs	\$	380,000
Total Expenditures	\$	20,965,863

Budget shortfall

\$ (1,327,201)

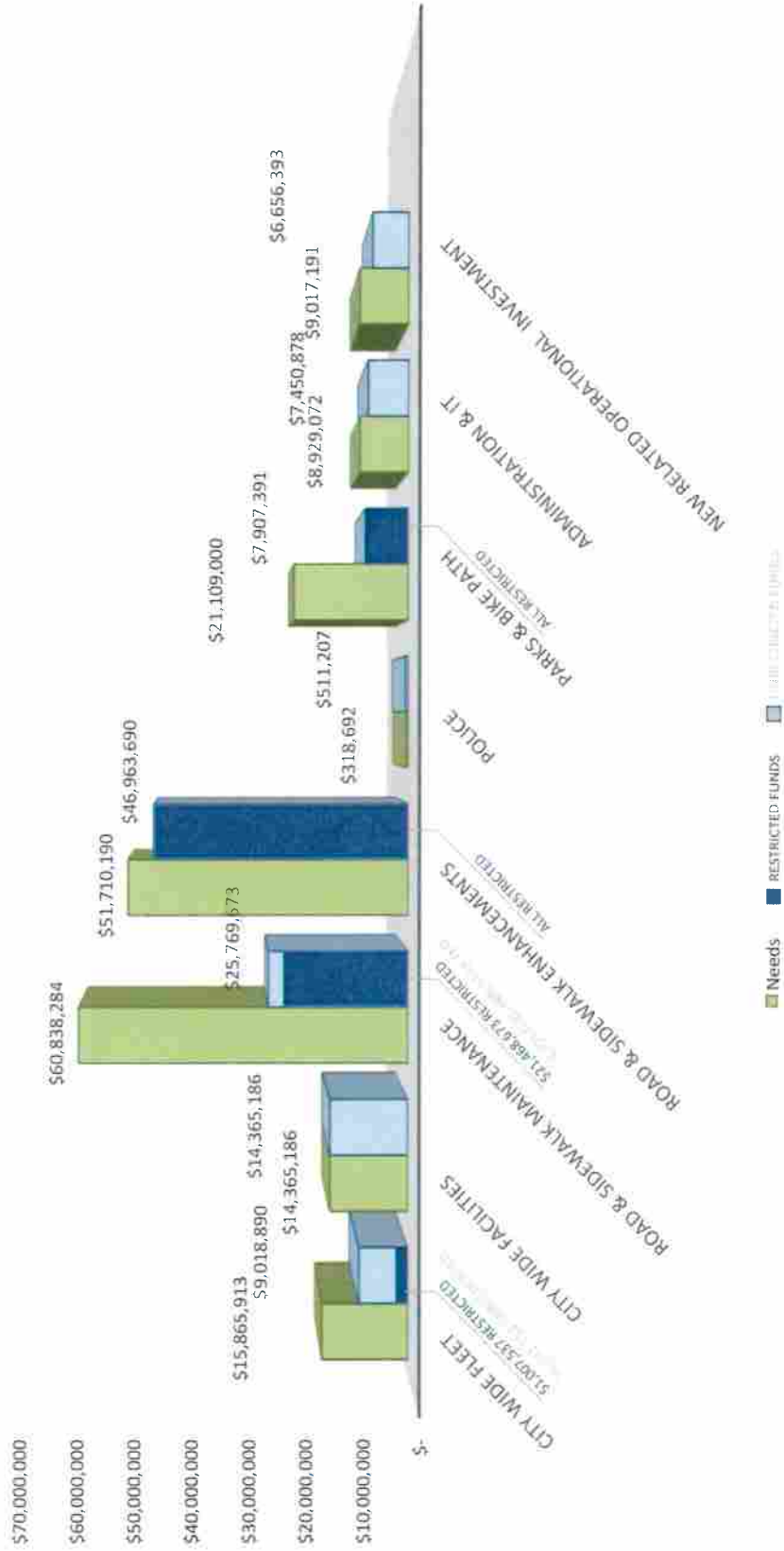
Potential Expenditure Cuts

Cliff Street Phase #3	\$	63,000
Additional Sidewalks	\$	225,000
Additional Streets	\$	250,000
Curbs	\$	200,000
Facilities Projects	\$	134,201
Manhattan Drive Slope Failure 1 & 2	\$	175,000
City Hall Fountain Repair	\$	25,000
Building Controls	\$	65,000
New Sidewalks	\$	100,000
Parks Improvements	\$	25,000
Flynn Parcel Purchase	\$	20,000
BCA reinvestment 339 Pine Street	\$	45,000

Total Potential Cuts to Expenditures

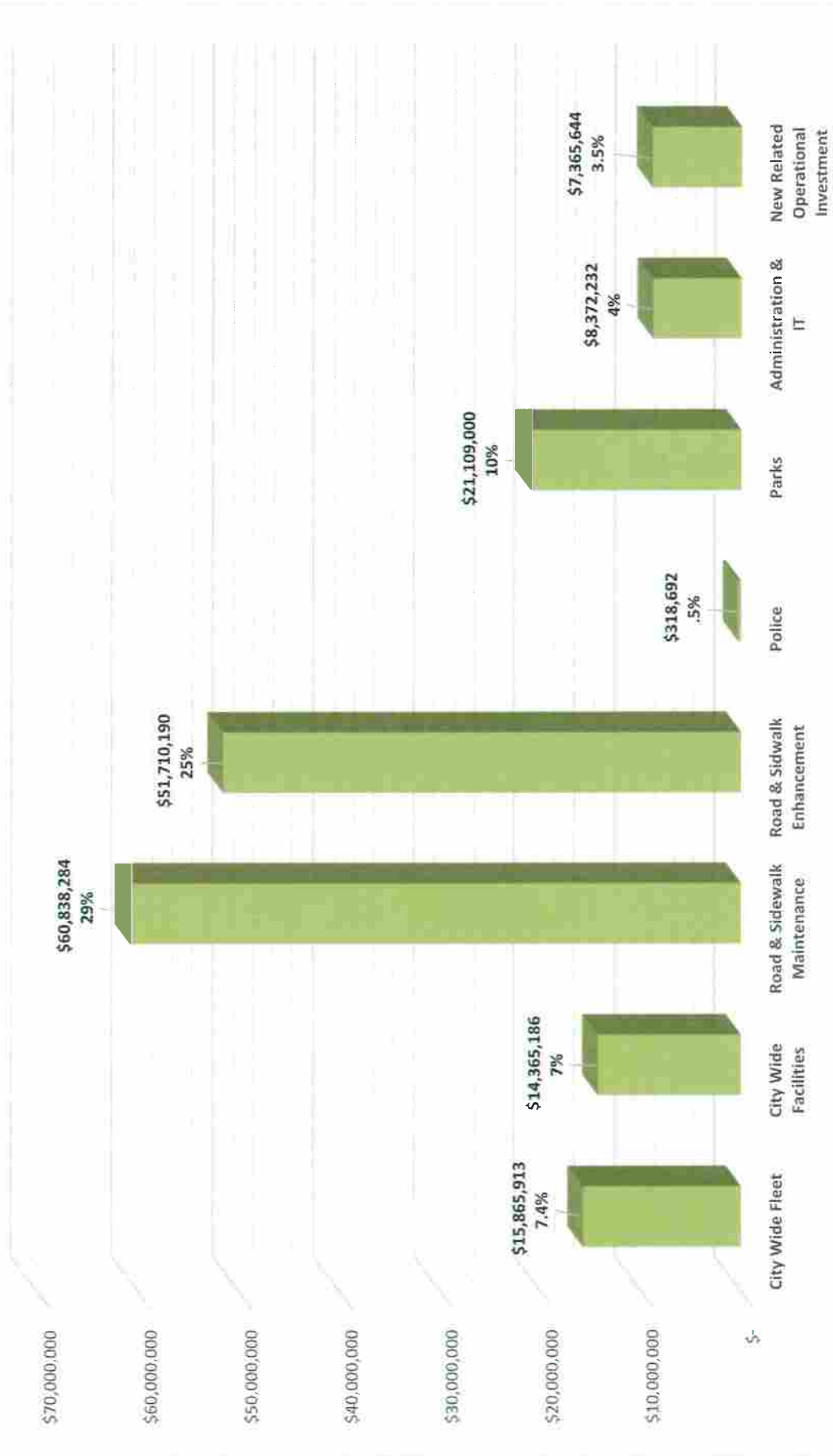
\$ 1,327,201

Preliminary General Fund 10 Year Capital Reinvestment Needs by Asset Class compared to currently available Revenues



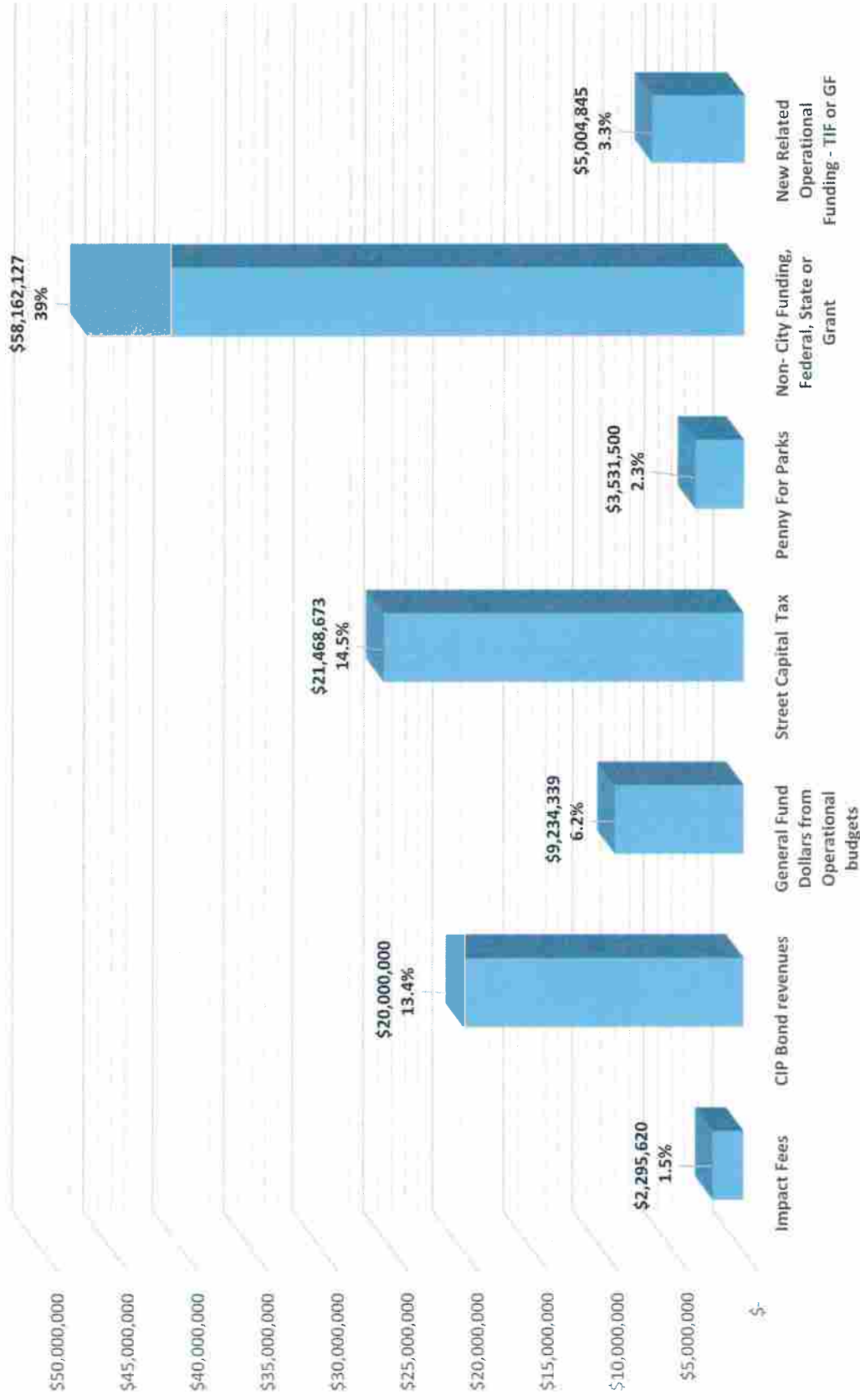
- Does not include Expansion Needs (see separate chart)
- Some revenues restricted to Asset Class

Preliminary General Fund 10 Year Capital Reinvestment Need by Asset Class -
\$180,253,295



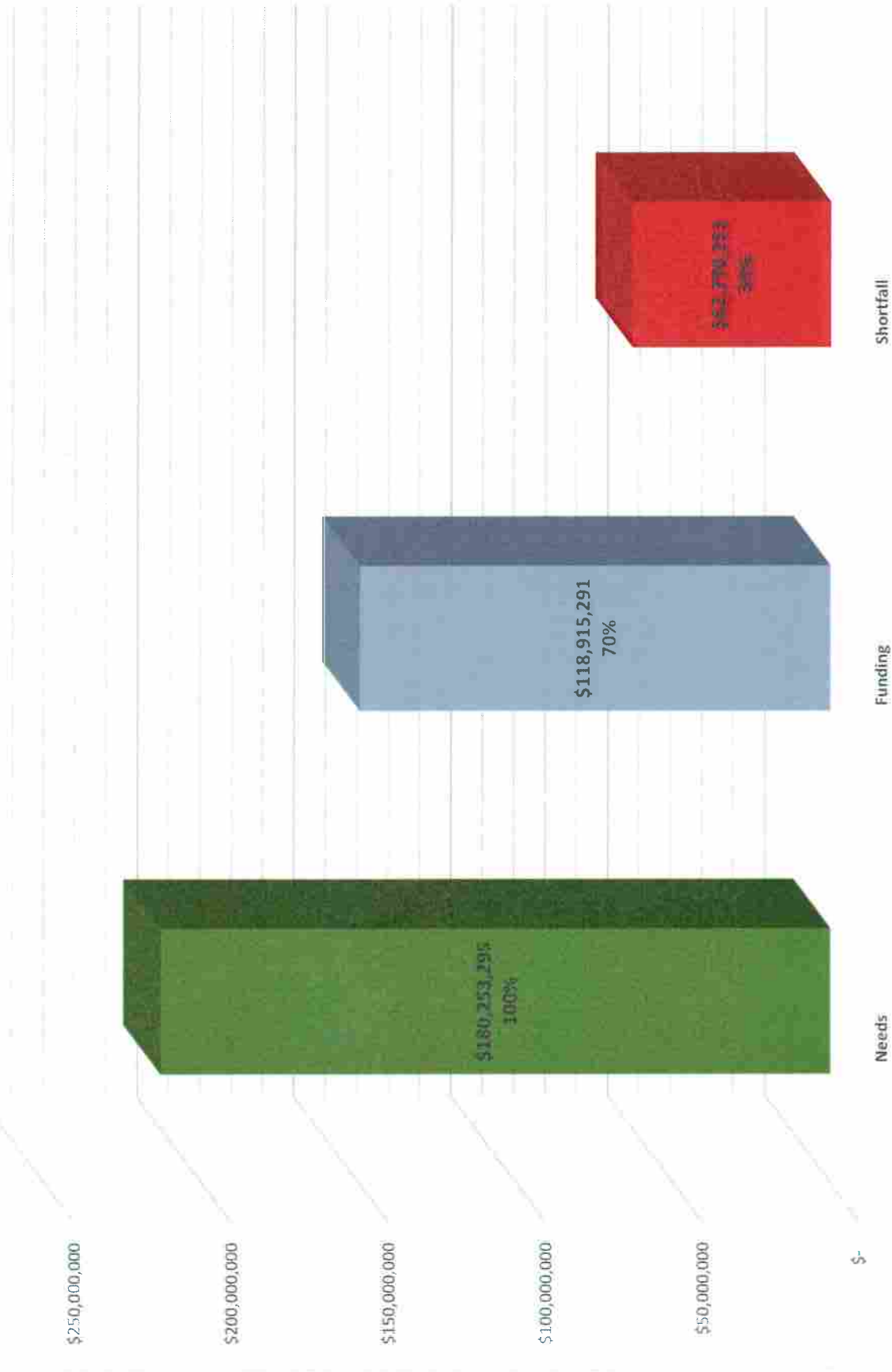
- Debt Service Expenses not included in this chart - \$30,882,967

Preliminary General Fund 10 Year Capital Reinvestment Funding By Available Revenue Source - \$118,915,291



- Property tax revenue to cover debt service not included

Preliminary General Fund 10 Year Capital Reinvestment Needs Compared to Funding and Shortfall in Reinvestment Funding



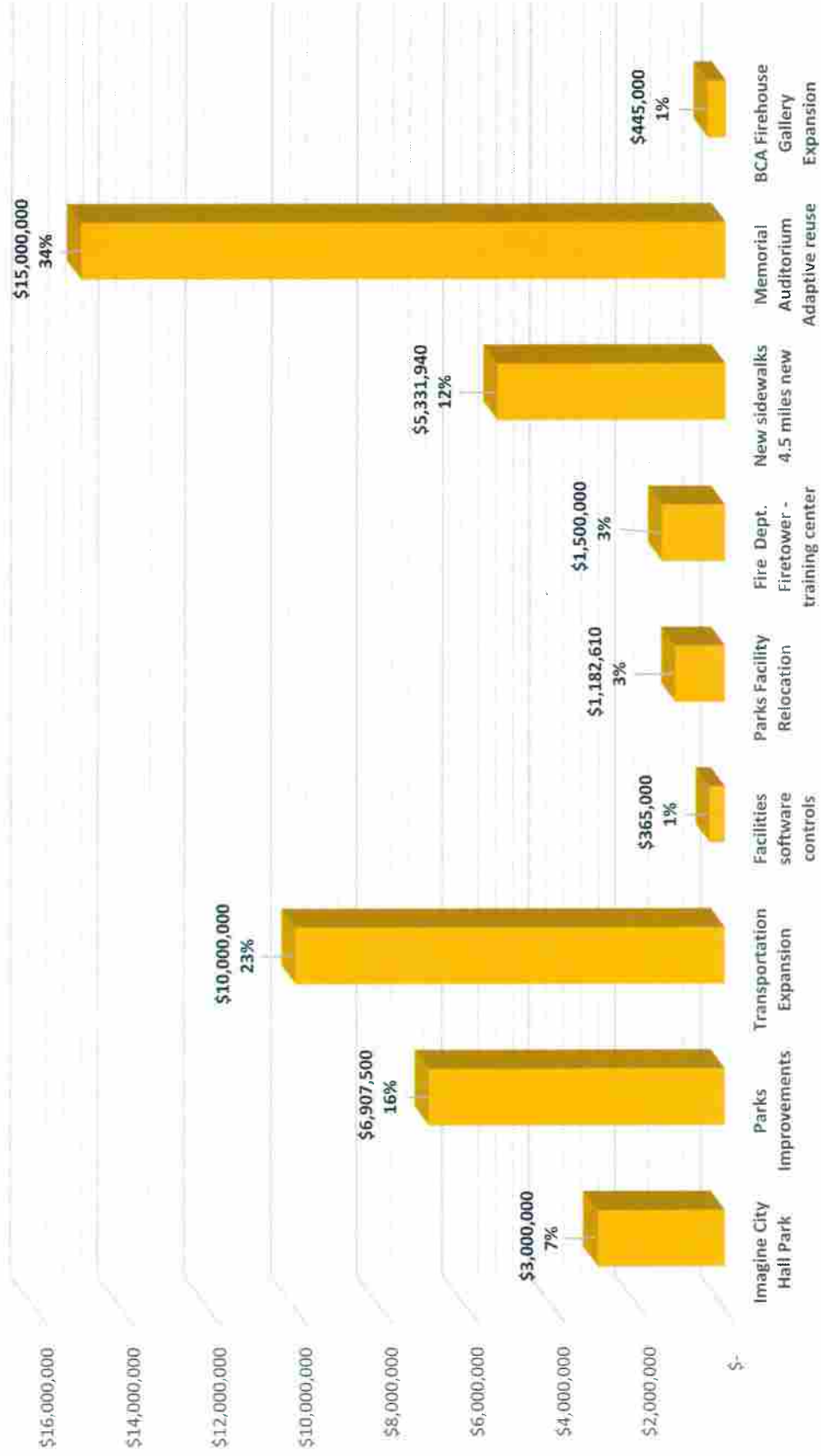
Preliminary General Fund 10 year Capital Needs by Year



- FY16, FY17 & FY18 are catch-up years for previously deferred capital work

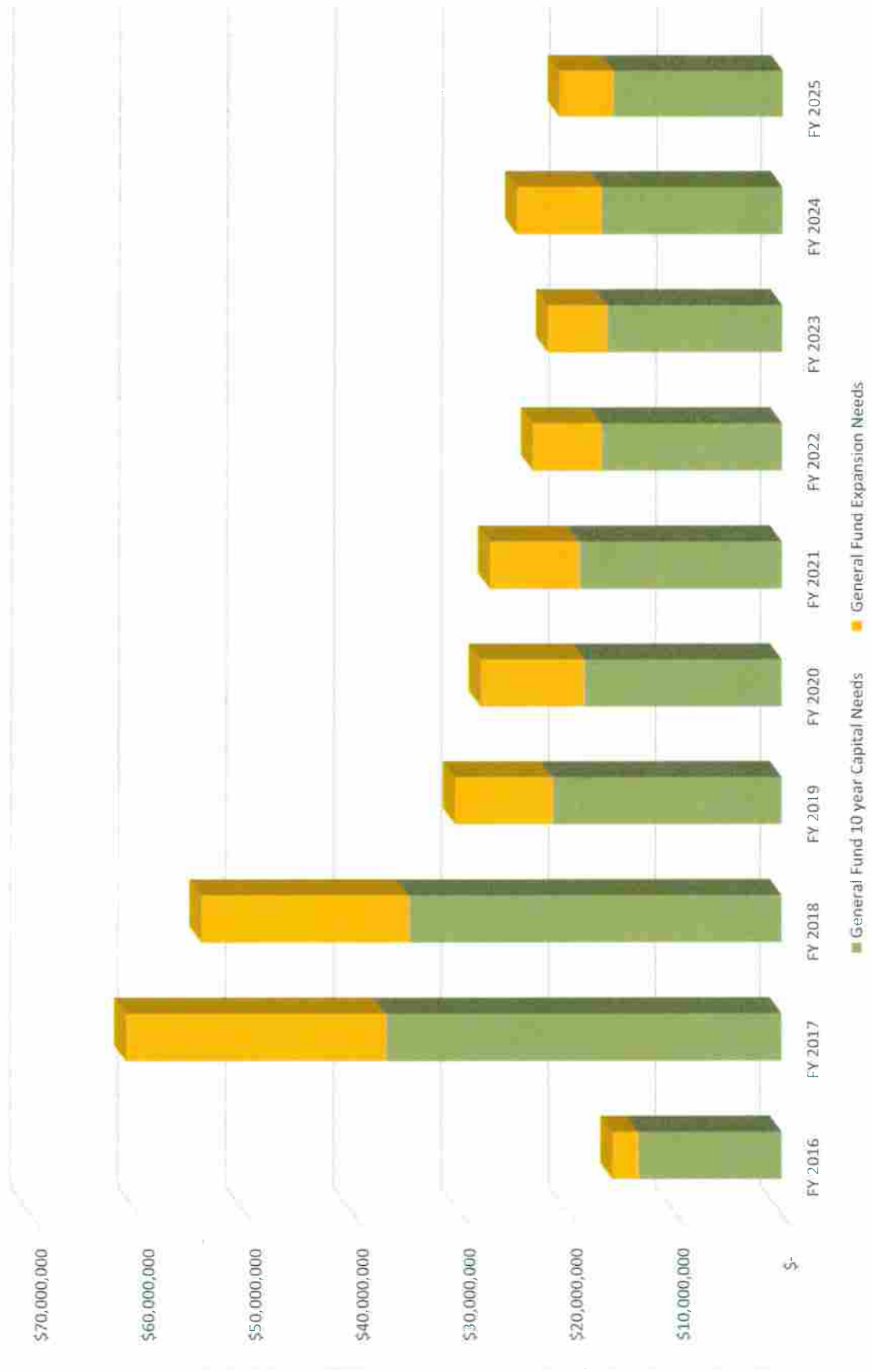
Preliminary

City Wide General Fund 10 Year Expansion Needs - \$43,757,050

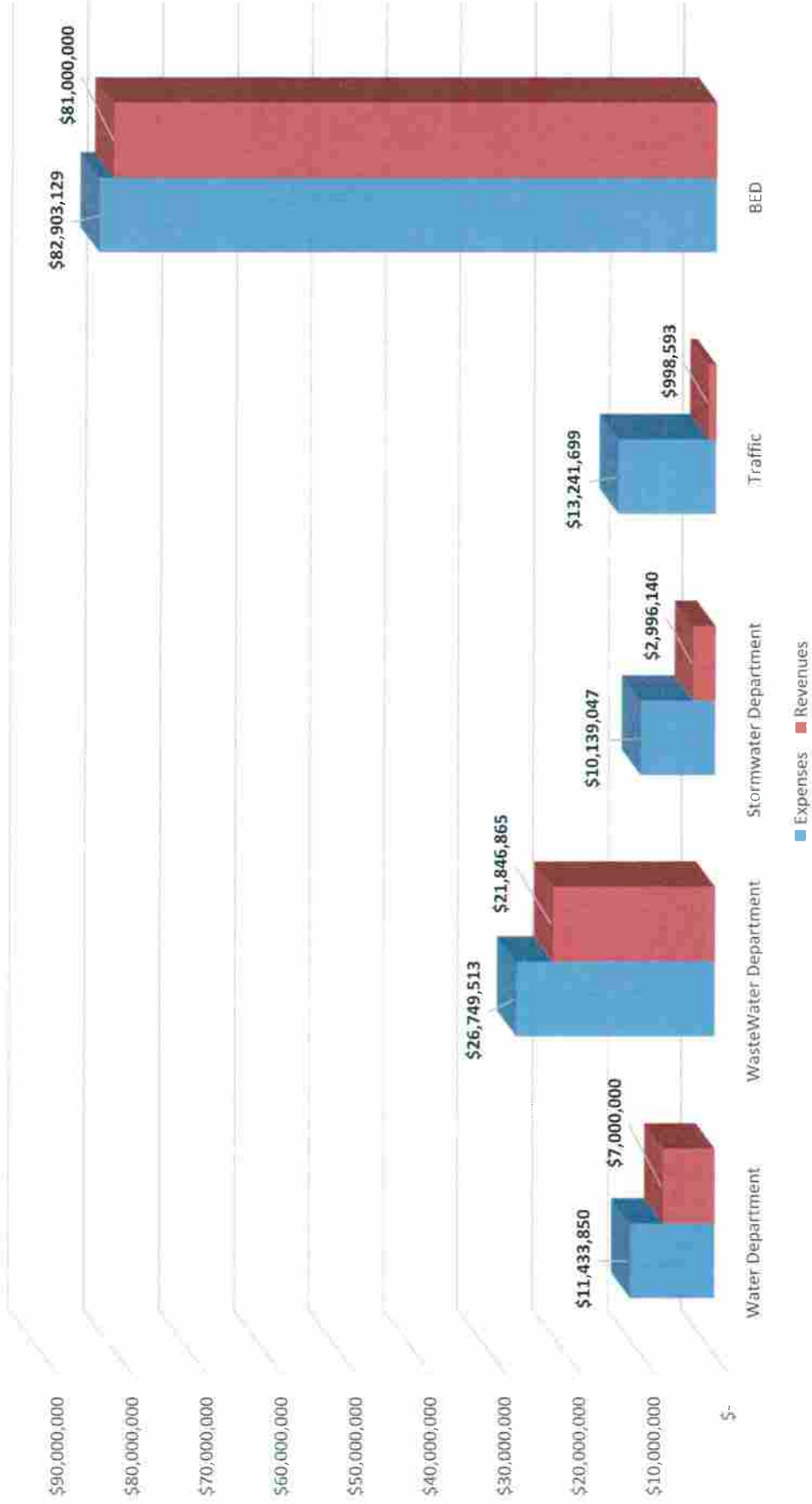


- These are initial proposed capital expansion projects, it is not meant to be exhaustive
- Procurement of outside funding to move forward projects yet to be determined

Preliminary General Fund 10 year Capital Needs with Expansion Needs included

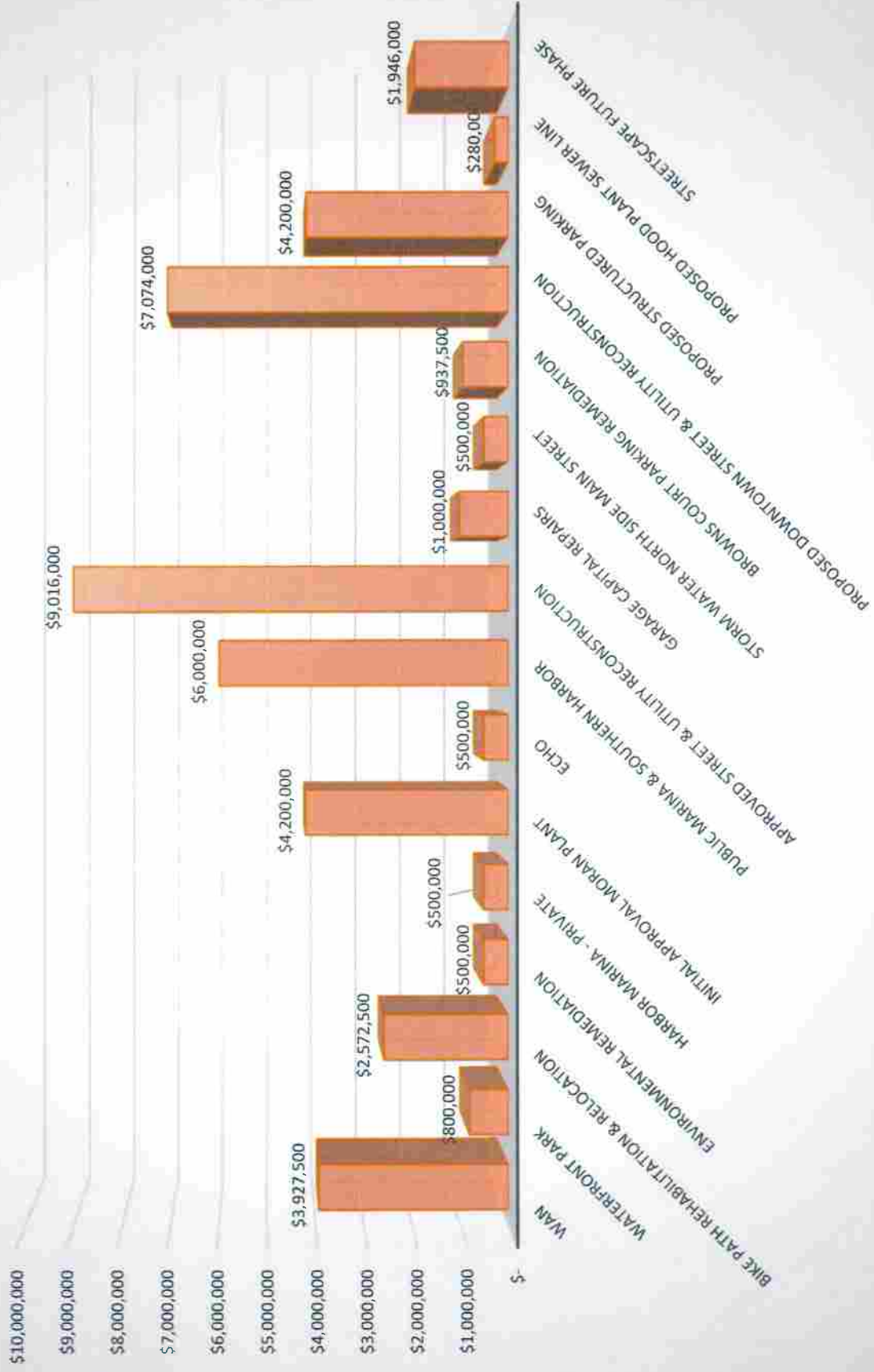


Enterprise Funds 10 Year Capital Reinvestment Plan Revenues compared to Needs



- Enterprise Capital Plans are initial figures and require additional work
- Traffic does not include new revenues

Waterfront and Downtown TIF Projects (Approved and Proposed) \$48,685,000



FY 2016 Capital Plan Work Sheet

	A	B	C	D	E	F
1	City of Burlington Capital Plan Fiscal Year 2016				Imminent Failure - Life Safety	
2	by Asset Class				Cost avoidance	
3					Impact services	
4	GO BOND OBLIGATION	Item	FY 2016	NOTES		
5	<i>Expenditures</i>	GO Bond Obligations Debt Service	\$ 2,953,617		excludes debt service	
6		GO Bond Debt Service Public Works	\$ 278,534		\$ 17,171,267	
7		GO Bond New Debt Service (\$2M)	\$ -		\$ 467,838	
8		Total Debt Service Expense	\$ 3,232,151		\$ 97,502	
9	<i>Revenue</i>	GO Bond Revenue for New Debt	\$ -		Total Shortfall	\$ 2,327,201
10		DPW Central Facility 7200_115	\$ (277,123)			
11		Property Tax Debt Service 4000_220	\$ (2,953,617)			
12		CIP Bond carryforward	\$ -	in asset class revenue descriptions		
13		CIP Bond	\$ (2,000,000)			
14		Total Debt Service Revenues	\$ (5,230,740)			
15	Net Debt Service Obligation		\$ (1,998,589)			
16						
17	CITYWIDE FLEET REINVESTMENT	Item	FY 2016	NOTES		
18	<i>Expenditures</i>	Equipment Maintenance Vehicle	\$ 11,138		vehicles can be spread over year, some spr	
19		Recycling Vehicles	\$ -			
20		Recycling lease Payments	\$ 96,147			
21		To reserves Recycling for truck purchase	\$ 95,500			
22		Right of Way Streets Vehicles leases FY15	\$ 37,750			
23		Streets Equipment	\$ 565,000			
24		Streets Equipment lease revenue purchase	\$ (565,000)			
25		Streets Equipment lease for purchases	\$ 120,000			
26		Right of Way Streets Leases	\$ 59,855			
27		Right of Way Interest on Leases	\$ 6,615			
28		Fire Additional Lease (in 7200)				
29		Fire Chase Lease				
30		Fire UTV	\$ -			
31		Fire Ambulance FY15 - 16	\$ 160,200	\$43,000 GL lease	\$117,200 impact fees	
32		Fire Vehicles	\$ -			
33		Library Van	\$ -			
34		Police Vehicles	\$ 161,540	32,308/vehicle		
35		Police DEA leases	\$ 23,952	499/month/vehicle		
36		Police Leases	\$ -			
37		Police 2009 Lease Purchase	\$ -			
38		Police 2010 lease	\$ -			
39		Police Chase 2011 Lease	\$ 46,213			
40		Police Additional Fleet Expansion	\$ -			
41		Parks Fleet	\$ 150,500			
42		Parks fleet lease revenue	\$ (150,500)			
43		New Parks leases	\$ 83,605			
44		Parks Leases - Master in C/T office	\$ -			
45		Additional Fleet Expansion	\$ -			
46		To Reserve	\$ -			
47		Total Fleet Replacement Cost	\$ 902,514			
48	<i>Revenue</i>	Police Revenue from GL	\$ (56,949)			
49		Police Revenue to cover lease from GL	\$ (46,213)			
50		Police Revenue from GL DPW maint line	\$ (23,952)			
51		Airport Reimbursement Police	\$ -			
52		Fire Dept New Lease GL	\$ (43,000)			
53		Fire Dept GL	\$ -			
54		Parks GL	\$ (83,605)			
55		Parks Green belt fund	\$ -			
56		Parks GL from Rec	\$ -			
57		Zamboni trade-in	\$ -			
58		Parks fleet revenue	\$ -			
59		Street Maintenance 7200_115	\$ (30,000)			
60		Equipment Maintenance 19-151	\$ (245,000)			
61		Recycling GL lease \$147,500/year	\$ (147,750)			
62		Police Trade-in	\$ (10,000)			
63		Trade-in Fire engines	\$ (3,500)			
64		From Reserves	\$ -			
65		Police Impact Fees (\$49,058/year)	\$ (54,611)			
66		FY 15 impact fees (as of 3/31/15)	\$ (49,980)			
67		Fire Dept. Impact Fees (\$39,599/year)	\$ (117,200)			
68		Total Revenues	\$ (911,760)			
69	Fleet Reinvestment Total Deficit (Surplus)		\$ (9,246)	BPD trade-in dollars		
70						
71	CITY WIDE FACILITIES REINVESTMENT	Item	FY 2016	NOTES		
72	<i>Expenditures</i>	FFL	\$ 32,502	new kitchen in meeting rooms		
73		City Hall Repairs	\$ 581,384	HVAC renovation, floor Contois		phase work
74		Miller Center	\$ 8,899	pervious pavers		
75		Leddy Arena	\$ 424,954	steps to beach, design for renovation		
76		North Beach	\$ 127,221	Buildings needs extensive work		
77		Oakledge	\$ 8,753			

FY 2016 Capital Plan Work Sheet

A	B	C	D	E	F
78	Boathouse	\$ 42,205			
79	Lake View Cemetery Building	\$ 69,791	Building needs extensive work		
80	645 Pine Street	\$ 95,317	repair & seal truck bay concrete, repair siding, replace concrete		
81	Firehouse Gallery	\$ 84,419	masonry, painting interior, refinish floor		
82	Memorial	\$ 259,097			
83	Miscellaneous Parks Buildings	\$ 16,826	mainly hotwater heaters		
84	Police Department	\$ 154,066	insulation & parking lot		
85	Fire Station #1	\$ 2,438			
86	Fire Station #2	\$ 6,594			
87	Fire Station #3	\$ 14,444	slate & masonry repairs, driveway		
88	Fire Station #4	\$ 6,045			
89	Fire Station #5	\$ 24,425	new ramp		
90	Total Expenditure	\$ 1,959,380			
91	Revenue Interest Perpetual Care Fund Lake View Ce	\$ (69,791)			
92	Utility savings from EE projects	\$ (50,000)	5% increase/yr		
93	Total Revenues	\$ (119,791)			
94	City Wide Facilities Reinvestment Total Deficit (Surplus)	\$ 1,839,589			
95					
96	RD & SIDEWALK REINVESTMENT	Item	FY 2016	NOTES	
97	Expenditures	Street Reinvestment	\$ 1,544,101		
98		Sidewalk Reinvestment	\$ 687,702		
99		Bridge Repair (Queen City Bridge)	\$ 80,000		
100		Cliff Street Repair Unfunded Portion -	\$ -		
101		Cliff segment #3	\$ 63,000	was Flynn previously	
102		Additional Sidewalk Needs 3% esc.	\$ 225,000		
103		Additional Streets 3% escalator	\$ 250,000		
104		Curbs	\$ 200,000	need to be done concurrently with streets	
105		Preventive Maint. Streets	\$ -		
106		Guardrails	\$ -		
107		Park Road Paving	\$ 252,703	included as add alternatives in paving contract	
108		Bridge Replacement	\$ -	Queen City Bridge	
109		Bridge Repairs	\$ -		
110		Total Expenditures	\$ 3,302,506		
111	Revenue	Fees & Permits	\$ (100)		
112		Vtrans Bridge replacement dollars	\$ -	80% of QC bridge	
113		Lakeview perpetual fund	\$ (30,209)		
114		Excavation Fees	\$ (280,000)		
115		Dedicated Tax 1%	\$ (2,052,020)		
116		Total Revenues	\$ (2,362,329)		
117	Rd & Sidewalk Reinvestment Total Deficit (Surplus)	\$ 940,177			
118					
119	ROAD & SIDEWALK ENHANCEMENTS	Item	FY 2016	NOTES	
120	Expenditures	Champlain Parkway Budget	\$ 962,000	\$20K match	
121		Manhattan Drive 2nd failure	\$ 75,000	NEW	
122		Manhattan Drive Slope Failure Budget	\$ 70,000	from New Projects	
123		Manhattan Drive unfunded	\$ 100,000		
124		WAN non-TIF	\$ 5,198,000	not previously included	
125		Bike/Ped Scoping	\$ 60,250		
126		Wayfinding	\$ 55,440		
127		Lakeside/Pine signal	\$ 250,000	carry forward on CIP, design added	
128		Transportation Projects	\$ -		
129		Total Expenditures	\$ 6,770,690		
130	Revenue	Federal or State Funding Projects	\$ -	est. 80%	
131		Manhattan Drive Slope Failure Funded Por	\$ -		
132		WAN non-TIF grants	\$ (4,698,000)	WAN funding	
133		WAN non-TIF BEDI	\$ (500,000)	WAN BEDI loan	add payments to future FY's?
134		Wayfinding Match from Traffic	\$ (55,440)		
135		Champlain Parkway Funded Portion	\$ (962,000)		
136		CIP (\$70K NP, \$250K CIP infrastructure)	\$ (320,000)	CIP carryforward	
137		Bike/Ped Grant	\$ (60,250)		
138		Total Revenues	\$ (6,595,690)		
139	Road & Sidewalk Enhancements Total Deficit (Surplus)	\$ 175,000			
140					
141	FLETCHER FREE LIBRARY	Item	FY 2016	NOTES	
142	Expenditures	Impact Fee Improvements	\$ -		
143		Total Expenditures	\$ -		
144	Revenue	Impact Fees (\$32,599/year)	\$ -	FY14 carry forward	
145		Total Revenues	\$ -		
146	Fletcher Free Library Total Deficit (Surplus)	\$ -			
147					
148	FIRE DEPARTMENT	Item	FY 2016	NOTES	
149	Expenditures	Specialized equipment - air packs	\$ -		
150		To Reserves	\$ -		
151		Total Expenditures	\$ -		
152	Revenue	From Reserves	\$ -		
153		Match for air packs from City Contingency	\$ -		
154		Grant	\$ -		
155		Total Revenues	\$ -		

FY 2016 Capital Plan Work Sheet

A	B	C	D	E	F
156	Fire Department Total Deficit (Surplus)	\$ -			
157					
158	POLICE DEPARTMENT	FY 2016	NOTES		
159	<i>Expenditures</i> Tasers	\$ 96,000	all expired, replace in full		
160	Security upgrade	\$ 25,000	door system failed		
161	To Reserves	\$ 5,000			
162	Phone upgrade	\$ 12,000			
163	Copiers, radios, electronics	\$ 11,000			
164	Total Expenditures	\$ 149,000			
165	<i>Revenue</i> From Reserves	\$ -			
166	Police Capital Outlay GL	\$ (149,000)			
167	Total Revenues	\$ (149,000)			
168	Police Department Total Deficit (Surplus)	\$ -			
169					
170	PARKS, RECREATION & W'FRONT	FY 2016	NOTES		
171	<i>Expenditures</i> Parks Impact fee Projects	\$ 102,000			
172	Penny for Parks Projects	\$ 350,000			
173	North Beach Overpass	\$ 100,000	life safety - fire trucks cannot reach beach		
174	North Beach Overpass Construction	\$ -			
175	City Hall Park Fountain	\$ 25,000	life safety - children playing on		
176	Grant - Donation Projects	\$ 1,583,000			
177	Bike Path Rehabilitation (Non-TIF)	\$ 1,000,000			
178	Bike Path Maintenance	\$ 65,000	balance of line item operational		
179	Trees	\$ 50,000	paid by Greenbelt fund		
180	To next FY	\$ -			
181	Total Expenditures	\$ 3,275,000			
182	<i>Revenue</i> Greenbelt Capital	\$ (50,000)			
183	Economic Development Funding	\$ -			
184	Grants - Donations	\$ (1,583,000)			
185	Parks Foundation (Bike Path Rehabilitation)	\$ (250,000)			
186	CIP New Projects	\$ (100,000)	New Projects		
187	From Previous FY	\$ (71,000)			
188	Bike Path Maintenance and Improvement	\$ (65,000)	1% escalator		
189	Impact Fees	\$ (102,729)			
190	Penny for Parks	\$ (350,000)	1% escalator		
191	Total Revenues	\$ (2,571,729)			
192	Parks, Recreation & W'front Total Deficit (Surplus)	\$ 703,271			
193					
194	ADMINISTRATION	FY 2016	NOTES		
195	<i>Expenditures</i> Master leases	\$ -			
196	CIP Budget Not in Facilities	\$ -			
197	IT Earmarks	\$ 250,000			
198	New Projects	\$ 250,000	already committed to projects		
199	Contingency Fund	\$ -			
200	Project Management CIP	\$ 89,000	at cost		
201	Copier lease expense	\$ 58,000			
202	Growth Capital Expenses	\$ -			
203	CEDO GO debt service	\$ 29,622			
204	Total Expenditures	\$ 676,622			
205	<i>Revenue</i> GF Revenues for Leases	\$ (29,622)			
206	CIP New Projects	\$ (250,000)			
207	Total Revenues	\$ (279,622)			
208	Administration Total Deficit (Surplus)	\$ 397,000			
209					
210	NEW OPERATIONAL EXPENSES	FY 2016	NOTES		
211	<i>Expenditures</i> Additional Parks Labor 3% esc.	\$ -	1 Project Mgr FY17		
212	Additional DPW 1 Eng, 1 Planner 3% esc	\$ 75,000	2 employees - cut 1 planner eng 75%		
213	Add Eng Tech - Streets & Sidewalks	\$ 36,000	1 employee 50% YEAR		
214	Additional Maintenance Labor (HVAC)	\$ -			
215	Citywide phone system	\$ -			
216	City wide security systems	\$ -			
217	Preventive Maintenance Facilities	\$ -			
218	Memorial Operating Loss	\$ 207,000			
219	Total New Operational Expenditures	\$ 318,000			
220	<i>Revenue</i> Downtown TIF	\$ (75,000)	1 engineer 75% year		
221	Parks Operating GL for Memorial	\$ (207,000)	covers Memorial loss		
222	Street & Sidewalk Projects	\$ (36,000)	covers 1 new employee 50% year		
223	Total Revenues	\$ (318,000)			
224	New Operational Expenses Total Expenditures	\$ -			
225					
226	GF GRAND TOTALS (w/o Expansion Needs)	FY 2016	NOTES		
227	Total General Fund Capital Expenditures	\$ 20,585,863			
228	Total General Fund Revenues	\$ (18,538,662)			
229	Total Capital Reinvestment Deficit (Surplus) - General Fund	\$ 2,047,201			
230					
231	GF EXPANSION (City Wide Growth)	FY 2016	NOTES		
232	<i>Expenditures</i> Facilities Growth controls	\$ 65,000	bldg. software controls		
233	New sidewalks 4.5 miles new	\$ 100,000	design takes 1 - 3 years need to start ASAP		

FY 2016 Capital Plan Work Sheet

	A	B	C	D	E	F
234		Imagine City Hall Park	\$ -			
235		Parks Improvements	\$ 125,000	WAN area, bike share		
236		Fire Dept growth	\$ 25,000	flycar for Paramedics		
237		Police Dept growth	\$ -			
238		FFL growth	\$ -			
239		DPW growth	\$ -			
240		Transportation Expansion	\$ -			
241		Facilities Growth	\$ -			
242		Parks Facility Relocation	\$ -			
243		Fire Dept. Firetower - training center	\$ -			
244		Flynn parcel purchase for CSWD	\$ 20,000	NEW \$200,000 purchase no interest over 10 years		
245		Accepting new streets	\$ -			
246		Memorial Auditorium Adaptive reuse	\$ -			
247		BCA Capital Reinvestment - 339 Pine	\$ 45,000	New Projects had \$20K in FY14		
248		Total Expenditures	\$ 380,000			
249	<i>Potential Revenue</i>	Parks Foundation (Accessible Playground)	\$ (100,000)			
250		Transportation Expansion Funding	\$ -	Fed or State		
251		Total Revenues	\$ (100,000)			
252	GF Expansion New Investment		\$ 280,000			
253						
254	GF GRAND TOTALS (w/ Expansion Needs)		FY 2016			
255	Total Expenditures with Expansion		\$ 20,965,863			
256	Total Proposed Revenues		\$ (18,638,662)			
257	Total Capital Needs Deficit (Surplus) with Expansion Needs		\$ 2,327,201			
258						