

Borough of Madison

Draft 5 Year Capital Plan

Presented to the Mayor and Council
Monday December 14, 2015



Comments: Enclosed is a draft 5 year capital plan. No capital decisions are expected to be made at this time. Additional capital information will be provided to Council in January and February from the Borough staff as well as from consultants that are preparing critical asset reports for Water, Electric and Sewer.

The goal of this DRAFT report is to a) have a preliminary discussion on how much capital funding should be in the municipal budget, b) answer any questions about capital items listed and c) make Council aware of large capital projects in 2017 and beyond. A list of outstanding capital projects that are already funded and not completed is being compiled and will be forwarded to Council shortly.

Several exhibits are also included for educational purposes to help residents better understand municipal capital accounting and how it relates to the operating budget.

Borough of Madison
General Capital Fund
Schedule of Capital Improvement Fund
2008 thru 2015 (in \$000's)

	2008	2009	2010	2011	2012	2013	2014	2015
Beginning Balance	\$ 4,791	\$ 4,786	\$ 3,221	\$ 2,012	\$ 1,115	\$ 78	\$ 539	\$ 933
Increased By:								
Imprvmnt Authorizations Cancelled	158	276	84	160	50	83	54	84
Budget Appropriations	1,529	500	500	0	750	1,000	3,500	3,053
Grant Funds Received				423		390	213	270
Other Receipts				40	19		95	0
Several exhibits are included for educatic	6,478	5,562	3,805	2,635	1,934	1,551	4,401	4,340
Decreased By:								
Improvement Authorizations	1,692	2,341	1,793	1,520	1,856	1,012	3,468	2,729
Ending Balance	\$ 4,786	\$ 3,221	\$ 2,012	\$ 1,115	\$ 78	\$ 539	\$ 933	\$ 1,611

EXPLANATION OF THIS EXHIBIT. The Borough has a Capital Improvement Fund to separately account for municipal capital projects and equipment. This report shows the annual inflows and outflows to this capital 'savings' account as well as the available balance. In order to expend capital funds, Council must approve an "Improvement Authorization" by ordinance which requires two Council meetings and two votes. The first vote 'introduces' the ordinance. State statute requires that the ordinance then be advertised in the paper so the residents are informed of the possible expenditure. At the next meeting the Council holds a hearing, allowing residents the opportunity to discuss the project. After the hearing, the Council votes yes or no to fund the project. If approved, funds for that "Improvement Authorization" are then reserved for the project. Unlike the municipal budget, which is introduced in February - March, Capital Improvement Authorizations are introduced throughout the year. The Capital Improvement Fund pays for vehicles, road reconstruction, building & grounds, stormwater, sanitary sewer, fire trucks and other capital. The Borough has separate Capital Improvement Fund accounts for the Electric Utility and the Water Utility.

KEY

1. Beginning Balance: The amount in the Capital Improvement Fund at the beginning of the year.
2. Improvement Authorizations Cancelled: When an Capital Project is completed, any remaining funds that were reserved but not spend are returned back to the Capital Improvement Fund. An Improvement Authorization can stay 'open' a number of years until the project is complete, expecially if the project is complex or the work is done in stages.
3. Budget Appropriations: Amount of funds Council transferred from the municipal operating budget to fund future capital. This amount is listed as "Capital Improvement Fund" in the municipal budget. Council determines the amount of operating funds to transfer over based on available balances in the fund and upcoming capital projects.
4. Grant Funds: Non-municipal funds received to help pay for capital projects. Typically county and state funds.
5. Other Receipts: At times, another partner will help fund a capital project. In this instance, the capital project is completely funded by the Borough and then reimbursement funds are received by the partner. An example of this is when Division Avenue was repaved. Madison paid for the entire project and Chatham Borough reimbursed Madison for a portion of the project.
6. Improvement Authorizations: Funds that are reserved for specific capital projects (see above).
7. Ending Balance: the amount in the Capital Improvement Fund at the end of the year. Note, that the amount at the end of one year, is the same amount that is carried forward to the beginning balance for the following year.

The relationship between the Capital Improvement Fund and the Operating Budget

Borough of Madison General Capital Fund Schedule of Capital Improvement Fund 2008 thru 2015 (in \$000's)							
	2008	2009	2010	2011	2012	2013	2014
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Increased By:							
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3 Budget Appropriations	1,529	500	500	0	750	1,000	3,500
4 Grant Funds Received				423		390	213
5 Other Receipts				40	19		95
Subtotal	6,478	5,562	3,805	2,635	1,934	1,551	4,401
Decreased By:							
6 Improvement Authorizations	1,692	2,341	1,793	1,520	1,856	1,012	3,468
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The Capital Improvement Fund receives funding from the Municipal Budget. Note line 3 to the left is equal to line 22 below.

MUNICIPAL BUDGET SUMMARY OF REVENUE AND APPROPRIATIONS					
Line	REVENUE	2013	2014	INCREASE (DECREASE)	PERCENT CHANGE
1	PRIOR YR. SURPLUS-OPERATING	2,975,000	3,480,000	505,000	16.97%
2	MUNICIPAL SOURCES (net*)	3,544,000	3,572,000	28,000	0.79%
3	*GC Fund Balance for Capital	500,000	1,460,000	960,000	192.00%
4	STATE AID AND GRANTS	915,189	915,189	0	0.00%
5	ELECTRIC SURPLUS - CAPITAL	0	1,578,000	1,578,000	NA
6	ELECTRIC SURPLUS - OPER.	3,722,000	4,151,000	429,000	11.53%
7	SALE OF PROPERTY	389,500	462,000	72,500	18.61%
8	TOTAL MUNICIPAL REVENUES	12,045,689	15,618,189	3,572,500	29.66%
9	PROPERTY TAXES	13,636,718	13,807,389	170,671	1.25%
10	TOTAL REVENUES	25,682,407	29,425,578	3,743,171	14.57%
APPROPRIATIONS					
11	SALARIES & WAGES	9,596,680	9,955,847	359,167	3.74%
12	HEALTH INSURANCE (NET)	1,782,000	1,889,000	107,000	6.00%
13	PENSION & SOCIAL SECURITY	1,661,000	1,663,000	2,000	0.12%
14	SUB-TOTAL	13,039,680	13,507,847	468,167	3.59%
15	UNEMPLOYMENT INSURANCE	50,000	50,000	0	0.00%
16	LEGAL	200,000	210,000	10,000	5.00%
17	DEPARTMENT OPERATING EXP.	2,364,127	2,576,602	212,475	8.99%
18	UTILITIES	765,600	787,000	21,400	2.80%
19	WASTE REMOVAL	1,557,100	1,590,600	33,500	2.15%
20	LIABILITY INSURANCE	556,350	572,000	15,650	2.81%
21	SUB-TOTAL	5,493,177	5,786,202	293,025	5.33%
22	CAPITAL IMPROVEMENT FUND	1,000,000	3,500,000	2,500,000	250.00%
23	DEBT SERVICE	2,271,300	2,269,000	(2,300)	-0.10%
24	REVALUATION NOTE PAYMENT	80,000	80,000	0	0.00%
25	SUB-TOTAL	3,351,300	5,849,000	2,497,700	74.53%
26	MADISON-CHATHAM JOINT MTG.	946,733	984,602	37,869	4.00%
27	PUBLIC LIBRARY	1,291,517	1,297,927	6,410	0.50%
28	RESERVE FOR TAX APPEALS	0	400,000	400,000	NA
29	TOTAL SPENDING	24,122,407	27,825,578	3,703,171	15.35%
30	RESERVE FOR UNCOLL. TAXES	1,560,000	1,600,000	40,000	2.56%
31	TOTAL APPROPRIATIONS	25,682,407	29,425,578	3,743,171	14.57%

How much does the Borough invest annually in capital?

Borough of Madison
General Capital Fund
 Schedule of Capital Improvement Fund
 2008 thru 2015 (in \$000's)

	2008	2009	2010	2011	2012	2013	2014	2015 Est
1 Beginning Balance	\$ 4,791	\$ 4,786	\$ 3,221	\$ 2,012	\$ 1,115	\$ 78	\$ 539	\$ 933
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7 Ending Balance	\$ 4,786	\$ 3,221	\$ 2,012	\$ 1,115	\$ 78	\$ 539	\$ 933	\$ 1,611
8 Debt Service (from municipal budget)	\$ 1,572	\$ 2,242	\$ 2,239	\$ 2,262	\$ 2,350	\$ 2,351	\$ 2,349	\$ 2,326
9 Total Capital Expenditure (6 + 8)	\$ 3,264	\$ 4,583	\$ 4,032	\$ 3,782	\$ 4,206	\$ 3,363	\$ 5,817	\$ 5,055

What is the Borough's annual investment in capital?

The most appropriate indicator is the combination of Improvement Authorizations and Debt Service (line 6 & 8 above).

Improvement Authorizations represent the actual capital projects that the Council approved for funding in that year. Debt Service represents the yearly principal and interest payments that pay for previously completed capital projects. Debt service is represented on line 23 and 24 on the Municipal Budget below.

The "Capital Improvement Fund" figure listed on the Municipal Budget (line 22 to the right) is NOT the best indicator of how much Capital the Borough spends annually.

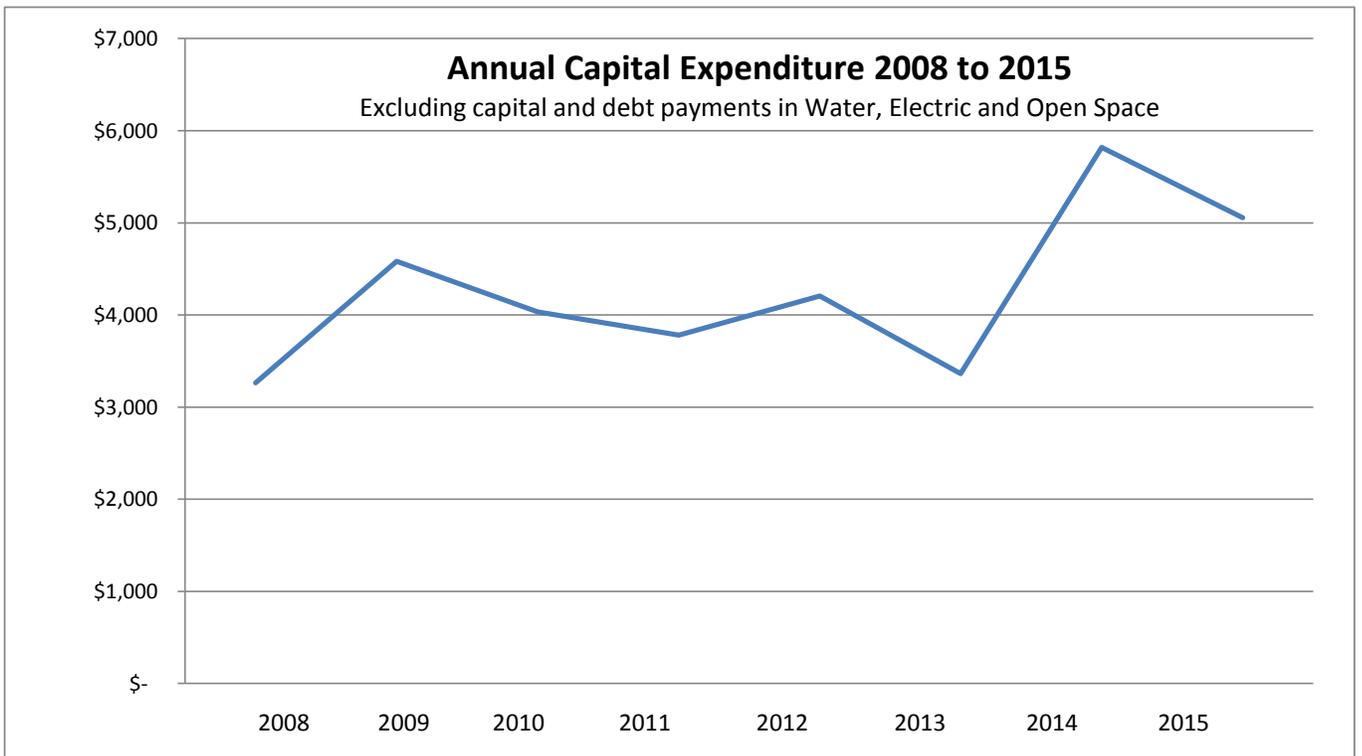


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Borough of Madison
DRAFT 5 Year Capital Improvement Plan
Tuesday, December 15, 2015

<u>Department/ Projects</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Engineering & Public Works					
Road Reconstruction	1,255,000	1,650,000	1,200,000	430,000	870,000
Milling/Overlay/Lots/Sidewalks	805,250	960,000	860,000	820,000	875,000
Stormwater System	130,000	500,000	635,000	625,000	275,000
Sanitary Capital	445,000	325,000	300,000	300,000	320,000
Building Improvements	135,000	330,000	75,000	0	0
Roads, Parks & Equipment	435,000	250,000	290,000	290,000	250,000
Subtotal	3,205,250	4,015,000	3,360,000	2,465,000	2,590,000
Recreation	0	75,000	25,000	25,000	0
Police	78,000	230,000	380,000	375,000	200,000
Fire	100,500	57,500	401,500	351,500	562,000
Library	395,000	300,000	375,000	230,000	100,000
Total General Capital	3,778,750	4,677,500	4,541,500	3,446,500	3,452,000
Electric Utility	790,000	760,000	465,000	560,000	475,000
Water Utility	435,000	335,000	210,000	325,000	10,000
Total Utility Capital	\$ 1,225,000	\$ 1,095,000	\$ 675,000	\$ 885,000	\$ 485,000

Possible OS Projects Please see page 15.

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: ENGINEERING

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Road Reconstruction					
Durwood					
Vinton					
West	75,000				
Kinney	130,000				
Loantaka Terr	120,000				
Crescent	130,000				
Cottage	40,000				
Cross	150,000				
Prospect *	550,000				
Elm St		170,000			
Tracy		30,000			
Valevue		100,000			
Wyndehurst		100,000			
Gibbons Pl		120,000			
Lathrop		220,000			
Park La		150,000			
Central		250,000			
Greenwood *		450,000	450,000		
Shadylawn			80,000		
Alexander			180,000		
Albright			120,000		
Vinal Pl			60,000		
Kensington			120,000		
Ross Ct			40,000		
Beverly			90,000		
Community				70,000	
Plain				50,000	
Howard					70,000
Howell					100,000
Laurel					90,000
Treadwell					120,000
Bardon					90,000
Locust					90,000
Roads TBD				250,000	250,000
Prelim Exp - Survey/Design	60,000	60,000	60,000	60,000	60,000
Yearly Totals	<u>\$ 1,255,000</u>	<u>\$ 1,650,000</u>	<u>\$ 1,200,000</u>	<u>\$ 430,000</u>	<u>\$ 870,000</u>

* NJDOT State Municipal Aid possible up to \$250k for each project/year.
The goal is to submit a project for state funding for 2016, 2017 and 2018.

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: ENGINEERING

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Milling, Overlay, Road Projects					
Union	30,250				
Seven Oaks	80,000				
Court	50,000				
Parkside	70,000				
Hillcrest	100,000				
Highview	80,000				
Crestview		130,000			
Sinclair		60,000			
Elmer		40,000			
Ferndale		90,000			
Fairwood		210,000			
Forest		110,000			
Glendale		80,000			
Woodside		40,000			
Oak, North & South Oak			100,000		
Holden La			40,000		
Glenwild Rd			100,000		
Prospect Place			60,000		
East Lane			120,000		
West Lane			140,000		
Cross Gates			100,000		
Alexander				100,000	
Brannick				70,000	
Baumgartner				40,000	
Broadview				100,000	
Hamilton				120,000	
Keep				90,000	
East Street				100,000	
Lawrence					90,000
Lee					50,000
Leigh					75,000
Surrey					70,000
West End					90,000
Old Greenhouse					80,000
Shadylawn					120,000
Other Roads TBD					100,000
MRC Access Road	75,000				
Maint. Additions					
MRC Sidewalk Path					
Radar Signals	25,000	25,000	25,000	25,000	25,000
Sign Replacements	15,000	15,000	15,000	15,000	15,000
Striping	30,000	30,000	30,000	30,000	30,000
Curb Replacement	50,000	50,000	50,000	50,000	50,000
Concrete Sidewalk	50,000	50,000	50,000	50,000	50,000
Crack Sealing	50,000	25,000	25,000	25,000	25,000
CBD Paver Repairs	100,000	5,000	5,000	5,000	5,000
Yearly Totals	\$ 805,250	\$ 960,000	\$ 860,000	\$ 820,000	\$ 875,000

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: ENGINEERING

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Stormwater System					
BelleauWoods Permit	35,000				
BelleauWoods Culvert (HMG)		200,000			
Elmer Box Culvert Collapse**	30,000		400,000	400,000	
Elmer Street Drainage*		200,000			
Green Surcharge Design	15,000				
Rail Culvert Lining (Keep)		50,000			
Green Ave / Kings Project			60,000		
Rail Culvert Lining (Kings)			50,000		
Rail Culvert Lining (Park)			50,000		
Spring Garden Bk Ph4				200,000	
SWM Compliance:					
Stream Stabilization	25,000				
Misc Inlets	25,000	25,000	25,000	25,000	25,000
Outfall Rip Rap		25,000			
Inlet Bar Grating			25,000		
Trash Racks MFPL, Fairwood,			25,000		
Misc Repairs TBD					250,000
Yearly Totals	<u>\$ 130,000</u>	<u>\$ 500,000</u>	<u>\$ 635,000</u>	<u>\$ 625,000</u>	<u>\$ 275,000</u>

* County may be possible funding partner

** \$30,000 to be spent in 2016 to investigate condition and identify possible solutions to Elmer Box Culvert.

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: ENGINEERING

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Sanitary Sewers					
MH/Main lining	200,000	200,000	200,000	200,000	
a) to start the discussion on how New Pump (D Maines)		10,000 40,000	10,000 40,000	10,000 40,000	50,000
Misc PS Repairs:					
West End PS	50,000				
Rachael PS Genset	40,000				
Standby Generator	35,000				
Madison PS/Twombly		25,000			
2 Ton Dump Truck #119	70,000				
Misc Video & Main Repairs	25,000	25,000	25,000	25,000	
INI Reducon (flow, smoke, sample, enf)	25,000	25,000	25,000	25,000	
Sewer Jet					200,000
Pickup Truck #115					70,000
Yearly Totals	<u>\$ 445,000</u>	<u>\$ 325,000</u>	<u>\$ 300,000</u>	<u>\$ 300,000</u>	<u>\$ 320,000</u>

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: ENGINEERING

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Building Improvements					
HDM Plaza Repairs*		200,000			
HDM -contamination	75,000	50,000			
HDM oil conversion			25,000		
HDM Video/Alarm	30,000	30,000			
Windows for Mechanics	30,000				
Civic Center Roof		50,000	50,000		
Yearly Totals	\$ 135,000	\$ 330,000	\$ 75,000	\$ -	\$ -

* Possible candidate for Open Space Funding

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: PUBLIC WORKS

<u>Project Description</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Roads, Parks & Equipment					
Replace small truck (103, 110)			40,000	40,000	
Replace big truck	180,000	180,000	180,000	180,000	
Replace 2 ton dump truck	70,000	70,000	70,000	70,000	70,000
Lawn Mower 16' Cut	105,000				
Expanded Fuel Storage	80,000				
2 jeeps					60,000
Trackless					120,000
Subtotal	<u>\$ 435,000</u>	<u>\$ 250,000</u>	<u>\$ 290,000</u>	<u>\$ 290,000</u>	<u>\$ 250,000</u>

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: POLICE

Project Description	2016	2017	2018	2019	2020
New portable radios for each officer		200,000			
New Camera System			100,000		
Patrol Vehicle	48,000	30,000	30,000	30,000	
Range House (partial)	30,000				
New Radar Units				20,000	
New OEM/ESU Truck				75,000	
Desk equipment update & 911.**			250,000	250,000	200,000
Yearly Totals	78,000.00	230,000.00	380,000.00	375,000.00	200,000.00

** 911 desk equipment update is a \$700,000 capital item that will be funded over a 3 year period.

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: FIRE DEPARTMENT

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Replace FF turnout gear	11,500	11,500	11,500	11,500	12,000
Replace 1996 Midwood Antenna	15,000				
Jaws of Life Spreader (1976)	12,000				
Non-supported gas detectors	12,000				
Chief's Vehicle (2007)	42,000				
Forcible Door Entry Training Prop	8,000				
Replace 5" Large Diam Hose		18,000			
Replace 1998 Midwood Genset		20,000			
Replace Portable Trash Pumps		8,000			
Replace Staff Vehicle			50,000		
Replace Engine 3 (1990)			340,000	340,000	
Replace Rescue Truck (1995)					550,000
Subtotal	<u>\$ 100,500</u>	<u>\$ 57,500</u>	<u>\$ 401,500</u>	<u>\$ 351,500</u>	<u>\$ 562,000</u>

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: RECREATION

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Bayley Rest Room		50,000			
Seeding & Aerating TBD	-	25,000	25,000	25,000	25,000

Subtotal	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000
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**Borough of Madison
5 Year Capital Improvement Plan**

Possible Open Space Projects

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Bayley Field Remediation	150,000				
HDM East Wing - Plans	60,000				

Subtotal	\$ 210,000	\$ -	\$ -	\$ -	\$ -
	\$ 210,000	\$ -	\$ -	\$ -	\$ -

OTHER POSSIBLE PROJECTS**COST**

Rosedale/Memorial Soccer Field, covered benches/tables	20,000
Rosedale Skating Rink - new shelter/bathrooms	65,000
MRC playground	???
Connect Traction Line to MRC	???
Dog Park	75,000
HDM Plaza Repairs (listed under buildings)	200,000?
MRC Bleachers	???
LOI/Permit fee for Memorial Park	25,000
News signs for parks (request from Parks Advisory)	16,000

See Recreation Schedule for other possible projects

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: LIBRARY

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Repave/design parking lot	150,000				
Pave staff parking lot	15,000				
Roof resealing		300,000			
Replace carpet	30,000				
Children's Room - Abate & Restore	200,000				
Adult Room - Abate & Restore			300,000	100,000	100,000
Study upgrade-fire alarm sys				55,000	
Redo Plaza & Fountain			75,000	75,000	
Subtotal	<u>\$ 395,000</u>	<u>\$ 300,000</u>	<u>\$ 375,000</u>	<u>\$ 230,000</u>	<u>\$ 100,000</u>

Borough of Madison
5 Year Capital Improvement Plan

DEPARTMENT: ELECTRIC

Project Description	2016	2017	2018	2019	2020
Automated Meters	35,000	35,000	35,000	35,000	35,000
Installation of new underground conduits, cable, light-piers, lamposts and fixtures on Kings Road from Prospect Street to Madison Ave.	210,000				
Several exhibits are included for educational purposes to help residents better understand municipal capital accounting and how it	120,000				
Video surveillance systems for both substations	20,000				
Upgrade SCADA	50,000				
E Well Transformer	30,000				
Replacement of pickup truck 135 (2006)			30,000		
Replace double bucket truck		400,000			
Reconstruct underground primary distribution system at Union Hill & Independence Court				75,000	
Reconstruct underground primary distribution system at Madison Green Condominiums (Green Ave & Shunpike Rd)				75,000	
Primary Voltage copper cable for Kings Rd feeder lines					100,000
Replace historic fixtures at train station					40,000
Reserve funding for substation repairs as requested by the UAC	300,000	300,000	300,000	300,000	300,000
Signal Camera Actuators *	25,000	25,000	25,000		
Dodge Field Field Lighting			75,000	75,000	
Yearly Totals	\$ 790,000	\$ 760,000	\$ 465,000	\$ 560,000	\$ 475,000

* Signal Actuators: Woodland and Loantaka, Main Street, Kings Rd

**Borough of Madison
5 Year Capital Improvement Plan**

DEPARTMENT: WATER

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Well E Motor 150HP				50,000	
Well Upgrades	10,000	10,000	10,000	10,000	10,000
Well C Redevelopment		25,000	25,000		
Lathrop/Gibbons Hydrant/Svc	60,000				
Central (N) Water Main	100,000				
Rosedale Skate Pond	20,000				
Valevue Main	50,000				
Cottage Main	40,000				
Kinney Main	30,000				
Upgrade SCADA/Video Surv.	50,000				
Master permit update	5,000				
Mini Excavator	70,000				
Greenwood (N) Water Main		120,000			
Well E refurbish		100,000			
Truck		80,000		80,000	
Repaint Midwood Tank			175,000	175,000	
Tank Inspections 5yr				10,000	
Subtotal	\$ 435,000	\$ 335,000	\$ 210,000	\$ 325,000	\$ 10,000