

**NOTICE OF WORK SESSION
DELAWARE CITY COUNCIL
MONDAY, OCTOBER 5, 2015
6:00 P.M.
1 SOUTH SANDUSKY STREET
COUNCIL CHAMBERS**

AGENDA

1. Roll Call
2. FOURTH READING of Resolution No. 15-45, a resolution adopting the 2016-2020 Five-Year Capital Improvement Program (CIP).
3. Review and Discussion of CIP
4. Adjournment



FACT SHEET

AGENDA ITEM NO: 2

DATE: 10/05/15

ORDINANCE NO:

RESOLUTION NO: 15-45

READING: FOURTH

PUBLIC HEARING: NO

TO: Mayor and Members of City Council

FROM: R. Thomas Homan, City Manager

VIA: --

TITLE OF PROPOSED ORDINANCE/RESOLUTION:

A RESOLUTION ADOPTING THE 2016-2020 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM (CIP).

BACKGROUND:

The Capital Improvement Plan for 2016-20 was presented to City Council on August 14. By Charter, it's required to be adopted by Council by October 15. Typically, the resolution is "read" at least 3 times before adoption. This is the second. A CIP work session is scheduled for Monday, October 5, beginning at 6:00 p.m.

REASON WHY LEGISLATION IS NEEDED:

CIP is required to be adopted by City Council

COMMITTEE RECOMMENDATION:

N/A

FISCAL IMPACT(S):

N/A

POLICY CHANGES:

N/A

PRESENTER(S):

R. Thomas Homan, City Manager
Dean Stelzer, Finance Director

RECOMMENDATION:

Approval

ATTACHMENT(S)

CIP Document

RESOLUTION 15-45

A RESOLUTION ADOPTING THE 2016-2020 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM.

WHEREAS, a revised Five-Year Capital Improvements Program was prepared and submitted to City Council in accordance with Article XVII, Section 79 of the City Charter, and

WHEREAS, City Council has considered the proposed plan and has determined that it shall be the future public improvement plan for the City of Delaware, and

WHEREAS, Article XVII, Section 80 of the City Charter requires that City Council adopt, by resolution, the Five-Year Capital Improvements Program on or before October 15, and

WHEREAS, City Council will review the 2016-2020 CIP at Work Sessions before October 14.

WHEREAS, Council discussed possible amendments to the plan which may be considered as part of adopted the 2016 budget.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Delaware, State of Ohio:

SECTION 1. That the 2016-2020 Five-Year Capital Improvements Program for the General Fund, Airport, Fire, Police, Public Works, Parks, Equipment Replacement, Technology, Building Maintenance, Water, Sewer, Storm Sewer, Refuse, Parks Impact, Police Impact, and Fire Impact attached hereto as Exhibit A, is hereby adopted as the official plan for future public improvements.

SECTION 2. That this resolution shall take effect and be in force immediately after its passage.

PASSED: _____, 2015

YEAS ____ NAYS ____
ABSTAIN ____

ATTEST: _____
CITY CLERK

MAYOR

2016-2020
City Manager's Proposed
Capital Improvement Plan





TO: Mayor Riggle and Members of City Council
FROM: R. Thomas Homan, City Manager
SUBJECT: 2016-2020 Capital Improvement Program
DATE: August 14, 2015

Pursuant to section 79 of the City Charter, submitted herewith is my proposed 2016-2020 Capital Improvement Plan, the adoption of which must occur by Thursday, October 15.

A first reading and review will be scheduled as part of Council's August 24 meeting, with second and third readings scheduled for Council's September 14 and 28 meetings. Adoption of the plan is proposed for the October 12 meeting. In addition to the readings, which don't always allow for quality and detailed review, I would recommend 1- 2 work sessions. Last year, in addition to the three readings, Council devoted one work session to CIP review.

While the CIP is balanced, it does not begin to address the community's critical and growing transportation needs, which will be discussed later in this message.

As Council begins its assessment, it is important to distinguish between those projects that require support of the city's general fund - Airport; Streets; Transportation; Parks; Equipment; Technology; Buildings; Sidewalks and Bikeways - and those with dedicated sources, such as utility projects. This distinction is important because the general fund transfer to the CIP competes with numerous general fund needs, which are always growing. Utility projects, on the other hand, compete only with other utility projects and benefit from a dedicated source of revenue: user fees and development-related capacity fees.

An example that helps make this point is the nearly-complete \$32 million water treatment plant project, the largest infrastructure project in city history. The project is being funded through a combination of capacity fees, paid for by new development and water rates, which were increased over the three-year period 2010-13 to help pay the project's annual \$1.8 million debt service. This amount is nearly equal to the annual general fund transfer. It goes without saying that absent a new and dedicated revenue source, the city's CIP could not support \$32 million worth of projects.

For the 10-year period 2004-13, the average general fund transfer to the CIP was \$1.4 million, which represented approximately 14 percent of general fund revenues. For the current CIP, the transfer is \$1.7 million, or 13.4 percent of general fund revenues. At one time, the city established financial practice guidelines recommending that 25 percent of general fund revenues would be transferred to the CIP. Unfortunately, this could not be sustained due mainly to the city's growing operational needs and costs associated with the daily maintenance of an expanding and aging infrastructure network.

What if it had? An additional \$1.4 million would have been transferred in 2015, which would have brought the total transfer to \$3,031,725. Those additional funds would make a big difference in allowing the city to begin addressing its most pressing infrastructure challenge: local transportation improvements for which federal and state funds are not available. Some of these projects would result in additions to the city's street network, and some would improve safety.

A 2011 Transportation Update report, which was presented to city council in 2011 identified multiple projects, such as Merrick Parkway and Valleyside Drive extensions that, if completed, would expand the city's street network and help to alleviate peak-hour congestion. This was one of several priorities identified in the city's 2015 citizen survey.

While the city's local transportation needs are challenging, so too are meeting local obligations related to the state and federal highway system within the City. The big difference, however, is that for these projects the city takes advantage of state and federal funding. Two projects which will likely begin in the next 12-24 months are the Ohio 315/US 23 intersection and Pennsylvania Avenue/US 23 interchange, both of which are being funded mostly by non-local sources. The city also takes advantage of various grant programs, which together provide 60 percent of the annual roadway resurfacing budget.

Like so many of the CIPs before it, this one does not begin to address the city's mounting transportation needs. And in some cases, such as at the "Point" and the 36/37 corridor, the resources of the city's CIP may never be adequate to provide even the typically required 20-percent local matching project contributions. Current estimates just to replace the Point Bridge, which would add capacity and reduce congestion, are \$16 million. Add to this the cost to improve East Central Avenue by adding turn lanes and reconstructing the road, estimated to be \$8 million, and the project grows to \$24 million.

This year's CIP included funding for updating the city's Transportation Plan, work that is underway now by a transportation engineering consultant. The key components of the update will be:

1. Update City Traffic Forecasting & Projections (2015-2040) for use in City

- roadway network improvements analysis and prioritization.
2. Descriptions and updates of the key network expansion and improvement projects including 15 priority transportation initiatives that would improve traffic flow and network connectivity while relieving congestion throughout the City. The completed document will include a matrix to assist in identifying both the merits and challenges associated with each project.
 3. Descriptions and summaries of the major transportation infrastructure maintenance components including bridges, traffic signals, guardrail, street lighting, signage and striping, pavement maintenance, and the street sweeping and snow removal programs.

The goal is to have a complete first draft available by the end of 2015. The document will be valuable information in determining annual dollar amounts required for needed City transportation projects and vital transportation maintenance programs.

At the same time, lacking a dedicated funding source to address our transportation challenges, we also must identify revenue options. The time is now to address our transportation needs because the need is real.

In addition, the City continues to focus on the importance of economic development, primarily in the City's south west (Industrial Park) quadrant.

The construction of Innovation Court, and associated utilities, is currently underway supporting the relocation of EMS and adding 20 acres of additional pad ready sites.

A drainage analysis will be completed in 2015 to evaluate storm water improvements needed to continue the extension of Sawmill Parkway project from its current termination point to Section Line Road, to further add to available properties.

In order to prepare for other continued economic development needs, the Public Service Group, through use of the Development Reserve Fund, in concurrence with City Council, will engage a civil engineering firm to complete engineering plans for the construction of a roadway extension of Jeg's Blvd. from its current terminus to an intersection with the Sawmill Parkway extension. This design work will begin in 2015, and be completed in early 2016.

The Public Works Department, with assistance from the Economic Development Department will begin investigating funding opportunities for construction of the roadway extension along this development corridor. It is anticipated that the utility and roadway improvements would be completed as

a single project to accommodate pending industrial development in the area.

Funding for utility improvements along the nearly one mile-long Jeg's Blvd. extension is included in this CIP, along with \$100,000 in additional infrastructure improvements (upgrades to the Slack Road Lift Station) to support development.

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As you read through the CIP, you will see that each major section is preceded by a narrative providing an overview of the major projects and highlighting any policy issues needing Council consideration.

Over the next several weeks staff and I look forward to reviewing this CIP with City Council. I want to thank my staff for their hard work in putting this document together, in particular, my Executive Assistant Michele Kohler, Public Service Group Director Dan Whited and Finance Director Dean Stelzer.

**City of Delaware  
Capital Improvement Plan  
2016 - 2020**

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**CITY OF DELAWARE  
CAPITAL IMPROVEMENT PLAN  
GENERAL FUND SUMMARY  
2016 - 2020**

|                                                             | 2016             | 2017             | 2018             | 2019             | 2020             |
|-------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>BALANCE FORWARD</b>                                      | <b>567,830</b>   | <b>420,981</b>   | <b>222,397</b>   | <b>56,682</b>    | <b>259,846</b>   |
| <b>REVENUES:</b>                                            |                  |                  |                  |                  |                  |
| INCOME TAX                                                  | 1,700,000        | 1,750,000        | 1,750,000        | 1,750,000        | 1,750,000        |
| <b>BALANCE PLUS REVENUE</b>                                 | <b>2,267,830</b> | <b>2,170,981</b> | <b>1,972,397</b> | <b>1,806,682</b> | <b>2,009,846</b> |
| <b>EXPENDITURES:</b>                                        |                  |                  |                  |                  |                  |
| <b>DEBT SERVICE</b>                                         |                  |                  |                  |                  |                  |
| 2012 Streetscape (\$2,542,516 through 2022)                 | 281,624          | 282,860          | 284,058          | 282,635          | 269,904          |
| 2006 Ross St. (\$210,000 though 2016)                       | 57,338           | 0                | 0                | 0                | 0                |
| 2006 Pool Maint. (\$247,522 through 2016)                   | 68,805           | 0                | 0                | 0                | 0                |
| 2016 PW Building Maint. (\$450,000 through 2027)            |                  | 53,410           | 53,410           | 53,410           | 53,410           |
| <b>TOTAL DEBT SERVICE</b>                                   | <b>407,767</b>   | <b>336,270</b>   | <b>337,468</b>   | <b>336,045</b>   | <b>323,314</b>   |
| <b>AMOUNT AVAILABLE FOR CAPITAL IMPROVEMENTS AFTER DEBT</b> | <b>1,860,063</b> | <b>1,834,711</b> | <b>1,634,929</b> | <b>1,470,637</b> | <b>1,686,532</b> |
| <b>OTHER EXPENDITURES</b>                                   |                  |                  |                  |                  |                  |
| AIRPORT IMPROVEMENTS (pg. 4)                                | 28,211           | 22,034           | 0                | 0                | 0                |
| STREET IMPROVEMENTS (pg. 8)                                 | 348,711          | 291,155          | 616,527          | 251,571          | 705,828          |
| PARK IMPROVEMENTS (pg. 15)                                  | 27,160           | 165,000          | 115,000          | 80,000           | 15,000           |
| EQUIPMENT REPLACEMENT (pg.18)                               | 600,000          | 500,000          | 500,000          | 500,000          | 550,000          |
| TECHNOLOGY IMPROVEMENTS (pg. 22)                            | 150,000          | 444,125          | 154,720          | 184,220          | 102,720          |
| BUILDING MAINTENANCE (pg. 26)                               | 185,000          | 65,000           | 67,000           | 70,000           | 70,000           |
| SIDEWALK MAINTENANCE (pg. 28)                               | 100,000          | 125,000          | 125,000          | 125,000          | 125,000          |
| <b>TOTAL OTHER EXPENDITURES</b>                             | <b>1,439,082</b> | <b>1,612,314</b> | <b>1,578,247</b> | <b>1,210,791</b> | <b>1,568,548</b> |
| <b>ENDING BALANCE</b>                                       | <b>420,981</b>   | <b>222,397</b>   | <b>56,682</b>    | <b>259,846</b>   | <b>117,984</b>   |

## **AIRPORT IMPROVEMENTS**

### Description:

The Delaware Municipal Airport (DLZ) is located in the heart of the Delaware Business Center at 1075 Pittsburgh Drive in Delaware, Ohio. The 315 acre facility is surrounded by the city's vital industrial district and is just three miles southwest of the historic center of Downtown Delaware. The City of Delaware owns, operates, maintains, and manages the airport and its facilities including the administration building, two maintenance hangars, six T-hangers and the existing 5000 LF Runway 28. The Delaware Municipal Airport serves as a general aviation reliever for OSU's Don Scott Field. Today, the Delaware Municipal Airport has nearly 100 based aircraft including both single and multi-engine aircraft and helicopters, and sees an estimated 40,000 operations per year, including corporate jet activity, recreational, and military flying and flight instruction. The primary users of the airport and its facilities include local businesses, residents of Delaware and the surrounding counties, as well as transient users. Currently, businesses based at the Delaware Municipal Airport provide flight instruction for fixed-wing aircraft, maintenance, avionics repair, and private covered storage.

In 2015, the proposed 800 LF Runway 28 extension project advanced through final design, and was subsequently bid in May. Award of the contract is pending approval of the FAA Grant application submitted in July. Construction is pending final grant award notification, execution and contract approval. It is anticipated the majority of construction will occur in 2016. As part of the project, the existing runway will be resurfaced along with the east end of taxiway 'A'. Future construction activities at the Airport include resurfacing of Taxiway 'A' to the west, ramp area expansion to the east, and installation of additional perimeter fencing, all requiring future FAA funding.

The Airport Master Plan is also due for updating in the next three years. The update largely addresses infrastructure needs and future building expansion at the Airport. In addition to this effort however, the city is contemplating enlisting the services of an experienced consultant to review existing Airport business plans and to provide recommended updates to them accordingly. As part of the update, the city is looking for direction as to what airport related services and operations should be considered to attract and retain additional airport related businesses.

### Primary Strategic Plan Theme/Goals:

#### Effective Government

EF1 - Effectively deliver the services that Delaware citizens need, want, and are willing to support

Master Planning Efforts:

2011 – Runway 28 Extension Program: Runway Length Justification Analysis  
& Project Definition Study – RW Armstrong

2016 – Wildlife Study

2019 – ALP Master Plan Update

2016 – Airport Business Plan Review & Update

**CAPITAL IMPROVEMENT PLAN  
AIRPORT IMPROVEMENT FUND  
2016 - 2020**

|                                                      | 2016            | 2017           | 2018           | 2019           | 2020           |
|------------------------------------------------------|-----------------|----------------|----------------|----------------|----------------|
| <b>BALANCE FORWARD</b>                               | <b>(33,651)</b> | <b>42,894</b>  | <b>208,639</b> | <b>384,384</b> | <b>560,129</b> |
| <b>REVENUES:</b>                                     |                 |                |                |                |                |
| FAA Entitlement                                      | 150,000         | 150,000        | 150,000        | 150,000        | 150,000        |
| FAA Apportionment                                    |                 |                |                |                |                |
| ODOT Grant                                           | 448,804         | 418,653        |                |                |                |
| TIF Collections                                      | 25,745          | 25,745         | 25,745         | 25,745         | 25,745         |
| <i>CIP Allocation (pg. 1)</i>                        | <b>28,211</b>   | <b>22,034</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>TOTAL REVENUES</b>                                | <b>652,760</b>  | <b>616,432</b> | <b>175,745</b> | <b>175,745</b> | <b>175,745</b> |
| <b>EXPENDITURES:</b>                                 |                 |                |                |                |                |
| <i>City Non-Grant</i>                                |                 |                |                |                |                |
| <i>Grant Improvements</i>                            |                 |                |                |                |                |
| FAA Reimbursable Agreement (PAPI/REILS)              |                 |                |                |                |                |
| Runway 28 Extension (\$16,832 entitlement)           |                 |                |                |                |                |
| Taxiway A Reconstruction (East)                      |                 |                |                |                |                |
| Runway 28 Expan. & Overlay - CHA CE/CI Task 13)      |                 |                |                |                |                |
| Exhibit A - Boundary Survey Update - Task 14         |                 |                |                |                |                |
| Airfield Lighting Vault (65,921 entitlement)         |                 |                |                |                |                |
| Airport Wildlife Study (\$7,200 entitlement)         | 8,000           |                |                |                |                |
| Taxiway A Design/Construction (\$72,000 entitlement) | 548,215         | 440,687        |                |                |                |
| Wetland Mitigation                                   |                 |                |                |                |                |
| <i>TIF Improvements</i>                              |                 |                |                |                |                |
| Gate #1 Improvements/Signage/Security Fence          | 20,000          |                |                |                |                |
| Gate #2 & #3 Signage                                 |                 | 10,000         |                |                |                |
| <b>TOTAL EXPENDITURES</b>                            | <b>576,215</b>  | <b>450,687</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       |
| <b>AIRPORT IMPR. FUND BALANCE</b>                    | <b>42,894</b>   | <b>208,639</b> | <b>384,384</b> | <b>560,129</b> | <b>735,874</b> |
| <i>Entitlement Balance</i>                           | 4,879           | 154,879        | 304,879        | 454,879        | 604,879        |
| <i>TIF Balance</i>                                   | 38,015          | 53,760         | 79,505         | 105,250        | 130,995        |
|                                                      | 42,894          | 208,639        | 384,384        | 560,129        | 735,874        |

## **STREETS**

### Description:

Street resurfacing remains the largest component of the Highway Maintenance Plan, and when considering the limited availability of funding, continues to directly compete with other priority highway maintenance needs such as crash barrier repairs, street lighting, traffic signals, crack sealing, and signage and striping needs. Identifying additional funds for the city's resurfacing program continues to be an enormous challenge. Inflation in material prices has yielded a doubling of asphalt costs and related resurfacing projects. Add to this, an expanding inventory of new residential streets, many of which built in the mid-1990's to early 2000's now also require resurfacing.

This CIP continues to allocate all Ohio Public Works Commission (OPWC) and Community Development Block Grant (CDBG) funds we receive to the resurfacing program. The Delaware County Engineer has supported the City's OPWC applications with \$50,000 in matching funding. Recently, the City increased the level of funding requested and was awarded \$349,000 for the 2015 program. Future applications will make larger funding requests for the larger resurfacing projects. The OPWC funds are awarded through a competitive process by which higher ranking projects include streets with higher Average Daily Traffic loads such as arterial and collector roads. Although State funds are available for street paving, the ODOT Urban Resurfacing Program will not be tapped again until 2017-2018, when funds will be needed to resurface US 42 north of William Street, requiring a 20 percent local match.

CDBG funds have been reduced from prior year levels, allowing for only \$60,000 per year, which results in the need to add additional local funding most years to resurface one or more eligible streets. Though CDBG funds are limited to low/moderate income designated areas, the cost of maintaining these streets exceeds the funding available, thus necessitating additional local dollars.

The 2016-2020 Five-Year Resurfacing Program includes an average annual expenditure of \$950,000 per year for roadway paving. Of this amount, 60% comes from grants while 40% is from local revenues. The majority of funds, 90%, are directed toward the arterial and collector roads while only 10% is available for local streets, though local streets make up 52% of the total lane miles within the city. This approach is necessary in order to prioritize and maintain the most travelled and visible streets. However, many low-volume residential streets and cul-de-sacs are left without an identified funding source and continue to degrade.

Analysis continues to demonstrate the steady rate of pavement deterioration of the local street network with the average pavement condition for local streets

dropping on an annual basis. It is understood that the increasing quantity of new pavements added to the inventory by way of development activity, continues to artificially elevate the local street network pavement rating. When discounting the impact on the overall pavement condition rating from newly constructed streets, the actual pavement rating for the majority of the local street network is currently estimated at D+. While pavement conditions worsen, maintenance costs will increase as repairs continue to be deferred to future years. Various analyses have all yielded similar results when identifying the future funding needs to improve the local street network. The actual amount required depends on factors such as anticipated level of service, future maintenance costs, and public tolerance of pavement conditions. It is estimated that a total annual resurfacing expenditure at or above \$2 million would provide the necessary funding to more adequately manage the city's roadway network maintenance needs.

Bridge Improvements continues to be an area where funding limitations prevents the timely maintenance of certain non-critical items on several structures the City is responsible for. Examples include repair to abutment and wing walls, deck repairs, channel improvements and approach transition resurfacing. The City is required to inspect all structures annual and submit results to the State. Reports continue to identify certain repair areas and items that need to be addressed before more serious and critical deterioration occurs. Most recently, the bridge deck surface carrying South Sandusky Street over the Delaware Run was found to be severely deteriorated and in need of repair. Failure to address the condition will result in subsequent deterioration and increased repair costs. With the number of structures managed by the City, it is anticipated such repairs will be an ongoing responsibility in future budget years as well as the current.

Rail crossings subject to increasing traffic show signs of increased wear and deterioration. The City has been able to partner with CSX for repairs of two of the heavier utilized crossings (E. Central and W. William Street). The crossing on Pittsburgh Drive will be repaired in the fall of 2015. Ongoing discussions with CSX will determine if the London Road and Pennsylvania Ave. crossings can be reconstructed later in 2015. Additional partnering efforts with CSX are anticipated to address the Curtis Street crossing.

Primary Strategic Plan Theme/Goals:

Great Community/Healthy Economy

GC2 - Provide an efficient transportation system with safe and complete streets

HE1 – Build and Maintain a Healthy Economy

Master Planning Efforts:

2015 – Highway Maintenance Plan Development  
2016 – Implementation of In-house Pavement Evaluation

**CAPITAL IMPROVEMENT PLAN  
STREET IMPROVEMENTS  
2016 - 2020**

|                                              | 2016           | 2017           | 2018             | 2019           | 2020             |
|----------------------------------------------|----------------|----------------|------------------|----------------|------------------|
| <b>REVENUES:</b>                             |                |                |                  |                |                  |
| PERMISSIVE TAX (License Fee Fund)            | 404,000        | 408,040        | 412,120          | 416,242        | 420,404          |
| STATE LICENSE FEES                           | 17,675         | 17,852         | 18,030           | 18,211         | 18,393           |
| STATE GASOLINE TAXES                         | 83,500         | 84,000         | 84,500           | 85,000         | 85,000           |
| <i>CIP Allocation (pg. 1)</i>                | <b>348,711</b> | <b>291,155</b> | <b>616,527</b>   | <b>251,571</b> | <b>705,828</b>   |
| <b>TOTAL REVENUE</b>                         | <b>853,886</b> | <b>801,047</b> | <b>1,131,178</b> | <b>771,023</b> | <b>1,229,625</b> |
| <b>EXPENDITURES:</b>                         |                |                |                  |                |                  |
| <b>DEBT SERVICE</b>                          |                |                |                  |                |                  |
| Bonds - S. Houk Road                         | 103,886        | 31,047         | 31,178           | 31,023         | 29,625           |
| <b>TOTAL DEBT SERVICE</b>                    | <b>103,886</b> | <b>31,047</b>  | <b>31,178</b>    | <b>31,023</b>  | <b>29,625</b>    |
| <b>STREET RESURFACING</b>                    |                |                |                  |                |                  |
| City Grant Match Street Resurfacing          | 320,000        | 150,000        | 480,000          | 500,000        | 370,000          |
| ODOT URP Street Resurfacing City Match       |                | 200,000        |                  |                |                  |
| City Street Resurfacing -                    |                |                |                  |                |                  |
| Network Streets                              | 205,000        | 260,000        | 0                | 0              | 550,000          |
| Administrative/Inspection                    | 50,000         | 50,000         | 50,000           | 50,000         | 50,000           |
| <b>TOTAL STREET RESURFACING</b>              | <b>575,000</b> | <b>660,000</b> | <b>530,000</b>   | <b>550,000</b> | <b>970,000</b>   |
| <b>TRANSPORTATION IMPROVEMENTS</b>           |                |                |                  |                |                  |
| City Grant Match Transportation Improvements | 0              | 60,000         | 520,000          | 140,000        | 180,000          |
| Bridge Improvements                          | 175,000        | 50,000         | 50,000           | 50,000         | 50,000           |
| <b>TOTAL TRANSPORTATION IMPROVEMENTS</b>     | <b>175,000</b> | <b>110,000</b> | <b>570,000</b>   | <b>190,000</b> | <b>230,000</b>   |
| <b>TOTAL EXPENDITURES</b>                    | <b>853,886</b> | <b>801,047</b> | <b>1,131,178</b> | <b>771,023</b> | <b>1,229,625</b> |

| <b>Street/Transportation Improvements All Sources</b> |                  |                  |                  |                  |                  |
|-------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Street Resurfacing City Funds                         | 575,000          | 660,000          | 530,000          | 550,000          | 970,000          |
| Street Resurfacing Grant Funds                        | 590,000          | 610,000          | 580,000          | 605,000          | 585,000          |
| <b>Total Street Resurfacing</b>                       | <b>1,165,000</b> | <b>1,270,000</b> | <b>1,110,000</b> | <b>1,155,000</b> | <b>1,555,000</b> |
| Transportation Improvements City Funds                | 175,000          | 110,000          | 570,000          | 190,000          | 230,000          |
| Transportation Improvements Grant Funds               | 2,800,000        | 490,000          | 5,080,000        | 860,000          | 1,720,000        |
| Transportation Improvements Debt Service              | 103,886          | 31,047           | 31,178           | 31,023           | 29,625           |
| <b>Total Transportation Improvements</b>              | <b>3,078,886</b> | <b>631,047</b>   | <b>5,681,178</b> | <b>1,081,023</b> | <b>1,979,625</b> |
| <b>Total Street/Transportation Improvements</b>       | <b>4,243,886</b> | <b>1,901,047</b> | <b>6,791,178</b> | <b>2,236,023</b> | <b>3,534,625</b> |

## **GRANTS**

### Description:

Several key transportation projects are identified in the Capital Plan, all of which are in varying stages of planning efforts. These large initiatives are only possible through access to significant funding opportunities including the Surface Transportation Program (STP), State Safety Program, and Federal Earmark funding. Federal funding generally requires a local 20% matching contribution; however, careful planning and successful lobbying efforts by city staff of our local, State, and Federal representatives has yielded 100% funding for two of the three major transportation projects under design including the US23/SR315 Intersection Improvements and the William Street Corridor Improvement project. The recent availability of State Toll Revenue Credit offsets has allowed \$457,375 in local funding obligation to be eliminated for the US23/Pennsylvania Ave. Interchange Improvement project by utilizing federal attributable funding set aside for Delaware through MORPC. This same strategy was also implemented to cover up to \$250,000 in additional cost associated with the pending US23/315 project.

An estimated balance of \$770,000 in attributable federal funding remains available to the city for additional transportation initiatives. Strategically, the city should wait until the completion of the three major highway initiatives before considering identifying a new project eligible for such funding. Utility of these funds must be programed through MORPC, is limited to projects for highways included on the Federal Aid System, and must be programmed a few years or more in advance. Once the balance of reserved attributable funds is exhausted, the city will have to compete with other Central Ohio agencies under the jurisdiction of MORPC for future funding. The next bi-annual application period begins in 2016.

Many other significant transportation initiatives are routinely discussed among staff, council and the public including Valleyside Drive Extension, Merrick Blvd. extension, Cheshire Rd realignment, Cottswold Drive extension, The Point Railway Bridge, and various phases of Glenn Parkway. Multiple other intersection improvements and roadway widening and turn lane projects have also been identified. Most recently, the need to address the rapidly deteriorating condition of Central Ave., specifically between the Point and US23 has been gaining attention. The city is contemplating submitting an application in 2016 for MORPC attributable funding for both the E. Central Corridor improvements and The Point railroad bridge project. Doing so will necessitate identifying local matching funding for construction and dedicating funding for preliminary project development. Unfortunately, even if approved, funding for construction would not be available until 2022.

There is not sufficient funding to address all transportation in the city. Projects must be prioritized in association with the ongoing Transportation

Plan update work. The city has seen the successful completion of several large project initiatives over the past ten years including Houk Rd and Glenn Parkway extensions, the Peachblow/Glenn/US23 intersection, The Point Phase I improvements, the recently completed Houk Rd Bikeway, and several smaller intersection and roadway improvement projects. Many of these projects were able to advance with partnerships with the local development community. The Sawmill Parkway project also reached a milestone this year in seeing the establishment of the city-county construction agreement over the project funding.

Three major projects in this CIP are ODOT-City partnerships referred to as LPA (Local Public Agency) projects. The US 23 and Pennsylvania-Sandusky Street Extension project is in right-of-way acquisition with sale and award anticipated in December. The project will be bid and constructed by ODOT in 2016. The William Street Improvements, which was designated as an ODOT LPA project in 2013, is being partially funded through the successful repurposing of the Veteran's Parkway earmark. The City will oversee the design of this project, while ODOT will acquire right-of-way, bid, and construct the project. If overall project costs can be contained with minimal changes in scope, it could be completed with limited local match required. The US 23 and SR 315-Stratford Road Improvements projects remain on schedule for construction in 2016. The project is being handled primarily by ODOT. Right-of-way and construction costs are currently 100-percent ODOT funded.

Improvements were completed to the "Point Intersection" in 2009 to better manage peak hourly volumes of westbound US36/SR37 traffic. While the intersection continues to operate at an improved level of service most hours of the day, eastbound movements are experiencing increased delay as was predicted during design analysis. As traffic continues to increase on 36/37, (estimated ADT at 35,000), consideration to replacement of the existing railway bridge is under way. A feasibility study has been completed identifying several conceptual alternatives for the replacement of the bridge. Following additional review and direction from Norfolk & Southern Railway, the city will be in a better position to understand the scope, cost and feasibility to advance a bridge replacement project. Such a project will require significant State and Federal funding.

The East Central (SR37) corridor remains a priority concern as the condition of pavement continues to deteriorate with the increasing traffic loading, including a significant percentage of large transport truck traffic. The original roadway sub-base and lack of pavement drainage certainly contribute to the pavement degradation. Efforts to maintain the pavement have been limited to placing leveling courses of asphalt as the surface continues to rut and break apart. Significant pavement reconstruction is required to address the issues, along with improvements to drainage, lane widths, and intersection geometry. A project of this magnitude will cost several million to complete and will require

assistance from the State with federal transportation funds. In order to secure federal dollars, the city must submit and competitively compete for Surface Transportation Dollars (STP) available through a competitive grant process administered through MORPC. Grant applications are received every two years, with 2016 being a new cycle. If funded, the STP funds would likely not be available until 2022. The City though, should be able to commence study and design work in advance of the availability of the federal funds and have those expenditures count toward the required 20% local funding match. Staff will be evaluating the possibility of submitting the E Central corridor, possible in combination with The Point RR Bridge, for a 2016 STP funding request.

Primary Strategic Plan Theme/Goals:  
Great Community/Healthy Economy

GC2 - Provide an efficient transportation system with safe and complete streets

GC3 - Provide an effective stewardship of natural resources (parks, open space, Olentangy River, Delaware Run)

HE1 - Build and Maintain a Healthy Economy

Master Planning Efforts:

2014 - The Point Intersection Alternatives Analysis & Review

2015 - Transportation Model & Plan Update

**CAPITAL IMPROVEMENT PLAN  
GRANT PROJECTS  
2016 - 2020**

|                                                           | 2016             | 2017             | 2018             | 2019             | 2020             |
|-----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>REVENUES:</b>                                          |                  |                  |                  |                  |                  |
| <b>Grant Funds:</b>                                       |                  |                  |                  |                  |                  |
| ODOT Earmark E. William St.                               | 100,000          | 250,000          | 3,000,000        |                  |                  |
| ODOT Safety Funds                                         | 215,000          |                  |                  |                  |                  |
| MORPC - STP Funds -US36/E. William                        |                  |                  | 1,520,000        |                  |                  |
| MORPC STP Funds - Central & Point Intersection            |                  | 240,000          | 560,000          | 560,000          | 720,000          |
| MORPC - CMAQ                                              |                  |                  |                  | 300,000          | 1,000,000        |
| MORPC/ODOT Pennsylvania Ave. Interchange                  | 2,585,000        |                  |                  |                  |                  |
| OPWC - Street Rehabilitation                              | 450,000          | 450,000          | 450,000          | 450,000          | 450,000          |
| County OPWC Project                                       | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |
| RLF Fund                                                  | 30,000           | 50,000           | 20,000           | 45,000           | 25,000           |
| CDBG Rehabilitation                                       | 60,000           | 60,000           | 60,000           | 60,000           | 60,000           |
| <b>City Match Transportation Improvements</b>             |                  |                  |                  |                  |                  |
| E. Central Ave./Point Improvements City Share             |                  | 60,000           | 520,000          | 140,000          | 180,000          |
| <b>City Match Transportation Improvmnts Total (pg. 3)</b> | <b>0</b>         | <b>60,000</b>    | <b>520,000</b>   | <b>140,000</b>   | <b>180,000</b>   |
| <b>City Match Street Resurfacing (pg. 3)</b>              | <b>320,000</b>   | <b>150,000</b>   | <b>480,000</b>   | <b>500,000</b>   | <b>370,000</b>   |
| <b>TOTAL REVENUE</b>                                      | <b>3,810,000</b> | <b>1,310,000</b> | <b>6,660,000</b> | <b>2,105,000</b> | <b>2,855,000</b> |
| <b>EXPENDITURES:</b>                                      |                  |                  |                  |                  |                  |
| <b>Transportation Improvements</b>                        |                  |                  |                  |                  |                  |
| US 23 & Pennsylvania                                      | 2,585,000        |                  |                  |                  |                  |
| US 36/E. William St. Improvements (Design)                | 100,000          | 250,000          | 4,900,000        |                  |                  |
| CSX Overheight Detection System                           | 215,000          |                  |                  |                  |                  |
| E. Central Ave. Improvements                              |                  |                  | 400,000          | 400,000          | 400,000          |
| The Point Improvements                                    |                  | 300,000          | 300,000          | 300,000          | 500,000          |
| Signal Coordination Analysis and Update                   |                  |                  |                  | 300,000          | 1,000,000        |
| <b>Street Resurfacing</b>                                 |                  |                  |                  |                  |                  |
| <b>OPWC Projects</b>                                      |                  |                  |                  |                  |                  |
| - N. Sandusky Street, Park Ave. (Sandusky - Curtis)       | 820,000          |                  |                  |                  |                  |
| - London Road                                             |                  | 650,000          |                  |                  |                  |
| - Pittsburgh Drive, Heffner St.                           |                  |                  | 980,000          |                  |                  |
| - Houk Road (Pittsburgh to Merrick)                       |                  |                  |                  | 1,000,000        |                  |
| - Liberty Rd., Belle Ave.                                 |                  |                  |                  |                  | 870,000          |
| <b>CDBG Grant</b>                                         |                  |                  |                  |                  |                  |
| <b>- Weiser Ave</b>                                       |                  |                  |                  |                  |                  |
| - Kurrley, Ann, Elm, Wade, Bank                           | 90,000           |                  |                  |                  |                  |
| - Harrison St. (East and West)                            |                  | 110,000          |                  |                  |                  |
| - Wade St., Moore St.                                     |                  |                  | 80,000           |                  |                  |
| - English Terrace, Pumphrey Terrace                       |                  |                  |                  | 105,000          |                  |
| - Wootring                                                |                  |                  |                  |                  | 85,000           |
| <b>TOTAL EXPENDITURES</b>                                 | <b>3,810,000</b> | <b>1,310,000</b> | <b>6,660,000</b> | <b>2,105,000</b> | <b>2,855,000</b> |

## **PARKS IMPROVEMENTS**

### Description:

The City will continue to complete major improvements to the neighborhood and community parks system through the allocation of \$3.8M of Parks Levy funds. Focus is centered on completion of an all inclusive Spray and Play Facility and Veterans Memorial Plaza at Veterans Park. With the final phases of \$23 million in tax levy financed infrastructure and recreational field improvements coming to a close, emphasis will shift toward park operations, programming, and sustainability initiatives that integrate and highlight the abundant natural resources that are available to the community.

The City has begun a Bikeway Master Plan update based on input from staff, Planning Commission, Parks and Recreation Advisory Board, City Council and our citizens who provided detailed feedback on trail needs within the City. Regional trail system connections are being studied that include the Olentangy River corridor and Delaware Run corridor, and connections of major resources such as the Stratford Ecological Center, Gallant Woods Preserve, and Delaware Lake to the trail system. With a Parks & Natural Resources Director in place in 2016, we will place focus on the updated bikeway plan and address prioritization of trails improvements as a part of the CIP.

Parks Impact fees are utilized toward the construction of regional improvements that benefit the community in general. Improvements completed over the last decade with impact fees include the Jack Florance pool complex, Mingo Park administrative office expansion, and addition of the Three-Season Shelter. With the retirement of associated debt service, funding has become available through accumulating fees that could be utilized for new regional initiatives to connect our area resources such as filling gaps in the City's bikeway and trails system.

This CIP includes funding in 2016, 2017 and 2018 to complete trail connectivity on William St between Penick Ave and Houk Road to connect numerous neighborhoods to the City parks and schools, retail and commercial establishments in the area, and on Central Ave between the Westfield Shopping Center and Trotters Landing to safely connect large residential areas into the trail system.

The completion of trails between Penick Ave and Houk Rd will build on trail extensions to be built as part of pending privately funded improvements to the Church of Latter Day Saints and the Delaware Court Retirement Facility.

The connection between Westfield and Trotters was included in last year's CIP. However, detailed evaluation of the project revealed design and construction challenges related to existing slopes, utility line locations and condition of the

connecting trail that will necessitate shifting the project into the 2016 calendar year.

As noted, these trail connectivity and safety projects are largely funded through impact fees. Working hand in hand with our consultant and their funding experts, staff will make concerted efforts to acquire grants to supplement City funding for these much needed projects

Primary Strategic Plan Theme/Goals:

Great Community

GC2 - Provide an efficient transportation system with safe and complete streets

GC3 - Provide a effective stewardship of natural resources and sustainability (parks, open space, Olentangy River, Delaware Run)

GC4 - Provide a variety of recreational and cultural opportunities

Master Planning Efforts:

2014 Parks Levy Budget Plan (Smartsheet)

Unknown year – Strategic Master Plan for Parks, Recreation, and Open Space - NBBJ

2012- Delaware Run Best Management Practice Feasibility Study – Cardno-ENTRIX

2015 - Update 2010 Bikeway Plan – prioritize improvements based on 2010 study and 2015 study to fill gaps, correct safety concerns and locate additional means of funding and develop conceptual plans to address these items.

**CAPITAL IMPROVEMENT PLAN  
PARKS IMPROVEMENT FUND  
2016 - 2020**

|                                            | 2016   | 2017    | 2018    | 2019   | 2020   |
|--------------------------------------------|--------|---------|---------|--------|--------|
| <b>BALANCE FORWARD</b>                     | 67,840 | 30,000  | 5,000   | 5,000  | 5,000  |
| <b>REVENUES:</b>                           |        |         |         |        |        |
| Neighborhood Park Exaction Fees            | 5,000  | 5,000   | 5,000   | 5,000  | 5,000  |
| <i>CIP Allocation (pg. 1)</i>              | 27,160 | 165,000 | 115,000 | 80,000 | 15,000 |
| <b>TOTAL REVENUES</b>                      | 32,160 | 170,000 | 120,000 | 85,000 | 20,000 |
| <b>EXPENDITURES:</b>                       |        |         |         |        |        |
| <b>COMMUNITY PARKS</b>                     |        |         |         |        |        |
| - Mingo                                    | 20,000 | 180,000 | 15,000  | 45,000 |        |
| - Hidden Valley Clubhouse/ADA Improvements | 10,000 |         |         |        |        |
| - Smith Park                               |        | 15,000  |         | 30,000 |        |
| - Blue Limestone                           |        |         |         |        | 20,000 |
| <b>NEIGHBORHOOD PARK IMPROVEMENTS</b>      |        |         |         |        |        |
| - Carson Farms                             |        |         | 10,000  |        |        |
| - Cheshire                                 |        |         | 10,000  |        |        |
| - Eastside                                 |        |         | 40,000  |        |        |
| - Lexington Glen                           | 40,000 |         |         | 10,000 |        |
| - Nottingham                               |        |         | 25,000  |        |        |
| - Stratford Woods                          |        |         | 20,000  |        |        |
| <b>TOTAL EXPENDITURES</b>                  | 70,000 | 195,000 | 120,000 | 85,000 | 20,000 |
| <b>ENDING FUND BALANCE</b>                 | 30,000 | 5,000   | 5,000   | 5,000  | 5,000  |

**CAPITAL IMPROVEMENT PLAN  
PARK IMPACT FEE IMPROVEMENT FUND  
2016 - 2020**

|                                                     | 2016           | 2017           | 2018           | 2019           | 2020           |
|-----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>BALANCE FORWARD</b>                              | 671,185        | 210,640        | 210,640        | 135,640        | 160,640        |
| <b>REVENUES:</b>                                    |                |                |                |                |                |
| Impact Fees                                         | 225,000        | 225,000        | 225,000        | 225,000        | 225,000        |
| Trail Improvement Grants                            |                | 150,000        |                |                |                |
| <b>TOTAL REVENUES</b>                               | <b>225,000</b> | <b>375,000</b> | <b>225,000</b> | <b>225,000</b> | <b>225,000</b> |
|                                                     |                |                |                |                |                |
| <b>EXPENDITURES:</b>                                |                |                |                |                |                |
| <b>DEBT SERVICE</b>                                 |                |                |                |                |                |
| <b>Bonds</b>                                        |                |                |                |                |                |
| Pool Imprvmnts (\$450,000 10yrs., 2006 Issue, 2016) | 56,295         |                |                |                |                |
| 2006 Mingo Expansion (\$500,000 10yrs., 2016)       | 62,550         |                |                |                |                |
| <b>Total Debt Service</b>                           | <b>118,845</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |
|                                                     |                |                |                |                |                |
| <b>COMMUNITY PARK IMPROVEMENTS</b>                  |                |                |                |                |                |
| Ross St. Parkland Expansion (bldg. demo)            | 100,000        |                |                |                |                |
| Ross St. Park Improvement                           |                | 75,000         |                |                |                |
|                                                     |                |                |                |                |                |
| <b>COMMUNITY TRAIL IMPROVEMENTS</b>                 |                |                |                |                |                |
| SR 37 (Westfield-Trotters)                          | 466,700        |                |                |                |                |
| William St. (east of Applegate to Houk)             |                | 300,000        | 300,000        |                |                |
| Other Trail Expansion Projects                      |                |                |                | 200,000        | 200,000        |
| <b>TOTAL IMPACT FEE EXPENDITURES</b>                | <b>685,545</b> | <b>375,000</b> | <b>300,000</b> | <b>200,000</b> | <b>200,000</b> |
| <b>IMPACT FEE BALANCE</b>                           | <b>210,640</b> | <b>210,640</b> | <b>135,640</b> | <b>160,640</b> | <b>185,640</b> |

## **EQUIPMENT**

### Description:

Public Works completed an update of the comprehensive equipment inventory for all city departments in 2014. Identified are 160 individual major pieces of major rolling stock equipment, and additional 100 minor pieces. Major equipment includes all service vehicles and construction equipment, while minor equipment includes lawnmowers, golf carts, generators, etc. The majority of this equipment is serviced by the Fleet Maintenance staff of the Public Works department. Policy regarding equipment replacement needs to be reviewed. Because of the size of the fleet, an annualized budget should be developed taking into consideration all equipment in the city. Replacement of equipment should be a function of the needs of the operating department, engine hours and miles, cost of repairs, trade-in values, availability of back-up, condition, reliability and safety.

The Equipment Replacement fund includes vehicles operated by all divisions of the Public Works, Police, Parks and Natural Resources, and Planning departments. Refuse, Fire and Utility vehicles appear in the CIP under those associated funds. When a vehicle or piece of equipment is to be replaced or added to the fleet, the operating department, with assistance from Public Works Fleet division staff, specifies the make, model and associated specifications, and includes the total anticipated cost in the Equipment Fund. Parks and Natural Resources continue to follow the comprehensive equipment inventory schedule developed along with The Public Works Department. The department continues to trade in mowers after a year of service due to the amount of hours being placed on these units, trade in values and reliability. With the ever expanding needs of the department it will be imperative to continue this method and shortly add to the fleet, with a seventh mower.

Historically, police vehicles are decommissioned from police activity after three years of service due to safety and performance concerns. Though the vehicles generally have high mileage when retired from police use, the vehicles are generally in good condition and acceptable for other departments that are considered low mileage users of their respective vehicles. Changes to the police fleet vehicle colors and styles however make establishing a uniform identity to the remaining city fleet difficult to maintain.

### Primary Strategic Plan Theme/Goals:

Effective Government/Safe City/Effective Government

### Master Planning Efforts:

- 2014 – Comprehensive Update of Equipment Inventory
- 2015 – 2016 Evaluation of Equipment Replacement Practices
- 2016 – Evaluation of Fleet Service, Parts, Costs and Tracking Metrics

**CAPITAL IMPROVEMENT PLAN  
EQUIPMENT REPLACEMENT FUND  
2016 - 2020**

|                                           | 2016    | 2017    | 2018    | 2019    | 2020    |
|-------------------------------------------|---------|---------|---------|---------|---------|
| <b>BALANCES FORWARD</b>                   | 77,886  | 6,186   | 32,166  | 157,727 | 75,827  |
| <b>REVENUES:</b>                          |         |         |         |         |         |
| Cemetery Fund                             | 13,000  |         | 14,300  |         | 15,730  |
| Airport Fund                              | 115,000 |         | 28,000  | 16,000  |         |
| <i>CIP Allocation (pg. 1)</i>             | 600,000 | 500,000 | 500,000 | 500,000 | 550,000 |
| <b>TOTAL REVENUE</b>                      | 600,000 | 500,000 | 500,000 | 500,000 | 550,000 |
| <b>EXPENDITURES:</b>                      |         |         |         |         |         |
| <b>PUBLIC WORKS</b>                       |         |         |         |         |         |
| Pickup Trucks                             | 31,900  |         |         | 33,800  | 62,000  |
| Bucket Truck                              | 115,000 |         |         |         |         |
| 2 Ton Dump Truck                          | 150,800 |         |         | 159,959 | 164,700 |
| 1 Ton Utility Truck                       |         | 52,000  | 65,000  |         |         |
| Backhoe                                   |         | 79,524  |         |         | 85,000  |
| Skid Steer                                |         | 36,551  |         | 53,100  |         |
| Asphalt Recycler                          |         |         |         | 85,000  |         |
| Fork Lift                                 |         | 26,500  |         |         |         |
| Scissor Lift                              |         | 14,000  |         |         |         |
| Utility Van                               |         |         |         |         | 21,500  |
| <b>TOTAL PUBLIC WORKS</b>                 | 297,700 | 208,575 | 65,000  | 331,859 | 333,200 |
| <b>PARKS AND RECREATION</b>               |         |         |         |         |         |
| Pickup Trucks                             | 30,500  | 32,425  | 102,139 | 35,668  | 37,451  |
| Skid Steer                                |         |         |         | 45,373  |         |
| 1 Ton Dump Truck                          | 15,000  |         |         |         |         |
| Park Mowers                               | 17,000  | 27,500  | 21,000  | 22,000  | 23,000  |
| Flail/Rotary/Woods Mower                  |         | 7,500   | 15,000  |         |         |
| Utility Vehicle                           |         | 11,000  |         |         |         |
| Utility Tractor (snow plowing/ballfields) | 30,000  |         |         |         |         |
| Bucket Truck                              |         |         |         |         | 80,000  |
| 45 HP Tractor                             |         | 31,020  |         |         |         |
| <b>TOTAL PARKS AND RECREATION</b>         | 92,500  | 109,445 | 138,139 | 103,041 | 140,451 |
| <b>AIRPORT</b>                            |         |         |         |         |         |
| Mower                                     |         |         |         | 16,000  |         |
| GPU                                       |         |         | 28,000  |         |         |
| Jet A Truck (Used)                        | 115,000 |         |         |         |         |
| <b>TOTAL AIRPORT</b>                      | 115,000 | 0       | 28,000  | 16,000  | 0       |
| <b>POLICE DEPARTMENT</b>                  |         |         |         |         |         |
| Police Cruiser Replacements (3/yr.)       | 125,000 | 127,000 | 129,000 | 131,000 | 133,000 |
| Detective Vehicle                         | 28,500  | 29,000  |         |         |         |
| <b>TOTAL POLICE</b>                       | 153,500 | 156,000 | 129,000 | 131,000 | 133,000 |
| <b>CEMETERY</b>                           |         |         |         |         |         |
| Mower Replacement                         | 13,000  |         | 14,300  |         | 15,730  |
| <b>TOTAL CEMETERY</b>                     | 13,000  | 0       | 14,300  | 0       | 15,730  |
| <b>TOTAL EXPENDITURES</b>                 | 671,700 | 474,020 | 374,439 | 581,900 | 622,381 |
| <b>CARRY OVER BALANCE</b>                 | 6,186   | 32,166  | 157,727 | 75,827  | 3,446   |

## **INFORMATION TECHNOLOGY**

### **Description**

The City of Delaware Department of Information Technology exists to enable the various City departments to efficiently and effectively achieve their goals by delivering the high-quality services and technologies staff needs, while maintaining the fiscal responsibility our citizens expect. The technology related capital planning for the city can be classified into four major areas:

- Internal Infrastructure and Network Services
- External Network Infrastructure
- Application Software Systems Support
- Equipment Acquisition for End-User Support

### **Equipment Acquisition for End-User Support**

#### ***PC Replacements:***

This project has historically attempted to replace as many older and failing computers as possible. The City has increased the life expectancy of deployed machines from 3 to 5 years, and the observed trend moving away from traditional desktops to tablets and mobile technologies is anticipated to start driving replacement costs down after 2016.

#### ***Copier/Scanner Replacement***

In 2007, the City purchased 14 network-attached, multi-function copiers for printing, scanning, faxing, and traditional photocopying services. In the intervening years, that number has increased to 29 copiers/printers. The \$22,000 yearly funding in this project is intended to initiate a new Capital Lease, similar to the method used in 2007, to replace the copiers in 2016 and spread payment of the replacement units over their 6 to 7 year useful life.

### **Internal Infrastructure and Network Services**

#### ***High-capacity Storage***

In 2012 the City purchased a high-capacity storage disk array to house most of the City's file shares and provides storage for some non-critical virtual servers. This EMC disk array is now full, starting to show hardware failures, and the requirement for extremely high-capacity data storage will only increase. Market pressures continue to drive the cost of "capacity" storage down, and a budget of \$40,000 should be sufficient for large-scale replacement.

### **External Network Infrastructure**

#### ***Fiber Optic Networks***

The City has ten miles of fiber optic cable, both under- and above-ground connecting most of the City's assets. In the past the City has attempted to partner with external entities to further extend our fiber system capabilities. Moving forward we would like to take a more pro-active role in identifying fiber needs and opportunities. We hope to prepare a basic strategic plan with some outside contractual assistance in 2016 to identify strategic improvements that benefit not only internal city technology communication needs, but also foster economic development opportunities citywide.

### **Application Software Systems Support:**

The major system-wide software systems utilized by the City are:

- Azteca City works (City-wide Computerized Maintenance Management System, & Planning, Permitting, and Licensing)
- ESRI ArcGIS (City-wide Geographic Information System)
- Civica CMI (City-wide Financial and Revenue Collection software “suite” with specific modules for Payroll, Utility Billing, Income Tax Collection, and Financial and Budgetary Accounting)
- SunGard ONESolution (Police Record Management System / Computer Aided Dispatch)
- ZOLL FireRMS, ePCR, etc. (Fire and EMS integrated software)
- Microsoft Exchange (City-wide email, calendaring, and messaging software)

The current five year capital plan includes resources to replace/upgrade several existing software systems including the Police system in 2017 and several finance applications in 2016, 2018, and 2019. In addition new software is being proposed in 2016 for time and attendance software and a Human Resources management system. Most software systems require initial acquisition and implementation costs and then subsequent annual license fees in addition to annual support costs which are included in operations. Thus we are reflecting multi-year costs for several of the acquisitions.

#### ***Police Records Management System***

The Delaware Police Department currently utilizes a Record Management System / Computer Aided Dispatch software suite that utilizes “green screen” technology dating from the late 1990’s, and has existed in its current form since at least 2007.

The current software and support agreements do not include upgrades, and the most recent budgetary quote to move to a 21<sup>st</sup> century RMS came in at over three hundred thousand dollars. A full departmental needs assessment will begin in 2016 to determine if less costly alternatives are available, with a planned implementation of an integrated system in 2017.

#### ***Human Resources Systems***

The Department of Administrative Services presently does not have an integrated Human Resources Management software system, instead using a “constellation” of disparate Excel spreadsheets and Access databases. This makes recordkeeping and retention difficult, and increases the possibilities of human errors in processing employee records. In a time where security and records leaks are daily news, and statutory health care reporting provisions are looming, the need for a HR system that integrates with Payroll and Time & Attendance is critical.

#### **Strategic Plan Theme/Goals**

##### ***Effective Government***

(EF1—effectively deliver the services that Delaware citizens need, want, and are willing to support, by maintaining high quality technology.)

##### **Master Planning Efforts**

2016—Application Software Systems Support integrated Payroll, Time & Attendance, and Human Resource Management software systems.

2016—Internal Infrastructure and Network Services high-capacity storage replacements and upgrades.

2017—Application Software Systems Support possible integrated Police RMS and CAD software systems upgrade or replacement.

2017—Internal Infrastructure and Network Services network switch and firewall replacements.

2018—Application Software Systems Support improvements with integrated Budgetary Forecasting and Planning software systems.

2018— Internal Infrastructure and Network Services virtual server acquisitions.

2019—Application Software Systems Support improvements with integrated Local Income Tax Collection software systems.

2019—Infrastructure and Network Services improvements (difficult to forecast) probably migration to “cloud-based” Infrastructure as a Service offerings

2016-2020—Equipment Acquisitions for yearly PC Desktop, Laptop, Tablet hardware replacements and Copier / Scanner replacements.

2016-2020—External Network Infrastructure yearly fiber optic network expansion and maintenance.

**CAPITAL IMPROVEMENT PLAN  
TECHNOLOGY IMPROVEMENTS  
2016 - 2020**

|                                                   | 2016    | 2017    | 2018    | 2019    | 2020    |
|---------------------------------------------------|---------|---------|---------|---------|---------|
| <b>REVENUES:</b>                                  |         |         |         |         |         |
| <i>CIP Allocation (pg. 1)</i>                     | 150,000 | 444,125 | 154,720 | 184,220 | 102,720 |
| <b>TOTAL REVENUE</b>                              | 150,000 | 444,125 | 154,720 | 184,220 | 102,720 |
| <b>EXPENDITURES:</b>                              |         |         |         |         |         |
| <b>Equipment Acquisition</b>                      |         |         |         |         |         |
| PC Replacement                                    | 16,000  | 16,000  | 16,000  | 35,000  | 16,000  |
| Copier Replacement                                | 22,000  | 22,000  | 22,000  | 22,000  | 22,000  |
| <b>Internal Network Acquisition</b>               |         |         |         |         |         |
| High Capacity Storage Replacements                | 40,000  |         |         |         |         |
| Network Switch and Firewall Replacements          |         | 75,000  |         |         |         |
| Virtual Server Acquisition                        |         |         | 40,000  |         |         |
| Migration to Cloud Based Infrastructure           |         |         |         | 40,000  |         |
| <b>External Network Infrastructure</b>            |         |         |         |         |         |
| Fiber System Expansion                            | 10,000  | 10,000  | 10,000  | 10,000  | 10,000  |
| <b>Software Application Acquisition/Retention</b> |         |         |         |         |         |
| Payroll, Human Resource Mgmt.                     | 62,000  | 18,500  | 18,500  | 18,500  | 18,500  |
| Police Records Management System                  |         | 302,625 | 18,220  | 18,220  | 18,220  |
| Budgetary Accounting System                       |         |         | 30,000  | 10,500  | 9,000   |
| Income Tax Collection System                      |         |         |         | 30,000  | 9,000   |
| <b>TOTAL EXPENDITURES</b>                         | 150,000 | 444,125 | 154,720 | 184,220 | 102,720 |

## **FACILITY MAINTENANCE**

### Description:

The city maintains multiple facilities each with expensive components, systems and equipment requiring periodic maintenance, adjustment and replacement. The Public Works Department currently manages the maintenance and custodial needs of two of the largest and most visible public buildings in the city being the Justice Center and City Hall. Staff also manages maintenance activities for the Engineering division building at 20 E William St, the recently acquired Gazette building, the Public Works Facility, current facilities on Cherry Street, Ross Street and the city owned rental units on W Central Ave. Facilities require a variety of daily, weekly, quarterly, and annual maintenance activities to guarantee the operation of critical systems including building security, back-up power, fire protection, elevators, heating & cooling, plumbing & electrical, roofing and other related systems. The majority of this work is funded through the Public Works Facility Maintenance operations budget, though certain large expenses, such as HVAC replacements, roof repairs, flooring replacement and facility expansions are managed through the CIP.

One of major challenges is the HVAC systems at the Municipal Court Building and City Hall. In 2014, a comprehensive inspection of the HVAC system at City Hall identified multiple failed components which were attributed to the poor operation and performance of the HVAC systems. Recently, the first of several major improvements was completed which included the replacement of the 50 ton rooftop chiller unit at a cost of \$125,000. The evaluation identified an additional \$300,000 in necessary improvements at City Hall to bring the system back to full operation and efficiency. However, additional study by the City's HVAC contractor determined that the cost of improvements could be reduced to an estimated \$125,000 by utilizing existing wiring and lines, and by retrofitting existing air handlers and VAV units with updated motors, actuators and related control components. The 2016 CIP includes these repairs to the system along with the upgrade of the HVAC management software and associated equipment in City Hall to provide improved monitoring and operation. Currently problems can only be detected by staff on-site and generally not until being reported following component failure. The upgrade will permit for remote monitoring, notification of component failure, and adjustment to system performance.

While HVAC operation demands the attention of majority of the limited staff time available for building maintenance work, multiple other systems at times, go largely unchecked which can lead to malfunctions and failures undetected or addressed for periods of several days or longer. Similarly, the time to perform system evaluations of all primary building systems and components is not available at current staffing levels. Nevertheless, for affective management of the facilities, such assessments need to be performed to develop the appropriate maintenance and cost schedules for each facility and system. Assessments shall include roofing, flooring, painting, and backup power

systems. The 2016 CIP proposes the replacement of the entire fifty plus year old roof at Public Works with a new standing seam roof system. The current roof has multiple leaks, and in places is so deteriorated that repeated attempts to plug leaks has failed. Staff has resorted to placing tarps or other barriers on the roof to divert water away from areas subject to repeated leaks.

In 2014, a Public Works Facility Improvements plan was approved as part of the operational reorganizational effort that has been under review since 2012. Ongoing improvements include the construction of a 2,240 SF administrative addition to accommodate the consolidation of the Engineering Division within the Public Works operation, with completion anticipated by November, 2015. The construction of the new 3000 ton capacity Salt Storage Barn and associated Brine Production Machine was completed in October of 2014. Additional improvements to the facility include the demolition and replacement of approximately 9000 SF of building space to house the Traffic Division. Demolition will include two wood drying kilns used by the former industrial tenant and the shed structure on the east end of the fleet garage.

The highest priority improvement at the Public Works facility is replacement of the original steel roof which covers all existing buildings. The roof is prone to multiple leaks, especially near the skylight openings. The replacement could be performed in two phases though it is anticipated the best cost can be achieved in a single project. First phase must include the roof replacement over existing finished administrative spaces, subject to ongoing leaks and ceiling damage during heavy rain events.

The fire suppression system within the public works facility is also in need of replacement, specifically the original steel fire lines now over fifty years old. Like the roof, these lines form leaks annually causing the fires system to activity and deliver water to various areas of he facility. Repairs are shown to occur over a three year schedule.

Public parking lot resurfacing has been removed from the CIP due to the limited availability of funding. The city owns and operates 31 public parking lots either adjacent to public buildings, or free standing for local public access. Maintenance work generally involves restriping, sealing, crack repair, pothole repair, and periodic resurfacing. Maintenance work will be performed by Public Works staff in order to maintain the parking lots in a safe and drivable condition. Recent equipment purchases including the pavement zipper and mobile hot boxes allows for proper maintenance to be performed year round. The cost the materials required to complete this work will be included within the annual operations budget.

Each year, facilities are subject to unanticipated maintenance expenses involving building or equipment failures. Most of these improvements include emergency plumbing, HVAC or other system repairs that must be addressed

upon discovery. Cumulatively, these expenses add up to a significant amount annually, though they are not specifically identified or included in the capital plan. Other planned maintenance improvements that are typically below \$15,000 in cost could be included in the CIP but are also best addressed through the operations budget. Together, these items will be shown as a separate line item in future Facilities Maintenance operations budgets to adequately account for their reoccurrence.

Primary Strategic Plan Theme/Goals:

Effective Government

SC1 - Effectively deliver the services that Delaware citizens need, want, and are willing to support

Master Planning Efforts

HVAC Inventory & Assessment

Roofing Inventory & Assessment

Flooring Inventory & Assessment

**CAPITAL IMPROVEMENT PLAN  
BUILDING MAINTENANCE IMPROVEMENTS  
2016 - 2020**

|                                                 | 2016           | 2017          | 2018          | 2019          | 2020          |
|-------------------------------------------------|----------------|---------------|---------------|---------------|---------------|
| <b>REVENUES:</b>                                |                |               |               |               |               |
| Bond Proceeds                                   | 450,000        |               |               |               |               |
| <i>CIP Allocation (pg. 1)</i>                   | <b>185,000</b> | <b>65,000</b> | <b>67,000</b> | <b>70,000</b> | <b>70,000</b> |
| <b>TOTAL REVENUE</b>                            | <b>635,000</b> | <b>65,000</b> | <b>67,000</b> | <b>70,000</b> | <b>70,000</b> |
| <b>EXPENDITURES:</b>                            |                |               |               |               |               |
| Carpet Replacement                              | 10,000         | 10,000        | 10,000        | 10,000        | 10,000        |
| City Hall HVAC                                  | 125,000        |               |               |               |               |
| Justice Center HVAC/Other Building Improvements | 25,000         | 25,000        | 25,000        | 25,000        | 25,000        |
| Roof Repairs City Hall, Justice Center          | 25,000         | 30,000        | 32,000        | 35,000        | 35,000        |
| Public Works Building                           |                |               |               |               |               |
| - Roof Replacement                              | 450,000        |               |               |               |               |
| <b>TOTAL EXPENDITURES</b>                       | <b>635,000</b> | <b>65,000</b> | <b>67,000</b> | <b>70,000</b> | <b>70,000</b> |

## **SIDEWALK IMPROVEMENTS**

### Description:

The Safe Walks initiative is included as part of the Highway Maintenance Plan's sidewalk maintenance program. Since its inception in 2006, the Safe Walks program has resulted in approximately 220,000 square feet of sidewalk being identified for replacement. This is the equivalent of 8,800 sidewalk sections or just over 8.3 miles of new sidewalk. The value of the program work to date is \$2.7 million, with approximately 45 percent of the cost being covered by property owners and the remaining 55 percent by the city.

The most recent area to be evaluated for repairs is the city's northwest side, with repairs to be completed through fall of 2016. With completion of this work, the city will focus on the last remaining area including all neighborhoods south of US36 and west of the CSX railway. Though it was contemplated in 2013 to evaluate and address the west side of the city beginning in 2014, changes and limitations in staff capacity required the work be deferred evaluation until 2015 and 2016.

Once the final west side phase has been completed, the entire community will have been evaluated and addressed for sidewalk deficiencies. Because it is anticipated that additional deficiencies will arise as sidewalk sections age and street trees grow, it is being recommended as part of an ongoing efforts through the Sidewalk Maintenance Program to continue routine sidewalk evaluations throughout the community to identify new deficiencies in accordance with the Safe Walks Program protocol. Evaluations would occur on a 5-year cycle covering the entire city. It is anticipated that the number of repairs identified will be relatively minor compared to the initial program evaluation findings.

Removed from the CIP this year are non-Safe Walks sidewalk improvements throughout the community that are proposed now to be managed through a dedicated line item in the Streets Maintenance and Repair Division (SMR) operating budget. The line item will include maintenance of ADA Ramps, sidewalk infill projects, downtown streetscape area brick paver repairs, and bike network maintenance activities. Funding will be established through the Public Works SMR division for materials. Work will be prioritized and managed accordingly based on funding levels and staff availability.

### Primary Strategic Plan Theme/Goals:

GC2 - Provide an efficient transportation system with safe and complete streets

### Master Planning Efforts

2015 - 2016 Repairs to Northwest Area

2016 - 2017 Repairs to Southwest Area

2018 - Implement 5-Year Evaluation Cycle

**CAPITAL IMPROVEMENT PLAN  
SAFEWALK SIDEWALK PROGRAM  
2016 - 2020**

|                                       | 2016             | 2017             | 2018             | 2019           | 2020           |
|---------------------------------------|------------------|------------------|------------------|----------------|----------------|
| <b>BALANCES FORWARD</b>               | 0                | 47,488           | 37,274           | 37,464         | 46,499         |
| <b>REVENUES:</b>                      |                  |                  |                  |                |                |
| Resident Direct Payment               | 183,000          | 183,000          | 47,500           |                |                |
| Property Tax Assessments              |                  |                  |                  |                |                |
| Prior Years                           | 21,538           | 20,086           |                  |                |                |
| 2012                                  | 8,645            | 8,645            | 8,645            |                |                |
| 2014                                  | 4,280            | 4,280            | 4,280            | 4,280          |                |
| 2015                                  | 34,275           | 34,275           | 34,275           | 34,275         | 34,275         |
| 2016                                  |                  |                  | 45,240           | 45,240         | 45,240         |
| 2017                                  |                  |                  |                  | 45,240         | 45,240         |
| Note Issue                            | 750,000          | 975,000          | 750,000          | 550,000        | 325,000        |
| CIP Allocation Safewalk               | 100,000          | 125,000          | 125,000          | 125,000        | 125,000        |
| <b>Total CIP Allocation (pg. 1)</b>   | <b>100,000</b>   | <b>125,000</b>   | <b>125,000</b>   | <b>125,000</b> | <b>125,000</b> |
| <b>TOTAL REVENUE</b>                  | <b>1,101,738</b> | <b>1,350,286</b> | <b>1,014,940</b> | <b>804,035</b> | <b>574,755</b> |
| <b>EXPENDITURES:</b>                  |                  |                  |                  |                |                |
| <b>RESIDENT REPAIR RESPONSIBILITY</b> |                  |                  |                  |                |                |
| Invoice                               | 183,000          | 183,000          | 10,000           | 10,000         | 10,000         |
| Assessment                            | 183,000          | 183,000          | 10,000           | 10,000         | 10,000         |
| <b>CITY REPAIR RESPONSIBILITY</b>     |                  |                  |                  |                |                |
| City Invoice                          | 187,000          | 187,000          | 10,000           | 10,000         | 10,000         |
| <b>SIDEWALK INSPECTION SERVICES</b>   | 50,000           | 50,000           |                  |                |                |
| <b>DEBT SERVICE</b>                   | 451,250          | 757,500          | 984,750          | 765,000        | 561,000        |
| <b>Total Safewalk Expenditures</b>    | <b>1,054,250</b> | <b>1,360,500</b> | <b>1,014,750</b> | <b>795,000</b> | <b>591,000</b> |
|                                       |                  |                  |                  |                |                |
| <b>ENDING FUND BALANCE</b>            | <b>47,488</b>    | <b>37,274</b>    | <b>37,464</b>    | <b>46,499</b>  | <b>30,254</b>  |

**FIRE/EMS**

The most significant project in the Fire/EMS fund is Station 304, located on Cheshire Road and Glenn Parkway, slated for construction in 2016. The station design will follow the design of station 303.

Equally important in 2016 is the purchase of an engine truck. This is anticipated to be a Quintuple Combination Pumper and would be located at Fire Station 303.

Also in 2016-20, funding is being recommended that would replace staff/utility vehicles.

**CAPITAL IMPROVEMENT PLAN  
FIRE/EMS FUND  
2016 - 2020**

|                                                   | 2016             | 2017             | 2018             | 2019             | 2020             |
|---------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>BALANCES FORWARD</b>                           | <b>1,450,225</b> | <b>1,747,092</b> | <b>1,800,453</b> | <b>1,422,545</b> | <b>1,508,922</b> |
| <b>REVENUES:</b>                                  |                  |                  |                  |                  |                  |
| Fire/EMS Income Tax                               | 735,000          | 770,000          | 805,000          | 840,000          | 840,000          |
| Fire Impact Fee Funds                             | 85,000           | 87,000           | 87,000           | 90,000           | 90,000           |
| Capital Lease Proceeds                            | 1,125,509        |                  |                  |                  |                  |
| Bond Issue - Station 304                          | 4,000,000        |                  |                  |                  |                  |
| <b>TOTAL REVENUE</b>                              | <b>5,945,509</b> | <b>857,000</b>   | <b>892,000</b>   | <b>930,000</b>   | <b>930,000</b>   |
| <b>EXPENDITURES:</b>                              |                  |                  |                  |                  |                  |
| <b>DEBT SERVICE</b>                               |                  |                  |                  |                  |                  |
| Station 302 (\$573,416, 10 yrs, 1.502%, 2022)     | 63,515           | 63,794           | 64,064           | 63,743           | 60,872           |
| Station 303 (\$2,755,000, 2.94%, 2032)            | 186,519          | 181,518          | 176,519          | 176,518          | 174,569          |
| Station 304 (\$4,000,000, 20 yrs, 4.0%, 2035)     |                  | 165,000          | 292,446          | 292,446          | 292,446          |
| Ladder Truck Lease (1,090,176, 1.83%, 7yrs, 2019) | 166,294          | 166,294          | 166,294          | 41,573           |                  |
| Engine Truck Lease (1,125,509, 1.83%, 7yrs, 2023) |                  | 83,147           | 166,294          | 166,294          | 166,294          |
| EMS Vehicles (3) - (800,000, 10 yrs. 2024)        | 95,550           | 93,950           | 92,350           | 90,750           | 94,150           |
| <b>STATION CONSTRUCTION</b>                       |                  |                  |                  |                  |                  |
| Station #304 - Cheshire Rd.                       | 4,000,000        |                  |                  |                  |                  |
| <b>APPARATUS/VEHICLES</b>                         |                  |                  |                  |                  |                  |
| Engine/Pumper Truck                               | 1,125,509        |                  |                  |                  | 823,401          |
| Paramedic Units                                   |                  |                  |                  |                  | 392,699          |
| Staff/Utility Vehicles                            | 11,255           | 49,936           | 11,941           | 12,299           | 12,299           |
| <b>EQUIPMENT</b>                                  |                  |                  |                  |                  |                  |
| Defibrillators/Cardiac Monitors                   |                  |                  | 300,000          |                  |                  |
| <b>TOTAL EXPENDITURES:</b>                        | <b>5,648,642</b> | <b>803,639</b>   | <b>1,269,908</b> | <b>843,623</b>   | <b>2,016,730</b> |
| <b>ENDING BALANCE</b>                             | <b>1,747,092</b> | <b>1,800,453</b> | <b>1,422,545</b> | <b>1,508,922</b> | <b>422,192</b>   |

|                          |           |           |           |           |           |
|--------------------------|-----------|-----------|-----------|-----------|-----------|
| Debt Balance Outstanding | 8,783,806 | 7,909,288 | 7,020,394 | 6,237,076 | 5,964,650 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|

**CAPITAL IMPROVEMENT PLAN  
POLICE IMPACT FEE FUND  
2016 - 2020**

|                                               | 2016    | 2017    | 2018    | 2019    | 2020    |
|-----------------------------------------------|---------|---------|---------|---------|---------|
| <b>BALANCES FORWARD</b>                       | 232,107 | 227,189 | 224,962 | 222,939 | 223,729 |
| <b>REVENUES</b>                               |         |         |         |         |         |
| Police Impact Fees                            | 57,000  | 58,000  | 59,000  | 60,000  | 60,000  |
| <b>TOTAL REVENUE</b>                          | 57,000  | 58,000  | 59,000  | 60,000  | 60,000  |
| <b>IMPACT FEE EXPENDITURES</b>                |         |         |         |         |         |
| <b>DEBT SERVICE</b>                           |         |         |         |         |         |
| Justice Center (\$890,000, 19yrs 2.94%, 2032) | 61,918  | 60,227  | 61,023  | 59,210  | 59,210  |
| <b>TOTAL IMPACT FEE EXPENDITURES</b>          | 61,918  | 60,227  | 61,023  | 59,210  | 59,210  |
| <b>IMPACT FEE BALANCE</b>                     | 227,189 | 224,962 | 222,939 | 223,729 | 224,519 |

|                                 |                |                |                |                |                |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Debt Balance Outstanding</b> | <b>715,978</b> | <b>673,715</b> | <b>628,966</b> | <b>583,975</b> | <b>539,469</b> |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|

**CAPITAL IMPROVEMENT PLAN  
FIRE IMPACT FEE FUND  
2016 - 2020**

|                                       | 2016    | 2017    | 2018    | 2019    | 2020    |
|---------------------------------------|---------|---------|---------|---------|---------|
| <b>BALANCES FORWARD</b>               | 118,672 | 118,672 | 118,672 | 118,672 | 118,672 |
| <b>REVENUES:</b>                      |         |         |         |         |         |
| Fire Impact Fees                      | 85,000  | 87,000  | 87,000  | 90,000  | 90,000  |
| <b>TOTAL REVENUE</b>                  | 85,000  | 87,000  | 87,000  | 90,000  | 90,000  |
| <b>IMPACT FEE EXPENDITURES:</b>       |         |         |         |         |         |
| <b>DEBT SERVICE</b>                   |         |         |         |         |         |
| Station 303/304                       | 85,000  | 87,000  | 87,000  | 90,000  | 90,000  |
| <b>TOTAL IMPACT FEE EXPENDITURES:</b> | 85,000  | 87,000  | 87,000  | 90,000  | 90,000  |
| <b>IMPACT FEE BALANCE</b>             | 118,672 | 118,672 | 118,672 | 118,672 | 118,672 |

**CAPITAL IMPROVEMENT PLAN  
MUNICIPAL SERVICES IMPACT FEE FUND  
2016 - 2020**

|                                                        | 2016           | 2017           | 2018           | 2019           | 2020           |
|--------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>BALANCE FORWARD</b>                                 | <b>281,370</b> | <b>310,663</b> | <b>348,665</b> | <b>392,863</b> | <b>433,228</b> |
| <b>REVENUES:</b>                                       |                |                |                |                |                |
| Impact Fees                                            | 100,000        | 105,000        | 110,000        | 110,000        | 110,000        |
| Sewer Fund Reimbursement Cherry St. Facility           | 65,000         | 65,000         | 65,000         | 65,000         | 65,000         |
| <b>TOTAL REVENUES</b>                                  | <b>165,000</b> | <b>170,000</b> | <b>175,000</b> | <b>175,000</b> | <b>175,000</b> |
|                                                        |                |                |                |                |                |
| <b>EXPENDITURES:</b>                                   |                |                |                |                |                |
| <b>DEBT SERVICE</b>                                    |                |                |                |                |                |
| Public Works Facility (\$1,060,000 19yrs, 2.94%, 2031) | 73,094         | 71,094         | 69,094         | 72,094         | 72,094         |
| Justice Center (\$900,000, 19yrs 2.94%, 2032)          | 62,613         | 60,904         | 61,708         | 62,541         | 62,541         |
|                                                        |                |                |                |                |                |
| <b>TOTAL EXPENDITURES</b>                              | <b>135,707</b> | <b>131,998</b> | <b>130,802</b> | <b>134,635</b> | <b>134,635</b> |
| <b>IMPACT FEE BALANCE</b>                              | <b>310,663</b> | <b>348,665</b> | <b>392,863</b> | <b>433,228</b> | <b>473,593</b> |

|                                 |                  |                  |                  |                  |                  |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Debt Outstanding Balance</b> | <b>1,574,023</b> | <b>1,481,286</b> | <b>1,386,034</b> | <b>1,285,783</b> | <b>1,185,531</b> |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|

## **WATER CAPACITY FUND**

### Description:

The City owns and operates the Delaware 7.2 MGD Water Treatment Facility and three water storage tanks with a combined storage capacity of 4 million gallons. The capacity fund is intended to provide for the construction or expansion of new infrastructure and facilities for development and new customers.

The capacity fund is also used to service any debt on recently completed water capacity utility projects. The current debt service for water capacity projects is \$1,005,345. These projects include the 24-inch westside water transmission main, Penry Road raw water line, SE Highland water storage tank and the 7.2 MGD water treatment plant expansion and improvements project that was completed in June 2015.

In 2015 the City will complete the construction of a new 16-inch water line project on the Sawmill Parkway alignment to Innovation Court and construction of a new 8-inch water line on Innovation Court for the development of new businesses in the SW Industrial Park corridor. Also Included in the CIP is \$1,000,000 to ready the Sawmill Parkway corridor for development through the provision of water service with the SW Industrial Park (Sawmill Parkway and Jeg's Blvd) corridor.

New water capacity projects programmed for 2016 include the construction of a new eight-inch water line on Vernon Avenue from the railroad tracks to Brittany Drive for potable water service and fire protection. Funding in 2016 will also be available for the design and construction of new water lines for economic development sites in the Southwest Industrial Park corridor.

The Water Master Plan will also be updated in 2017. The last comprehensive plan was completed in 2006 and is largely outdated with the growth of the City's existing service area. The update will address future water sources, water transmission and storage requirements, water rates and capacity fees and the potential need for an upground reservoir.

### Primary Strategic Plan Theme/Goals:

#### Safe City

SC2 – Provide safe, sufficient, and reliable drinking water, sewage and solid waste disposal and drainage system.

### Master Planning Reports:

1986 – Water System Master Plan Study – Burgess & Niple

2000 – Water Treatment Facility Plan – Malcolm Pirnie

2006 – Water Master Plan – Floyd Browne Group

2008 – Upground Reservoir Recommendation Report – Floyd Browne Group

**CAPITAL IMPROVEMENT PROGRAM  
WATER FUND CAPACITY PROJECTS  
2016 - 2020**

|                                                        | 2016      | 2017      | 2018      | 2019      | 2020      |
|--------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>BALANCES FORWARD</b>                                | 3,139,283 | 3,462,827 | 2,769,450 | 3,334,311 | 3,332,577 |
| <b>REVENUES:</b>                                       |           |           |           |           |           |
| Water Capacity Fees                                    | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Water Debt Meter Fee Allocation                        | 403,889   | 411,967   | 420,207   | 428,611   | 437,183   |
| <b>TOTAL REVENUES</b>                                  | 1,603,889 | 1,611,967 | 1,620,207 | 1,628,611 | 1,637,183 |
| <b>EXPENDITURES:</b>                                   |           |           |           |           |           |
| <b>DEBT SERVICE</b>                                    |           |           |           |           |           |
| Westside Trans Line (\$2,225,051, 25 yrs, 3.67%, 2036) | 136,750   | 136,750   | 136,750   | 136,750   | 136,750   |
| Penry Rd. Waterline (\$1,000,000, 25 yrs, 3.55%, 2037) | 62,976    | 62,976    | 62,976    | 62,976    | 62,976    |
| Kingman Hill Tower (\$3,545,000, 25 yrs, 4.51%, 2031)  | 243,005   | 243,005   | 243,005   | 243,005   | 243,005   |
| Plant Expansion (\$9,600,000, 25yrs., 3.23%, 2039)     | 562,614   | 562,614   | 562,614   | 562,614   | 562,614   |
| <b>TOTAL DEBT SERVICE</b>                              | 1,005,345 | 1,005,345 | 1,005,345 | 1,005,345 | 1,005,345 |
| <b>WATER SUPPLY PROJETS</b>                            |           |           |           |           |           |
| Water Master Plan                                      |           | 300,000   |           |           |           |
| Upground Reservoir Design                              |           |           |           |           | 250,000   |
| <b>DISTRIBUTION CAPACITY PROJECTS</b>                  |           |           |           |           |           |
| Olentangy Ave. River Crossing                          |           |           |           |           | 650,000   |
| Vernon Avenue Water Line                               | 175,000   |           |           |           |           |
| Buttermilk Rd./Troy Rd. Waterline                      |           |           |           | 575,000   |           |
| New Line Oversizing/Extension                          | 100,000   | 1,000,000 | 50,000    | 50,000    | 50,000    |
| <b>TOTAL WATER CAPACITY PROJECTS</b>                   | 275,000   | 1,300,000 | 50,000    | 625,000   | 950,000   |
| <b>ENDING FUND BALANCE</b>                             | 3,462,827 | 2,769,450 | 3,334,311 | 3,332,577 | 3,014,415 |

## **WATER MAINTENANCE FUND**

### Description:

Funds for the water maintenance revenues are generated from the City's monthly water rates and are used to pay the water maintenance debt for water rehabilitation and replacement projects. The yearly debt to be paid is approximately \$1,312,765 for the next 25 years. Additional maintenance funds are then used to fund projects to improve service levels for City residents, improve fire flow protection, reduce water quality issues and replace water mains with a history of failures.

The City owns and operates a potable and fire suppression water distribution system consisting of approximately 185 miles of water pipe ranging in size from 2 inches to 24 inches and over 1,900 fire hydrants. The majority of the City's water pipes are in good to fair condition with less than 5 percent of the system demonstrating some type of failure in the past 10 years. Water pipes that are currently in good to fair condition will move towards their replacement age over the next 25 years. Water pipes in failed condition have had more than three historical failures whereas the pipes in poor condition have had only one to two failures. It is likely the water pipes in poor condition will experience additional failures and reach the end of their useful life. Most of the water pipes recommended for replacement are primarily cast iron pipes that were installed after 1940. Approximately 25 % of the City's water lines are cast iron pipes. In the past several years the City has replaced approximately 6,000 feet of water pipe with an average of 14 water breaks per year or 8 water main failures per 100 miles of water lines.

Water maintenance projects that will be completed in 2015 include the replacement of water lines on David Street, Noble Street, Fair Avenue, Potter Street and Park Avenue. The City also completed water line improvements for the Delaware County fairgrounds in 2015. An additional project in 2015 will be the removal of the remaining lime sludge from a storage lagoon at the water plant at the cost of approximately \$445,000.

The 2016 CIP recommends the implementation of an Automated Metering Infrastructure (AMI) System for the City. The AMI system enables two-way communication over a fixed network between the City's utility system and the metering endpoints. The AMI system will provide the City with the capability to provide monthly reads, improve move-ins and move-outs efficiency; allow customers to access an online portal for customers to view their individual usage, tamper and theft of water detection, leak detection and water conservation. In 2015, the City entered into a contract with CH2M Engineering to develop procurement and contractual documents for the selection of a potential AMI System. CH2M completed a Request-for-Proposal with City staff for the vendors to propose AMI systems and costs for the City to review. The RFP will require the vendors to provide creative pricing structures that

minimize the City's upfront capital investment. The City's engineering consultant will provide the City with an economic benefit analysis once all proposals have been submitted to the City.

Additional items in the 2016 water maintenance CIP include the installation on new settling basins chains and valves at the water treatment plant and a new 3.5 cubic yard concrete truck and mini-excavator for the public utilities department.

Primary Strategic Plan Theme/Goals

Safe City

SC2 – Provide safe, sufficient, and reliable drinking water, sewage and solid waste disposal and drainage system.

Master Planning Reports

1986 – Water System Master Plan Study – Burgess & Niple

2007 – Industrial Park Area Sewer and Water Master Plan – Burgess & Niple

2009 – Water Distribution Master Plan – Floyd Browne Group

**CAPITAL IMPROVEMENT PROGRAM  
WATER FUND MAINTENANCE PROJECTS  
2016 - 2020**

|                                                       | 2016             | 2017             | 2018             | 2019             | 2020             |
|-------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>BALANCES FORWARD</b>                               | <b>2,536,199</b> | <b>1,402,179</b> | <b>1,524,034</b> | <b>1,385,889</b> | <b>1,329,036</b> |
| <b>REVENUES:</b>                                      |                  |                  |                  |                  |                  |
| Transfer from Water Fund                              | 725,000          | 750,000          | 775,000          | 800,000          | 800,000          |
| Water Debt Meter Fee Allocation                       | 1,043,745        | 1,064,620        | 1,064,620        | 1,085,912        | 1,085,912        |
| <b>TOTAL REVENUES</b>                                 | <b>1,768,745</b> | <b>1,814,620</b> | <b>1,839,620</b> | <b>1,885,912</b> | <b>1,885,912</b> |
| <b>EXPENDITURES:</b>                                  |                  |                  |                  |                  |                  |
| <b>DEBT SERVICE</b>                                   |                  |                  |                  |                  |                  |
| Treatment Plant (\$22,400,000 - 25 yrs, 3.23%, 2039 ) | 1,312,765        | 1,312,765        | 1,312,765        | 1,312,765        | 1,312,765        |
| <b>WATER IMPROVEMENTS</b>                             |                  |                  |                  |                  |                  |
| Automated Meter Reading System                        | 1,200,000        |                  |                  |                  |                  |
| <b>WATER PLANT MAINTENANCE</b>                        |                  |                  |                  |                  |                  |
| WTP Settling Basins Chain & Valve Replacement         | 100,000          |                  |                  |                  |                  |
| Nano and Ultra Filtration Membrane Replacement        |                  |                  |                  |                  | 500,000          |
| <b>WATER DISTRIBUTION PROJECTS</b>                    |                  |                  |                  |                  |                  |
| West Water Tank Painting                              |                  |                  | 450,000          |                  |                  |
| Water Line Improvements:                              |                  |                  |                  |                  |                  |
| Small Main/Service Replacement                        | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           |
| Fire Flow Improvement                                 | 75,000           | 75,000           | 75,000           | 75,000           | 75,000           |
| Campbell St. Waterline                                |                  |                  |                  |                  | 150,000          |
| David St. Waterline                                   | 50,000           |                  |                  |                  |                  |
| Blymer St. Waterline                                  |                  | 150,000          |                  |                  |                  |
| Pennsylvania Ave. Waterline                           |                  |                  |                  | 475,000          |                  |
| East St./Fair Ave. Waterline                          |                  |                  | 60,000           |                  |                  |
| Equipment Replacement                                 | 115,000          | 105,000          | 30,000           | 30,000           |                  |
| <b>TOTAL WATER REPAIR AND MAINT.</b>                  | <b>2,902,765</b> | <b>1,692,765</b> | <b>1,977,765</b> | <b>1,942,765</b> | <b>2,237,765</b> |
| <b>ENDING FUND BALANCE</b>                            | <b>1,402,179</b> | <b>1,524,034</b> | <b>1,385,889</b> | <b>1,329,036</b> | <b>977,183</b>   |

## **SEWER CAPACITY FUND**

### Description:

The City owns and operates the 10 MGD Upper Olentangy Water Reclamation Center for the treatment of domestic and industrial wastewater. The sewer capacity fund is intended to provide for the construction or expansion of new infrastructure for development and new customers.

The capacity fund is also used to service any debt on recently completed sewer capacity projects. The current yearly debt service is approximately \$3,077,081. These projects include the Route 23N sanitary truck sewer, SE Highland sanitary trunk sewer and the expansion and improvements of the wastewater treatment plant.

In 2015 the City will complete the construction of a new 24-inch sanitary sewer main on the Sawmill Parkway alignment to Innovation Court and the construction of a new 8-inch sanitary sewer line on Innovation Court for the development of new businesses in the SW Industrial Park corridor. Also in 2015 the City entered into a contract with a professional engineering firm for the update of the City's sanitary sewer collection master plan. The updated master plan will evaluate the existing collection system during peak wet weather flows to evaluate the existing capacity of the system and determine improvement needs for future build-out conditions. A sewer capacity model will be populated by the engineer that will be used to determine future capacity requirements of the City. The master plan update is expected to be completed by March 2016.

New sewer capacity projects programmed for 2016 include funding for the design and construction of sanitary sewers to support economic development project sites within the SW Industrial Park (Sawmill Parkway and Jeg's Blvd) corridor. Funding has also been assigned to completing significant capacity improvements to the Slack Road pump station. This improvement will provide immediate capacity enhancements to allow for increased wastewater discharge for development projects within that same corridor.

### Primary Strategic Plan Theme/Goals:

Safe City

SC2 – Provide safe, sufficient, and reliable drinking water, sewage and solid waste disposal and drainage system.

### Master Planning Reports

2000 – Sanitary Sewer Collection Master Plan – Malcolm Pirnie

2001 – Wastewater Treatment Master Plan – Malcolm Pirnie

2002 – Route 23N Sanitary Sewer Improvements – Burgess & Niple

2007 – Airport Industrial Park Sewer and Water Master Plan – Burgess & Niple

**CAPITAL IMPROVEMENT PROGRAM  
SEWER FUND CAPACITY PROJECTS  
2016 - 2020**

|                                                       | 2016      | 2017      | 2018      | 2019      | 2020      |
|-------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>BALANCES FORWARD</b>                               | 2,060,620 | 2,176,421 | 1,209,617 | 1,445,764 | 1,381,910 |
| <b>REVENUES:</b>                                      |           |           |           |           |           |
| Sewer Capacity Fees                                   | 1,150,000 | 1,150,000 | 1,150,000 | 1,150,000 | 1,150,000 |
| SE Highland Sewer ERU Fees                            | 200,000   | 200,000   | 200,000   | 200,000   | 200,000   |
| Sewer Maintenance Transfer (pg. 18)                   | 0         | 0         | 0         | 0         | 0         |
| <b>Sewer Fees Transfer - 2007,2008,2009</b>           | 2,057,882 | 2,099,039 | 2,099,039 | 2,099,039 | 2,141,020 |
| <b>TOTAL REVENUES</b>                                 | 3,407,882 | 3,449,039 | 3,449,039 | 3,449,039 | 3,491,020 |
| <b>EXPENDITURES:</b>                                  |           |           |           |           |           |
| <b>DEBT SERVICE</b>                                   |           |           |           |           |           |
| Land Armstrong Rd. (\$2,915,000 10 yrs. 1.49%, 2022)  | 325,250   | 327,350   | 324,400   | 324,400   | 324,400   |
| 23 North Sewer (\$1,000,000, 25 yrs, 4.51%), 2031     | 68,748    | 67,260    | 67,260    | 67,260    | 67,260    |
| SE Highland Sewer (\$15,000,000, 25 yrs, 4.49%, 2037) | 997,621   | 995,771   | 995,771   | 995,771   | 995,771   |
| SE Highland Sewer (\$2,750,000, 20 yrs, 3.59%, 2026)  | 196,133   | 196,133   | 196,133   | 196,133   | 196,133   |
| Plant Expansion (\$20,882,000, 20 yrs, 3.59%, 2026)   | 1,489,329 | 1,489,329 | 1,489,329 | 1,489,329 | 1,489,329 |
| <b>TOTAL DEBT SERVICE</b>                             | 3,077,081 | 3,075,843 | 3,072,893 | 3,072,893 | 3,072,893 |
| <b>COLLECTION CAPACITY PROJECTS</b>                   |           |           |           |           |           |
| Warrensburg Road Sewer Extension                      |           |           |           | 300,000   |           |
| Sewer Oversizing/Extension                            | 150,000   | 1,275,000 | 75,000    | 75,000    | 75,000    |
| Reimbursement for Cherry St. Maint. Facility          | 65,000    | 65,000    | 65,000    | 65,000    | 65,000    |
| <b>TOTAL SEWER CAPACITY PROJECTS</b>                  | 215,000   | 1,340,000 | 140,000   | 440,000   | 140,000   |
| <b>ENDING FUND BALANCE</b>                            | 2,176,421 | 1,209,617 | 1,445,764 | 1,381,910 | 1,660,037 |

## **SEWER MAINTENANCE FUND**

### Description:

Funds for the sewer maintenance revenues are generated from the City's monthly sewer rates and are used to pay the sewer maintenance debt for sanitary sewer rehabilitation and replacement projects. The yearly debt to be paid is approximately \$158,992. Additional sewer maintenance funds are then used to fund projects at the wastewater treatment plant and in the sewer collection system.

The City's sanitary sewer collection system consists of approximately 170 miles of sewer pipe and over 3,200 manholes. The system has 16 major trunk sewers 15-inch or larger serving as the backbone of the collection system. The majority of the pipes within the system are concrete, vitrified clay pipe or plastic (polyvinyl chloride) with the manholes composed of brick or concrete. The sizes of sanitary sewer pipe range in sizes between 8" and 66" in diameter. Included in the collection system is the operation and maintenance of 12 sanitary pump stations throughout the City's service area.

Sewer maintenance projects completed in 2015 include the final design of the aeration system improvements at the wastewater plant for the replacement and rehabilitation of the aeration blowers at the plant. The City will also complete the sliplining and grouting of approximately 6,000 feet of sanitary sewer pipe for the reduction of inflow and infiltration.

The 2016 CIP include the purchase and installation of the new aeration system equipment at the wastewater plant including two new direct drive blowers for improved oxygen transfer and energy efficiency. Additional projects include the design of a new tertiary treatment process at the wastewater plant and the annual sanitary sewer slipling and grouting program.

### Primary Strategic Plan Theme/Goals

Safe City

SC2 – Provide safe, sufficient, and reliable drinking water, sewage and solid waste disposal and drainage system.

### Master Planning Reports

2000 – Sanitary Sewer Collection Master Plan – Malcolm Pirnie

2001 – Wastewater Treatment Master Plan – Malcolm Pirnie

2010 – Inflow & Infiltration Study – CDM

2015 – Sewer Collection System Smoke Testing Report – K.E. McCartney

2015 – Sanitary Sewer Collection System Flow Monitoring Analysis – K.E. McCartney

**CAPITAL IMPROVEMENT PROGRAM  
SEWER FUND MAINTENANCE PROJECTS  
2016 - 2020**

|                                                        | 2016             | 2017             | 2018             | 2019             | 2020             |
|--------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>BALANCES FORWARD</b>                                | <b>3,276,226</b> | <b>1,376,482</b> | <b>1,159,022</b> | <b>1,859,393</b> | <b>2,793,151</b> |
| <b>REVENUES:</b>                                       |                  |                  |                  |                  |                  |
| Transfer from Sewer Fund                               | 1,364,247        | 1,391,532        | 1,419,363        | 1,447,750        | 1,476,705        |
| <b>TOTAL REVENUES</b>                                  | <b>1,364,247</b> | <b>1,391,532</b> | <b>1,419,363</b> | <b>1,447,750</b> | <b>1,476,705</b> |
| <b>EXPENDITURES:</b>                                   |                  |                  |                  |                  |                  |
| <b>DEBT SERVICE</b>                                    |                  |                  |                  |                  |                  |
| Plant Rehabilitation (\$2,230,000 20 yrs. 3.59%, 2026) | 158,992          | 158,992          | 158,992          | 158,992          | 158,992          |
| <b>TOTAL DEBT SERVICE</b>                              | <b>158,992</b>   | <b>158,992</b>   | <b>158,992</b>   | <b>158,992</b>   | <b>158,992</b>   |
| <b>WASTEWATER SYSTEM IMPROVEMENTS</b>                  |                  |                  |                  |                  |                  |
| Automated Meter Reading System                         | 1,200,000        |                  |                  |                  |                  |
| <b>WASTEWATER TREATMENT PROJECTS</b>                   |                  |                  |                  |                  |                  |
| Tertiary Filtration System                             | 100,000          | 1,100,000        |                  |                  |                  |
| Plant Maintenance                                      | 90,000           | 90,000           | 90,000           | 90,000           | 90,000           |
| Aeration System Blower Replacement                     | 1,350,000        |                  |                  |                  |                  |
| <b>WASTEWATER COLLECTION PROJECTS</b>                  |                  |                  |                  |                  |                  |
| Inflow/Infiltration Remediation                        | 175,000          | 175,000          | 175,000          | 175,000          | 175,000          |
| Hayes Colony Sewer Rehab                               |                  |                  | 175,000          |                  |                  |
| Pump Station Repair/Upgrade                            | 75,000           |                  |                  |                  | 25,000           |
| Equipment Replacement                                  | 115,000          | 85,000           | 120,000          | 90,000           | 0                |
| <b>TOTAL SEWER REPAIR/MAINTENANCE</b>                  | <b>3,263,992</b> | <b>1,608,992</b> | <b>718,992</b>   | <b>513,992</b>   | <b>603,992</b>   |
| <b>ENDING FUND BALANCE</b>                             | <b>1,376,482</b> | <b>1,159,022</b> | <b>1,859,393</b> | <b>2,793,151</b> | <b>3,665,865</b> |

## **STORM WATER FUND**

### Description:

The funding for the City's Storm Water Utility CIP is dedicated revenue funding for the maintenance, operation and expansion of the City's storm water system. The fund collects approximately \$400,000 annually based on a \$2.50 per month E.R.U. fee for property owners. The City of Delaware is required by OEPA to implement our storm water MS4 permit best management practices for the reduction and treatment of storm water prior to discharge into the Olentangy River.

The City has approximately 150 miles of 6" to 48" storm water lines and 1,500 catch basins to maintain. Included in the system are 70 storm water detention basins. The City provides hydraulic maintenance to approximately 50 of these basins on an as needed basis.

Storm water projects that will be completed in 2015 include phase one of the Bernard Avenue corridor project. Phase one will be the lining and rehabilitation of the existing storm water main from South Sandusky Street to Route 23 through the OWU campus. Phase two construction will be in 2016 from South Sandusky Street to South Liberty Street. The City will also complete the storm water improvements at Blue Limestone Park in 2015. This project is funded in part from an OEPA 319 grant and will include pervious concrete pavement and bio-retention areas for improved treatment of storm water runoff.

The 2016 CIP includes funding for the design and construction of storm water improvements to an open storm water ditch in the rear yards along Dogwood Drive. The current ditch sides slopes have worsen over the past several years from erosion and are now dangerous to maintain.

A potential future CIP project will be to fund a Storm Water Utility Evaluation Report to review and evaluate the City's current storm water fees and recommend financial incentives to promote improvements of storm water controls at new and existing residential and commercial properties.

### Primary Strategic Plan Theme/Goals

#### Safe City

SC2 – Provide safe, sufficient, and reliable drinking water, sewage and solid waste disposal and drainage system.

### Master Planning Reports

1990 – Storm Sewer Report Update – Burgess & Niple

1998 – Storm Sewer Task Force Report/Recommendations

2007 – Storm Sewer Report Update – URS

2012 – Storm Sewer Report Update – Burgess & Niple

**CAPITAL IMPROVEMENT PLAN  
STORM SEWER FUND  
2016 - 2020**

|                                          | 2016             | 2017           | 2018           | 2019           | 2020           |
|------------------------------------------|------------------|----------------|----------------|----------------|----------------|
| <b>BALANCES FORWARD</b>                  | 699,585          | 1,285          | 89,819         | 324            | 102,938        |
| <b>REVENUES:</b>                         |                  |                |                |                |                |
| Storm Sewer Fees                         | 341,700          | 348,534        | 355,505        | 362,615        | 369,867        |
| <b>TOTAL REVENUE</b>                     | <b>341,700</b>   | <b>348,534</b> | <b>355,505</b> | <b>362,615</b> | <b>369,867</b> |
| <b>EXPENDITURES:</b>                     |                  |                |                |                |                |
| Storm Sewer Repair                       | 75,000           | 75,000         | 75,000         | 75,000         | 75,000         |
| Storm Water I&I Remediation              |                  | 110,000        |                | 125,000        |                |
| Bernard Avenue (Sandusky to Liberty St.) | 700,000          |                |                |                |                |
| Vernon Ave.                              |                  |                |                |                | 90,000         |
| Birch Terrace                            |                  |                | 280,000        |                |                |
| Chamberlain/Channing St.                 |                  |                |                |                | 300,000        |
| Dogwood Drive                            | 175,000          |                |                |                |                |
| Equipment Replacement                    | 90,000           | 75,000         | 90,000         | 60,000         |                |
| <b>TOTAL EXPENDITURES</b>                | <b>1,040,000</b> | <b>260,000</b> | <b>445,000</b> | <b>260,000</b> | <b>465,000</b> |
| <b>ENDING FUND BALANCE</b>               | <b>1,285</b>     | <b>89,819</b>  | <b>324</b>     | <b>102,938</b> | <b>7,806</b>   |

**CAPITAL IMPROVEMENT PLAN  
EQUIPMENT REPLACEMENT FUND  
2016 - 2020**

|                                         | 2016           | 2017           | 2018           | 2019           | 2020     |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------|
| <b>REVENUES:</b>                        |                |                |                |                |          |
| Water Fund Allocation                   | 115,000        | 105,000        | 30,000         | 30,000         |          |
| Sewer Fund Allocation                   | 115,000        | 85,000         | 120,000        | 90,000         |          |
| Storm Sewer Fund Allocation             | 90,000         | 75,000         | 90,000         | 60,000         |          |
| <b>TOTAL REVENUE</b>                    | <b>320,000</b> | <b>265,000</b> | <b>240,000</b> | <b>180,000</b> | <b>0</b> |
| <b>EXPENDITURES:</b>                    |                |                |                |                |          |
| Tandem Axle Dump Truck                  |                | 135,000        |                |                |          |
| Single Axle Dump Truck                  |                |                |                |                |          |
| Mini Excavator                          | 150,000        |                |                |                |          |
| Concrete Truck                          | 120,000        |                |                |                |          |
| Sewer Camera Truck                      |                |                | 180,000        |                |          |
| Sewer Camera Trailer                    |                |                |                |                |          |
| Backhoe                                 |                |                |                | 120,000        |          |
| Sewer Vacuum Truck                      |                |                |                |                |          |
| One-ton Truck - Sewer                   |                | 40,000         |                |                |          |
| Utility Truck - Water                   |                | 60,000         |                |                |          |
| Pickup Truck - Water                    | 25,000         |                | 30,000         | 30,000         |          |
| Pickup Truck - Sewer                    | 25,000         |                | 30,000         | 30,000         |          |
| Pickup Truck - Storm Sewer              |                | 30,000         |                |                |          |
|                                         |                |                |                |                |          |
| <b>TOTAL PUBLIC UTILITIES EQUIPMENT</b> | <b>320,000</b> | <b>265,000</b> | <b>240,000</b> | <b>180,000</b> | <b>0</b> |

## **REFUSE FUND**

### **Description:**

Refuse fees are utilized primarily for supporting the daily operation the solid waste division of Public Works Department. The city currently provides weekly residential and commercial refuse collection service and recycling service for fiber (newspaper and cardboard) and mixed materials (glass, plastic and aluminum). The city also provides seasonal yard waste collection for eight months of the year. In 2014, the city collected over 14,600 tons of refuse and 3063 tons of recyclable materials which combined would fill a football field with a pile of waste over three and a half stories tall.

The refuse collection operation grows steadily with the growth of the community. The current fleet consists of six "Lodal" side load residential service vehicles, three commercial rear load trucks, and five recycling vehicles. These vehicles are replaced at the end of their respective service life averaging 7-8 years per vehicle. The integration of the residential tipcart "Toter" system in 2001 allows the city to continue to provide the very high level of service to community residents and businesses while maintaining low collection rates. Both operations and rates are periodically reviewed and adjusted to continue the efficient refuse service offered the community.

The current refuse operation is dependent on the existence of the County owned and operated solid waste transfer station located directly north of the city on US42. All residential and commercial waste is delivered to this location. Potential changes to this operation are being closely monitored as the city's operational efficiency or the refuse operation is tied directly to the availability of the local transfer station. Short term contingency plans have been developed this year for a proposed temporary closure of the station for required repairs and improvements.

The city also manages two closed landfills at Cherry Street and Curve Road. Improvements have been completed at both to control leachate breakouts from entering area waterways and drainage systems. The Curve Road property has been specifically challenging in managing the high volume of collected leachate. Currently, the City transports accumulated leachate by truck from the 20,000 gallon underground storage tank at Curve Road to the City Wastewater Treatment Plant for disposal. This year, the leachate collection system is being modified by installing a gravity sewer line to direct leachate to an existing sanitary sewer line located approximately 1,750 feet north of the landfill. With this system in place, the Public Works Department will be able to cease the leachate hauling operation and the associated costs estimated to be \$100,000 per year.

A design-build contract is currently being prepared with the goal of issuing a contract in the fall for the construction of a 27,000 SF combined recycling

processing and vehicle cold storage facility. Originally, two separate buildings to house the operations were considered however site restrictions concerning buildable footprint area necessitate a single building be constructed positioned toward the northeast corner of the Public Works facility property. The CIP includes expenditures for the construction of both facilities.

Strategic Plan Theme/Goals

Safe City

SC2 – Provide safe and reliable drinking water, sewage and solid waste disposal and drainage systems.

Master Planning Efforts

2014 - Refuse Collection Transfer Facility Contingency Plan

2015 - Recycling Service Agreement with Sims Recycling

2015 – Construction of new Refuse Cold Storage Building

2015 – City/County Task Force on Future of Transfer Station

2016 - Construction of new Recycling Center

**CAPITAL IMPROVEMENT PLAN  
REFUSE FUND  
2016 - 2020**

|                                                  | 2016    | 2017    | 2018    | 2019    | 2020    |
|--------------------------------------------------|---------|---------|---------|---------|---------|
| <b>BALANCES FORWARD</b>                          | 250,364 | 128,215 | 111,631 | 261,702 | 178,979 |
| <b>REVENUES:</b>                                 |         |         |         |         |         |
| Refuse Fees                                      | 535,500 | 546,210 | 557,134 | 568,277 | 579,642 |
| <b>TOTAL REVENUE</b>                             | 535,500 | 546,210 | 557,134 | 568,277 | 579,642 |
| <b>EXPENDITURES:</b>                             |         |         |         |         |         |
| <b>Debt Service</b>                              |         |         |         |         |         |
| Curve Rd. Leachate Collection (\$475,000 10rs.)  | 57,338  | 0       | 0       | 0       | 0       |
| <b>Building Improvements</b>                     |         |         |         |         |         |
| Refuse Equipment Storage Bldg 14400 sq. ft.      |         | 43,983  |         |         |         |
| Recycling Processing Bldg. 7200 sq. ft.          | 252,000 |         |         |         |         |
| <b>Equipment</b>                                 |         |         |         |         |         |
| Rear Load 20-Yard Packer - Commercial            |         | 162,000 | 167,000 | 172,000 |         |
| Side Load Lease Payments (2 units. 5 yrs., 2.5%) | 80,311  | 80,311  | 20,063  |         |         |
| Side Load Truck                                  |         | 213,500 | 220,000 | 227,000 | 233,000 |
| Recycling Vehicle - Recycling                    | 233,000 |         |         | 252,000 | 260,000 |
| 1 Ton Dump w/liftgate                            |         | 63,000  |         |         |         |
| Recycling Compactor                              | 35,000  |         |         |         |         |
| <b>TOTAL EXPENDITURES</b>                        | 657,649 | 562,794 | 407,063 | 651,000 | 493,000 |
| <b>ENDING FUND BALANCE</b>                       | 128,215 | 111,631 | 261,702 | 178,979 | 265,622 |