

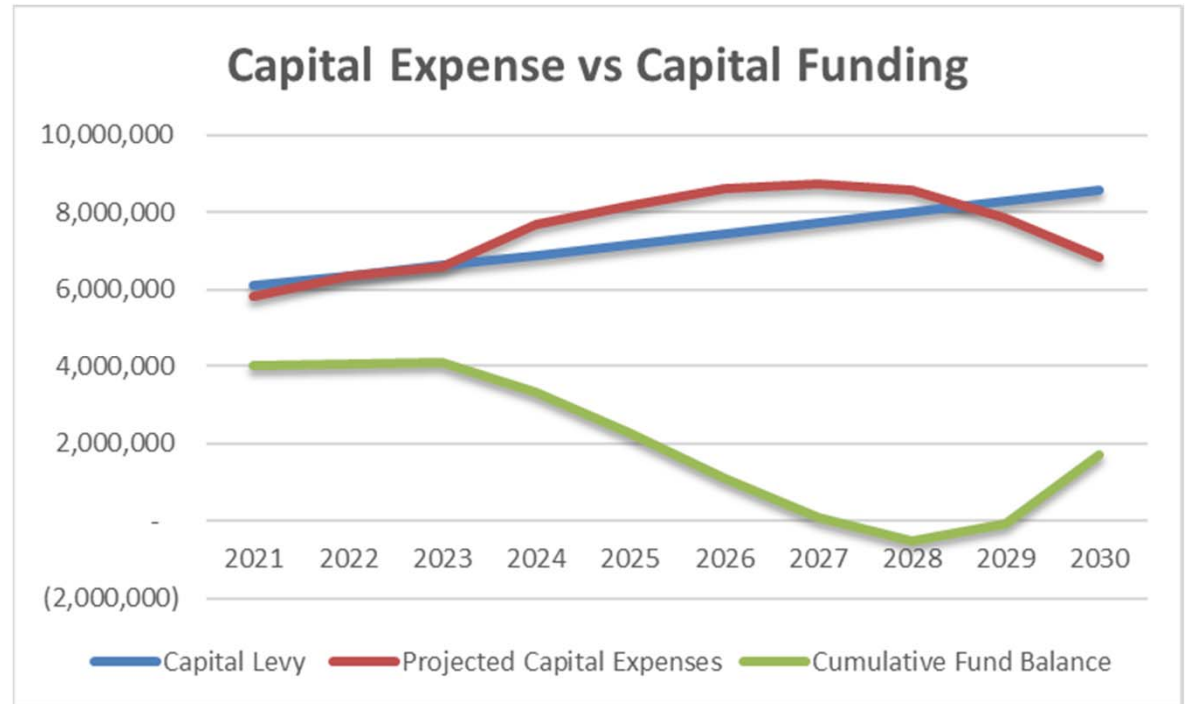
2021 Recommended Capital Plan

September 21, 2020

Capital Reinvestment

- ▶ Capital Plan proposes provides a financial strategy to achieving net-zero emissions by 2040.
- ▶ Recommends \$770,000 or 11% decrease in; \$20M decrease in total plan.
- ▶ Proposes using \$8 million in fund balance and capital reserves over next several years.
- ▶ Recommends a policy change in the annual capital appropriation, by reverting back to 0.5% of the property tax levy to support capital investment.

- Designates \$30 million for Green Facility improvements.
- Assumes \$28 million for downtown campus.
- Additional \$4 million for public safety building improvements.
- \$6 million committed to cover airport improvements.
- \$6.5 million for back up dispatch center and system upgrades.
- \$1.75 million to electrify our passenger fleet.



Cumulative balance in capital fund includes \$8M transfer from GF unassigned fund balance/Capital Reserves.

Green Facilities

(\$30M)
(\$4M grants)

- Potential improvements include: LED lighting, building envelope sealing, plug load controls, controls optimization, boiler replacement, transformer replacement, solar canopies, geothermal, solar PV, distributed battery storage, and fuel cells.
- Research suggests that such investments could achieve approximately a 90% reduction in current emissions.
- Preliminary research have included review of NYSERDA programs: Flex Tech, On-site Energy Manager and Real-Time Energy Manager opportunities. Update to PEEQ/F&I – Oct/Nov.
- The Capital Plan includes \$200,000 to hire expert consultants to assist in the detailed engineering work required to move these projects forward.
- It is envisioned that planning work will occur in 2021-23 with first investments commencing in 2024/26.

Downtown Campus

(\$28M)

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- Constructing a facility to house County Admin, Attorney, Finance, HR, Clerk, OHR, Planning, Assigned Counsel, ITS, Assessment, BOE.
- Project include renovations of Old Jail for District Attorney's Office, Old Court House and COFA annex.
 - May want to consider DA's office in primary facility due to security needs.
- New construction and renovations would target net-zero energy goals.
- Legislature has committed \$1.775M toward purchase of property.
- It is envisioned that design work will occur in 2021/22 with construction commencing in 2023/24.
- Est. project cost \$28M. Total amount bonded \$24M.

Public Safety Building

(\$4M)

- 2020 space needs assessment included cost options for significantly renovating the Public Safety building to constructing a new facility including jail pod scenario's: \$23M to \$45M.
- Significant bail and criminal justice reforms were put into place 1/1/20 and the County's jail population continued to decline to unprecedented levels – no baseline data about long term impact.
- It is recommended \$4M of needed improvements: upgrades to the building envelope/interior, HVAC/plumbing systems, security and detention hardware systems and electrical system.
- It is envisioned that design work will occur in 2021 with investments commencing in 2022.
- Est. project cost \$4M. Total amount paid for with fund balance/reserves.

Major Capital Planning Initiatives

- Of the three major planning initiatives the Green Facilities is least developed at this time.
- Plan provides flexibility between projects.
- Uses \$8.1M in fund balance and capital reserves.
- Financing of \$62M of project costs:
 - \$50M = bonded
 - \$8M = cash
 - \$4M = grants
- Diligent planning will be critical to implementing successful, on budget projects.
 - Strategic investments
 - Managing resources – financial and personnel
 - PATIENCE and MOTIVATION are the keys to success.

Emergency Response

(\$6.75M)

- Considers development of backup dispatch center and system upgrades (\$4.75M/\$2M = \$6.75M)
- All projects are expected to be covered by State Interoperable Communications Grant (\$650k annually). No local cost.
- Discussion scheduled for Oct/Nov Public Safety meeting on current evaluation of needs, approaches and possible options.
- \$1.8M Microwave upgrade was completed in 2020. No local cost.
- \$845k Repair & Replacement take place over 2021-2025. No local cost.

Green Fleet

(\$1.75M)

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- Considers electrifying 60 passenger vehicle fleet.
- Recommends making \$400k each year from 2021-2025.
- Provides funding for replacing 12-15 vehicles annually and includes construction of charging stations.
- Would make initial replacement of passenger fleet; future replacements would be done with normal budget process.
- Current review has included initial fleet review/analysis report (6/22 PEEQ).
- Additional planning includes fleet mgt framework, telematics, EV charging for non-county owned vehicles, and updating Green Fleet Policy (#9-44). Next update scheduled for Nov. PEEQ.
- Est. project cost \$1.75M. Total project amount will be paid in cash with capital contribution.

ITS Infrastructure Replacement (\$1.5M)

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- Considers investing approx. \$1.4 over the next 5 years in various IT infrastructure needs related to keeping our network reliable.
- Equipment replacements include servers, data storage, cameras, UPS and network components.
- Equipment has reached or will reach life expectancy at the time of replacement.
- Core infrastructure supports 17 buildings and 27 departments.
- Est. project cost \$1.5M. Total project amount will be paid in cash with capital contribution.

Highway & Bridge Improvements (\$10.2M)

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- Considers the continuation of 10-year highway rehabilitation, reconstruction and maintenance plan.
- Provides for the start of subsequent 5-year round of funding.
- 2020-2023 @ \$1.8M; 2024/25 @ \$2.4M
- Est. project cost \$10.2M. Each year is bonded with 15-year bonds.

Facility Restoration

(\$5.6M)

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- Intended to address backlog of deferred maintenance of existing facilities.
- Continuation of prior facility restoration efforts that included \$4M of investment from 2014-2019.
- Proposed capital plan includes \$5.6M of investment from 2021-2027 into existing facilities. \$1.4M every other year starting 2021.
- Some of the expected improvements may be partnered with Green Facilities initiative.
- Est. project cost \$5.6M. Each year is bonded with 10-year bonds.

Airport Terminal Expansion (\$40M)

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- \$40 million terminal renovation & expansion
 - \$14.2 million State grant
 - \$12 million FAA
 - \$1.4 million (CDBG, NYSERDA, Property sale)
- \$13 million local BAN to complete project
 - Est. \$3M in Passenger Facility Charges (PFCs)
 - NYSEG award pending (\$1.5M)
 - CARES Act funding = \$1.8 million (less operating uses)
 - \$6M has been included in Capital Program as local cost (25-yrs bond)
- Operations remain flexible with upcoming changes
 - Customs facility online, airline changes, new flights

Fund Balance Policy Update

		<u>Amount</u>	<u>FB as % of Rev.</u>
As of 12/31/19	Unassigned FB	\$46,215,923	24.4%
2020	One-time/Rollover	\$ (1,870,000)	-1.0%
2020	Shortfall/Enc. (est)	\$ (5,500,000)	-2.9%
Proposed 2021	Transfer To CF	\$ (2,750,000)	-1.5%
Proposed 2021	One-time OTRs	\$ (1,242,376)	-0.7%
Proposed 2021	Rollover (est)	\$ (640,754)	-0.3%
2021 Year-End		\$34,212,793	18.1%

- Fund balance projecting is subject to change – a snap shot in time.
- Assumptions do consider current year shortfall.

