

2019

# Capital Improvement Bond Projects

Budget and Five Year Plan 2019-2023

City of Duluth, Minnesota



Public Hearing – December 10, 2018

## INTRODUCTION

Annually the City prepares a Capital Improvement Budget and Five Year Plan. This plan is comprehensive and outlines capital improvements citywide, as well as identifies funding sources for all projects. One important funding source is general obligation bonds, allowable under Minnesota State Statutes, Section 475.521. Following the requirements in that law, the City may only fund certain types of improvements and must also follow a defined process including holding a public hearing to receive input from interested citizens.

This handout outlines the criteria established in state law, provides information on the city's debt and capital policies, and finally describes the proposed projects and estimated costs.

The proposed Capital Improvement Bond Projects 2019 Budget and Five Year Plan is offered for public input at tonight's public hearing, as well as for Council review and approval.

## CAPITAL IMPROVEMENT BOND PROJECTS REQUIREMENTS

The list of projects included in the Capital Improvement Bond Projects budget and Five Year Plan meets the established requirements for issuing bonds under state law. Those requirements are summarized below.

**Eligible Improvements** - the City may only issue capital improvement bonds for certain types of improvements. They include the acquisition or betterment of public land, buildings, or other improvements for the purpose of a city hall, a public safety facility, a library, or a public works (maintenance operations) facility. The City may not issue capital improvement bonds for light rail transit; parks; roads, bridges, or administrative buildings other than city hall. The improvements must have an expected useful life of at least five years.

**Debt Limit** - the City may incur only a limited amount of capital improvement bond debt. Specifically, the City may not issue capital improvement bonds if the maximum amount of principal and interest, due in any year on all outstanding capital improvement bonds, including the bonds to be issued, would equal or exceed 0.16 percent of the estimated market value of the property in the City. Based on the Assessor's market value for taxes payable in 2019, the maximum would be \$10.8 million.

**Capital Improvement Plan** - In order to issue capital improvement bonds for a specific improvement, the City Council must first adopt a capital improvement plan. The plan must cover a five-year period. It must contain the following

information for each project included in the plan: the estimated schedule, timing and details of the improvement; the estimated cost; the need for the improvement; and the sources of revenue to pay for the improvement. The City Council must consider all of the criteria listed above in the Introduction section of this document. The Council must hold a public hearing on the plan, and must, in resolution format, approve the plan and any amendments to the plan.

**Issuing Capital Improvement Bonds** - After the Council has adopted the capital improvement bond projects plan, the City may issue capital improvement bonds without the election requirements of Minnesota Statutes, Chapter 475. When issuing bonds, the City must publish a notice of intent to sell bonds, hold another public hearing, and adopt a resolution declaring the City's intent to issue. A referendum process may be authorized through the petition process. If no petition is filed, the City Council may approve the sale of the bonds.

## **PROPOSED PROJECTS FOR BOND FINANCING**

Qualifying projects totaling \$8.6 million are identified in the five-year plan. For 2019 projects totaling \$1.4 million are being proposed for bond financing. These projects include fire hall improvements, maintenance building improvements, and improvements to other qualifying buildings city wide. The proposed term of the bond issue will be ten years, with an anticipated annual average debt service of \$164,000. The specific projects follow this section.

## **OVERLAPPING DEBT**

The City's proportionate shares of general obligation debt and general obligation revenue debt at December 31, 2017, of all governmental entities which provide services in the City's borders, and which must be borne by properties in the City is summarized below.

Unit	General Obligation Debt	Percent	Amount Chargeable to City
Independent School Dist. 709	\$ 94,700,000	88.08%	\$83,409,770
Independent School Dist. 704	27,590,000	5.87%	1,618,356
St. Louis County	109,880,000	36.79%	<u>40,427,299</u>
			<u>\$125,455,425</u>

## **Capital Budget Policy**

The objective of the capital improvement budget policy is to ensure maintenance and replacement of public infrastructure and equipment in the most cost-efficient manner. The City will make all capital improvements in accordance with the adopted capital improvement and capital equipment budgets.

**Capital Improvement Program** - The City will develop a five-year Capital Improvement Program (CIP) with the annual operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts. All construction projects will include a contingency for unexpected costs.

**Capital Equipment Program** – The City will prepare a Capital Equipment Program budget each year. Capital equipment includes rolling stock, technology projects including software and hardware, and other equipment that has a life expectancy of three years or more.

**Operating Budget Impact** - The City will project its equipment replacement and maintenance needs on a multi-year basis, and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and submitted for administrative review.

Operating expenditures/savings of each capital project request are included in the cost of implementing the project and reflect estimates of all personnel expenses and other operating costs attributable to the capital outlays. Departments receiving capital funds must account for the increased operating costs resulting from capital projects.

The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval. The City will determine the least costly financing method for all new projects.

**Repair and Replacement** - The City strives to maintain its physical assets at a level that protects the City's capital investments and minimizes future maintenance and replacement costs. Where possible, the capital budget shall provide for the maintenance, repair and replacement of capital plant and equipment from current revenues. The City will gather useful information pertaining to the condition of capital assets, use the data accumulated to identify capital and maintenance needs, and maintain current and accurate asset inventories.

**Funding/Financing** – The City will determine the least costly method of funding for all new City projects. The City will use inter-governmental assistance to finance only those capital improvements that are consistent with City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.

## **Debt Management Policy**

The objective of the Debt Management Policy is to provide a framework for managing the City's capital financing and economic development activities in a way that preserves the public trust and balances costs to current and future taxpayers without endangering essential City services.

**Authority and Oversight** - Management responsibility for the City's debt program is delegated to the Chief Financial Officer. The Debt Management Committee advises the CFO on the use of debt financing and debt management activities. The Debt Management Committee meets periodically at the call of the CFO and includes the following persons:

- Chief Financial Officer
- City Auditor
- Chief Administrative Officer
- Independent Financial Advisor as needed
- Independent Bond Counsel as needed

**Method of Sale** - The three primary methods of selling bonds include competitive sale, negotiated sale and private placement. The City uses the competitive sale method for general obligation bond sales unless factors such as structure, size or market conditions compel the use of a negotiated sale. The City may use the negotiated sale method on economic development related projects when the characteristics of the transaction require a more specific marketing plan and/or the issue lacks an investment grade rating due to complex security provisions or other factors.

Selection of Independent Advisors - The City uses competitive processes to select all service providers involved in the bond issuance process.

Short-term Debt - The City limits issuance of short-term debt for cash flow purposes, generally using cash reserves and investment practices to ensure that adequate liquidity exists to pay for expenditures during the year.

- General – In addition, the following policy items apply:
- The City will retire any Tax/Aid Anticipation Certificates on Indebtedness within the year for which they were issued;
- The City will maintain a sound relationship with bond rating agencies, and will keep them informed about current financial conditions;
- The City will continue the practice of full disclosure, as it pertains to all financial reports and bond prospectus;
- The City will confine long-term borrowing to capital improvements, equipment or projects that are not appropriately financed from current revenues; and
- The City will strive to achieve and maintain an Aa2 rating from Moody's and an AA rating from Standard and Poor's.

**Bond Specifics:**

**General Obligation Bonds, Property Tax Supported** - General obligation property tax supported bonds finance only those capital improvements and long-term assets that have been determined to be essential to the maintenance or development of the City.

**General Obligation Revenue Bonds** - The City issues general obligation revenue bonds to finance assets associated with its primary enterprise businesses including storm water and sanitary sewers, water and gas utilities, golf, street lighting and parking ramps. Financial feasibility of capital projects is reviewed each year, including a review of the cash basis pro formas for these funds. Five- year business plans detailing projected operating costs and prior debt obligations are reviewed as well as revenue performance and rate setting analysis to ensure that adequate bond coverage ratios are achieved.

**Tax Increment Bonds** - The City uses tax increment bonds only where projects can be shown to be self-liquidating from tax increments arising in sufficient amounts, or where secured guarantees are provided for potential shortfalls, and with appropriate timing to avoid, to the maximum extent possible, the use of citywide property tax revenues and where maximum allowable guarantees are obtained.

The City will not issue general obligation tax increment bonds except when all net bond proceeds are used to directly pay public costs or refinance debt that was previously issued to pay for such costs, subject to the terms and conditions of a development agreement with the City.

Alternatives, such as “pay as you go” financing and reimbursing front-end public redevelopment costs with tax increment revenues, or with tax abatement are preferable to bond financing and are to be considered and used when appropriate.

**Conduit Debt Obligations** - These obligations include industrial revenue bonds for which the City incurs no financial or moral obligation and are issued only if the associated development project can be shown to be financially feasible and will contribute substantially to the welfare and/or economic development of the City and its inhabitants.

**Bond Term** - The City shall issue bonds with terms no longer than the economic useful life of the project, and endeavor to keep the maturity at or below 20 years. For self-supporting bonds, maturities and associated debt service shall not exceed projected revenue streams.

**Feasibility** - The City shall obtain secured guarantees for self-supporting and tax increment supported bonds to the extent possible. The City shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds.

## Capital Improvement Program Summary

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### Operating Cost Implications of Proposed Projects:

The Capital Improvement Program is the principal funding program the City uses to make large, planned improvements and corrections to its building inventory and infrastructure. It traditionally consists of issuing general obligation bonds for city hall, public safety facilities, libraries and public works facilities. The City maintains 148 structures with an average age of over 40 years. These structures require continued accessibility and code compliance efforts.

<b>Projects</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
CIP Eligible VFA Building	175,000	100,000	10,000	490,000	1,000,000	1,775,000
Maintenance Buildings						
Improvements	325,000	350,000	290,000	-	450,000	1,415,000
Civic Buildings (CCW/City						
Hall/Library)	490,000	750,000	575,000	500,000	-	2,315,000
Public Safety Buildings						
(Fire/Police)	410,000	600,000	925,000	810,000	350,000	3,095,000
<b>Total</b>	<b>1,400,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>8,600,000</b>

<b>Funding</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Capital Improvement Bond	1,400,000	1,800,000	1,800,000	1,800,000	1,800,000	8,600,000

## CIP Eligible VFA Building Improvements

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**Description:**

It is important to maintain a city-wide program of facility system replacements and accessibility compliance for structures. Many remote sites need masonry tuck pointing; this is our primary point of water migration into finished spaces. We have damaged window heads, sills and parapets which also need repairs. Additionally, many remote sites are being heated with boilers or furnaces which are 20 years old and beyond. Replacing these with modern, high efficient units with electronic controls can realize significant annual energy savings over the continued life of the structure. All of these types of system replacements and facility upgrades are aimed at keeping these public buildings in the best state of repair and function possible with the funding available.

<b>Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
CIP Eligible VFA Building Improvements	175,000	100,000	10,000	490,000	1,000,000	1,775,000
<b>Total</b>	175,000	100,000	10,000	490,000	1,000,000	1,775,000

<b>Funding</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Capital Improvement Bond	175,000	100,000	10,000	490,000	1,000,000	1,775,000



## City of Duluth 2019-2023 Capital Improvement Plan

# Maintenance

### Description:

As a group of CIP eligible facilities, the Maintenance buildings that support the activities of Property and Facilities Management and Maintenance Operations represent some of the most rapidly deteriorating CIP eligible facilities that the City currently owns. Each of these facilities have significant capital needs that are extremely critical to maintain facility integrity and to continue operations as viable assets housing core City services. The group of maintenance facilities represents many challenges and opportunities. As part of a longer term strategy for this element of the portfolio, the reality that most of these facilities have capital improvement needs in excess of 50% of their replacement value has driven Property and Facilities Management to consider investments that are primarily aimed at maintaining the facility integrity and ensuring the safety and comfort of City staff working out of these facilities while not significantly improving the assets. As assets, this group of buildings have significant value for potential resale, as most are located on prime real estate, and should a longer term solution aimed at a total consolidation of maintenance activities into one newly constricted facility come to fruition, the focus of this part of the capital plan is on – primarily – maintaining the status quo in a manner that sufficiently meets the operational needs and protects the assets from significant deterioration over the next 5 years.

<b>Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Fleet building Improvements	-	-	-	-	450,000	450,000
42nd Tool House Improvements	-	-	250,000	-	-	250,000
40th Tool House Improvements	325,000	-	-	-	-	325,000
Lund Tool House Improvements Tree Farm/Riley Road	-	-	40,000	-	-	40,000
Improvements	-	350,000	-	-	-	350,000
<b>Total</b>	<b>325,000</b>	<b>350,000</b>	<b>290,000</b>	<b>-</b>	<b>450,000</b>	<b>1,415,000</b>

<b>Funding</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Capital Improvement Bond	325,000	350,000	290,000	-	450,000	1,415,000

## City of Duluth 2019-2023 Capital Improvement Plan

# Civic (City Center West/City Hall/Library)

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**Description:**

These are the public facing facilities that are owned and operated by the City. Much of the activity in these facilities support the operation of City business by housing staff and serving and points of direct engagement with the public seeking City services such as Construction Services, Planning, Engineering, City Clerk, Elections, Public Library, City Council, Public Commissions and the like. These investments constituent renewal and improvement of core facility infrastructure systems such as lighting, HVAC,

<b>Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
City Center West						
Improvements	200,000	750,000	175,000	-	-	1,125,000
City Hall	40,000	-	-	500,000	-	540,000
Library Improvements	250,000	-	400,000	-	-	650,000
<b>Total</b>	<b>490,000</b>	<b>750,000</b>	<b>575,000</b>	<b>500,000</b>	<b>-</b>	<b>2,315,000</b>

<b>Funding</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Capital Improvement Bond	490,000	750,000	575,000	500,000	-	2,315,000

## City of Duluth 2019-2023 Capital Improvement Plan

# Public Safety (Fire/Police)

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### Description:

Over the next five years, the City is proposing to invest \$2.8 million in capital maintenance projects at firehalls and police facilities throughout the City. There are remodeling projects to accommodate staff reorganizations as part of the Fire Department consolidation plan. Energy improvements consist of installing new windows and overhead doors, lighting, building controls and replacing furnaces and roofs. Repair and maintenance projects consist of masonry and brick repair, as well as resolving drainage issues and replacing driveways, apparatus bay doors, heating systems, ventilation systems and deferred maintenance requirements identified by the City asset management system (VFA).

<b>Project</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Firehall #1 Improvements	310,000	55,000	-	400,000	-	765,000
Firehall #2 Improvements	-	-	-	410,000	-	410,000
Firehall #4 Improvements	-	-	350,000	-	-	350,000
Firehall #7 Improvements	-	-	295,000	-	-	295,000
Firehall #8 Improvements	75,000	-	-	-	-	75,000
Firehall #10 Improvements	25,000	45,000	280,000	-	125,000	475,000
Public Safety Building (Police)	-	500,000	-	-	225,000	725,000
<b>Total</b>	<b>410,000</b>	<b>600,000</b>	<b>925,000</b>	<b>810,000</b>	<b>350,000</b>	<b>3,095,000</b>

<b>Funding</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Capital Improvement Bond	410,000	600,000	925,000	810,000	350,000	3,095,000