

*2021 – 2026*

***DELHI CHARTER TOWNSHIP  
CAPITAL IMPROVEMENT PROGRAM***



Adopted by the Delhi Township Planning Commission  
Date: May 11, 2020

**DRAFT – NOT FINAL**

**DELHI CHARTER TOWNSHIP**  
**2021 – 2026 CAPITAL IMPROVEMENTS PLAN**  
*Table of Contents*

TABLE OF CONTENTS..... 1  
INTRODUCTION..... 2  
WHAT IS A CAPITAL IMPROVEMENT?..... 2  
WHAT IS A CAPITAL IMPROVEMENTS PROGRAM?..... 2  
WHAT ARE THE BENEFITS OF A CAPITAL IMPROVEMENT PROGRAM?..... 2  
WHY UPDATE IT ANNUALLY?..... 2  
QUALIFYING EXPENDITURES..... 2  
INFORMATION ABOUT DELHI OPERATIONAL FUNDS..... 3  
PROJECT RANKING AND DESCRIPTIONS..... 3  
STATUS OF THE CURRENT YEAR’S CAPITAL BUDGET (2020)..... 4  
2021 CAPITAL BUDGET – Projects Recommended for Funding Consideration..... 7  
CAPITAL IMPROVEMENTS PROGRAM – Years 2022 through 2026..... 9

## **INTRODUCTION**

Delhi Charter Township faces the challenge of meeting the needs of its residents for public services and facilities with increasing costs and relatively fixed revenues. To effectively set project priorities, the Township has implemented a Capital Improvements Program (CIP) which began in 2006. Over the years, the process has continued to be refined to make it more useable and pertinent to the budget process.

## **WHAT IS A CAPITAL IMPROVEMENT?**

Capital Improvements are public improvements involving the expenditure of public funds, over and above normal annual operating expenses, for the purchase, construction or replacement of physical facilities or assets of the community. Examples include, but are not limited to:

- The extension of water mains.
- The construction of bicycle & pedestrian pathways.
- Parks improvements.
- The renovation of community owned buildings.
- The purchase of land.
- Significant planning or study work.
- Extension of sanitary sewer lines.
- Construction of sewage treatment facilities.
- Significant equipment or machinery purchases.
- Others.

## **WHAT IS A CAPITAL IMPROVEMENTS PROGRAM?**

A CIP is the preparation and updating of a proposed schedule of public works projects and related equipment to be built or purchased by the local municipality within a period of 6 years, including the current budget year. It covers the entire range of public facility and service requirements. The CIP includes anticipated future projects, and provides a suggested order of priority for those within the Capital Budget, along with cost estimates and the anticipated means of financing each project.

The first year in the CIP is referred to as the “capital budget” and includes those projects that will be recommended for funding in the upcoming fiscal year. *These projects will be considered for inclusion in the Township’s adopted budget.* The following five years of projects make up the “Capital Improvements Program” and serve as a mechanism for tracking, anticipating and planning for future needs.

## **WHAT ARE THE BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM?**

- Focusing Attention on Community Goals, Needs, and Capabilities.
- Achieving Optimum Use of the Taxpayer's Dollar.
- Serving Wider Community Interests.
- Encouraging a More Efficient Governmental Administration.
- Improving Intergovernmental and Regional Cooperation.
- Maintaining a Sound and Stable Financial Program.
- Enhancing Opportunities for Participation in Federal and State Grant Programs.

*\*The Contents of This Chapter Were Adapted from: Capital Improvements Programming in Local Government by HUD, Second Printing, 1970, published by USGPO, Washington, D.C. 20402 and Capital Improvements Programs: Linking Budgeting and Planning by Robert A. Bowyer, Planning Advisory Service Report No. 442, 1993, published by the American Planning Association, 1313 E. 60th Street, Chicago, Illinois 60637.*

## **WHY UPDATE IT ANNUALLY?**

The CIP is updated annually to fine-tune the capital budget, reflect changing economic conditions and the need for additional projects. Adjustment is also made to the priority of projects, as necessary.

## **QUALIFYING EXPENDITURES UNDER THE CAPITAL IMPROVEMENTS PROGRAM**

To be considered a Capital Improvement, and be included in this CIP, expenditures must meet at least one of the following criteria:

1. Major, non-recurring expenditure, generally greater than \$20,000, that may have a useful life of at least five years, including but not limited to:
  - Major equipment purchases,
  - Significant acquisitions of land for public purpose,
  - Construction of a new facility or expansion/alteration of an existing one, including a non-recurring rehabilitation or major repair of all or part of a building, its grounds or other facility.
2. Any planning, feasibility, engineering, or design study related to a capital improvement.

Projects that do not meet the criteria above are generally not appropriate for inclusion in the CIP and are submitted as a part of the Township’s annual operating budget. Some exceptions are made if it is determined that inclusion of the information will benefit long range budgeting and planning for the community.

**INFORMATION ABOUT DELHI’S OPERATIONAL FUNDS & DOWNTOWN DEVELOPMENT AUTHORITY**

Delhi Township has several operational funds, which finance the services provided to Township residents and property owners. These funds are as follows: General Fund, Sanitary Sewer Fund, Fire Fund, EMS Equipment and Vehicle Fund, Police Fund, Debt Service Fund, Parks Fund, and the Water Improvement Fund. Each of these is a separate, primarily autonomous budget entity, except that there may be transfers into one fund from another or from other sources. The General Fund receives most of its revenues from property taxes, state shared revenues, and fees. Revenues to the Sanitary Sewer Fund and the Water Improvement Fund are derived from customer billings, new customer connection fees and special assessments. The Fire, EMS and Parks Funds are capitalized via millages leveraged for those purposes.

The Downtown Development Authority (DDA) was created by the Township Board in 1987 to facilitating public improvements and economic development within the DDA area. In addition to helping to offset the cost associated with services received from the Township, the DDA participates and provides funding for many significant public projects. The DDA’s capital projects have been added to this CIP so that a more accurate scope can be reflected.

**PROJECT RANKING AND DESCRIPTIONS**

All projects submitted for inclusion in the 2021 - 2026 CIP are reviewed by the Township Manager, and Department leaders, to establish a priority ranking for each project according to its economic and physical necessity and the benefits anticipated to be gained by Township residents and personnel. The Township Manager establishes the final recommended priority level. The priorities are based on a classification system adapted from Principles and Practice of Urban Planning, published in 1968 by the International City Manager’s Association (pp. 392-394), as follows:

Priority A (Urgent)	Projects which cannot reasonably be postponed. These may be needed to complete an essential or a partially finished project, or to maintain a minimum level of service in a presently established Township program. Also, any project needed to address an emergency.
Priority B (Necessary)	Projects which should be carried out within a few years to meet the anticipated needs of a current Township service, or replacement of unsatisfactory facilities.
Priority C (Desirable)	Projects needed for the proper expansion of a Township service. The exact timing of which can wait until funds are available.
Priority D (Deferrable)	Projects which would be needed for ideal operation, but which cannot yet be recommended for action. They can be postponed without detriment to present services.

Projects that are given the same classification can be distinguished further by the Township Manager and the Township Board for budget purposes based on public health and safety considerations, breadth of service area, or the availability of matching funding from other sources outside of the Township. In determining appropriate project funding levels throughout the program period, the Township Manager may exercise one or more of the following options:

- Recommend funding the project in the year and the amount requested by the Department.
- Recommend that the project not be funded at all.
- Recommend partial funding of the project in the year requested.
- Recommend delaying funding of the project to another year.
- Recommend setting aside a portion of the requested money each year to save enough to fund the project in some future year.

The project classifications serve as a guide in preparing the annual Township budget and aid the Township Board in making project funding decisions. The assigned priority level, anticipated funding amount and descriptions of each project appear later in this document.

**STATUS OF CURRENT YEAR'S CAPITAL BUDGET PROJECTS (FY 2020)**

2020 Project Description	Status	Original Amt. in 2020 CIP	Actual 2020 Funding Level
<b>2020 General Fund Projects</b>			
<u>Holt 2 Mason Trail</u> This project includes the construction of a non-motorized pathway from Esker Landing Park to College Road. The trail will then connect to the City of Mason's Hayhoe River Walk trail in the near future, but this connection will be completed by others. The Township will play an active partnership roll in facilitating this future connection.	This project will be submitted to Ingham County for funding using trail millage dollars. In 2019, \$1M in County funds were awarded to the project. This will be spent on Phase I of the implementation project. In early 2020 the Township was notified that the County would award the remaining funds necessary for Phase 2. This project should be completed by 2022.	\$3 M	\$3 M
<u>Sidewalk Program and Construction</u> Ongoing implementation of the ADA Transition plan and other sidewalk improvements to promote and improve walkability.	This project will be postponed in 2020 due to the COVID-19 situation. Given personal economics, asking property owners to participate at the 50% level for sidewalk repairs would not be prudent. The project will resume in 2021.	\$110,000	\$15,000
<u>Safe Routes 2 School Project</u> <u>Ongoing implementation of the ADA Transition plan and other sidewalk improvements to promote and improve walkability will occur in 2019 via the SR2S project. Construction will be 100% funded with grant dollars. The Township will provide engineering services.</u>	This project will occur in 2020. Construction will be funded using a SR2S grant, which has been awarded in the amount of \$941,981. The Township will fund engineering and project oversight.	\$1.14 M	\$1.14 M
<u>ICRD McCue Road Improvement Project (50/50 funding)</u> The Township will match funding made available by the ICRD who will complete a significant project along McCue Road between Eifert Road and Onondaga Road. The Township has	This project will be postponed until 2021. The ICRD has indicated that they will not be able to complete this project in 2020 and so asked for it to be deferred until 2021.	\$1M	\$0M

<p>“saved” its annual allocation for several years to provide adequate funding for the project. As of 2019, the total amount “saved” is \$698,208.48 (50/50 county/twp.), so it is anticipated that funding will be available in 2020 for this project.</p>			
<p><b>Cemetery Capital Improvements</b> This project will occur annually and be a “savings” set-aside so that capital projects at the cemeteries can be implemented as appropriate. Examples may include road resurfacing within the cemeteries, signage, the development of new areas, etc.</p>	<p>This project is on-going and occurs annually. It will occur in 2020.</p>	\$15,000	\$15,000
<p><b>Columbarium at Maple Ridge Cemetery</b> The current columbarium is full. Shifting preferences for burial options make columbarium space desirable to the community, yet there is no space currently available. The Clerk has completed some preliminary design and cost estimation work. The columbarium will likely be installed this year. Funding would come from the “Cemetery Capital Improvements” budget.</p>	<p>This project may occur in 2020. The total project may be phased over several years, but the exact schedule has not been determined currently.</p>	\$175,000	\$175,000
<p><b>Willoughby Road Sidewalk</b> In 2020, the ICRD anticipates reconstruction of Willoughby Road between College Road and approximately the railroad tracks. The Township’s Complete Streets Ordinance requires that we evaluate the feasibility of installing pedestrian facilities as a part of any road project. This area has been previously identified as a desired pedestrian route, making key connections to the trail system. The Township will work with the ICRD to determine feasibility and costs. However, it is estimated that this could cost approximately \$400,000.</p>	<p>This project will be postponed until 2021 per the ICRD.</p>	\$400,000	\$0
<p><b>Replacement of Sheriff’s Department Building Parking Lot</b></p>	<p>This project will be postponed until 2021 due to COVID-19 related revenue loss.</p>	\$65,000	\$0
<b>2020 Sewer Fund Projects</b>			
<p><b>Vehicle Purchase</b> This project includes the ongoing replacement of vehicles.</p>	<p>At the end of the 2019 FY, vehicles were purchased pursuant to the current vehicle replacement schedule for both 2019 and 2020</p>	\$60,000	\$137,000 (2019 & 2020)

	replacements.		
<u>POTW Camera System &amp; Gate Security</u>	This project includes the security and fire system, as well as the man down safety systems. It will be completed in 2020.	\$1,073,960	\$1,073,960
<u>Lift Station Control Panel &amp; PLC Replacement</u> This improvement was identified in the asset management plan and is necessary to continue to implement that plan to ensure future integrity of systems.	This project will be completed in 2020. It includes the installation of fiber to lift stations and associated PLCs.	\$200,000	\$230,000
<u>POTW Sludge Mixing Improvements</u> This improvement was identified in the asset management plan and is necessary to continue to implement that plan to ensure future integrity of systems.	This project will be completed in 2020.	\$764,000	\$900,000
<u>POTW Secondary Rehabilitation</u> This improvement was identified in the asset management plan and is necessary to continue to implement that plan to ensure future integrity of systems.	This project will be completed in 2020.	\$1,540,000	\$2,000,000
<u>POTW Valve Actuator Replacement</u> This improvement was identified in the asset management plan and is necessary to continue to implement that plan to ensure future integrity of systems.	This project will be completed in 2020.	\$144,000	\$150,000
<u>POTW Tertiary Pump Station Tank Rehabilitation</u>	This will be completed in 2020 using bond funds. It was identified as part of the 2017 Asset Management planning process.	\$582,000	\$625,000
<u>POTW Influent Pump Replacement</u> This project will replace the influent pump at the POTW and will be completed using bond funds. It was identified as part of the 2017 Asset Management planning process.	This will occur in 2020.	\$400,000	\$480,000
<u>POTW Lab Cabinets Replacement</u> This project will replace the lab cabinets at the POTW and will be completed using bond funds. It was identified as part of the 2017 Asset Management planning process.	This project will be completed in 2020. This includes the purchase of the cabinets and associated work to install and refresh the lab space.	\$110,000	\$110,000
<u>Stormwater Removal Program</u> This project involves finding and	This project will be postponed and likely incorporated into a different	\$50,000	\$0

replacing/repairing cross connections between the storm water and waste water collection systems and will be implemented in phases annually.	effort.		
<u>Generators</u> Replace the portable generators used for providing temporary power at the lift stations and will be completed using bond funds. It was identified as part of the 2017 Asset Management planning process.	These replacements will occur annually until all replacements have been made. The 2020 generator replacement includes one that was ordered in 2019, but will be installed in 2020.	\$100,000	\$200,000
<u>Mixers and Airflow Improvement</u> This project was identified through the development of the asset management plan and includes the replacement of mixers and airflows within the aeration tanks at the POTW. This project will be paid for with the 2021 bond issue.	This project will be completed in 2020.	\$600,000	\$667,000
<b>2020 Fire Fund</b>			
<u>Refurbish 2010 Lifeline Ambulance</u>	This project will occur.	\$170,000	\$170,000 BRIAN???
<b>2020 Downtown Development Authority</b>			
<u>Realize Cedar Implementation</u> This project involves the reconstruction of Cedar Street to include important pedestrian, safety, and community placemaking improvements.	This project will be completed in 2020, and will include the installation of a pedestrian signal at Delhi Commerce Drive and landscaping within the roundabout, as well as potentially several other minor projects.	\$6.4 M	\$6.4 M
<u>Replacement of Farmer's Market Roof</u>	This project will be postponed until 2021, and will be incorporated into a proposed expansion of the market building.	\$50,000	\$0

**2021 Capital Budget**

Priority Level:	Project Description:	Current Estimate:
<b>General Fund</b>		
C	<u>Sidewalk Program and Construction</u> Ongoing implementation of the ADA Transition plan and other sidewalk improvements to promote and improve walkability.	\$110,000
B	<u>Holt 2 Mason Trail Construction</u> The Ingham County Board of Commissioners has stated that they will award County Parks Millage funding for the construction of this project. The Township plans to complete engineering during 2019 using the initial \$1M granted by the County. Construction was awarded in 2020 for Phase 2 of the project, which will occur in 2020-2022.	\$3 M
B	<u>ICRD McCue Road Improvement Project (50/50 funding)</u> The Township will match funding made available by the ICRD who will complete a	\$1 M

	significant project along McCue Road between Eifert Road and Onondaga Road. The Township has “saved” its annual allocation for several years to provide adequate funding for the project. As of 2020, the total amount “saved” is approximately \$1M (50/50 county/twp.), so it is anticipated that funding will be available in 2021 for this project.	
B	<u>Replacement of Sherriff’s Department Building Parking Lot</u>	\$80,000
C	<u>Cemetery Capital Improvements</u> This project will occur annually and be a “savings” set-aside so that capital projects at the cemeteries can be implemented as appropriate. Examples may include road resurfacing within the cemeteries, signage, the development of new areas, etc.	\$15,000
<b><u>Sewer Fund Projects</u></b>		
B	<u>Vehicle Purchase</u> This project includes the ongoing replacement of fleet vehicles.	\$50,000
B	<u>Generators</u> This project includes the ongoing replacement of the portable generators used to provide backup power to the lift stations. Replacements were identified as part of the 2017 Asset Management planning process and are expected to occur each year until all have been replaced.	\$100,000
C	<u>Grit Handling</u> This project includes the installation of grit handling equipment at the POTW. Design is anticipated to begin in 2021, with construction beginning in 2022. The total anticipated project cost is listed here at this time.	\$2.5 M
C	<u>Solids Handling Building</u> This project includes the design and construction of a solids handling building that would house the grease handling equipment, scrappy and sludge water reduction equipment. There would also be space for the boiler/generator. Construction would occur using anticipated 2021 bond issue proceeds. If the project moves forward, design would occur in 2021 and construction in 2022. The total anticipated project cost is listed here at this time.	\$3.6 M
C	<u>Evoqua Cover Rehabilitation</u> This project was identified as part of the asset management plan and includes the purchase of a new cover for the digester used in backup processes. This project would be paid for with a 2021 bond issue. If the project moves forward, design would occur in 2021 and construction in 2022. The total anticipated project cost is listed here at this time.	\$650,000
C	<u>Boiler/Generator</u> This project would include the boiler/generator which would be installed in the proposed solids handling building. If failure of the current equipment occurs first, it is possible that replacement will need to occur sooner. This project would be paid for using the 2021 bond issue funds. If the project moves forward, design would occur in 2021 and construction in 2022. The total anticipated project cost is listed here at this time.	\$750,000
C	<u>Collection System Improvements</u> These projects are ongoing repairs/rehabilitation and replacements to the collection system (sewers). Funds used will include cash generated from the prior year’s connection fees and bonds, if needed. The amount in 2021 includes connection fees	\$475,000

	from 2019 & 2020.	
B	<u>Odor Media Replacement</u> This project is necessary to replace the odor reduction media at the POTW and Lift Station D.	\$27,000
B	<u>Concrete Repair</u> This project includes the repair or replacement of faulty concrete and mortar.	\$120,000
B	<u>Roof Replacements &amp; Repairs</u> Repair and replacement of roofs at various DPS/POTW properties. This is an ongoing annual program that will conclude in 2026 with a total estimated total end cost of \$310,000.	\$140,000
C	<u>Roadway Repair &amp; Replacement</u> Repair and replacement of roadways at POTW/DPS and/or lift stations. This is part of an ongoing program that will conclude in 2026 and have a total estimated cost of \$810,000.	\$270,000
<b><u>Fire Fund</u></b>		
C	<u>Replacement of 1997 Tanker &amp; 1993 Pierce Engine</u> These trucks will be replaced with a single Pumper-Tanker, thus reducing the fleet by 1 vehicle. This will save associated maintenance and operational costs, while increasing the usefulness of the fleet.	\$650,000
C	<u>Purchase EMS Cots</u> This project includes the purchase and installation of Stryker power cot and loader for 2 ambulances in 2021. This is required to maintain state and federal compliance with standards.	\$46,000
C	<u>Replace Car 21</u> This project includes the replacement of the 2013 Explorer with a 2020/2021 Full-size Truck. This will be a better fit for command response.	\$40,000
<b><u>Downtown Development Authority</u></b>		
B	<u>Remodel Farmers Market building</u> This project includes adding onto the south side of the market and replacing the roof.	\$100,000
C	<u>Strategic Redevelopment</u> This project will include potential property purchases, environmental testing, demolitions and redevelopment of properties that align with the DDA's strategic reinvestment, economic development and redevelopment goals.	Up to \$1.4 M (this could occur over several years)
<b><u>Parks, Trails &amp; Recreation Fund</u></b>		
B	<u>Mowing Equipment Purchase</u> This project includes the replacement of mowers necessary to maintain Township parks and properties as well as school properties.	\$60,000

**CAPITAL IMPROVEMENTS PROGRAM**  
**Years 2022-2026 Project Descriptions**

<b>Priority Level:</b>	<b>Project Description:</b>	<b>Implementation Year:</b>	<b>Current Estimate:</b>
<b><u>General Fund</u></b>			
B	Street Improvements	2022	\$66,000

	Street improvements will occur in conjunction with the Ingham County Road Department on primary streets within the Community.	2023	\$66,000
		2024	\$66,000
		2025	\$66,000
		2026	\$66,000
B	<u>Sidewalk Program and Construction</u> Ongoing implementation of the ADA Transition plan, other sidewalk improvements to promote and improve walkability, including the 50/50 repair program.	2022	\$110,000
		2023	\$110,000
		2024	\$110,000
		2025	\$110,000
		2026	\$110,000
C	<u>Cemetery Capital Improvements</u> This project will occur annually and be a “savings” set-aside so that capital projects at the cemeteries can be implemented as appropriate. Examples may include road resurfacing within the cemeteries, signage, the development of new areas, etc.	2022	\$15,000
		2023	\$15,000
		2024	\$15,000
		2025	\$15,000
		2026	\$15,000
B	<u>Willoughby Road Sidewalk</u> In 2022, the ICRD anticipates reconstruction of Willoughby Road between College Road and approximately the railroad tracks. The Township’s Complete Streets Ordinance requires that we evaluate the feasibility of installing pedestrian facilities as a part of any road project. This area has been previously identified as a desired pedestrian route, making key connections to the trail system. The Township will work with the ICRD to determine feasibility and costs. However, it is estimated that this could cost approximately \$400,000.	2022	\$400,000
<b><u>Parks, Trails &amp; Recreation Fund</u></b>			
C	<u>Playground Upgrades at Kiwanis Park</u> Donations and volunteer participation would be sought for this project.	2023	\$200,000
B	<u>Kiwanis Park Tennis Court Reconstruction</u> This project will include the reconstruction of tennis courts that have reached the end of their useful life and now must be replaced. Ongoing maintenance and repair has occurred for many years but is no longer effective. The Township will seek to share costs with the Holt Public School District for this project. This project’s timing will be impacted by the Holt 2 Mason Trail project.	2022	\$250,000
C	<u>Replacement of Small Bathroom at Valhalla Park by Ballfields</u> The current bathroom facility is inadequate and should be replaced with a more functional facility. Grant funding will be sought for this project.	2022	\$100,000
C	<u>Upgrade of Playground/Facilities at John Taylor Memorial Park</u> This is a neighborhood driven project that would make use of donations and grass-roots initiatives and involvement.	2023	\$100,000

<b>Sewer Fund</b>			
C	<u>Generator Interconnection</u> This project would connect the north and south generators at the POTW. This project design will be partially funded via the SAW grant (\$12,060). Design will occur in 2024, with construction in 2025.	2024	\$65,000
B	<u>POTW Pole Barn Replacement</u> Replace pole building constructed in 1978. This project would be funded using a 2024 bond issue and would occur over 2 years.	2024	\$53,000
		2025	\$697,500
B	<u>Pine Tree Road Forcemain</u> This is the second part of a two-step project that began in 2015 with design work. This year's project includes construction of improvements to the force main. This project will be paid for with the 2024 bond issue. Design is anticipated to occur in 2024, with construction commencing in 2025.	2024	\$1M
B	<u>DPS/POTW Roadway Repair &amp; Replacement</u> This project includes repairing or replacing roadways at the DPS building, POTW or lift stations.	2023	\$270,000
		2024	\$90,000
		2025	\$90,000
		2026	\$90,000
B	<u>Roof Replacements and Repairs</u> This project will include the repair and replacement of roofs on various POTW/DPS buildings.	2022	\$50,000
		2023	\$50,000
		2024	\$50,000
		2025	\$50,000
		2026	\$50,000
B	<u>POTW Transformers &amp; Switch Replacement</u> This improvement was identified in the asset management plan and is necessary to continue to implement that plan to ensure future integrity of systems. This project will be paid for with cash.	2022	\$120,000
C	<u>Bio-Gas Storage</u> This project will include the design and construction of a facility for the storage and use of gas generated by the digester. It would allow the POTW to use gas for power generation during times when it is not currently possible. The project would reduce or eliminate reliance on external power supplies. The project would be funded using a 2024 bond issue. Design would occur in 2024, with construction commencing in 2025, if the project is determined feasible.	2024	\$700,000
B	<u>Replace 4" portable pump</u> Replacement of a portable pump that will be past its useful life and is necessary for operation of POTW/DPS and lift stations.	2025	\$75,000
C	<u>Replacement of Camera Truck</u> Estimated end of useful life.	2025	\$450,000

B	<u>Stormwater Removal Program</u> This project involves finding and replacing/repairing cross connections between the storm water and waste water collection systems. A pilot project is proposed for a limited number of homes to assess return on investment and future feasibility of additional project work.	2026	\$150,000
B	<u>Collection System Improvements</u> These projects are ongoing repairs, rehabilitation and replacements to the collection system (sewers). Funds used will include the connection fees from the prior year and cash.	2022	\$150,000 + 2021 fees
		2023	\$150,000 + 2022 fees
		2024	\$150,000 + 2023 fees
		2025	\$150,000 + 2024 fees
		2026	\$150,000 + 2025 fees
B	<u>Holt Road Force Main</u> This project was identified through the development of the asset management plan and includes the repair or replacement of force main at Holt Road. It is anticipated that 2024 bond funds would be used, and that design would occur in 2024 with construction commencing in 2025.	2024	\$750,000
B	<u>Keller Road Sanitary Sewer Replacement</u> This project includes the replacement of the 8” sanitary sewer and leads on Keller Road from Cedar Street to Park Lane. This project may be coordinated with any upcoming ICRD project that would improve Keller Road. It is anticipated that 2024 bond funds would be used, and that design would occur in 2024 with construction commencing in 2025.	2024	\$1,250,000
D	<u>POTW Solar Array</u> This project would include the installation of a solar array to supply power to the POTW. This project would only be advisable if it would be shown that the net operational savings would result in an acceptable payback period.	2025	\$1 M
B	<u>POTW Generator #1 &amp; #2 Replacement</u> This project was identified through the development of the asset management plan and includes the replacement of two generators at the POTW. It is anticipated that 2024 bond funds would be used, and that design would occur in 2024 with construction commencing in 2025.	2024	\$700,000
B	<u>Concrete Repairs</u> This project is repairing concrete and mortar at DPS and the POTW.	2024	\$100,000
B	<u>Replacement Mowers for DPS/POTW</u> End of useful life	2022	\$30,000
		2023	\$15,000
<b><u>Fire Fund</u></b>			
B	<u>EMS Cots</u> This is a project to purchase and install Stryker power cot and loaders for 2 ambulances. The first phase of this project will	2022	\$92,000

	occur in 2021. This is the second phase.		
B	<u>Replacement of 2014 Tahoe</u>	2024	\$45,000
findB	<u>Replace/Re-chassis Medic 213</u>	2025	\$200,000
B	<u>Replace/Re-chassis Medic 214</u>	2023	\$200,000
B	<u>SCOTT SCBA replacement</u> Purchase 30 Scott Self Contained Breathing Apparatus (SCBA) harnesses/bottles and rapid intervention packs to upgrade from the current 2007 SCBA also bringing DTFD into compliance with current NFPA guidelines.	2022	\$215,000
<b><u>DDA Fund</u></b>			
B	<u>Replace Parking Lot at Farmer's Market</u>	2025	\$125,000
B	<u>Strategic Redevelopment</u> This project will include potential property purchases, environmental testing, demolitions and redevelopment of properties that align with the DDA's strategic reinvestment, economic development and redevelopment goals.	2022-2026	\$1.4M total over time period