

Strategic & Long-Term Capital Planning

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What is Strategic Planning?

- A Roadmap for how an organization wants to direct its resources to achieve a defined vision.
- The strategic plan documents what a community wants to be and how it intends to reach its goals.
- Includes vision and mission statements and details methods of communication and accountability.

Seven Keys to a Fiscally Well-Managed Government

- **Building a Strong Budget for a Resilient Government**
- **Planning For Unknowns**
- **Planning For Tomorrow**



Building Strong Budgets for Resilient Governments

1. Structurally Balanced Budget
2. Cash Flow Management
3. Forecasting Budgetary Amounts



Planning For Unknowns

4. Rainy Day Reserve

5. Contingency Spending Plans



Planning For Tomorrow

6. Long-Term Liability Planning

7. Multi-Year Financial Planning



Where are we going?

Progress

vs

More of the Same or Less

- Long-Term Planning
 - Strategic Plan
 - Policies and Procedures
 - Multi-Year Budget
 - Capital Improvement Plan

- Do It Like Last Year (DILLY)
- Same As Last Year (SALY)

What is the Vision Statement?

- Statement of what our community will look like in the future.
 - Three to five years out, or longer
- Incorporates the citizens' ideas for what they desire for their hometown.
- Established through a collaborative process between the elected and the electorate.
- Becomes the framework upon which elected officials will base their decisions.



The Mission Statement

- Broad but clear statement of purpose for the organization
- Helps organization decide what it should do and should not do
- Goals, strategies, programs and activities should logically follow the mission statement

Communicating the Vision

- Communication is the most crucial step in development of the Plan.
- Government officials need to speak to various groups to determine what is of the most value to them:
 - Residents
 - Stakeholders
 - Potential Partners
- Transparency is essential to participation.



Accountability

- People want to see results.
- Timely, accurate reporting provides transparency & accountability, and builds trust.
- Various methods to communicate results:
 - Post interim results on your website
 - Publish newsletters
 - Celebrate achievements



Things to Remember

1. Daily operations do go on during a strategic planning process.
2. Strategic planning is not about predicting the future – it's about understanding the present & building the strength to meet the future.
3. A five-year plan, for example, will need to be refreshed along the way as objectives are met and new priorities arise.

Tips for Success

- Be inclusive
 - Include staff, residents, business owners & other stakeholders
- Think Long-term
 - Be ready to adjust the plan when changes in environment occur
 - May reallocate resources to meet short-term challenges, but keep long-term goals in mind
- Watch out for Scope Creep:
 - Don't let operations sidetrack the plan
 - Review the strategic plan regularly to maintain focus on objectives
- Be realistic
- Ask for help (MTAS, CTAS, Outside Consultants)

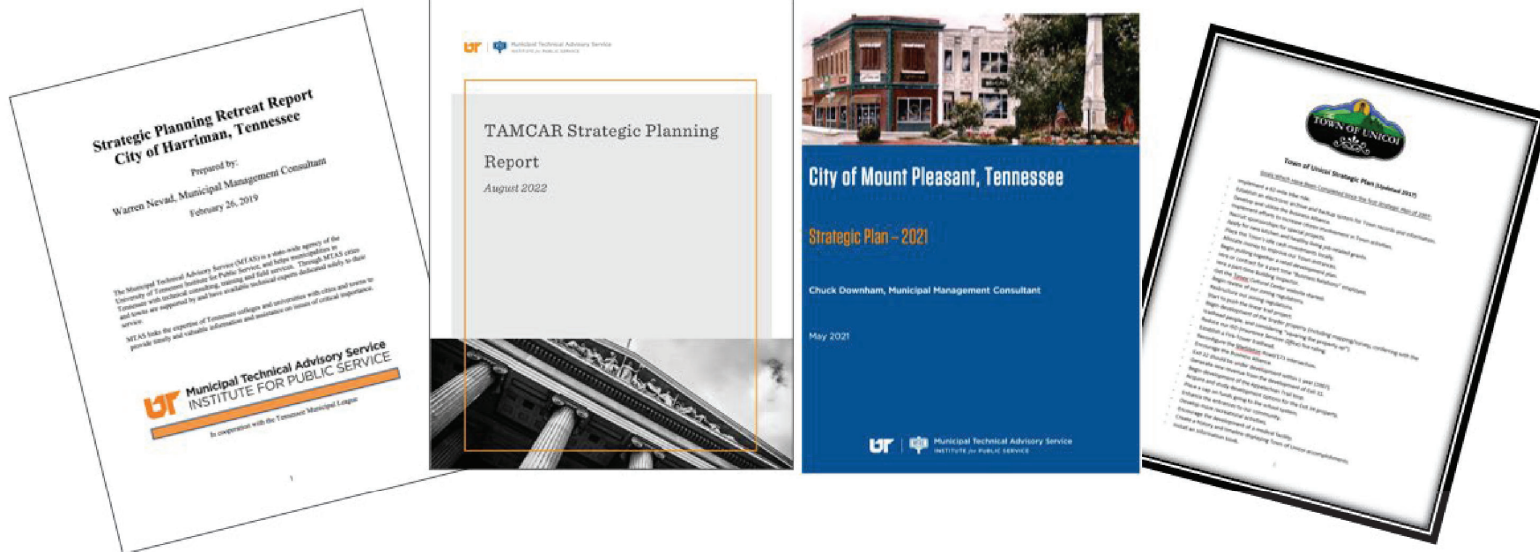
Please help me welcome

Chuck Downham

Municipal Management Consultant with MTAS!

DID YOU KNOW?

MTAS assists cities across Tennessee in preparing strategic plans!



Strategic Planning – MTAS Facilitation

MTAS can facilitate strategic planning tailored to fit the desired approach of the city using fundamental steps that include:



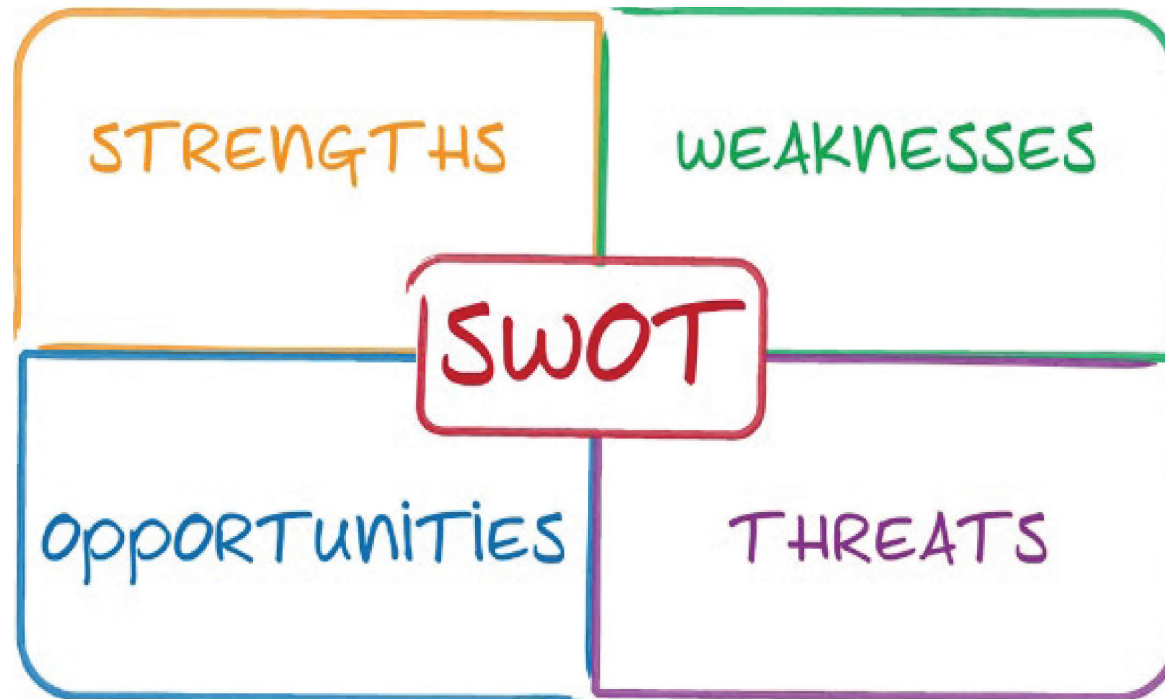
Mission Statement Example: Elizabethton



Mission Statement Example

To provide leadership and services to support and guide Elizabethton, with its unique natural resources, entertaining culture, and one-of-a kind quality of life. While doing this we will value innovation, compassion, and the dynamic contributions of those who live and work here.

Environmental Analysis - SWOT



Mount Pleasant – SWOT Analysis

Strengths:

- Good people – City staff
- Leadership – staff and elected officials
- City management
- Track record of meeting goals
- Communication
- Managing impacts of COVID and pandemic
- Partnerships with business and industry
- Local schools
- Desirable place to live, work and play
- Closeness of community
- Opportunities that are coming
- Industrial Park – attracting business investment
- Reputation for “Honoring our Word”

Weaknesses:

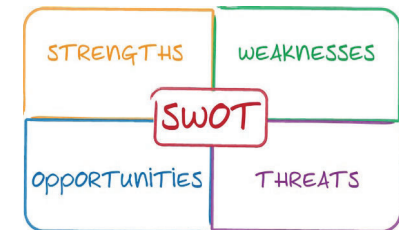
- Not getting sufficient recognition of quality of local schools
- Lack of funding
- Aging public infrastructure
- Not enough retail business (closures)
- Need more restaurants
- Broadband internet services
- Community does not understand
- Tax base – rate and valuation
- Perceptions
- Sewer system
- Utility rates
- Need capital improvement plan

Opportunities:

- Industrial Park – Cherry Glen
- Schools
- Public Safety
- Transportation
- Grants
- TCAT
- History (Museum, Black History – churches)
- Airport
- Railroad
- Utility Operations
- Columbia State
- Promoting community – “Good News” stories
- Tourism
- Poised for Growth

Threats:

- Perceptions
- COVID / Pandemic
- Social Media
- Insufficient Broadband and inability to expand services
- Workforce
- Natural disasters (flooding)
- Stormwater management
- Public infrastructure
- Growth
 - Being prepared
 - Planned growth
 - Balanced growth
 - Demand for services



SMART Goals



S

Specific

Precise, well-defined, clear

M

Measurable

Define how progress will be measured

A

Achievable

Attainable and not impossible to achieve

R

Realistic

Within reach, relevant to mission statement

T

Time-based

Clearly defined end-state

Goal Examples

Goal 1. Develop our Economy

- West Elk TIF
- Continued commitment to downtown development.
- Implement the Main Street Program.
- Clean up the downtown.
 - Move the Estep Coal Company dumpsters.
- Establish a TIF based on the Main Street footprint.
- Study offering free WI-FI in the downtown area.
- Establish an internship/apprentice program.

Goal 2. Improve our Infrastructure.

- Water and sewer lines.
- Roads (consider roundabouts, more paving, and sidewalks)
 - Complete the State Route 91 project.
 - Pave more roads.
- Strive to replace 2% of our infrastructure each year.
- Within two years develop a comprehensive data management network (GIS, etc).
- Tie in the “Wal-Mart” road.

Prioritization

DOT Exercise



Adoption and Implementation

- Consensus Building
- Preparation of Resolution to Adopt Strategic Plan
- Strategies for Implementation and Monitoring
- Updating Strategic Plan

Strategic Planning

For more information about Strategic Planning services please contact your MTAS management or finance consultant or view the many strategic planning resources available on the MTAS website:

<https://www.mtas.tennessee.edu/>

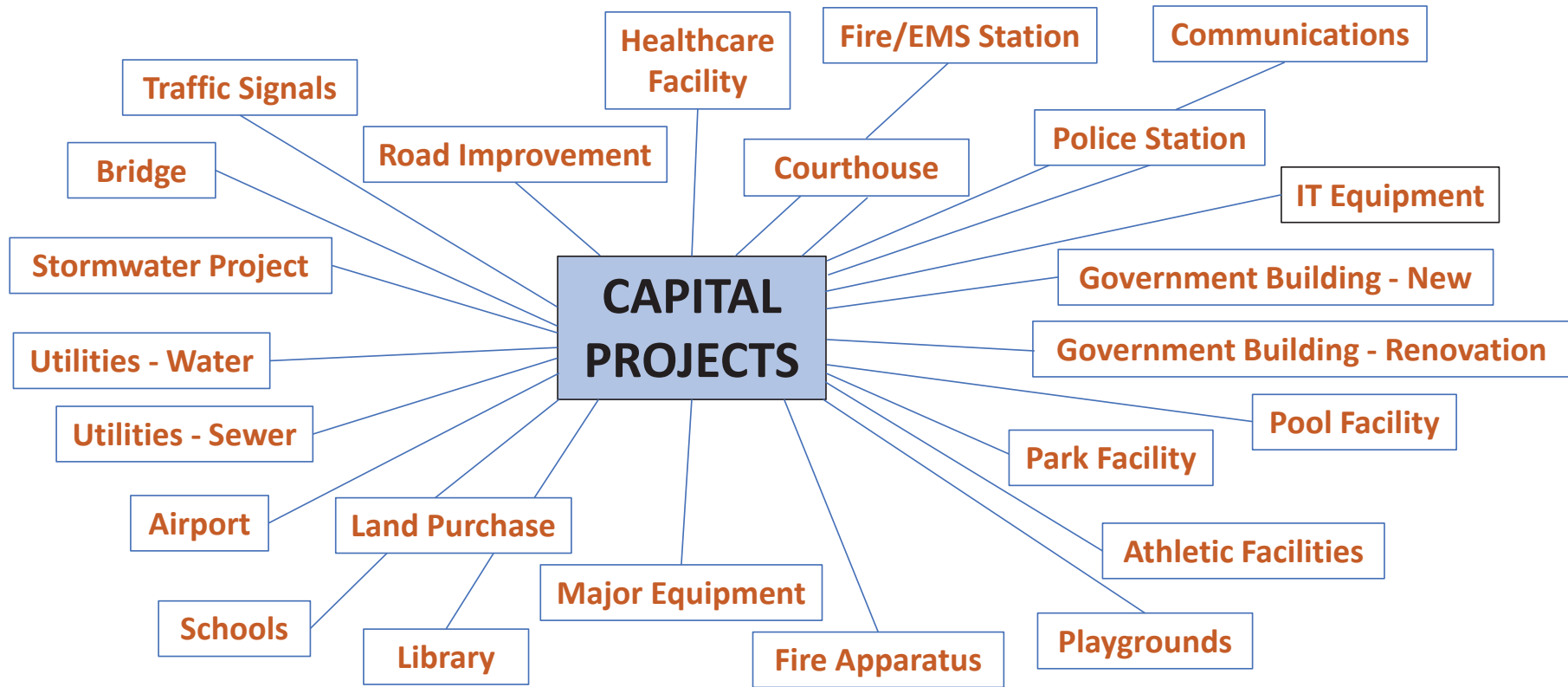
CAPITAL PLANNING



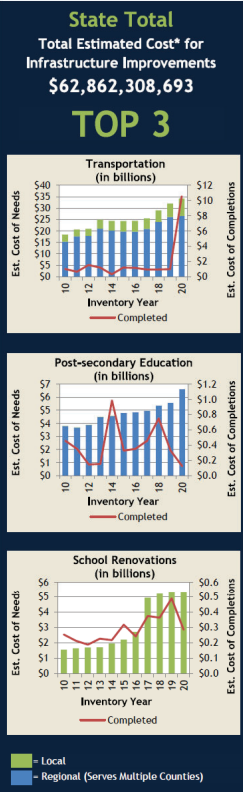
What is a Capital Improvement Plan?

Capital Improvement Plan (CIP) is a fiscal management and long-term planning tool used to plan, finance and implement capital projects over a multi-year planning period.

What are the types of Capital Projects?



Looking at the Big Picture – Capital Project Needs Statewide



Estimated Cost of Needed Infrastructure for State Total Five-year period July 2021 through June 2026		
Project Type	Conceptual	Planning & Design + Construction
Transportation	\$ 10,192,547,262	\$ 24,533,806,950
Post-secondary Education	2,704,040,645	2,865,215,875
School Renovations	4,632,337,813	823,552,729
Water and Wastewater	1,141,886,938	4,089,777,190
New Public Schools & Additions	2,143,465,454	1,464,989,066
Law Enforcement	1,213,249,274	880,774,278
Recreation	730,219,290	1,055,706,083
Public Buildings	726,012,000	356,790,857
Public Health Facilities	544,070,000	240,225,092
Other Utilities	106,150,000	399,660,000
Fire Protection	234,701,574	122,155,739
Community Development	80,050,000	200,644,697
Housing	14,007,000	242,977,080
Other Facilities	67,996,000	177,942,052
Libraries, Museums, & Historic Sites	124,507,000	84,401,188
Industrial Sites and Parks	49,763,000	152,358,608
Solid Waste	89,060,000	27,066,293
Storm Water	85,979,000	23,558,474
School-System-wide	17,642,000	74,742,786
Other Education	35,580,000	54,590,000
Business District Development	32,600,000	11,019,406
Broadband	6,000,000	8,490,000
Total	\$ 24,971,864,250	\$ 37,890,444,443

*Total Estimated Cost = Conceptual + Planning & Design + Construction

\$62.86B Total Estimated Cost for Infrastructure Improvements in Tennessee!

Top Priority Categories:

- Transportation \$35.7B
- Post-Secondary Education \$5.5B
- School Renovations \$5.4B
- Water and Wastewater \$5.25B
- New Public Schools \$3.6B
- Law Enforcement \$2.1B
- Recreation \$1.75B

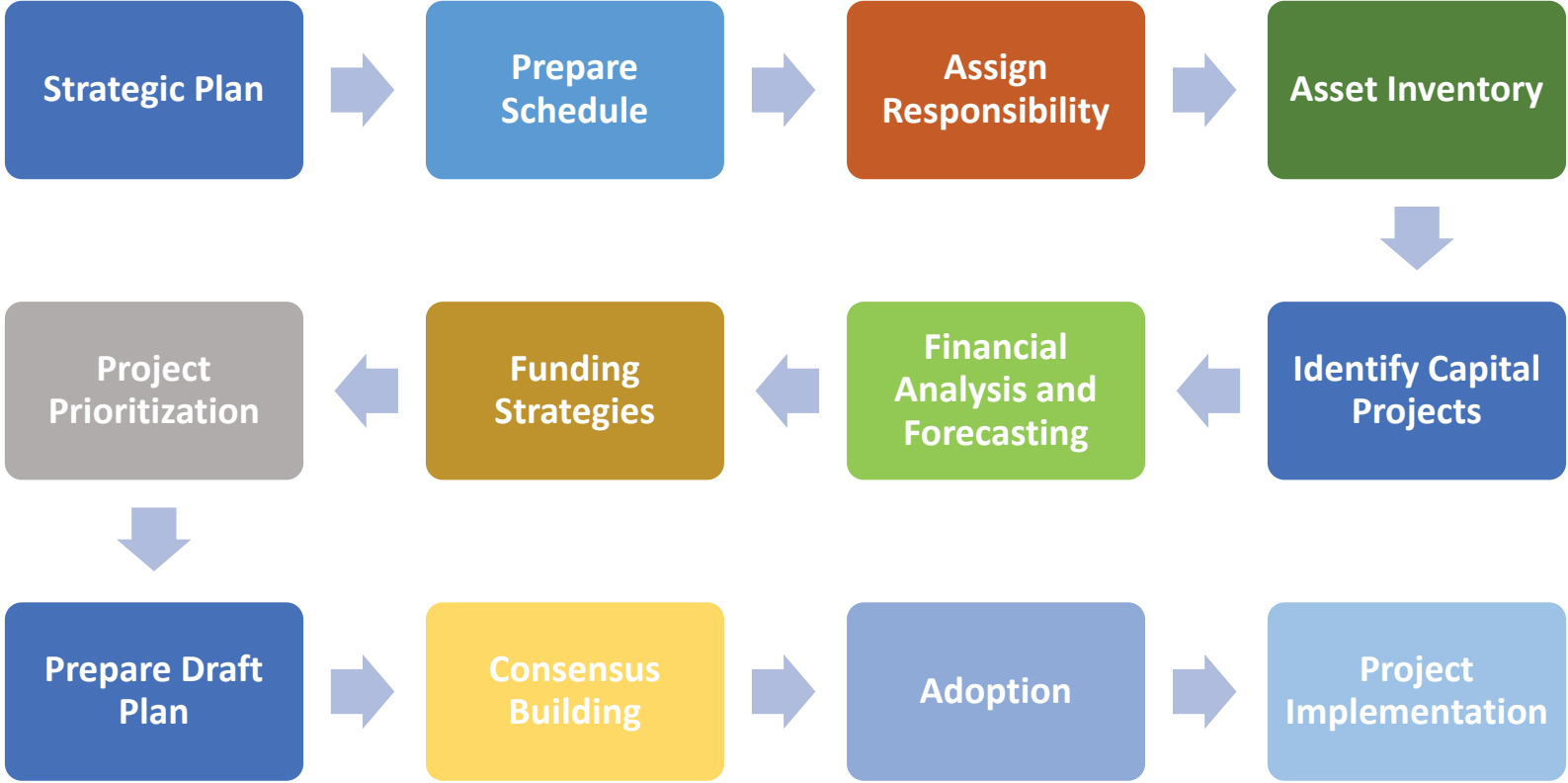
Source: Building Tennessee's Tomorrow: Anticipating the State's Infrastructure Needs July 2021 through June 2026. Report of the Tennessee Advisory Commission on Intergovernmental Relations (January 2023)

Why do you need a Capital Improvement Plan?

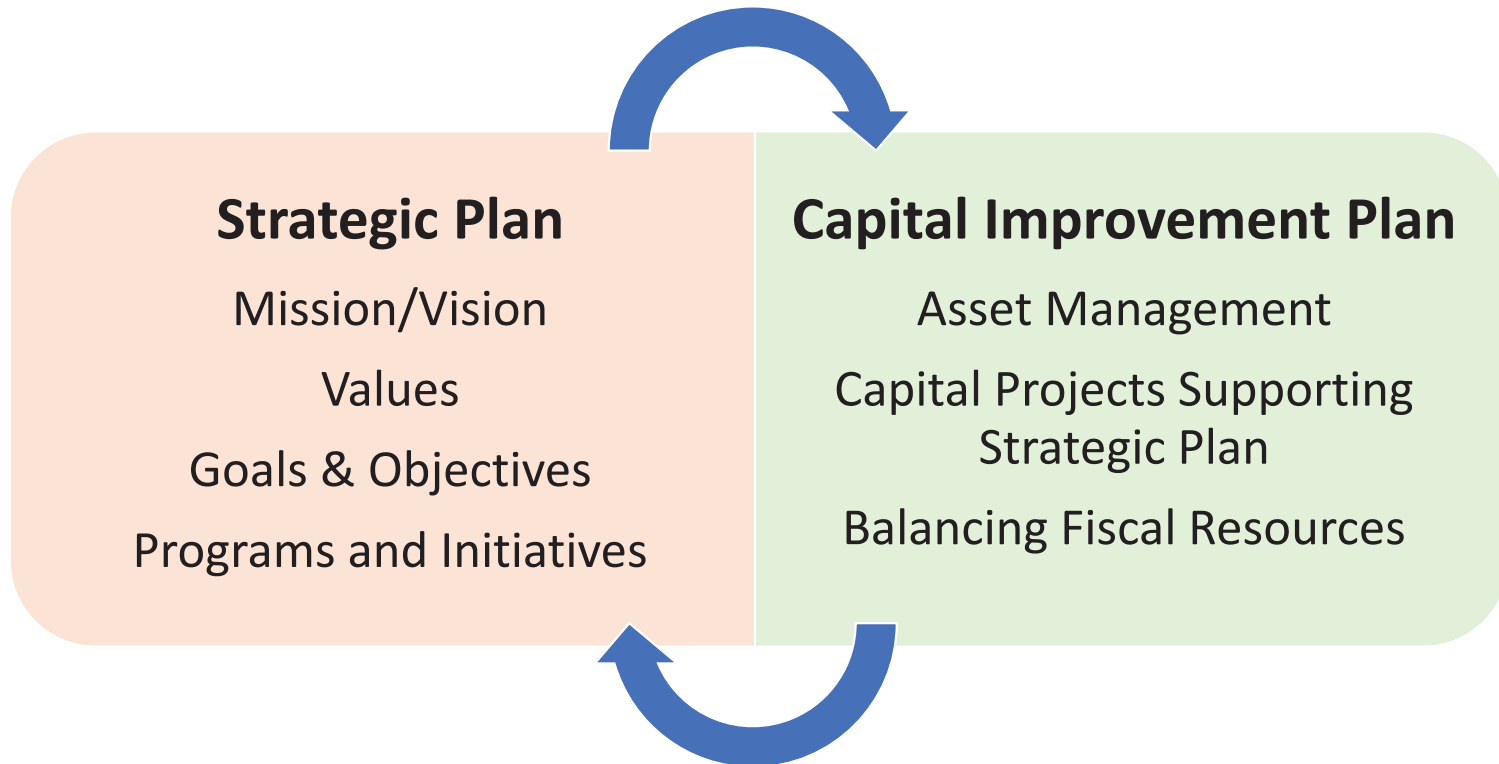
- Links strategic plan with fiscal resources by identifying, prioritizing, and financing capital projects
- Capital expenditures most often exceed funding capacity – tool for prioritizing
- Provides for orderly and efficient planning
- Allows full consideration of “hidden” (operational) costs
- Opportunity to balance capital needs with operational needs



Preparing a Capital Improvement Plan



Relationship of Strategic Plan to CIP



Prepare Schedule and Assign Responsibilities

Develop a schedule for preparing CIP

- Allocate 4-6 Months
- Stay on Schedule!

Assign Responsibility for preparing CIP

- City Manager/City Administrator or Finance Director or Department Head
- Capital Improvement Plan Committee
 - Diversity and Equity
 - Public Notice



Asset Inventory of Existing Capital Assets

- Capital assets represent the most significant investment of fiscal resources
- Inventory existing capital assets to gather essential information
- Asset Inventory process may include:
 - Assign person(s) responsible for completing/maintaining inventory
 - Depreciation schedule good place to start
 - Perform physical inventory of all assets
 - Establish valuation for all assets
 - Complete individual property record



Identify Capital Projects

- Define “Capital Project” including planning time horizon (5-10 years)
- What information is needed?
 - Project Name/Type
 - Useful Life (Years)
 - Project Description and Justification
 - Implementation Schedule - single-year, staggered, or multi-year
 - Capital Project Expense(s)
 - Operating “Hidden” Expense(s)
 - Funding Source(s)
 - Risk Assessment – Is a Project Contingency needed?



Financial Analysis and Funding Strategies

- Projecting revenues/expenses provides an objective means to evaluate the financial impact of government priorities over time
- Consider past and current trends in revenues and expenditures
 - Use conservative approach based on historic trends and up-to-date information
 - Forecast accuracy diminishes with longer planning period
- When reviewing funding sources and strategies:
 - Funding may include pay-as-you-go, debt financing, state/federal grants, special assessments, lease-purchase, revolving loan programs, impact fees, Public-Private Partnership, etc.
 - Entities incurring debt must adopt Debt Management Policy
 - Debt capacity should consider current and anticipated debt

Project Prioritization

- Develop an objective and measurable evaluation and prioritization process
- Evaluation criteria to prioritize projects may include:
 - Community Ranking
 - Regulatory Compliance
 - Protection of Existing Assets and Infrastructure
 - Capacity to Deliver Project/Impact on Other Projects
 - Public Health, Safety and Welfare
 - Strategic Plan and/or Comprehensive Plan Alignment
 - Availability of Financing



Prepare Draft Plan

Elements of a Capital Improvement Plan:

- Introduction or Executive Summary
- Asset Inventory Summary
- Detailed Project Information organized by project type or department
- Financial Analysis/Funding Strategies
- Risk Analysis
- Prioritization of Projects
- Implementation Schedule



Consensus Building and Adoption

Public Engagement and Transparency

- Develop and implement public outreach strategy – diversity and inclusion
- Public Awareness throughout process

Public Engagement Techniques:

- Citizen Surveys and Public Meeting(s)
- Draft Plan accessible to public for review and public comment

Adoption of Capital Improvement Plan

- Adopt CIP by resolution approved by Governing Body



Implementation

What happens after CIP is adopted?

- Assign responsibility for project implementation
- Track progress of each capital project
- Progress updates to elected officials and public
- Celebrate Successes!

Can you amend a Capital Improvement Plan?

- Recognize conditions and priorities often change
- Amend plan to reflect changes in conditions and project priorities

Review and Update Capital Improvement Plan

- Annual review and periodic update recommended



**TOWN OF ATOKA -
COMMUNITY PLANNING**



Community Profile - Atoka

2020 Census Population – 10,008

Project Population Increase over 10 years – 4,182

Median Age – 34.6 years

Median Household Income - \$91,000

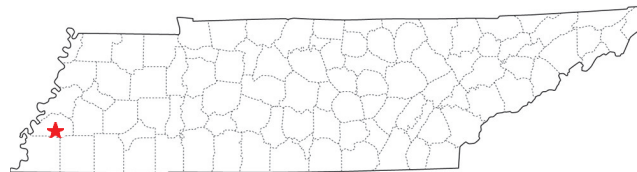
Owner-Occupied Housing Units – 81.9%

FY22 – 60 New Construction Building Permits

Five Major Parks

Greenway System

Major Class One Railroad



Census	Population
1920	245
1930	222
1940	255
1950	334
1960	357
1970	446
1980	691
1990	659
2000	3,235
2010	8,387
2017 (Est)	9,239
2019 (Est)	9,554
2020 Census	10,008
2025 (Est)	12,021
2030 (Est)	13,386
2035 (Est)	14,190

Town of Atoka – Comprehensive Plan

Why is Strategic and Comprehensive Planning Important to Atoka?

“If you fail to plan, you are planning to fail”. - Anonymous

- **Previous 2008-2028 Land Use and Transportation Plan**
 - Updates and Execution since 2008
 - Huge Growth required a new 20-Year Plan
- **Building a Community – Ask Leadership - What do we want to be?**
 - Vibrant, Well-Designed, Attractive
 - Sustainable

Town of Atoka – Comprehensive Plan

Approach to Preparing Our Comprehensive Plan

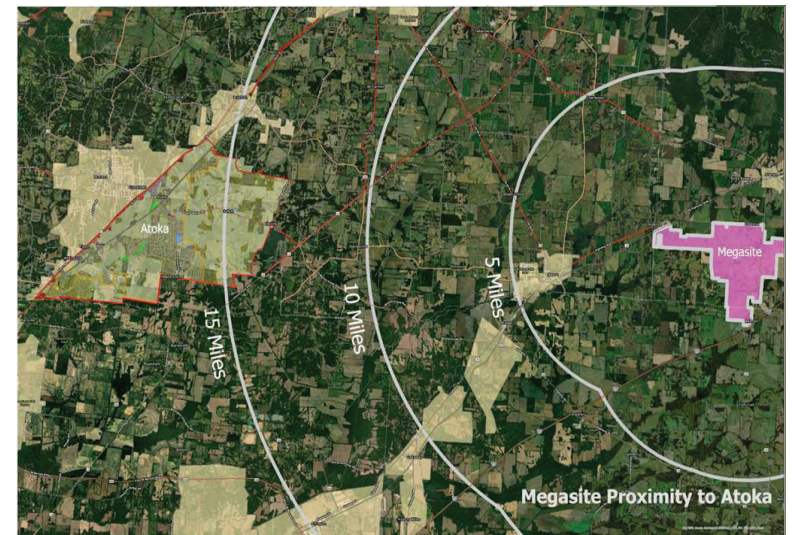
- History
- Community character and conditions
- Population
- Natural Aspects – natural environment, topography
- Economics
- Development Patterns
- Mobility
- Community Assets
- Consider Opportunities
- Utility Infrastructure

Town of Atoka

- Proper Planning – Don't Play "Catch Up"
- Land Use, Zoning Regulations, Subdivision Regulations
- Utility Design and Construction Standards
- Development Agreements
- Review Fees

Town of Atoka

- Ford's Blue Oval City – Not an Advertisement for BOC
- Presents an incredible growth opportunity for Atoka
- Within 15 miles and 30 minutes drive time
- \$5.6B Capital Investment (\$1.87B in salaries)
- 6,000 direct jobs @ plant;
- 21,300 indirect new jobs in TN



Town of Atoka

- Long Range Comprehensive Planning
- Fortunately, Atoka already initiated creating Long-Term Comprehensive Plan
- Unfortunately, the plan was not completed before the announcement
- Who are the stakeholders? Community leaders - engage them in the process
- Assets and Opportunities of the Community
- Infrastructure and Housing Type Needs



www.AtokaonTrack.com

Town of Atoka

- Zoning, Land Use and Code Revisions
- Essential to progress toward Comp Plan Goals
- Planned Developments
- Option to obtain some control over housing types, materials, open space
- Design and Architecture Review
- Recreation

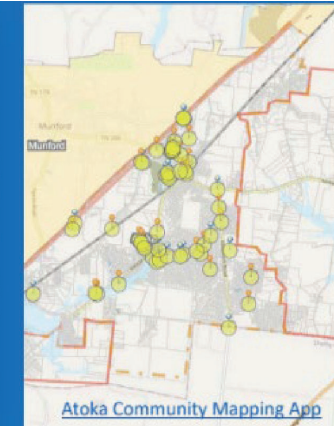


Town of Atoka

Preparation of Comprehensive Plan – Public Engagement

- Created an Advisory Committee of 15-20 members
 - Key Stakeholders
 - Wide range of representation
 - Business sectors
- Public Input is Critical for Success
 - Citizen surveys – in person and via social media
 - Determines the direction of citizen services, desires, and amenities
- Advertise and Invite to Participate in the meetings – at least two public meetings

Public and Community Engagement



BUILDING ATOKA'S FUTURE

CITY BUILDING RULES		URBAN GROWTH AREA		EXAMPLE	
ATOKA 1. Building regulations for 1,000 people in the City limits. Use any combination of the residential or mixed-use blocks to meet the goal. 2. Place the stated number of commercial, parks, institutions, and employers. 3. Account for development corresponding to the city and surrounding areas. 4. Only parks may be placed in environmentally sensitive areas. 5. Have an ending bank balance of at least \$0.		URBAN GROWTH AREA 1. Building regulations for 100 people in the Urban Growth Area. Use any combination of the residential or commercial blocks to reach the goal. 2. Building shopping, parks, institutions, and employer development in strategic locations. 3. Blocks must be placed in URBAN 1 land only. 4. Only parks to be placed in environmentally sensitive areas. 5. Have an ending bank balance of at least \$0.		Major Commercial (Grey Red) Place 4 +\$300	
TYPE Low Density Residential (Yellow) 100 People 40 names -\$200		TYPE Medium Density Residential (Orange) 200 People 80 names +\$200		TYPE High Density Residential (Brown) 200 people 100 units +\$100	
TYPE Mixed-Use Residential/Commercial (Purple) 300 People 1/2 Comm. +\$400		TYPE Park (Green) Place 4 +\$0		TYPE Institution (Blue) Place 2 to 4 +\$0	
		TYPE Employer (Purple) Place 4 +\$0		TYPE Major Commercial (Grey Red) Place 4 +\$300	
OBSERVATIONS, CHALLENGES, WHAT WORKS, WHAT DOESN'T As you build the town of Atoka, note the challenges and opportunities in carrying out the assignments. 1. What combination of building sets most efficiently addresses the goal? 2. What was the most difficult to build? Why? 3. Where were the most advantages for cities for commercial development? 4. How were overall development patterns compact, dispersed, or something in between? 5. What were other successes or challenges of town? 6. What are three takeaways about the future of Atoka from this exercise?					



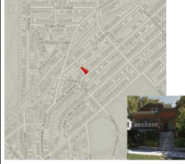
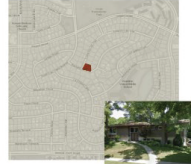
Town of Atoka

What Comes Next?

- Comprehensive Plan Adoption
- Zoning and Land Use Regulations and Adoption
- Subdivision Regulations
- Economic Development
- Capital Improvement Plan



\$400,000 x (\$9.512 per \$1,000 AV) = \$3,800 City Tax Revenue


 <p>\$400,000 Total AV \$69k Land Value Lot size: 4,800 SF Density: 9/acre</p> <p>Tax Revenue per Acre \$3,800 per house <u>X 9 houses</u> = \$34,200 per acre</p>	 <p>\$400,000 Total AV \$106k Land Value Lot size: 17,100 SF Density: 2.5/acre</p> <p>Tax Revenue per Acre \$3,800 per house <u>X 2.5 houses</u> = \$9,500 per acre</p>
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**CAPITAL PLANNING:
TOWN OF NOLENSVILLE**



Nolensville – Capital Improvement Plan

Important Considerations in Preparing and Adopting a CIP:

- Public “buy in” and engagement is very important
 - Detail the components within each project
 - Project timelines vary from single budget cycle to multi-year
 - Identify all sources of funding
- 

Nolensville – Capital Expense Categories

- Land Purchase
- Planning
- Preliminary Design/NEPA
- Design
- R.O.W. Acquisition
- Utility Relocation
- Construction
- Contingency - Design (10%)
- Contingency - Construction (30%)
- CEI (10%)
- FF&E
- Technology
- Resurfacing
- Other Design Services
- Major Equipment
- Bidding
- Miscellaneous

Nolensville – Capital Funding Categories

Direct Budget Appropriation (General Fund)

Capital Reserves (Savings - General Fund)

Long-Term Debt - (General Obligation)

Long Term Debt - (Roadway Impact Fee)

Short-Term Debt (Capital Outlay Note)

State Street Aid Fund

Stormwater/MS4 Fund

Hotel/Motel Tax

Federal and/or State Grants (including MPO)

American Rescue Plan Fund Direct Appropriation

Special Assessment District

Public-Private Partnership (P3)

Developer Contribution

Other Sources

Capital Improvements Fund

Traffic Impact Fee

Fire Impact Fee

Adequate Facilities Tax

Adequate Facilities Tax (Schools)

Parkland Dedication

Nolensville – 10 Year CIP Example with Major Projects

#17 Kidd Road Widening		FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
3	Preliminary Design/NEPA		\$300,000	\$279,000									\$579,000
7	Construction			\$1,000,000	\$3,826,000								\$4,826,000
10	CEI (10%)			\$100,000	\$865,000								\$965,000
9	Contingency - Construction (5%)												\$0
Subtotal Project Cost		\$0	\$300,000	\$1,379,000	\$4,691,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,370,000
FUNDING SOURCES													
5	Traffic Impact Fee		\$300,000	\$1,379,000	\$4,691,000								\$6,370,000
	#/NA												\$0
	#/NA												\$0
	#/NA												\$0
	#/NA												\$0
Subtotal Funding Sources		\$0	\$300,000	\$1,379,000	\$4,691,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,370,000
#18 Nolensville Road Center Turn Lane		FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
2	Planning		\$50,000										\$50,000
3	Preliminary Design/NEPA		\$100,000	\$100,000									\$200,000
4	Design			\$550,000									\$550,000
5	R.O.W. Acquisition												\$0
7	Construction												\$0
7	Construction												\$0
8	Contingency - Design (4%)												\$0
Subtotal Project Cost		\$0	\$150,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
FUNDING SOURCES													
5	Traffic Impact Fee		\$150,000	\$650,000									\$800,000
17	Capital Improvements Fund												\$0
	#/NA												\$0
	#/NA												\$0
	#/NA												\$0
Subtotal Funding Sources		\$0	\$150,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
#19 HD King St One-Way Pair		FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	
3	Preliminary Design/NEPA		\$30,000	\$300,000	\$326,000								\$656,000
5	R.O.W. Acquisition					\$2,500,000	\$2,400,000						\$4,900,000
6	Utility Relocation						\$560,000	\$1,000,000					\$1,560,000
7	Construction							\$2,600,000	\$3,000,000				\$5,600,000
9	Contingency - Construction (5%)							\$600,000	\$714,000				\$1,314,000
10	CEI (10%)							\$500,000	\$650,000				\$1,150,000
Subtotal Project Cost		\$0	\$30,000	\$300,000	\$326,000	\$2,500,000	\$2,960,000	\$4,700,000	\$4,364,000	\$0	\$0	\$0	\$15,180,000
FUNDING SOURCES													
5	Traffic Impact Fee		\$30,000	\$300,000	\$326,000			\$500,000	\$650,000				\$1,806,000
3.1	Long Term Debt - (Roadway Impact Fee)					\$2,500,000	\$2,960,000	\$4,200,000	\$3,714,000				\$13,374,000
	#/NA												\$0
	#/NA												\$0
	#/NA												\$0
Subtotal Funding Sources		\$0	\$30,000	\$300,000	\$326,000	\$2,500,000	\$2,960,000	\$4,700,000	\$4,364,000	\$0	\$0	\$0	\$15,180,000

Nolensville – 10 Year CIP Example with Major Projects

	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27
Preliminary Design/NEPA		\$30,000	\$300,000	\$326,000		
R.O.W. Acquisition					\$2,500,000	\$2,400,000
Utility Relocation						\$560,000
Construction						
Contingency - Construction (5%)						
CEI (10%)						
	\$0	\$30,000	\$300,000	\$326,000	\$2,500,000	\$2,960,000
FUNDING SOURCES						
5 Traffic Impact Fee		\$30,000	\$300,000	\$326,000		
3.1 Long Term Debt - (Roadway Impact Fee)					\$2,500,000	\$2,960,000
#N/A						
#N/A						
#N/A						
	\$0	\$30,000	\$300,000	\$326,000	\$2,500,000	\$2,960,000

Nolensville – 10 Year CIP Project Expense Summary

CIP SUMMARY (FY2022 - FY2032)	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29	FY2029-30	FY2030-31	FY2031-32	TOTAL
#1 Sunset Road Phase 3	\$1,000,000	\$2,525,000	\$2,510,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,035,000
#2 Sam Donald Ct/Rd Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
#3 Rocky Fork Road Widening	\$300,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
#4 Rocky Fork/Neusome Round-a-bout	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
#5 Rocky Fork Culvert Replacement	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$135,000
#6 Historic Distric Streetscape	\$1,200,000	\$3,850,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,050,000
#7 Fire Station	\$6,325,000	\$3,075,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,400,000
#8 Police Headquarters	\$2,000,000	\$425,000	\$2,300,000	\$2,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,025,000
#9 Maintenance Department Building	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
#10 NON-BYPASS MTP Priorities	\$25,000	\$1,200,000	\$1,775,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000
#11 Greystone Park Redevelopment	\$20,000	\$30,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
#12 Gregory Fields Park	\$75,000	\$825,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$900,000
#13 Fire Apparatus	\$1,250,000	\$0	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,520,000
#14 PW Apparatus	\$163,000	\$100,000	\$100,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0	\$588,000
#15 Flood Wall - Summerlyn	\$340,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$340,000
#16 Town Hall Security Upgrades	\$157,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$157,500
#17 Kidd Road Widening	\$300,000	\$1,379,000	\$4,691,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,370,000
#18 Nolensville Road Center Turn Lane	\$150,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
#19 HD King St One-Way Pair	\$30,000	\$300,000	\$326,000	\$2,500,000	\$2,960,000	\$4,700,000	\$4,364,000	\$0	\$0	\$0	\$15,180,000
#20 Special Census	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$13,620,500	\$15,559,000	\$12,002,000	\$5,295,000	\$2,960,000	\$4,700,000	\$4,364,000	\$0			\$58,500,500

Nolensville – Presentation of Project in Budget Document

Sunset Road Phase 3

Description
 This project is a continuation of the Sunset Road widening project for Section III. This proposed phase is for the widening improvements of Sunset Road between Waller Road/Town limits to the intersection of Nolensville Road, approximately 1.98 miles. RaganSmith was selected to perform transportation engineering and survey. In 2018, Phases I and II were let to bid and construction on these sections was completed by Jarrett Construction. Phase I was from west of Bennington Place to east of the Elementary School access point. Phase II included east of the Elementary School access point to Nolensville Road intersection. RaganSmith has prepared a contract supplement for Phase III, between Waller Road and west of Bennington Place, to meet the Town's objectives and prepare plans for future improvements.

Capital Cost

Total To Date	FY2023 Budget	Total Budget (all years)
\$50,000	\$1,950,000	\$5,985M

Capital Cost by Year

Capital Cost for Budgeted Years

Capital Cost Breakdown

Capital Cost	To Date	FY2023	FY2024	FY2025
Design	\$50,000	\$500,000		
Land/Right-of-way		\$1,100,000		
Construction/Maintenance			\$2,000,000	\$1,070,000
Utility Relocation		\$350,000	\$400,000	
CEI (10%)			\$300,000	\$165,000
Contingency - Design (4%)			\$25,000	\$75,000
Total	\$50,000	\$1,950,000	\$2,725,000	\$1,310,000

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Funding Sources

Total To Date	FY2023 Budget	Total Budget (all years)
\$50,000	\$1,950,000	\$5,985M

Funding Sources by Year

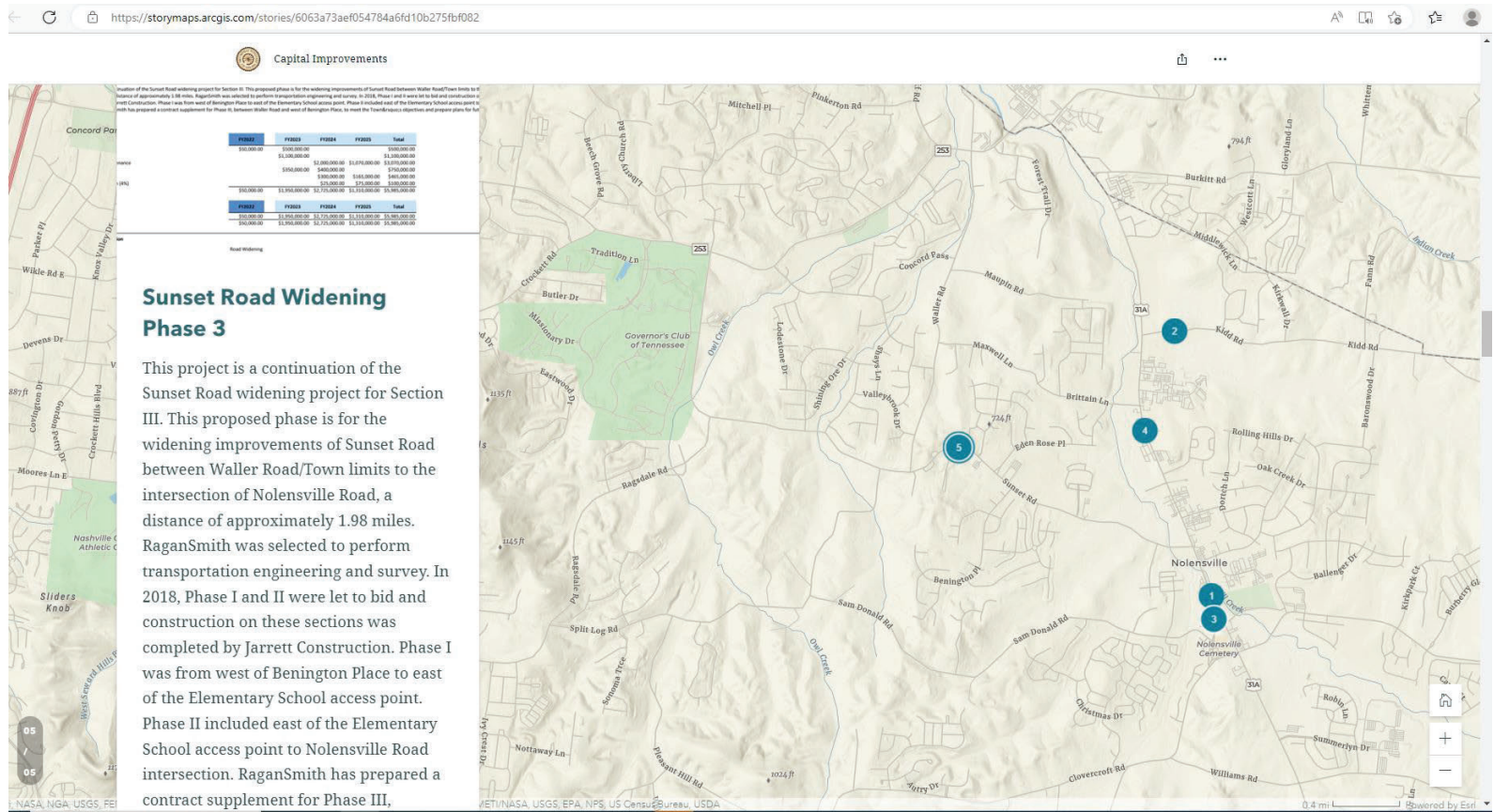
Funding Sources for Budgeted Years

Funding Sources Breakdown

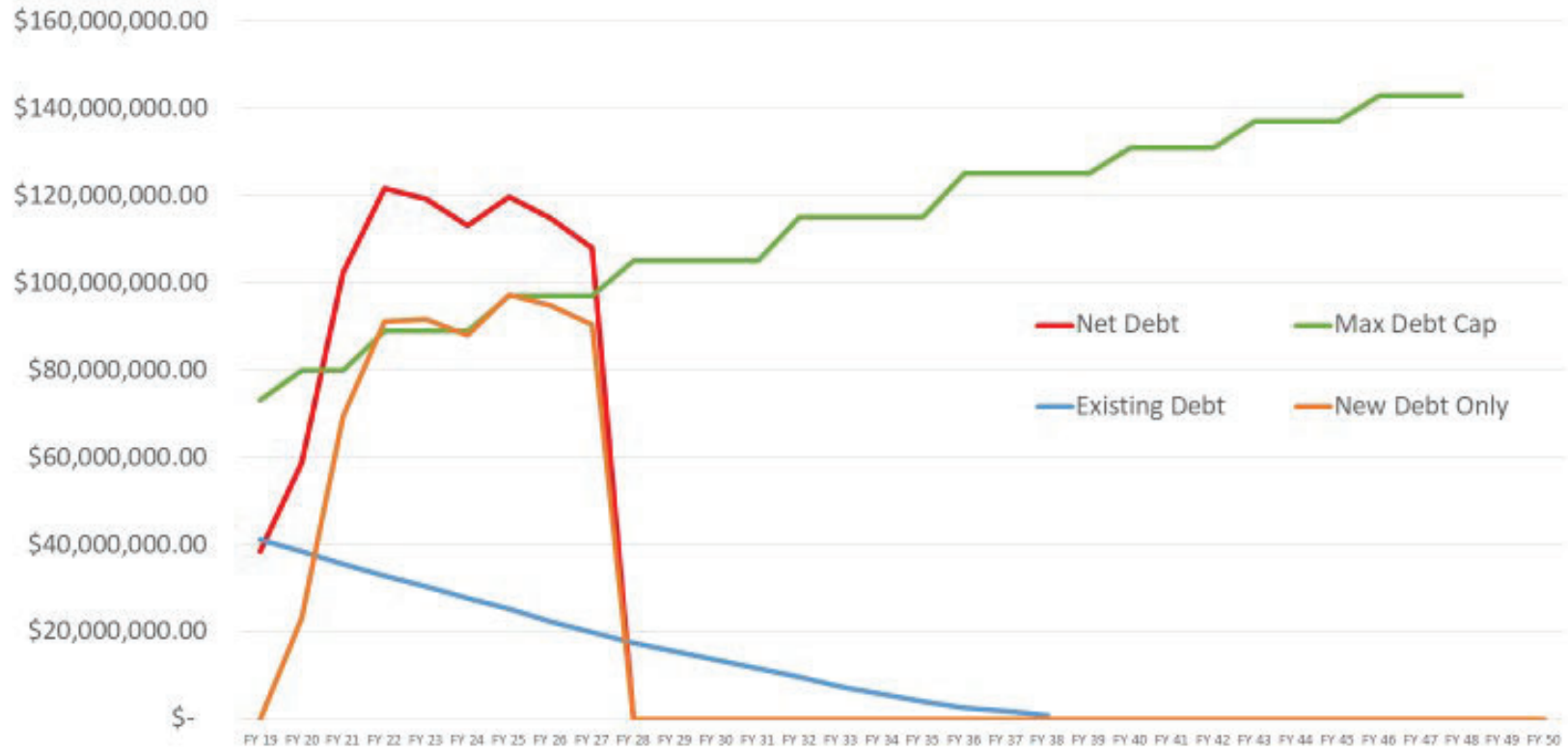
Funding Sources	To Date	FY2023	FY2024	FY2025
Impact Fee Fund	\$50,000	\$1,950,000	\$2,725,000	\$1,310,000
Total	\$50,000	\$1,950,000	\$2,725,000	\$1,310,000

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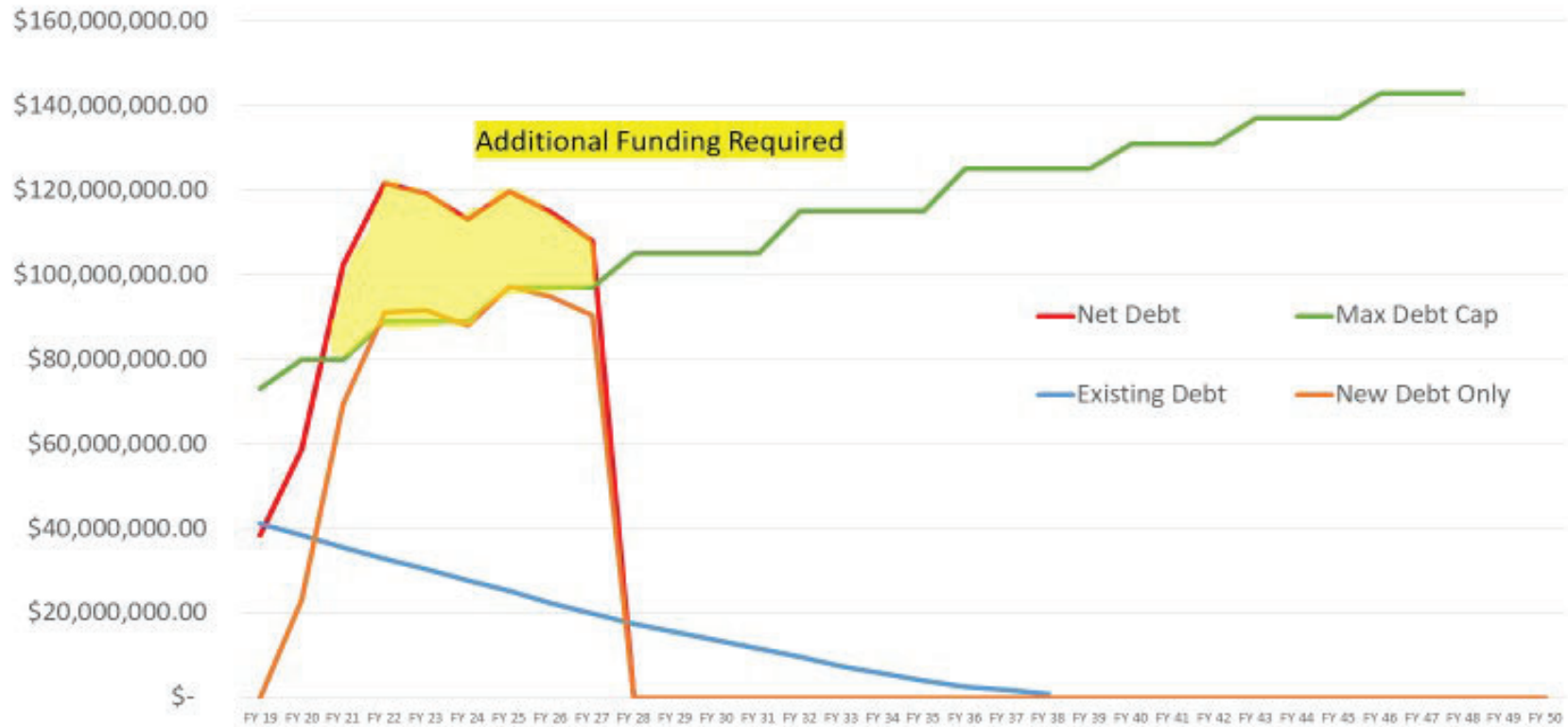
Nolensville – Sunset Road Widening Project (Example)



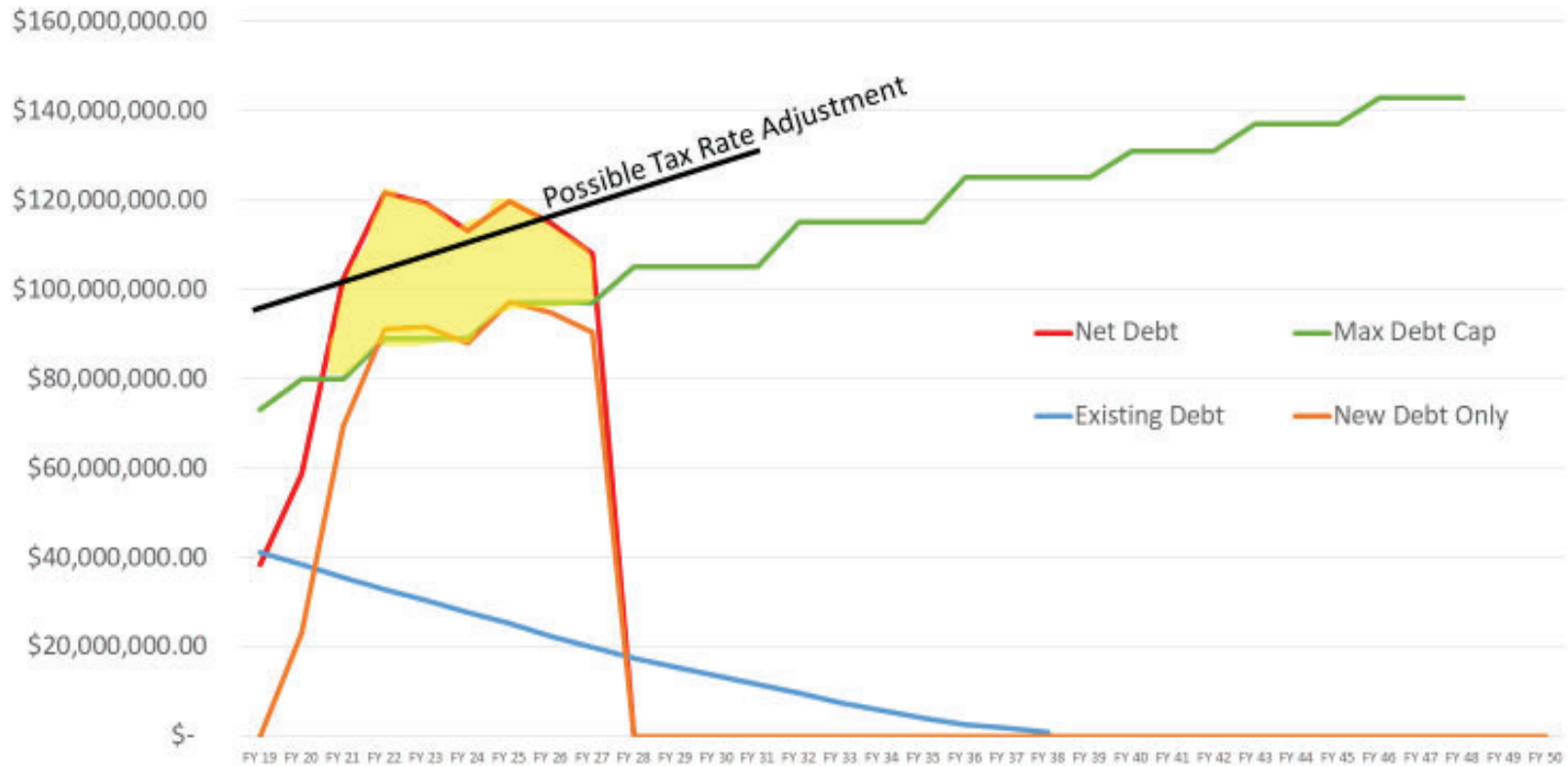
Existing Plus New Debt (Debt Capacity vs. Net Debt – 20-Yr Notes)




Existing Plus New Debt (Debt Capacity vs. Net Debt – 20-Yr Notes)



Existing Plus New Debt (Debt Capacity vs. Net Debt – 20-Yr Notes)



Nolensville – CIP Lessons Learned

- CIP's are only as good as the data and detail provided
 - Be realistic about the time frames needed to complete a project
 - Better component breakout yields better project implementation
 - Plan and budget adequately for contingencies
 - Public Involvement and “buy in” is a must either in constructing the plan or prior to the adoption by the elected officials
 - If public has “buy in” on the CIP, rate increases are much easier
 - Evaluate the plan annually since conditions constantly change
 - Start small and add improvements to your plan over time
- 



Questions?