

# CAPITAL IMPROVEMENT BUDGET OVERVIEW

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## Introduction

The Capital Improvement Program (CIP) is a five-year planning tool for urban growth and development. It outlines the schedule of public improvements and the associated costs. For program purposes the City defines a capital improvement as a major improvement or acquisition costing over \$50,000 that will last 10 years or more. The CIP lists each proposed capital project to be undertaken, the year in which it will be started, the amount to be expended in each year, and the proposed method of financing. Over the life of the program, the plan will be reviewed and revised on an annual basis.

The CIP consists of projects that provide long-term improvements to the City and its infrastructure. An initial project is usually comprised of one of the following items: land, building, and/or equipment. These items can generally be defined as eligible on the following basis:

LAND acquisition and/or development expenditures are eligible as capital costs regardless of whether they are purchased in connection with future economic development.

BUILDING renovations, additions to existing structures or new construction costs are capital expenditures. Inclusive in these costs may be feasibility studies and architectural/engineering designs.

EQUIPMENT or machinery purchases that are essential to the initial operation of a project are included within that scope of the project's costs. The replacement of equipment that is essential to the operation of a facility can be considered a capital project provided its cost is \$5,000 or more and its useful life is greater than five years.

## Purpose

The Capital Improvement Program allows the projection of future needs and enables the City to develop a financial blueprint to accommodate the growth of its infrastructure. From this long-term planning process evolves a capital project priority system that coordinates public needs and resources with the availability of funding.

The thorough preparation required in formulating the Capital Improvement Program allows the City to forecast the impact of each project on the City's Annual Operating Budget. For example, the construction of a project may be financed through the CIP; however, the staffing and operations may be funded through the operating budget. Therefore, timing of facility construction and its subsequent operation enables the City to anticipate future expenditures and revenues.

The publication of the Capital Improvement Program supplies information to various groups interested in the future development of Memphis. The CIP outlines the City's intent for Federal and State agencies that provide grant dollars for specified projects. Private investors can preview the attractiveness of the City and its assets as related to investments in municipal securities. Developers are made aware of new projects and may plan accordingly. Finally, individual taxpayers, neighborhood groups and other civic organizations are familiarized with the City's plan for future development and the effects such changes will make in their lives.

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## Capital Improvement Budget Overview

The Fiscal Years 2017-2021 Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. For program purposes the City defines a capital improvement as a major improvement or acquisition costing over \$50,000 that will last 10 years or more. The program is updated annually to reflect the latest priorities, updated cost estimates and available revenue sources.

The purpose of the CIP is to outline the funding for capital projects and capital acquisitions that will be of a long-term benefit to the citizens of Memphis. Because projects in the CIP Plan have long term benefits, they are financed over a longer period of time. As a result, present and future users pay for the projects.

The City's adopted Capital Budget is \$231.9 million in total allocations for FY 2017. Listed below are our major sources for Capital Funding.

### Long Term Debt

General Obligation Bonds, excluding G.O. for Storm Water which will be paid by the fund, are \$88.9 million or 38.33% of the total revenue for the FY 2017.

### Federal Grants / State Grants

Federal and State grants represent \$33.8 million or 14.57% of the revenue in the FY 2017 Capital Budget. The majority of these Federal funds are for MATA projects and Public Works projects that qualify for Federal grants. State grants represent the State-matching portion of the MATA funds and Public Works projects that qualify for State funds.

### Capital-Pay-Go/CWSRF

The Sewer Fund current projects are funded by Capital-Pay-Go or Clean Water State Revolving Fund (CWSRF) loans. Projects funded by "Capital-Pay-Go" allocations represent internally generated funds. Sewer project funding is not represented in sewer bonds for the second year in a row. CWSRF loan is a line of credit which is available for the Planning, Design, and Construction Phases of wastewater facilities.

### Carry Forward Funding

Projects allocated in previous years' Capital Budgets, that have been delayed, may be reprogrammed, according to the priorities of the administration for spending in the new plan. Carry Forward funds represent \$494.5 million. These funds are the unspent allocations from the prior years' approved CIP plan that could not be allocated within the prior year because the timeframe for completion is greater than one year. Unspent allocations are shown as carry forward requests within the respective Divisions. Specific projects where unspent appropriations will carry forward into the FY 2017 CIP spending are identified in the appendix section of this document.

Adoption of the CIP budget by the City Council allows for the allocation of funds for the first year of the program, or in the case of carry forward projects a reallocation of unappropriated funding. The Capital Improvement Budget is the annual allocation to the CIP that is set aside to fund major construction projects, acquire property, purchase equipment and fund ongoing capital programs for the City. The City attempts to budget annual G. O. Bonds specifically at an average of \$70.0 million per year. Specific language on how to appropriate and spend construction funds is contained in the CIP resolution.

## Capital Improvement Budget Highlights

The City's planned CIP spending aligns with current priorities that are focused on projects that enhance the City's economic development strategy, leverage federal or private funding, projects that maintain existing facilities, and projects mandated by law. The FY2017 CIP Budget for General Obligation Bond (G.O.) spending is \$88.9 million. This



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budget increases G. O. funding for the Memphis Area Transit Authority (MATA) by \$5.0 million. The CIP budget also includes \$9.8 million to begin the investment in a radio system upgrade for Police and other City of Memphis safety divisions. In the division of Housing and Community Development the MHA Foote-Future Hope VI project is included. This project will remove the last public housing project in the City (Foote Homes). There is a continued emphasis on road paving, which is proposed for \$16.5 million in GO Bond funding, and an increased funding for technology needs.



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## The Impact of Debt Service Cost and Operating Cost for FY 2017

The cost of capital assets manifests in the general fund (operational costs) or the debt fund (principal and interest costs). Both of these funds' budgets are established through the budget ordinance in this budget.

The financial impact of CIP projects is the annual cost of debt service. Debt service projects impact operational cost because of the issuance of General Obligation (G.O.) Bonds, which are repaid by the tax rate charged to citizens. The property tax finances the debt fund, which pays the debt service. In theory if debt increases, larger portions of property tax revenue is assigned to debt, and this reduces resources for operating costs. The City has a G.O. Bond target to essentially maintain the property tax rate apportioned to debt within a specific range. This target is established considering debt that will also be retired within the fiscal year.

This summary lists all CIP above a total cost of \$1.0 million in the CIP program for FY2017 along with their related G.O. funding amounts, and the associated impact on debt service and the operating budget. The debt service payments will average 20-30 years depending on the project. Projects not detailed are either under \$1.0m or are considered as replacement investments for fully used existing capital assets. The cost to maintain these assets are in the current funding base. Therefore, these projects are budget neutral. A full listing of all FY2017 CIP projects follows this summary.

### Division: Finance

#### Project Name: Sports Authority-FedEx

Project Number: GA01022

This project provides for the City's portion of capital expenditures necessary to the FedEx Forum, which houses our professional basketball team. Potential expenses include, but are not limited to, the halo repair and the pending future roof membrane replacement. Capital expenditures will be approved by the Sports Authority Board prior to submission for City funding.

G.O. Funding: \$2.0m

Debt Service Impact: \$25.0k  
Operating Budget Impact: \$ None

### Division: Fire Services

#### Project Name: Fire Station Repairs

Project Number: FS02001

This project provides funds for major repairs and renovations of facilities including station driveways, roofs, generators, sidewalks, landscaping, lighting and fencing. Construction covers items beyond the scope of General Services.

G.O. Funding: \$1.9m

Debt Service Impact: \$23.7k  
Operating Budget Impact: \$ None

### Division: General Services

#### Project Name: CoMEM Phase II

Project Number: GS01032

This project provides funds for the City of Memphis Municipal Complex, former "Walter Simmons" site, Master Plan. General Services and the Fire Services divisions will provide a Fleet Maintenance Facility, Fueling Station and Fire Apparatus section.

G.O. Funding: \$2.2m

Debt Service Impact: \$27.5k  
Operating Budget Impact: \$ Neutral



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## Division: Housing and Community Development

### Project Name: MHA-Foote Future Hope VI

**Project Number: CD01030**

South City CNI (Foote Homes Project) is part of the South City Urban Renewal Plan. Funding will provide new rental housing to a mixed income population. The physical plans will be implemented in multiple phases on the old Foote Homes site and in the surrounding neighborhood on acquired land. The transformation will include demolition of existing dwellings, improved park & open space, community facilities, library, neighborhood retail and comprehensive supportive services and programs.

G.O. Funding: \$4.5m

Debt Service Impact: \$56.2k  
Operating Budget Impact: None

### Project Name: Mason Village

**Project Number: CD02011**

This project is predevelopment investments in the infrastructure and public space in support of the redevelopment of the area surrounding the historic Mason Temple and the I-55 Gateway known as COGIC Place. This project will address critical improvements to neighborhood assets and housing by replacing distressed housing and blight with nearly 80 units of new, high quality, mixed income housing.

G.O. Funding: \$2.0m

Debt Service Impact: \$25.0k  
Operating Budget Impact: None

## Division: Information Services

### Project Name: HRMS Management System Cloud

**Project Number: IS01075**

This project provides funds for Software upgrade. Managed software will be transitioned to a SAAS/Cloud version in order to improve productivity through technological enhancements.

G.O. Funding: \$1.5m

Debt Service Impact: \$18.7k  
Operating Budget Impact: \$400,000

## Division: Memphis Area Transit Authority (MATA)

### Project Name: MATA Bus Replacement

**Project Number: GA03007**

This project provides funding for the purchase of buses over the next five years to replace buses that have reached the end of their useful service life. MATA is making an effort to incorporate alternative fuel and smaller vehicles into the fleet and may choose to purchase a smaller or larger number of vehicles with the funds provided for this project. This level of funding will allow MATA to replace approximately 78 vehicles over the five-year CIP period.

G.O. Funding: \$5.0m

Debt Service Impact: \$62.5k  
Operating Budget Impact: None



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## Division: Memphis Area Transit Authority (MATA)

**Project Name: Rail Vehicles**

**Project Number: GA03026**

MATA will purchase and renovate rail vehicles that have reached the end of their useful service life.

G.O. Funding: \$1.1m

Debt Service Impact: \$12.5k  
Operating Budget Impact: None

## Division: Parks and Neighborhoods

**Project Name: Greenway Improvements**

**Project Number: PK07012**

This project provides additional funds for Phase 4 - \$650k for Construction; Phase 5A - \$450k for Construction and Phase 5B \$50k for A/E. Funds are provided in Fiscal Years 2018 through 2022 per MOU with the Wolf River Conservancy to provide funds of \$1.5m per year for five years.

G.O. Funding: \$1.2m

Debt Service Impact: \$15.0k  
Operating Budget Impact: \$ None

## Division: Police Services

**Project Name: In-Car Video/GPS**

**Project Number: PS04022**

This project will install mobile in-car video cameras with GPS tracking devices for 125 squad police cars and body worn cameras for over 2,000 officers. This project is spread out over a seven year lease-to-own period.

G.O. Funding: \$2.7m

Debt Service Impact: \$33.7k  
Operating Budget Impact: \$ 64,700

**Project Name: Radio System Upgrade**

**Project Number: PS04025**

This project will fund the replacement of the City of Memphis radio system because our current radio system will have reached its end of life cycle for parts and service on December 31, 2018. This will replace the old system with a new radio system that's compatible with P25 technology.

G.O. Funding: \$9.8m

Debt Service Impact: \$122.5k  
Operating Budget Impact: \$300,000

## Division: Public Works

**Project Name: Asphalt/Paving**

**Project Number: PW01272**

This project funds the asphalt paving activities performed by the City or contracted out.

G.O. Funding: \$16.5m

Debt Service Impact: \$206.2k  
Operating Budget Impact: \$ None



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## Public Works Division – Sewer Fund

The Sewer Fund's current projects are funded by Capital-Pay-Go (CPG) or Clean Water State Revolving Fund (CWSRF) loans. CPG funds current projects through the use of the fund balance. CWSRF is a line of credit that is available for the Planning, Design, and Construction Phases of wastewater facilities. The funds may be used for all three phases in any combination. Eligible projects include new construction or the upgrading/expansion of existing facilities and may encompass wastewater treatment plants, pump stations, force mains, collector sewers, interceptors, elimination of combined sewer overflows, and/or nonpoint source pollution remedies.

The City currently has two active CWSRF loans. The first loan is for \$22 million and is associated with two projects. One project is an outfall modification at the M.C. Stiles Wastewater Treatment Facility (SW01001) and the other project is a lagoon expansion at the T.E. Maxson Wastewater Treatment Facility (SW02011). The second loan is for \$100 million and is associated with the sewer rehabilitation of the City of Memphis' collection system (SW05001). The term of each loan is 20 years.



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Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
<b>CITY ENGINEERING</b>				
EN01003	URBAN ART	838,500	350,000	1,188,500
EN01004	TRAFFIC SIGNALS	773,439	700,000	1,473,439
EN01007	TRAFFIC CALMING DEVICES	582,000	500,000	1,082,000
EN01026	MEDICAL CTR STREETScape	4,508,000	-	4,508,000
EN01035	STP BIKE ROUTES	428,659	-	428,659
EN01036	STP PEDESTRAIN ROUTES	221,182	-	221,182
EN01037	CMAQ BIKE ROUES	1,750,000	-	1,750,000
EN01049	STP ISOL TRG SIGN IMPR - 1	3,815,620	-	3,815,620
EN01050	STP ISOL TRG SIGN IMPR - 2	3,058,820	-	3,058,820
EN01051	STP ISOL TRG SIGN IMPR - 3	3,058,820	-	3,058,820
EN01055	TRANSPORATION ALTERNATIVES	123,000	550,450	673,450
EN01056	SIGN SHOP RELOCATION	500,000	-	500,000
EN01067	HSIP COVER LINE	23,078	150,000	173,078
EN01074	RAILROAD QUIET ZONE	-	200,000	200,000
<b>Total City Engineering</b>		<b>19,681,118</b>	<b>2,450,450</b>	<b>22,131,568</b>
<b>EXECUTIVE</b>				
GA01022	SPORTS AUTHORITY-FEDEX	-	2,000,000	2,000,000
<b>Total Executive</b>		<b>-</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>FIRE SERVICES</b>				
FS02001	FIRE STATION REPAIRS	61,307	1,916,135	1,977,442
FS02011	REPLACE FIRE STATION #43	214,000	-	214,000
FS02027	EMA SIRENS	155,038	79,500	234,538
FS04001	PERSONAL PROTECTIVE EQUIP.	-	1,340,772	1,340,772
<b>Total Fire Service</b>		<b>430,345</b>	<b>3,336,407</b>	<b>3,766,752</b>
<b>GENERAL SERVICES</b>				
GS01001	CITY HALL IMPROVEMENTS	-	1,500,000	1,500,000
GS01007	CITY WIDE MAJOR MAINTENANCE	-	4,650,000	4,650,000



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Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
GS01032	CMEM PHASE II	-	2,200,000	2,200,000
GS01036	MAJOR MODIFICATION COVERLINE	-	1,500,000	1,500,000
GS0217A-H	CITY WIDE FLEET ACQUISITIONS	-	10,175,546	10,175,546
<b>Total General Services</b>		<b>-</b>	<b>20,025,546</b>	<b>20,025,546</b>
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>				
CD01030	MHA-FOOTE FUTURE HOPE VI	-	35,256,000	35,256,000
CD01096	UNIVERSAL LIFE	-	3,140,244	3,140,244
CD01097	KLONDIKE/SMOKEY CITY REDEV INITIATIVES	-	300,000	300,000
CD02011	MASON VILLAGE	10,104,329	2,000,000	12,104,329
CD02012	LIBERTY BOWL STADIUM PHASE III	4,800,000	-	4,800,000
CD02013	MEMPHIS HERTIAGE TRAILS	-	1,950,000	1,950,000
<b>Total HCD</b>		<b>14,904,329</b>	<b>42,646,244</b>	<b>57,550,573</b>
<b>INFORMATION SERVICES</b>				
IS01075	HRMS MANAGEMENT SYSTEM CLOUD	-	1,500,000	1,500,000
IS01076	NETWORK HARDWARE UPGRADE	-	525,000	525,000
IS01077	TIME & ATTENDANCE	-	1,700,000	1,700,000
IS01078	COMMUNITY CTR NETWORK UPGRADE	-	216,667	216,667
IS01079	MFD TELE/RADIO LOG RECORDER	-	300,000	300,000
<b>Total Information Services</b>		<b>-</b>	<b>4,241,667</b>	<b>4,241,667</b>
<b>LIBRARY SERVICES</b>				
PK08033	RADIO TOWER MAINTENANCE	160,000	-	160,000
PK08035	WYPL RADIO & TV EQUIPMENT	190,000	-	190,000
<b>Total Library Services</b>		<b>350,000</b>	<b>-</b>	<b>350,000</b>
<b>MATA</b>				
GA03001	MATA-SERVICE VEHICLES	-	100,000	100,000
GA03007	MATA-BUS REPLACEMENT	-	5,000,000	5,000,000
GA03011	MATA-PARATRANSIT BUS	-	1,260,000	1,260,000



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Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
GA03022	MATA-ADV PUBLIC TRANSPORTATION SYSTEM	-	5,000,000	5,000,000
GA03023	MATA-OPERATIONS/MAINT FACILITY	-	5,000,000	5,000,000
GA03024	RAIL FACILITY IMPROVEMENTS	-	1,500,000	1,500,000
GA03025	BUS FACILITY IMPROVEMENTS	-	1,500,000	1,500,000
GA03026	RAIL VEHICLES	-	5,500,000	5,500,000
<b>Total MATA</b>		<b>-</b>	<b>24,860,000</b>	<b>24,860,000</b>

## PARKS & NEIGHBORHOODS

PK07012	GREENWAY IMPROVEMENTS	-	1,150,000	1,150,000
PK07114	PARKS COVER LINE	1,860,490	2,595,000	4,455,490
PK09002	ZOO MAJOR MAINTENANCE	-	250,000	250,000
<b>Total Parks &amp; Neighborhoods</b>		<b>1,860,490</b>	<b>3,995,000</b>	<b>5,855,490</b>

## POLICE SERVICES

PD04022	IN-CAR VIDEO / GPS	-	2,659,200	2,659,200
PD04025	RADIO SYSTEM UPGRADE	-	9,800,000	9,800,000
PD04026	HELICOPTER MAINTENANCE	-	1,000,000	1,000,000
PD04027	SHOT SPOTTER TECHNOLOGY	-	650,000	650,000
<b>Total Police Services</b>		<b>-</b>	<b>14,109,200</b>	<b>14,109,200</b>

## PUBLIC WORKS

PW01023	SECOND /I-40 / CEDAR	15,344,593	-	15,344,593
PW01056	HOLMES - MILLBRANCH TO EAST	2,005,000	-	2,005,000
PW01058	WALNUT GROVE / BEND/ ROCKY POINT	5,355,000	-	5,355,000
PW01059	FOREST HILL/ IRENE /WALNUT GROVE	10,204,379	-	10,204,379
PW01064	ELVIS PRESLEY/SHELBY/WINCHESTER	35,939,087	-	35,939,087
PW01087	HOLMES RD/S 3RD/HORN LAKE	440,000	-	440,000
PW01174	KIRBY PKWY/WALNUT GR TO MACON	2,944,000	-	2,944,000
PW01179	HOLMES ROAD EAST MALONE -LAMAR	14,612,760	-	14,612,760
PW01245	STP BIKE / PED GROUP	916,120	-	916,120
PW01252	BROOKS ROAD BRIDGE REPAIR	1,447,000	-	1,447,000



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Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
PW01253	SAM COOPER BRIDGE REPAIR	332,000	2,919,000	3,251,000
PW01254	STP GROUP 5 RESURFACING	8,106,500	-	8,106,500
PW01256	OVERTON PARK - COOPER ST TRAIL	31,200	-	31,200
PW01257	SHELBY FARMS GREENLINE TRAIL	369,500	-	369,500
PW01258	ROW UTILITY USAGE STUDY	700,000	-	700,000
PW01260	SANDBROOK REALIGNMENT	500,000	-	500,000
PW01262	PATTERSON REALIGNMENT	2,081,091	-	2,081,091
PW01269	VOLLINTINE EVERGREEN COMMUNITY ASSOC PAVING	210,000	-	210,000
PW02034	STP BRIDGE REPAIR @ VARIOUS LOCATIONS	994,040	-	994,040
PW04094	WALKER AVE STREETSCAPE	34,641	-	34,641
PW04097	BLIGHT CROSSTOWN	1,000,000	-	1,000,000
PW04102	RIVERDALE RELOCATION	114,215	-	114,215
PW04103	WALKER AVE STREETSCAPE PHASE 2	525,075	-	525,075
PW04114	SOUTHBROOK MALL INFRASTRUCTURE	-	1,500,000	1,500,000
PW04115	TRASH RECEPTABLES	-	105,000	105,000
PW17100	FY17 ASPHALT PAVING COVER LINE	-	16,500,000	16,500,000
PW17200	FY17 ADA CURB RAMP COVER LINE	-	2,500,000	2,500,000
PW17300	FY17 STP REPAVING COVER LINE	-	500,000	500,000
PW17400	FY17 STP BIKE/PED COVER LINE	-	62,500	62,500
PW17500	FY17 SIDEWALK REPLACEMENT COVER LINE	-	500,000	500,000
<b>Total Public Works</b>		<b>104,206,201</b>	<b>24,586,500</b>	<b>128,792,701</b>

## RIVERFRONT DEVELOPMENT CORPORATION

GA01018	RAILROAD CROSSING / ADA IMPROV	-	700,000	700,000
<b>Total Riverfront Development Corporation</b>		<b>-</b>	<b>700,000</b>	<b>700,000</b>

## SEWER FUND

SW02006	SLUDGE DISP/EARTH COMPLEX	7,050,266	-	7,050,266
SW02011	COVERED ANAEROBIC LAGOON	40,687,816	2,200,000	42,887,816
SW02033	SOUTH PLANT EXPANSION	92,313,262	30,000,000	122,313,262



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Project Number	Project Name	Carry Forward Amount	FY 2017	Total FY 2017
SW04004	WOLF RIVER INTERCEPTOR	25,278,344	1,000,000	26,278,344
SW04007	ENVIRONMENTAL MAINT RELOCATION	8,339,811	1,900,000	10,239,811
SW04009	STILES PLANT MODIFICATION	19,751,230	-	19,751,230
SW05001	SEWER ASSESSMENT AND REHAB	46,958,409	15,000,000	61,958,409
SW17100	FY17 MISC SUB OUTFALLS COVERLINE	-	4,300,000	4,300,000
SW17200	FY17 REHAB EXISTING SEWER COVER LINE	-	33,000,000	33,000,000
SW17300	FY17 SVC UNSEWERED COVER LINE	-	1,600,000	1,600,000
<b>Total Sewer Fund</b>		<b>240,379,138</b>	<b>89,000,000</b>	<b>329,379,138</b>
<b>STORM WATER FUND</b>				
ST01089	BARTLETT RD / FLETCHER ST	6,138,960	-	6,138,960
ST03084	WATKINS STORM WATER	852,295	-	852,295
ST03111	AIRWAYS OVER NONCONNAH	8,810,027	-	8,810,027
ST04038	STORMWATER POLLUTION - ST	12,100,000	-	12,100,000
ST04041	ENVIRONMENTAL PERMITTING - ST	1,991,987	-	1,991,987
ST17100	FY17 DRAINAGE ST COVER LINE	37,703,435	-	37,703,435
ST17200	FY17 SUB DRAIN ST COVER LINE	1,000,000	-	1,000,000
ST17300	FY17 FLOOD CONTROL COVER LINE	6,366,969	-	6,366,969
ST17400	FY17 BRIDGE REPAIR COVER LINE	4,189,049	-	4,189,049
ST17500	FY17 MAJOR DRAIN REHAB COVER LINE	27,832,577	-	27,832,577
ST17600	FY17 CURB & GUTTER COVER LINE	5,751,838	-	5,751,838
<b>Total Storm Water Fund</b>		<b>112,737,137</b>	<b>-</b>	<b>112,737,137</b>
<b>GRAND TOTAL FY 2017</b>		<b>494,548,758</b>	<b>231,951,014</b>	<b>726,499,772</b>

