



Five-Year Capital Improvement Plan 2015-2019

Updated March, 2015

SAINT LOUIS COUNTY Board of Commissioners

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Introduction - St. Louis County Capital Improvement Program Fiscal Years 2015 – 2019

Each year, as an integral part of its annual budget process, St. Louis County updates its Capital Improvement Program plan. The Capital Improvement Program (CIP) is a plan that matches the county's major capital needs regarding long-term physical asset development with the financial ability to meet these needs in a manner that attempts to better ensure the effective and efficient provision of government services and operations while maintaining a strong county infrastructure. The county's CIP identifies projects that have been designed to support existing or projected needs in the following areas: transportation infrastructure (roads and bridges), county facilities, land improvement/development/acquisition, equipment purchases, and technology. CIP projects require a total expenditure of at least \$100,000 and must provide for or extend the useful life of the asset for at least 5 years.

The CIP is vital to the county because it is the principal planning tool designed, and utilized strategically, to achieve growth and development as envisioned in the county's Departmental Business Plans. The county strives to balance debt issuance with current property tax levels for capital projects in a concerted effort to minimize tax burden while at the same time better aligning the organization to meet the ever changing demands placed upon local governments.

In so doing, the county maintains its strong financial standing, achieving an AA+ rating from Standard and Poor's rating services in 2013 and 2014. Further, the county continually strives to more effectively and completely integrate its capital and operating budgets; as such it is as a tool to balance capital needs and associated operating cost implications.

Through a detailed process of prioritization, project selection, and implementation detail, the CIP serves to guide the use of the limited resources that are available for capital projects. By providing a planned schedule, cost estimates, location of public sector improvements, project rationale, operating budget implications, and energy conservation considerations, the CIP provides local elected officials and the public with valuable information concerning proposed public facilities, transportation infrastructure, technology and capital equipment needs and their associated costs; while at the same time providing private sector decision makers with valuable information upon which to base investment decisions. Ultimately, the county will benefit from the coordination of orderly and efficient programs of private and public investment intended to maximize outside revenue sources and effectively plan for the growth and maintenance of the county's infrastructure.

Goals of the CIP

The CIP is prepared in consideration of two major goals:

1. To address the County's immediate and long-term capital needs, the CIP is guided by the following priorities, which were adopted by the County Board of Commissioners in 2007:

- Maintaining a strong county infrastructure (buildings, equipment, information infrastructure and personnel) in order to protect the County's investment.
- Expanding the tax base in a way that will benefit the health and well-being of citizens.
- Managing and encouraging orderly growth in coordination with other units of government and the private sector to promote a healthy local economy.
- Providing County services in the most efficient, effective and safe manner.

- Maintaining and improving a healthy, viable ecosystem and the community's quality of life.

2. To explore all feasible funding sources (as time and resources permit) in order to finance the County's capital needs.

Funding Priorities: Projects with the following characteristics are given priority for funding:

- Maintenance and/or improvement of the county's infrastructure
- Enhancement of County service delivery.
- Public health and public safety – prevents or corrects a major health or safety hazard.
- Legal requirements – clearly demonstrates a mandate by State or Federal law.
- Economic development – directly increases net annual revenues and creates indirect community wealth, i.e. jobs, business retention, etc.
- Budget impact – reduces operating costs or is eligible for available funding sources.
- Relationship to other projects – completes a project that is underway or advances the effectiveness of another project.
- Implementation of Business Plans or governing body policies – directly referenced in existing plan or policy or is essential to the implementation of programs adopted by the Board of Commissioners.
- Joint use – combines two or more projects resulting in immediate or future savings.

Relationship of the CIP to the Operating Budget

The operating budget and the CIP are closely related. The CIP is a plan that matches the County's major capital needs with the financial ability to meet them. As a plan, it is subject to change, however, a sound and reliable CIP is an invaluable planning tool that serves to aid the process of maintaining the good financial health of the County. That said, the CIP remains a living document that provides a constant reference point for broad ranging organizational discussions relating to the intrinsic relationship of capital infrastructure to the operation and mission of the county as expressed in the exploration of program and service delivery modalities, the increasing need for organizational efficiencies, downward budgetary pressures from state and federal sources, and increased burdens on tax payers. As local governments are forced to evolve in a climate trending toward increasing budgetary restriction, the continued refinement of strategies that integrate all elements of an organization into any decision-making matrix is paramount to the effective provision of government services in this day and age.

CIP projects that are proposed to be funded by General Fund revenues are intended to be included in the Budget in the appropriate year(s). Even so, because circumstances may change between the adoption of the CIP and the Budget, CIP projects must be resubmitted as part of each department's annual budget request, a step which promotes additional review of project details in light of new budget realities. Funds for such projects are not available unless and until they are included in the budget approved by the County Board of Commissioners.

The completion of capital projects directly impacts a department's operating budget as projects are completed and require maintenance and upkeep. Also, some facilities may require additional staffing and utilities, such as electricity and water, above current levels. Or, conversely, some departments may find that capital investments will positively impact their operating budget through energy conservation, strategic co-locations, and other operational impacts that influence how departmental resources are utilized. County-wide strategies which are moving the organization toward energy efficiency, co-located departments, consolidated

customer service centers, and the like are continually influencing CIP decision-making in a manner that seeks to improve rather than detract from operational budgets. Said impacts may not be readily evident when projects are funded and are constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available. Most projects will not have an operating impact in the year during which they are funded, thus continual tracking of associated costs on operations due to completed CIP projects feeds back into the decision-making process on CIP projects under consideration. Efforts in the area of tracking project cost payback due to energy efficiencies or other cost saving measures, which have been engineered into a CIP project, can prove to be a cost-saving measure for the county over time. Additionally, over the past two years the county has been implementing an asset management system to define and provide estimates for infrastructure needs to further aid in the development of a capital investment strategy that reduces operating costs over time while maximizing the direct impact of project funding.

CIP Strategy, Review & Adjustment

In an effort to further the integration of capital and operating budgets while defining appropriate levels of capital infrastructure investment, St. Louis County Administration Department has worked together with the Auditor's Office, Sheriff's Office, Public Works, Property Management, information Technology, Land and Minerals, Environmental Services and the Planning & Community Development departments to strategically improve the CIP process by bringing it into closer alignment with overall county strategies as represented in the Board of Commissioner's key priority areas as stated above.

Over the past year, strategic CIP efforts have included:

- In 2013, the Minnesota Legislature authorized counties to enact a transportation sales tax as an additional means to address transportation needs. In 2013-2014, county commissioners and administration worked through a very deliberate process with Public Works Department staff to identify the benefits of additional sales tax revenue on critical transportation projects including:
 - Roads in the poorest condition,
 - Failing bridge infrastructure,
 - County Highway Safety Plan projects,
 - Safe Routes to Schools, and
 - Dust stabilization on gravel roads.

Three public hearings were held in November 2014 to explain the Transportation Improvement Plan to citizens and solicit input. On December 2, 2014, the Board of Commissioners approved a half percent sales tax effective April 15, 2015 dedicated to transportation improvement projects across the county. It is expected that this sales tax will raise \$10.5 million annually and projects will be initiated this year. This CIP amendment includes projects in the Transportation Improvement Plan and identifies the funding directly related to the implementation of the sales tax.

There will also be bonds issued in the second quarter of 2015 to initiate and accelerate progress on the first projects selected for implementation in the plan.

- Working with Public Works to streamline its CIP submission process by building on their 10-year State Transportation Improvement Plan, developing a new project submission form that aligns with their road and bridge asset management system, and implementing a common asset management system for facilities that includes Facility Condition Index ratings for each facility as a key facility performance indicator county-wide. Public Works

completed asset management assessments of its buildings in 2014. Property Management will run the asset management system for all Property Management and Public Works facilities.

- Working with Property Management more closely on submissions so that prioritization, energy efficiency, building life cycle management, facility integrity, departmental lease costs (for office space), co-locations of departments/functions, safety/security, and project decision-making happens in advance of bonding cycles and in-line with broad county facility goals. As mentioned above, the county purchased and implemented an asset management system that assists the Property Management Department (and other participating county departments with facilities) to more effectively track and measure facility and system life cycles, manage energy consumption and measure facility efficiency, replacement and/or improvement cost. This system will in turn promote more effective alignment of capital improvement needs with operating budget realities by providing a tool to measure the impact of capital investment on facility integrity and departmental operational budgets.
- Working with the Auditor's Office to continue to improve the information collected as part of the annual update to the CIP so as to provide the most solid basis for bond work possible.
- Working with the Information Technology and Planning and Community Development departments to include a technology section in the CIP. This inclusion provides for large-scale infrastructure projects and systems such as our Land Records Portal.
- Working with all departments on CIP submission to enhance the information provided.
- County Administration has been working closely with departments to identify more customer-friendly interface options for county facilities, which would serve to ensure public and employee safety, create a welcoming center for the delivery of county services, promote inter-departmental synergies across like or complementary service areas, and provide for more effective and efficient utilization of current county facilities. Such projects include the Public Health and Human Services Department's centralized client intake centers (Duluth, Virginia, Hibbing), the property/planning/records/taxation customer center (Virginia), and other projects that encourage collaboration and enhance customer service.
- Changes in the CIP submission form included the addition of Energy Conservation Considerations, a building Facility Condition Index rating, project payback information, project prioritization and rationale, and an asset life cycle determination for all projects related to facilities.
- Additional strategic CIP submission form changes include the requirement to provide the date of the last project cost estimate update to ensure more accurate cost estimation or to trigger the cost estimate updates; and guidance to county departments to select "other" as the funding sources on the form to trigger discussion on potential funding sources, strategies, and other considerations at present undefined.

Financial Assumptions

The FY 2015-2019 CIP has been prepared with the following financial assumptions:

- A bond issuance in 2015 to accelerate road improvements included in the Transportation Improvement Plan approved in late 2014 and an additional CIP bond in 2017 for building projects are currently being proposed. The bond schedule will continue to change based on project need and financial realities.
- All contributions from the General Fund have been incorporated into actual 2015 and proposed 2016-2019 forecasted budgets for this update. Projects funded through contributions from the General Fund include transportation and operations infrastructure (buildings, roads and bridges). The planned contributions are included in the five year projection for financial planning purposes. However, funds for such projects will not be available unless and until they are approved by the Board of Commissioners. As such, contributions to specific projects in later years are subject to change.

Criteria for Inclusion in the CIP

Conformance with Chapter 383C

Chapter 383C of the Minnesota State Statutes contains laws that are specific to St. Louis County. In 1989, the legislature amended this chapter by including a provision allowing St. Louis County to develop and implement a capital improvement program. The 2015-2019 Capital Improvement Program is intended to fulfill this statutory authority.

Conformance with Chapter 373.40 Criteria

Chapter 373.40 requires the County to prepare its capital improvement program (CIP) consistent with the eight criteria contained in Section 2, Subdivision 3 of Chapter 373.40. The information required is summarized below for each of the eight criteria.

Condition of the County's Infrastructure

St. Louis County's infrastructure includes roads and bridges, three court houses, office buildings, highway maintenance facilities, and landfill service stations and the like totaling 170 structures, 3,000 miles of road and 601 bridges. The condition of the infrastructure is reviewed on an annual basis. The CIP contains several projects that are intended to upgrade and preserve these facilities in-line with the Board of Commissioner's strategic focus area *Strong County Infrastructure*. Additionally, proactive management, upgrade and maintenance of county facilities directly translates to cost-savings overall when facilities and infrastructure investments are planned and implemented as part of an overall county asset management strategy.

The Likely Demand for the Improvement

All the improvements proposed in the CIP have been evaluated for alternative actions including the "do nothing" alternative. Also, the CIP projects for each department are reviewed by the County Administrator's Office to ensure that each project is designed to meet a future demand of the public and the county. County efforts to develop and implement broad infrastructure improvements are continually refined in light of overall budget strategies, staffing and service efficiencies, asset condition/life cycle, energy efficiency, existing long-range plans, present cost-effectiveness, projected financial implications, and Board of Commissioner's key priority areas.

Estimated Costs of the Improvements

The County's CIP process requires each project's cost estimate to be as accurate as possible at the time the project is proposed and, additionally, that a project description form be submitted with each project estimate. The process requires annual review and updating of each non-capital budget item. The continual review of project cost estimates, as a practice, is a critical component of the county's strategy for CIP decision-making and implementation. On-going collaborative planning between Administration and other county departments will be further enhanced by the integration of the county's new facility asset management system into the cost estimation process made possible by virtue of system tools and data informed by continually updated *RS Means* construction cost estimation matrix (market based national construction cost index).

Available Public Resources

St. Louis County has examined all potential funding alternatives to each proposed project, and has carefully protected its ability to borrow funds for infrastructure projects. The County's low level of direct debt is evidence of the success of this policy. The County Board reviews the level of direct debt on a regular basis and strives to maintain direct debt at a consistently low level. Additional consideration has been and will continue to be given to expanded bonding opportunities and strategies, which may, in turn, provide for accelerated project implementation in cases where current market conditions matched with internal county operational strategies and infrastructure requirements may indicate a favorable congruence for such investment initiatives. The transportation sales tax approved by the County Board in December 2014 is an example of a new revenue source directed to critical transportation projects.

The Level of Overlapping Debt in St. Louis County

The CIP contains information required by Subdivision 3 of Chapter 373.40, and the process is mindful of the impacts of overlapping debt. The CIP process includes an analysis of the financial and property tax ramifications for all projects proposed for general obligation bond funding.

Relative Costs and Benefits of Alternative Uses of Funds

The CIP process requires each department to evaluate alternatives to the proposed project, as well as alternative funding for each identified project option. The CIP process further requires that the County Administrator's Office review all proposed projects to ensure that the financing options are viable and all encompassing. All projects are evaluated for lease financing versus other financing options. The county's capital infrastructure needs exceed available resources, and the county is always forced to make choices among numerous projects. Thus, careful consideration of county-wide as well as departmental priorities and strategies are a must, and as currently expressed, the CIP process allows for an open debate of the relative costs and merits of each major project. During said debates, alternative means of producing the resources necessary to complete a given project may emerge as a viable alternative to the use of bond proceeds for capital improvements.

Operating Costs of the Proposed Improvements

The CIP process requires that each department and the County Administrator's Office examine the estimated annual operating cost for each proposed project. Projects are reviewed for their impacts on utility costs, employee safety and productivity, number of employees, and any other factor that would have a negative impact on the County's general fund or require substantial increases in fees charged to facility users. County Administration continually strives to align capital improvement needs with the regular operations of the county as an organization. The

impact of capital projects on the operating budget can be severe and as such Administration works to thoroughly examine all impact areas and to develop viable methods to provide for the impact of said projects; and, in some case, to eliminate projects from the CIP due to adverse and/or cost-ineffective project proposals. Throughout the project review process, deference is given to the tempering impacts of current budgetary realities, overarching strategies and priorities of elected officials, current departmental business plans, and defined needs in light of all of the preceding elements.

Alternatives for Providing Services More Efficiently Through Shared Facilities with Other Counties or Local Units of Government

The CIP process requires each department to examine alternatives that involve the use of shared facilities. The County Administrators' Office provides a final review to ensure that each CIP and annual capital budget item has been thoroughly reviewed for use with existing facilities in other governmental jurisdictions, and for opportunities for sharing new facilities.

The county is continuing to seek methods to improve inter-departmental synergies for internal management and external service functions, and has been making great strides in this direction over the last year. Property Management, with its asset management system is working to eventually include all county facilities such as those serving Public Works, Land & Minerals, and Environmental Services departments' functions/needs. As a policy, the St. Louis County Board of Commissioners has directed the county Property Manager to work toward housing all county departments in county facilities. The cost-benefit analysis of using external leases versus housing county departments in county facilities has shown that the latter is more cost-effective for the tax-payers of St. Louis County. With the planned Duluth Government Service Center remodel, the goal of eliminating leases and centrally locating county services will be accomplished for offices/services in Duluth, and only the renovation/replacement of the Northland Office Center in Virginia will remain to fully meet this policy directive.

St. Louis County FY2015-2019 Capital Improvement Program

Procedures

For each proposed capital improvement project, departments are required to complete a CIP inventory form. These forms provide both general background information pertaining to the projects and detailed information, which is used to evaluate the projects. The projects are compiled by Property Management. Using the inventory forms as a basis for its review, a preliminary list of items is produced. Final approval and authorization comes from the County Board.

In order to provide direction and conformity in compiling the CIP, it is essential that policies and guidelines are identified to direct county decisions regarding physical improvements and the sources of funding to be utilized. In prior budgets and related documents, the St. Louis County Board has identified the following policies regarding capital budgeting:

Capital Improvement Budget Policies

- The county makes all capital improvements in accordance with an adopted capital improvement program.
- The county develops a multi-year plan for capital improvements and updates it annually.
- The county enacts an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, real estate development, or economic base are reviewed and included in capital budget projections.
- The county coordinates development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements are projected and included in operating budget forecasts.
- The county uses intergovernmental assistance to finance only those capital improvements that are consistent with the adopted capital improvement plan and county priorities in which operating and maintenance costs have been included in operating budget forecasts.
- The county maintains its assets at a level adequate to protect its capital investment and minimize future maintenance and replacement costs.
- County staff identifies the estimated costs and potential funding sources for each capital project proposal before it is submitted to the county board for approval.
- Expenditures must be a minimum of \$100,000.
- Equipment purchases must have a minimum life of five years.
- The county determines the least costly financing method for all new county projects.
- Each capital project should be fully justified in terms of reducing operating costs, improving quality or quantity of service, adhering to appropriate regulations, protecting the health and safety of employees or clients, or meeting a clearly demonstrated demand for a service.
- There should be a thorough review of alternative actions to the proposed project including the development of shared facilities, the use of non-county services or methods to meet the need, or the use of non-capital alternatives.
- Each capital project should be reviewed to determine the amount of coordination required between county departments and with non-county agencies to implement the project.
- Projects should be evaluated regarding possible deferment to a later date if such action would not adversely affect the program.
- All auxiliary costs, such as site development, utilities, or parking, must be considered as

- part of the capital project.
- With the exception of the Land& Minerals, Environmental Services, and Public Works departments, the Property Management Department will serve as the Capital Improvement Construction Management Unit for county facilities in St. Louis County. All Department of Public Works road and bridge projects will be managed by the department of Public Works in coordination with the Administrator's Office. All departments are instructed to coordinate capital improvement projects with the Director of Property Management.

Debt Policies

- The county maintains its ability to support current debt and incur additional debt at minimal interest rates and in the amounts required for infrastructure and other capital assets without endangering the ability of the county to finance essential services.
- Projects should be evaluated regarding possible deferment to a later date if such action would not adversely affect the program.
- Debt is used sparingly and only after other means of financing are fully investigated.
- No debt which becomes an obligation of the county or any of its agencies may be issued for a term longer than the reasonably expected useful life of the asset being funded, but in no event for longer than 20 years for real property or 5 years for equipment.
- The proceeds of all debt issues must be expended in compliance with all applicable state and federal laws and rules and in conformity with all covenants of the issue. Such laws, rules, and covenants must be strictly construed.
- No debt may be issued to fund normal operations of the county or any of its agencies. This does not exclude the possibility of issuing Tax Anticipation Notes as a financial and investment strategy.
- Debt must not be issued in excess of any statutory limit. The county must strive to keep the total debt burden of the county when measured as a percent of taxable market value from exceeding the median of similarly sized counties in the nation based upon figures available at the time of authorizing the issuance.
- Property tax supported debt including capital notes must not be issued beyond the point where annual debt service levy demands exceed 10% of the property tax levy (including HACA and disparity aid).
- The county must avoid, where possible, the issuance of general obligation debt by utilizing available funds, reserves, and revenue or other types of issues.

CIP Process

The CIP process begins at the beginning of the year (January) with a request to county departments for modifications, updates, additions or deletions from the previous CIP as part of the budget process. Detailed instructions for submission are provided by the Administration Department to guide the preliminary submission process, and, once complete, are followed up by in-depth project discussions, board workshop(s), public hearing and formal adoption of the CIP (updated) each winter.

Implementation Rate

Not all projects included in the 2015 capital budget will be completed during the budget year. Many projects require coordination with other agencies and businesses. St. Louis County accounting policies allow for carry forward of encumbered funds to allow for completion of projects started in one year but not finalized.

CIP Format

The 2015-2019 Capital Improvement Program comprises four major areas for capital improvement: roads and bridges, equipment, facilities, and technology. The project description form provides a brief description of the project and its location, the underlying purpose and justification for the project, estimated impacts on the operating budget, energy conservation considerations (if applicable), implementation details (date), funding source, cost breakdown and total project cost (estimates).

2015-2019 CIP by Category & Department

Technology

This section includes planned technology investments submitted by the Information Technology (IT) Department and the Planning and Development Department.

Department	2015	2016	2017	2018	2019	TOTAL
Information Technology/Planning and Development						
Data Center Storage Area Network (SAN)	\$200,000		\$100,000	\$200,000	\$150,000	\$650,000
Enterprise Applications and Interfaces	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
IT/GIS Enterprise Geospatial Data Infrastructure	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
IT Service Desk Software	\$145,000					\$145,000
IT Client Management Software		\$150,000				\$150,000
Primary Data Center SAN Hardware Refresh		\$450,000				\$450,000
Disaster Recovery SAN Hardware Refresh			\$400,000			\$400,000
Total Information Technology/Planning and Development	\$545,000	\$800,000	\$700,000	\$400,000	\$350,000	\$2,795,000

Environmental Services

The Solid Waste Fund accounts for the management and operations of solid waste activities in St. Louis County outside of the Western Lake Superior Sanitary District Service area. The fund includes general management of solid waste activities, recycling, canister sites, transfer stations, demolition facilities, household hazardous waste, and landfill operations.

The CIP projects for this category include:

Department	2015	2016	2017	2018	2019	TOTAL
Environmental Services						
Landfill Gas Collection & Management System - Virginia		\$520,000	\$400,000	\$600,000		\$1,520,000
Leachate Field Expansion - Virginia	\$300,000	\$300,000	\$150,000	\$100,000		\$850,000
Leachate Filtration Construction - Virginia		\$1,200,000	\$150,000			\$1,350,000
Landfill Storage Building - Virginia	\$140,000					\$140,000
Landfill Closure					\$1,500,000	\$1,500,000
Total Environmental Services	\$440,000	\$2,020,000	\$700,000	\$700,000	\$1,500,000	\$5,360,000

Adequate cash flows are available in the Solid Waste Fund accounts to deliver the projects shown. The Environmental Services Department has provided cash flow analyses for the revenue that tie to each project.

Property Management Facilities Capital Projects

Projects initiated under this category include improvements aimed at maintaining the life cycle and integrity of all county-owned facilities, reducing operating or maintenance costs through initiatives such as energy efficiency projects, acquiring new/additional office space, providing a safe and productive work environment, and ensuring safe access for the public.

The following table shows the planned contributions to capital projects:

Department	2015	2016	2017	2018	2019	TOTAL
Property Management Facilities						
Preventive Maintenance as Required by VFA	\$295,000	\$1,169,031	\$1,955,766	\$2,075,000	\$2,075,000	\$7,569,797
Virginia Area Office Building Renovation/Replacement	\$70,000	\$150,000	\$10,125,000	\$3,375,000		\$13,720,000
Virginia Motor Pool - New Building & Solar Power Install	\$85,500					\$85,500
Rescue Squad Storage Building - Virginia	\$1,315,000					\$1,315,000
Rescue Squad Storage Building - Pike Lake Campus		\$375,000				\$375,000
A. P. Cook Building Renovation	\$1,041,280	\$900,000				\$1,941,280
Public Safety Campus - Entrance and Marble Street Improvements	\$259,860					\$259,860
Jail Building Automation System		\$200,000	\$250,000			\$450,000
Jail Parking Lot Reconstruction	\$175,000					\$175,000
Duluth Courthouse 5th Floor Remodel	\$150,000					\$150,000
Duluth GSC Remodel	\$7,200,000					\$7,200,000
Duluth Downtown Parking Lot Repairs			\$75,000	\$825,000		\$900,000
Duluth Parking Ramp Repairs	\$580,000					\$580,000
Hibbing Courthouse Building Automation System	\$362,250					\$362,250
Hibbing Annex Motor Pool Carport & Solar Power Install	\$70,000					\$70,000
Hibbing Annex Parking Lot Replacement	\$158,340					\$158,340
Ely GSC Roof Replacement & Solar Power Install		\$200,000				\$200,000
Depot Building Systems Replacement/Repairs	\$150,000					\$150,000
Camp Esquagama Improvements	\$212,681					\$212,681
Courthouse Security Projects	\$154,110	\$280,000	\$90,000			\$524,110
Total Property Management Facilities	\$12,279,021	\$3,274,031	\$12,495,766	\$6,275,000	\$2,075,000	\$36,398,818

Sources of revenue include property tax, fees, interest earnings, unrestricted grants and aids, and other forms of unrestricted local income. Actual expenditures are based on the costs of the projects and the use of carry-over balances.

Public Works Facilities Improvements

These projects consist of constructing or maintaining the garages, shops and support facilities used by the Public Works Department in performing road and bridge construction and maintenance activities. They are aimed at reducing the operating and maintenance costs through energy savings, extending the lives of the facilities, and reducing the degradation to facilities.

Department	2015	2016	2017	2018	2019	TOTAL
Public Works Facilities						
Preventive Maintenance as Required by VFA	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
District 4 New Facility			\$10,000,000			\$10,000,000
District 6 New Facility				\$10,000,000		\$10,000,000
Total Public Works Facilities	\$500,000	\$500,000	\$10,500,000	\$10,500,000	\$500,000	\$22,500,000

Projects under this category are road construction, maintenance overlays, and bridge construction and repairs financed through various sources including local funds, state and federal aid.

[illegible][illegible]

2015-2019 CAPITAL IMPROVEMENTS PROGRAM SUMMARY

Department	2015	2016	2017	2018	2019	TOTAL
Information Technology/Planning and Development						
Data Center Storage Area Network (SAN)	\$200,000		\$100,000	\$200,000	\$150,000	\$650,000
Enterprise Applications and Interfaces	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
IT/GIS Enterprise Geospatial Data Infrastructure	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
IT Service Desk Software	\$145,000					\$145,000
IT Client Management Software		\$150,000				\$150,000
Primary Data Center SAN Hardware Refresh		\$450,000				\$450,000
Disaster Recovery SAN Hardware Refresh			\$400,000			\$400,000
Total Information Technology/Planning and Development	\$545,000	\$800,000	\$700,000	\$400,000	\$350,000	\$2,795,000
Environmental Services						
Landfill Gas Collection & Management System - Virginia		\$520,000	\$400,000	\$600,000		\$1,520,000
Leachate Field Expansion - Virginia	\$300,000	\$300,000	\$150,000	\$100,000		\$850,000
Leachate Filtration Construction - Virginia		\$1,200,000	\$150,000			\$1,350,000
Landfill Storage Building - Virginia	\$140,000					\$140,000
Landfill Closure					\$1,500,000	\$1,500,000
Total Environmental Services	\$440,000	\$2,020,000	\$700,000	\$700,000	\$1,500,000	\$5,360,000
Property Management Facilities						
Preventive Maintenance as Required by VFA	\$295,000	\$1,169,031	\$1,955,766	\$2,075,000	\$2,075,000	\$7,569,797
Virginia Area Office Building Renovation/Replacement	\$70,000	\$150,000	\$10,125,000	\$3,375,000		\$13,720,000
Virginia Motor Pool - New Building & Solar Power Install	\$85,500					\$85,500
Rescue Squad Storage Building - Virginia	\$1,315,000					\$1,315,000
Rescue Squad Storage Building - Pike Lake Campus		\$375,000				\$375,000
A. P. Cook Building Renovation	\$1,041,280	\$900,000				\$1,941,280
Public Safety Campus - Entrance and Marble Street Improvements	\$259,860					\$259,860
Jail Building Automation System		\$200,000	\$250,000			\$450,000
Jail Parking Lot Reconstruction	\$175,000					\$175,000
Duluth Courthouse 5th Floor Remodel	\$150,000					\$150,000
Duluth GSC Remodel	\$7,200,000					\$7,200,000
Duluth Downtown Parking Lot Repairs			\$75,000	\$825,000		\$900,000
Duluth Parking Ramp Repairs	\$580,000					\$580,000
Hibbing Courthouse Building Automation System	\$362,250					\$362,250
Hibbing Annex Motor Pool Carport & Solar Power Install	\$70,000					\$70,000
Hibbing Annex Parking Lot Replacement	\$158,340					\$158,340
Ely GSC Roof Replacement & Solar Power Install		\$200,000				\$200,000
Depot Building Systems Replacement/Repairs	\$150,000					\$150,000
Camp Esquagama Improvements	\$212,681					\$212,681
Courthouse Security Projects	\$154,110	\$280,000	\$90,000			\$524,110
Total Property Management Facilities	\$12,279,021	\$3,274,031	\$12,495,766	\$6,275,000	\$2,075,000	\$36,398,818
Public Works Facilities						
Preventive Maintenance as Required by VFA	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
District 4 New Facility			\$10,000,000			\$10,000,000
District 6 New Facility				\$10,000,000		\$10,000,000
Total Public Works Facilities	\$500,000	\$500,000	\$10,500,000	\$10,500,000	\$500,000	\$22,500,000
Public Works Roads and Bridges						
Road and Bridge Projects Summary	\$31,684,554	\$36,825,244	\$23,387,027	\$22,051,849	\$21,866,734	\$135,815,408
Transportation Improvement Plan Projects Summary *	\$17,927,207	\$29,143,028	\$7,962,074	\$8,560,356	\$5,098,503	\$68,691,168
Total Public Works Roads and Bridges	\$49,611,761	\$65,968,272	\$31,349,101	\$30,612,205	\$26,965,237	\$204,506,576
*Includes bonding and "pay as you go" funded projects. Projects may be added to specific years from the Transportation Sales Tax Improvement Plan as revenue allows.						
Total Capital Improvement Projects	\$63,375,782	\$72,562,303	\$55,744,867	\$48,487,205	\$31,390,237	\$271,560,394

2015– 2019 SUMMARY OF REVENUES BY DEPARTMENT

Department	2015	2016	2017	2018	2019
Information Technology/Planning and Development					
Property Tax	\$345,000	\$600,000	\$500,000	\$200,000	\$150,000
Bonding	\$0	\$0	\$0	\$0	\$0
Federal/State	\$0	\$0	\$0	\$0	\$0
Other	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Total Technology	\$545,000	\$800,000	\$700,000	\$400,000	\$350,000
Environmental Services					
Property Tax	\$0	\$0	\$0	\$0	\$0
Bonding	\$0	\$0	\$0	\$0	\$0
Federal/State	\$0	\$0	\$0	\$0	\$0
Other	\$440,000	\$2,020,000	\$700,000	\$700,000	\$1,500,000
Total Environmental Services	\$440,000	\$2,020,000	\$700,000	\$700,000	\$1,500,000
Property Management Facilities					
Property Tax	\$2,576,480	\$2,309,031	\$2,250,766	\$2,075,000	\$2,075,000
Bonding	\$6,500,000	\$150,000	\$10,125,000	\$3,375,000	\$0
Federal/State	\$700,000	\$0	\$0	\$0	\$0
Other	\$2,502,541	\$815,000	\$120,000	825,000	\$0
Total Property Management Facilities	\$12,279,021	\$3,274,031	\$12,495,766	\$6,275,000	\$2,075,000
Public Works Facilities					
Property Tax	\$500,000	\$500,000	500,000	\$500,000	\$500,000
Bonding	\$0	\$0	\$10,000,000	\$10,000,000	\$0
Federal/State	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0
Total Public Works Facilities	\$500,000	\$500,000	\$10,500,000	\$10,500,000	\$500,000
Public Works Road & Bridge					
Property Tax	\$6,224,580	\$6,970,857	\$6,899,015	\$5,500,002	\$4,949,228
Bonding	\$17,927,207	\$22,072,793	\$0	\$0	\$0
*Transportation Sales Tax	\$0	\$7,070,235	\$7,962,074	\$8,560,356	\$5,098,503
Federal/State	\$22,421,131	\$24,698,983	\$16,288,012	\$16,551,847	\$16,917,506
Other	\$3,038,843	\$5,155,404	\$200,000	\$0	\$0
Total Public Works Road & Bridge	\$49,611,761	\$65,968,272	\$31,349,101	\$30,612,205	\$26,965,237

* Projects may be added to specific years from the Transportation Improvement Plan as revenue allows.