

# 2017 – 2021 Tentative Capital Plan

## Five Year \$52.5 Million Plan

Capital Investment and Funding Sources



Michael Cohen, CPA, Town Comptroller  
Paul Penman, PE, Deputy Commissioner of Public Works  
Cherie Gitto, Chief Accountant

# Process

- **Mission: “To meet goals and emerging needs within a sustainable financial plan”**
- **Evaluated effect on out-year operations, debt limit and reserves**
- **Only projects and equipment that are considered essential are identified in the capital plan**
- **Identified the most appropriate means of financing sources from operations, capital reserves, parkland set aside, debt and grants**
- **Leveraging grants, using alternative funding and strategies to subsidize costs allows us to rely less heavily on both debt and taxes**

# Major Projects (>\$1M)

- Renovate Adams Street Garage for use by ambulance/EMS & DPW (\$2.8M)
- Court Security/ Police Station renovations (\$2.25M)
- Annual Street Paving (\$4.1M/\$1.7M Grant)
- Highway Equip. Replacement (\$2.2M/\$435K Ops)
- Delaware Ave Streetscape (\$3.1M/\$1.3M Grant)
- Clapper Road Water Treatment Plant (\$12M)
- New Salem Water Treatment Plant (\$3.7M)
- Water Mains replacement/looping (\$3.2M)
- Rehab Water Storage Tanks (\$1.5M)
- Sewer Pump Stations replacement/rehab (\$3.3M)
- Sewer Lines relining/rehab (\$1.25M)
- Dam Safety NYSDEC mandate (\$1.4M)

# \$52.5 Million 5 Year Capital Plan

## CAPITAL PLAN SUMMARY

Fund	2017 Draft Plan				
	2017	2018	2019	2020	2021
General Fund	\$ 4,994,960	\$ 3,699,770	\$ 2,828,542	\$ 344,614	\$ 249,534
Highway Fund	1,549,000	1,219,000	1,157,000	1,232,000	1,757,000
Water Fund	9,056,000	6,881,000	3,552,000	4,036,000	2,186,000
Sewer Fund	1,990,500	812,000	2,312,000	412,000	2,262,000
<b>TOTAL</b>	<b>\$ 17,590,460</b>	<b>\$ 12,611,770</b>	<b>\$ 9,849,542</b>	<b>\$ 6,024,614</b>	<b>\$ 6,454,534</b>
Operating	\$ 2,846,210	\$ 2,242,770	\$ 1,822,542	\$ 1,947,614	\$ 2,322,534
Capital Reserve	2,325,500	365,000	250,000	50,000	50,000
Parkland Set aside	165,250	120,000	255,000	-	-
Debt	10,818,500	9,495,000	7,146,000	3,710,000	3,665,000
Grant	1,435,000	389,000	376,000	317,000	417,000
<b>Total Cost Equip. &amp; Project</b>	<b>\$ 17,590,460</b>	<b>\$ 12,611,770</b>	<b>\$ 9,849,542</b>	<b>\$ 6,024,614</b>	<b>\$ 6,454,534</b>
<b>Total w/o Grant Funded</b>	<b>\$ 16,155,460</b>	<b>\$ 12,222,770</b>	<b>\$ 9,473,542</b>	<b>\$ 5,707,614</b>	<b>\$ 6,037,534</b>

# EMS/Public Safety



- **Renovate Adams Street Garage for use by ambulance/EMS, DPW (\$2.8M)**
  - Town responsible for Ambulance/EMS, handled via contracts with DBEMS & Albany County
  - Need to vacate leased space at Delmar Fire
  - Permanent improved facility will also house DPW-Sewer Department & Training/Meeting Space
- **Court/Police Station renovations for security, prisoner handling, other needs (\$2.25M)**



# Sidewalks – New Projects, Repairs & A Long-Term Approach

## New Projects

- Krumkill Rd – Blessing to Clifton Way (\$35K, 2017)
- Glenmont Road – 9W to Vagele (\$160K, 2018/19)

## Existing:

- Completing this year
  - Delmar Place/Fernbank Ave
- Going to Construction in 2017
  - Delaware Ave Streetscape (more than a sidewalk)

## Modified Plan

- Feura Bush Road/Murray
  - Complete Elsmere to Murray Section
  - Add section on Murray (to Bypass)

## Long-Term Approach:

- Increase Annual Repair Funding to \$50K/\$250K in 5-yr Plan
- Regular Condition Assessment
- ADA Accessibility Transition Plan
- Seek Grant Funding for Additional Projects
  - Feura Bush to Elm Ave Park
  - Kenwood from Adams Street to Slingerlands
  - 9W to Glenmont School



# 2017-2021 Large Projects (minimum \$425K)

Fund	Description of Project	Classification Types	Est. PPU	Cost Schedule 5-Year Period	Recommended/Scheduled for 5-Yr. Period				
					1st Year (2017)	2nd Year (2018)	3rd Year (2019)	4th Year (2020)	5th Year (2021)
GF	Adams Street Garage renovation (Debt)	Health & Safety	15	2,800,000	300,000	2,500,000			
GF	Court Security / Police Renovations (Debt)	Health & Safety	15	2,250,000		250,000	2,000,000		
GF	Police Vehicles (Operations)	Replacement	5	525,628	80,000	108,120	110,282	112,488	114,738
GF	Delaware Avenue Enhancement (Grant)	Replacement	15	950,000	950,000				
GF	Delaware Avenue Enhancement - Town Share (Debt)	Replacement	15	1,800,000	1,800,000				
GF	Elm Avenue Pool improvements (Debt)	Health & Safety	10	850,000	350,000	250,000	250,000		
HF	Krumkill/Blessing Intersection Improvements (Grant)	Health & Safety	15	100,000					100,000
HF	Krumkill/Blessing Intersection Improvements (Debt)	Health & Safety	15	575,000				75,000	500,000
HF	Annual Pavement Program (Operating)	Prevent Maint	15	2,240,000	380,000	465,000	465,000	465,000	465,000
HF	Annual Pavement Program (Capital Reserve)	Prevent Maint	15		85,000				
HF	Annual Pavement Program (Chips/PaveNY Grant)	Prevent Maint	15	1,729,000	389,000	389,000	317,000	317,000	317,000
HF	Equipment Replacement (Debt)	Replacement	15	1,750,000	500,000	305,000	315,000	315,000	315,000
HF	Equipment Replacement (Operating)	Replacement	5	435,000	195,000	60,000	60,000	60,000	60,000
WF	Water Tank Rehabilitation (Debt - Resolution Passed 2016)	Health & Safety	20	780,000	140,000	640,000			
WF	Water Tank Rehabilitation (Debt)	Health & Safety	20	721,000			121,000	600,000	
WF	Mandated improvements and repairs to Dam Facilities and reservoir to comply with NYSDEC regs. Flashboard system (Debt - Resolution Passed 2016)	Compliance	30	945,000	945,000				
WF	Mandated improvements and repairs to dam facilities and reservoir to comply with NYSDEC regs. Spillway and abutment repairs (Debt)	Compliance	30	460,000			460,000		
WF	CRWTP Construction of pre-treatment process and plant upgrades, including: pre-treatment (aeration, clarification, site work, building), raw water reservoir dredging & disposal, raw water main pigging, filter re-coating, filter/clarifier media replacement, backwash lagoon rehab (Debt)	Compliance	30	12,000,000	5,000,000	5,000,000	2,000,000		
WF	NSWTP Clarifier rehab; Filter Improvements; Recycle PS Improvements; Clearwell improvements. Defer additional work until CRWTP upgrades are complete (Debt)	Health & Safety	20	3,650,000				2,400,000	1,250,000
WF	Electrical feed to wellfield improvements - Engineering & construction - bonding authorization completed in 2016 (Debt - Resolution Passed 2016)	Replacement	30	800,000	800,000				
WF	Looping and replacement of aging water mains to improve water quality and reduce outages. Transition funding from Debt to Operating (Operating)	Health & Safety	30	1,550,000	150,000	200,000	300,000	400,000	500,000
WF	Looping and replacement of aging water mains to improve water quality and reduce outages. Transition funding from Debt to Operating (Debt)	Health & Safety	30	1,600,000	600,000	400,000	300,000	200,000	100,000
SF	Pump Station Replacement/Rehabs - Engineering (Debt)	Replacement	30	300,000	150,000		150,000		
SF	Pump Station Replacement/Rehabs (Debt)	Replacement	30	3,000,000			1,500,000		1,500,000
SF	Force Main Replacement / Rehab (Operating)	Replacement	30	750,000	150,000	150,000	150,000	150,000	150,000
SF	Lining / Rehabilitation of sewers; including root control (Operating)	Replacement	15	1,250,000	250,000	250,000	250,000	250,000	250,000
SF	Waste Water Treatment Plant - North and South Clarifier Rebuild (Capital Reserve)	Health & Safety	50	600,000	600,000				

Large Projects/Equipment	18	Total Large Projects	44,410,628	13,814,000	10,967,120	8,748,282	5,344,488	5,621,738
Total Projects/Equipment	134	Total Plan Projects	52,925,920	17,690,460	12,306,770	10,084,542	5,779,614	7,064,534
Percentage of Total Plan	13.4%		83.9%	78.1%	89.1%	86.7%	92.5%	79.6%

# 2016-2020 Large Projects (minimum \$425K)

Fund	Description of Project	Classification Types	Total Estimated Cost	Est. PPU	Recommended/Scheduled for 5-Yr. Period				
					1st Year (2016)	2nd Year (2017)	3rd Year (2018)	4th Year (2019)	5th Year (2020)
GF	Replacement of Police Vehicles	Obsolete	\$506,040	5	94,450	99,862	101,859	103,896	105,974
GF	Sidewalks Safe Routes to School Pgrm. Delmar place/Fernbanks (Grant)	Safety	\$689,000	10	500,000				
GF	Glenmont Plaza/Wemple Feura Bush Sidewalk-(LGPEP)	Service	\$100,000	10		90,000			
	Glenmont to Elm Ave Feura Bush Sidewalk-Engineering (Capital Res.)		\$59,000	10	15,000				
	Glenmont to Elm Ave Feura Bush Sidewalk (Capital Res.)		\$350,000	10		250,000			
GF	Delaware Ave Enhancement-(Grant)	Obsolete	\$1,200,000	10	950,000				
	Delaware Ave Enhancement-(Debt)		\$1,800,000	10	-	1,800,000			
	Delaware Ave Enhancement - (Use of LGPEP \$)		\$100,000	10		100,000			
HF	Annual Pavement Program - (Operating)	Prevent Maint	\$2,079,000	12	280,000	380,000	473,000	473,000	473,000
	Annual Pavement Program - Chips (Grant)		\$1,585,000	12	317,000	317,000	317,000	317,000	317,000
	Annual Pavement Program (Capital Res.)		\$255,000	12	170,000	85,000			
HF	Krumkill Road Culvert	Safety	\$425,000	30	425,000	-			
HF	Machinery Replace Sweeper #95 & #94 & #45	Obsolete	\$595,000	15	595,000				
WF	Rehab & recoating of existing water storage tanks (Debt)	Safety	\$1,621,000	20	120,000	140,000	640,000	121,000	600,000
WF	Dam Safety Improvements (Debt)	Compliance	\$1,750,000	40	195,000	945,000		460,000	
	Dam Safety Improvements (Capital Reserve)		\$60,000	40	13,500	26,500	4,000	16,000	
WF	NSWTP transmission & Clarifier Re-build(Debt)	Safety	\$5,000,000	20	750,000		1,250,000	1,000,000	2,000,000
WF	CRWTP - Pre-treatment and plant rehab	Compliance	\$9,570,000	40	400,000	3,000,000	3,000,000	2,000,000	1,000,000
WF	CRWTP / Dinmore - PLC and Controller replacement	Obsolete	\$400,000	5	400,000				
WF	CRWTP - Wellfield	Obsolete	\$750,000	40	750,000				
WF	Looping and replacement of aging water mains to improve water quality and reduce outages. (Debt)	Safety	\$4,210,000	40	600,000	600,000	600,000	600,000	600,000
SF	Pump Station Rehabilitation	Safety	\$4,404,017	30		0	1,500,000	0	1,500,000
	Pump Station Rehabilitation-Engineering		\$300,000		150,000		150,000		
	Pump Station Rehabilitation-Hammagrael		\$140,000		140,000				
SF	Force Main Rehabilitation	Obsolete	\$750,000	30	150,000	150,000	150,000	150,000	150,000
SF	North Bethlehem Sewer Improvements (EFC)	Safety	\$5,175,000	30	2,600,000				
SF	WWTP - North & South Clarifiers	Safety	\$600,000	50	600,000				
SF	WWTP - Roof Replacement and Electrical Repair	Prevent Maint	\$580,000	30	200,000	380,000			
SF	Pump Gallery Improvements	Obsolete	\$500,000	10			500,000		
Large Project Count		19	Total Large Projects	\$10,264,950	\$10,264,950	\$8,513,362	\$8,535,859	\$5,390,896	\$6,745,974
Total Plan Projects		117	Total Plan Projects	\$12,975,100	\$12,975,100	\$9,656,362	\$9,349,359	\$5,786,896	\$7,988,974
% of Total Plan		16.24%	% of Total Plan	79.11%	79.11%	88.16%	91.30%	93.16%	84.44%



# Moving away from Borrowing to fund Regular Recurring Costs

- In 2009, under budgetary pressure, the Town began borrowing to cover annual paving costs, (\$780K).
- Subsequent years focus on fiscal reform led to consensus that we should not borrow for regular annually recurring expenses.
- In 2012, began to move away from annual borrowing for these costs.
- In 2018, town will pay for asphalt entirely through current resources.



- **NEW THIS YEAR:** In a similar change, in 2017 the Town will begin reducing reliance on debt for replacement of aging water mains; with the expectation that by 2023, these will be fully funded by current resources.

# Debt Limit

- In New York State, debt limits constrain the amount of debt local governments can incur
- Towns face a statutory limit on debt which is a percentage of the full value of taxable property
  - Calculated on a five-year average full value; debt for water supply/distribution is excluded as well as board approved sewer exclusions.
- Estimated percentage of debt limit used (based on Capital Plan as presented):
  - 2016 – 4.08%
  - 2017 – 5.12%
  - 2018 – 6.05%
  - 2019 – 7.34%
  - 2020 – 7.08%
  - 2021 – 7.49%
- Bethlehem's debt limit situation is very positive
- Our financial advisor's opinion is that we are below the average of most Towns.
- Nowhere near the State Comptroller's warning threshold.

# Comparison to Prior Year Projection by Fund

## CAPITAL PLAN SUMMARY

Fund	2017 Draft Plan					
	2016	2017	2018	2019	2020	2021
General Fund	N/A	\$ 4,994,960	\$ 3,699,770	\$ 2,828,542	\$ 344,614	\$ 249,534
Highway Fund	N/A	1,549,000	1,219,000	1,157,000	1,232,000	1,757,000
Water Fund	N/A	9,056,000	6,881,000	3,552,000	4,036,000	2,186,000
Sewer Fund	N/A	1,990,500	812,000	2,312,000	412,000	2,262,000
<b>TOTAL</b>	N/A	\$ 17,590,460	\$ 12,611,770	\$ 9,849,542	\$ 6,024,614	\$ 6,454,534

Fund	Capital Plan original projection from 2016					
	2016*	2017	2018	2019	2020	2021
General Fund	\$ 2,785,600	\$ 2,631,862	\$ 214,359	\$ 228,896	\$ 188,974	N/A
Highway Fund	1,881,500	1,047,000	1,140,000	940,000	1,689,000	N/A
Water Fund	4,323,500	5,237,500	5,785,000	4,458,000	4,461,000	N/A
Sewer Fund	4,079,500	740,000	2,210,000	310,000	1,650,000	N/A
<b>TOTAL</b>	\$ 13,070,100	\$ 9,656,362	\$ 9,349,359	\$ 5,936,896	\$ 7,988,974	N/A

Fund	Difference from 2016 original projection to proposed 2017 projections					
	2017	2018	2019	2020	2021	
General Fund	N/A	\$ 2,363,098	\$ 3,485,411	\$ 2,599,646	\$ 155,640	N/A
Highway Fund	N/A	502,000	79,000	217,000	(457,000)	N/A
Water Fund	N/A	3,818,500	1,096,000	(906,000)	(425,000)	N/A
Sewer Fund	N/A	1,250,500	(1,398,000)	2,002,000	(1,238,000)	N/A
<b>TOTAL</b>	N/A	\$ 7,934,098	\$ 3,262,411	\$ 3,912,646	\$ (1,964,360)	N/A

\*Actual 2016 spending through September 6, 2016, including purchase orders/encumbrances, total \$8.2M. This also assumes that all engineering contractual costs are related to capital projects.

# Conclusion

- The Capital Plan is updated each year, and while not officially adopted by the Town Board, it provides a vehicle for mapping out our needs and expectations.
- The Capital Plan does not by itself authorize projects or spending, all of which must be authorized in budget appropriations, bond resolutions or other actions. Our Plan meets and exceeds the State Comptrollers' recommended practices.
- In this year's Capital Plan the Town is taking on a number of long-standing projects, and accordingly there will be budgetary impacts. Our multiyear budget projection process provides a way to do so.
- As in previous years, there are projects discussed and considered but not on the plan specifically, pending further developments or funding availability. These include:
  - Henry Hudson Shoreline (\$3.7M)
  - Highway Garage Expansion (\$2.1M)
  - DPW – unified Water and Sewer Field Operations Facility
  - Town Road Reconstruction/Intersection Projects: North Street (\$475K); Weisheit Road; (\$300K); Wemple & River Road Intersections (\$500K)
- We continue work w/ NYSDOT on state road issues, e.g., 9W/Feura Bush Intersection

# Questions

