

TOWN OF WINDSOR, CONNECTICUT
Special Meeting Notice



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AGENCY: Town Improvements Committee

DATE: December 11, 2023

TIME: 6:00 PM

PLACE: Town Hall - Ludlow Room

AGENDA

1. Call to Order
2. Public Comment
3. *Overview of capital project funding and debt management
4. *Update on FY 2024 capital projects
5. Staff Reports
6. Approval of Minutes
 - a) *July 18, 2023
7. Adjournment


*Backup materials

Public Act 75-312 requires notice of Special Meetings to be posted in the Town Clerk's Office not less than 24 hours prior to the time of such meeting. No other business shall be considered at this meeting than that listed on this Agenda.

Agenda Item Summary

Date: December 11, 2023

To: Members of the Town Improvements Committee

Prepared By: Peter Souza, Town Manager 

Subject: Overview of Capital Project Funding & Debt Management

Background

The Town Council approved the Capital Improvement Program (CIP) which is a multi-year plan used to coordinate the financing and timing of major public improvements for both the town government and the Board of Education. It contains a comprehensive list of capital projects for the town within the next six years and reflects the recommendations of citizens, boards, commissions and town staff from throughout the organization. Projects within the CIP are funded through a variety of sources including: annual General Fund budget, State and Federal grants, Capital Project Fund, General Fund Unassigned Fund Balance and long term borrowing.

The six year plan provides guidance regarding the short-term and long-term financial impacts of undertaking projects and enables policy makers to balance town priorities with the town's financial capability to pay for identified projects.

Historically, Windsor has adhered to recommended best practices in order to maintain a debt burden that is in line with available resources. Windsor works to hold total debt service requirements to within 8% of total operating expenditures. This is consistent with recommendations from bond/credit rating agencies that debt service be held to within 5% to 15% of the total operating budget. Windsor has worked to structure its borrowing through the sale of municipal bonds to allow for the relatively quick retirement of outstanding debt.

The goal of this evening's agenda item is to provide a high level overview of how the town has done capital planning and funding as well as a review our debt management approach.

As additional background below are a few highlights of the adopted FY 2024 – FY 2029 CIP:

- The CIP includes approximately \$8.9 million for street resurfacing, pavement reclamation, milling, lot repaving, curb replacement, minor drainage improvements and other pavement repair work. In addition, the 6 year period includes major street reconstruction or rehabilitation projects at an estimated cost of \$19.2 million. Of the total \$30.1 million included for the asset management of town roadways, \$5.1 million is planned to come from state and/or federal funding sources.
- Projected debt service ratios based on a five-year financial forecast, inclusive of all projects requiring voter referendum, are not projected to exceed the 8% policy goal in any year of the proposed CIP.
- The proposed CIP identifies \$23.4 million in cash-funded projects. The sources for cash funding projects are primarily appropriations from the annual General Fund as well as requests for monies from the Capital Projects Fund Assigned Fund balance and the General Fund Unassigned Fund Balance. The Capital Projects Fund source fluctuates from year to year as that fund is comprised of closed out balances from completed projects.

- Outdoor Pool Facilities projects (Welch and Veteran's) are included. Welch Pool design has been completed and construction is proposed in FY 24. Funding for Veteran's Pool design is in FY 26 with construction in FY 28.
- The proposed CIP forecasts \$81.4 million in bonding authorization.
- The 6-year CIP cycle includes seven projects that would require voter approval based on current estimated costs. These projects are:
 - Broad Street Road Diet (primarily grant funded)
 - Wilson Gateway Park (grant funded)
 - Town Facility Improvements – Milo Peck HVAC, Electrical, and Energy Improvements
 - BOE – Windsor High School – Heating and Ventilation System Replacement
 - BOE – Windsor High School Roof Replacement
 - Town Facility Improvements – Veteran's Pool Improvements
 - BOE – Windsor High School Fieldhouse Renovations
- There are several large school projects at Clover Street School, Oliver Ellsworth School, Poquonock School, Sage Park Middle School and Windsor High School totaling over \$37 million which are incorporated over the 6 year period. Projects range from; roof replacement, heating and mechanical equipment replacements, floor replacements and the installation of air-conditioning systems.

Financial Impact

None

Other Board Action

None

Recommendations

This item is presented for information and discussion purposes. No formal action is requested.

Attachments

Introduction of Adopted CIP – 2024-2029

Adopted FY 2024- FY 2029 Capital Improvement Program online at:

<https://townofwindsorct.com/finance/documents/fy-2024-2029-cip/>

Introduction

The Capital Improvement Program

The Capital Improvement Program (CIP) is a multi-year plan used to coordinate the financing and timing of major public improvements for both the town government and the Board of Education. It contains a comprehensive list of capital projects for the town within the next six years and reflects the recommendations of citizens, boards, commissions and town staff from throughout the organization. For each project, the CIP presents a summary description, estimate of cost, method of financing and a schedule of implementation. The capital improvement program shown here is neither a wish list nor the bare minimum of what could be accomplished each year. Rather, the FY24 - FY29 program aims to make steady progress in preserving the capital assets of the town.

Capital Assets and Capital Projects

A capital asset is a new or rehabilitated physical asset that has a useful life of more than five years and is of significant value. Capital projects are undertaken to acquire or extend the useful life of capital assets. As one-time projects, they are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, the construction of or major improvements to public buildings and roads, and the acquisition of large equipment such as fire trucks. Equipment purchases, however, are not typically considered capital projects unless they are for new facilities or major investments that cost more than \$100,000. The Board of Education, with few exceptions, uses a threshold of one tenth of 1% of the tax levy in order for a project to qualify as a capital project. In recent years, both the Board of Education and the town government have placed smaller value projects and equipment in the CIP due to operating budgets for these items having been reduced.

Asset Management in the CIP

As the town's infrastructure ages and the cost of replacing those assets continues to increase while financial resources become more constrained, the town must analyze how to best meet the major maintenance and replacement needs. Town staff is tracking many assets (for example, parks, culverts, roads and sidewalks) lifespans, replacement costs and current conditions. In some cases, this assessment involves identifying the condition of numerous contributing components, such as playground equipment, HVAC systems, sports courts, roofs, facades, or irrigation systems. After completing this inventory, town staff assesses whether the work proposed in the CIP adequately addresses the annual repair and replacement needs for each asset.

Capital Improvement Program

For example, the town uses a pavement management software system and annual pavement inspections to prioritize roadways for improvements. Currently, approximately 25.9% of the Town's roadways are in fair or poor condition (i.e., a Road Surface Rating of 60 or less) with only 5.6% of roadways classified as poor condition (i.e., a Road Surface Rating of 45 or less). The six-year CIP includes approximately \$9.0 million for street resurfacing, pavement reclamation, milling, curb replacement, drainage improvements and other pavement repair work. In addition, the six-year CIP includes major reconstruction or rehabilitation projects including roadway realignment, roadway widening, installation of sidewalks and street lighting, and major drainage improvements at an estimated cost of \$19.2 million.

The Need for a CIP

The CIP provides a means for both coordinating and prioritizing the capital project requests of various departments and agencies. The process of building the CIP requires careful consideration of proposed projects in a more comprehensive context than if projects were to be submitted and evaluated on an ad-hoc basis. In addition to mitigating wasteful overlap, duplication and delay, the prioritization process ensures that the most important and urgent projects are completed first. The information that the CIP provides regarding the short- and long-term financial impacts of undertaking capital projects enables policy makers to balance town priorities with its financial capacity to pay for desired projects.

Financing Capital Projects

The town has several options for financing capital projects. The single largest source of financing for capital projects is borrowing through the issuance of general obligation bonds. Larger projects involving assets with long useful lives are typically financed in this manner. This eliminates the need to temporarily raise taxes every time a large capital asset is acquired or modified. The debt also allows current and future beneficiaries to share the cost of long-term capital improvements such as new fire stations, schools or roads. Those who enjoy the year-by-year benefit of the improvement make the tax payments that match the stream of benefits received. All borrowing is done in accordance with the Windsor Town Charter.

Some projects (usually smaller ones or ones that are designs or studies) or portions of large projects may be financed on a pay-as-you-go basis through the General Fund operating budget or through fund balances. Other financing sources for Windsor's capital projects include state and federal grants, appropriations from other town funds and private sources.

Capital Improvement Program

Financial Benefits of Capital Planning

When a town seeks to borrow funds, investors and bond rating agencies place a substantial emphasis on capital planning. An organization that goes through a capital planning process is less likely to undertake a series of projects that is beyond its financial capacity. By anticipating capital projects and mapping out a means for financing them, the town is providing assurance to investors that it will be able to pay back its debt. This assurance is reflected in Windsor's current bond ratings of AAA by Standard and Poor's. This favorable rating places Windsor in the top 10% of municipalities in the nation. The resulting lower interest rates on Windsor bonds translate into tangible dollar savings in debt service payments.

Development of the CIP

The CIP process begins in earnest in late fall when a CIP Task Team of town staff convenes and a request for suggested projects is transmitted to boards and commissions and town departments. The CIP Task Team then prioritizes projects based on pre-determined criteria including health and safety factors, legal obligations, fiscal impact, environmental impact, community and economic effects and aesthetic and social effects. Projects are also examined in terms of their relationship to other projects, *The Town of Windsor's Plan of Conservation and Development* and their compatibility with town goals and objectives. The prioritization of projects first occurs at the task team level, then again during the Town Council review and public comment. Listed below is an outline of the steps that are suggested for preparing the Capital Improvements Program.

<u>September</u>	Letter distributed to town staff and Boards & Commissions inviting suggestions for capital projects.
<u>October-November</u>	Detailed project descriptions submitted. Staff CIP Task team prioritizes projects based on project criteria.
<u>December</u>	Town Manager compiles projects and conducts financial analysis.
<u>January-February</u>	Town Manager submits draft 6-year CIP to Public Building Commission and Capital Improvements Committee for review. The Capital Improvements Committee advises the Town Manager on CIP years 2 through 6.
<u>February-March</u>	Town Manager submits final draft of CIP to Town Planning and Zoning Commission for review pursuant to Section 8-24 of the <i>Connecticut General Statutes</i> . Town Manager delivers CIP to Town Council for review and adoption. Year one of the CIP is incorporated into the annual operating budget.

Capital Improvement Program

The Dynamic Nature of the CIP

The CIP encompasses a six-year period, scheduling the most important, urgent projects in the earliest years. Once the CIP is finalized, Year One of the plan is used as a basis for both the capital projects portion of the annual operating budget and for any planned bond sales during the fiscal year. Once funding has been authorized, either through adoption of the annual budget or through a bond ordinance, the projects can begin and are removed from the subsequent CIP.

By and large, each of the remaining projects (which are still unfunded) will move up by one year in the plan. However, because circumstances can change, financial constraints or opportunities can emerge, and priorities can shift, the schedule for unfunded projects needs to be revised each year. Projects may be moved up, moved back, or even eliminated from the plan. This is especially true for projects in the final years of the plan. This constant review ensures that the CIP maintains its flexibility and can be adjusted to align with a changing environment while still providing community leaders and town officials with a clear view of what lies ahead.

Statistics and Financial Information

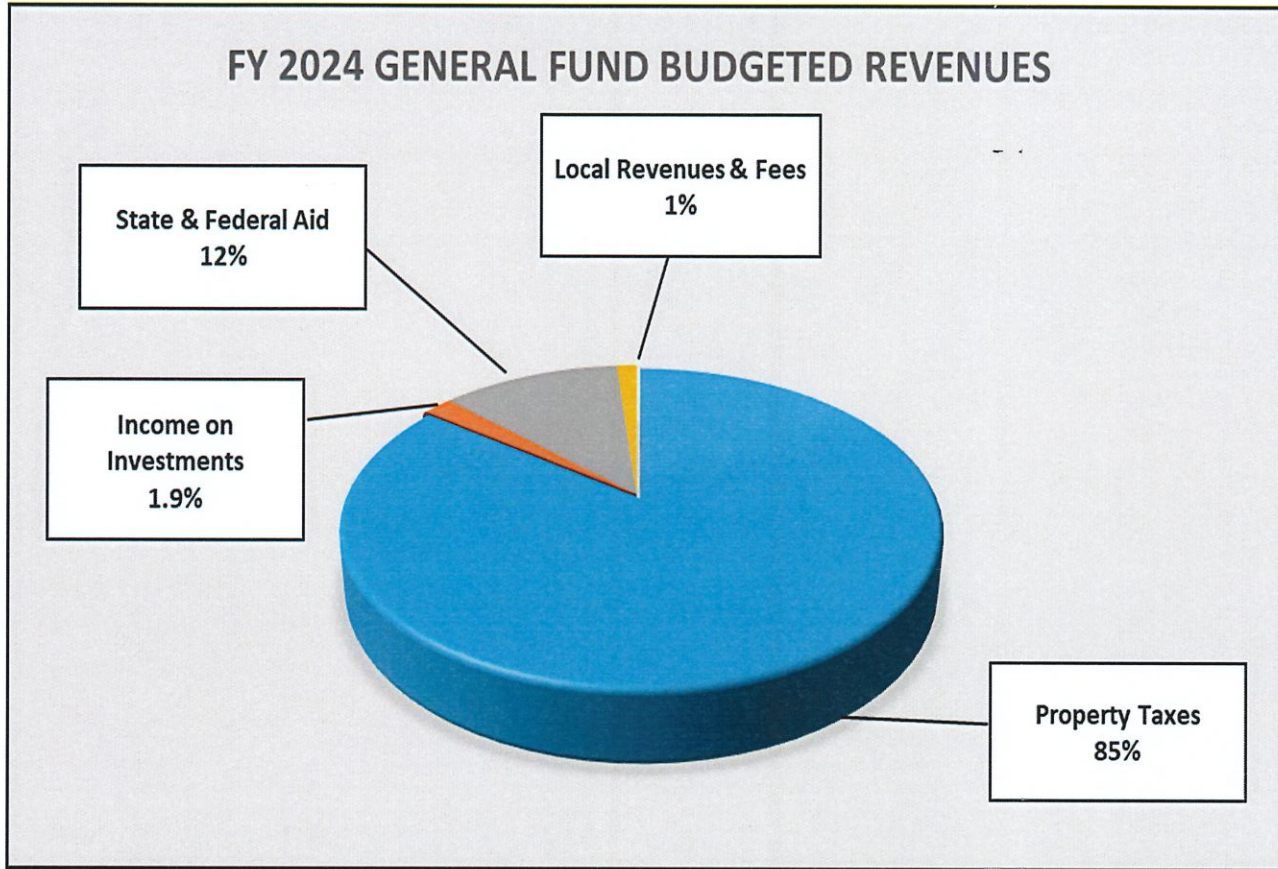
In addition to prioritizing proposed capital projects by assessing their respective importance and urgency, the process of preparing the CIP also demands that these projects be evaluated within the town's overall demographic and financial context. Demographic factors provide insight into future demands on the town's infrastructure while financial indicators illustrate the town's capacity to finance desired projects.

While some trends will provide an indication as to what kinds of projects should be undertaken, others may reveal a need for more detailed information. Therefore, the CIP may, at times, include projects that involve information gathering and assessment on such things as the condition of town buildings, roads and traffic patterns. These analyses are necessary to achieve a responsible balance between wants, needs and limited resources. The remainder of this section is devoted to analyzing trends in Windsor's population, financial standing and debt service.

Capital Improvement Program

Revenues

Historically, tax revenues have provided approximately 83% of the General Fund operating budget revenues each fiscal year with the remaining 17% derived from local revenues and fees, state and federal aid, and interest on investments. For the FY 2024 budget, 85% or \$139 million of the town's total budget will be supported by property taxes.



Capital Improvement Program

Grand List

The Grand List of all taxable property in Windsor is an important indicator of Windsor’s financial health. The table below illustrates the past 15 years of Grand List performance:

Grand List Changes FY 2010 - FY 2024				
Fiscal Year	Grand List	Net Taxable Grand List ¹	Dollar Change	Percent Change
2024	10/1/2022	\$3,557,606,126	\$246,252,317	7.44%
2023	10/1/2021	\$3,311,353,809	\$99,163,727	3.09%
2022	10/1/2020	\$3,212,190,082	\$58,316,313	1.85%
2021	10/1/2019	\$3,153,873,769	\$47,908,679	1.54%
2020	10/1/2018	\$3,105,965,090	\$146,187,055	4.94% ²
2019	10/1/2017	\$2,959,778,035	\$73,042,279	2.53%
2018	10/1/2016	\$2,886,735,756	(\$37,562,549)	-1.28%
2017	10/1/2015	\$2,924,298,305	\$74,365,002	2.61%
2016	10/1/2014	\$2,849,933,303	\$18,771,087	0.66%
2015	10/1/2013	\$2,831,162,216	(\$182,735,237)	-6.06% ²
2014	10/1/2012	\$3,013,897,453	\$106,256,760	3.65%
2013	10/1/2011	\$2,907,640,693	\$95,660,996	3.40%
2012	10/1/2010	\$2,811,979,697	\$87,719,261	3.22%
2011	10/1/2009	\$2,724,260,436	\$88,638,332	3.36%
2010	10/1/2008	\$2,635,622,104	\$45,082,940	1.74% ²

Source: Town Assessor

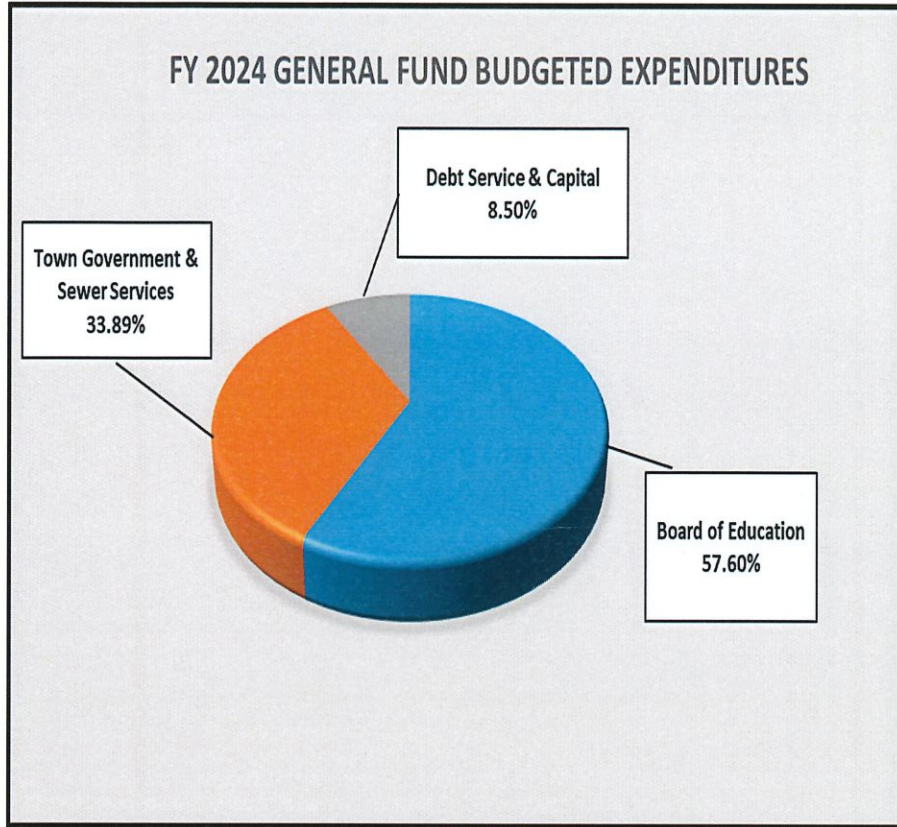
1. Net Taxable Grand List is based on a 70% assessment ratio. Figures reflect Grand List as signed off on by the Town Assessor, prior to any changes by the Board of Assessment Appeals.

2. Revaluation Year

Capital Improvement Program

Expenditures

Budgeted expenditures for FY 2024 are \$139,205,750, which is reflected in the chart below. Expenditures over a ten-year period have increased at an average annual rate of 3.35%.



General Fund Budgeted Expenditures		
Fiscal Year	Expenditures	Change from Previous Year
2024	\$139,205,750	7.17%
2023	\$129,894,300	3.26%
2022	\$125,787,620	2.98%
2021	\$122,148,810	2.89%
2020	\$118,719,040	3.04%
2019	\$115,219,930	3.93%
2018	\$110,862,990	0.00%
2017	\$110,862,990	4.21%
2016	\$106,384,140	1.77%
2015	\$104,538,160	4.21%

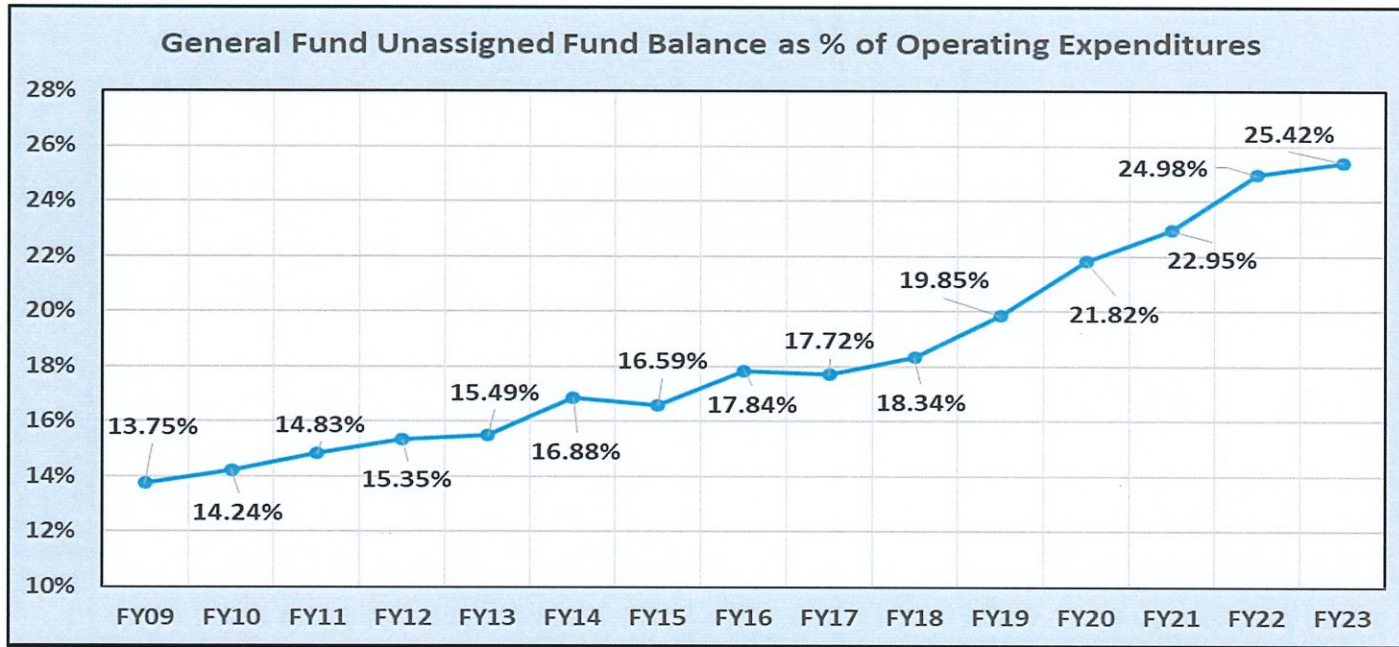
Source: Adopted Town Budget

Capital Improvement Program

Fund Balance

The fund balance represents the cumulative difference between revenues and expenditures over time. The town's fund balance changes each year, increasing when the town achieves a budget surplus, or decreasing when the town experiences a budget deficit (though a deficit has not occurred in Windsor in over two decades). The fund balance also changes when Town Council authorizes additional appropriations outside of the budget process. Not all of a town's fund balance may be available for appropriation. Usually, a significant percentage of the fund balance is encumbered or reserved for future obligations. The remainder, referred to as the unassigned fund balance, is available for appropriation.

The fund balance is significant for a number of reasons. It is a measure of the town's ability to withstand financial emergencies or to undertake unforeseen, but necessary, projects. Ratings agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view an adequate fund balance as an indication of sound financial management and flexibility. Rating agencies such as Standard & Poor's look favorably on municipalities having general fund unassigned fund balances of 15% or higher of operating revenues. Windsor's fund balance has achieved this recommended goal for many years. Windsor's adopted Fund Balance Policy is to maintain an unassigned fund balance between 15% and 20% of budgeted operating expenditures. At the end of FY 2022, Windsor's audited general fund unassigned fund balance was \$33.0M, or 25.4% of FY 2023 budgeted operating expenditures.

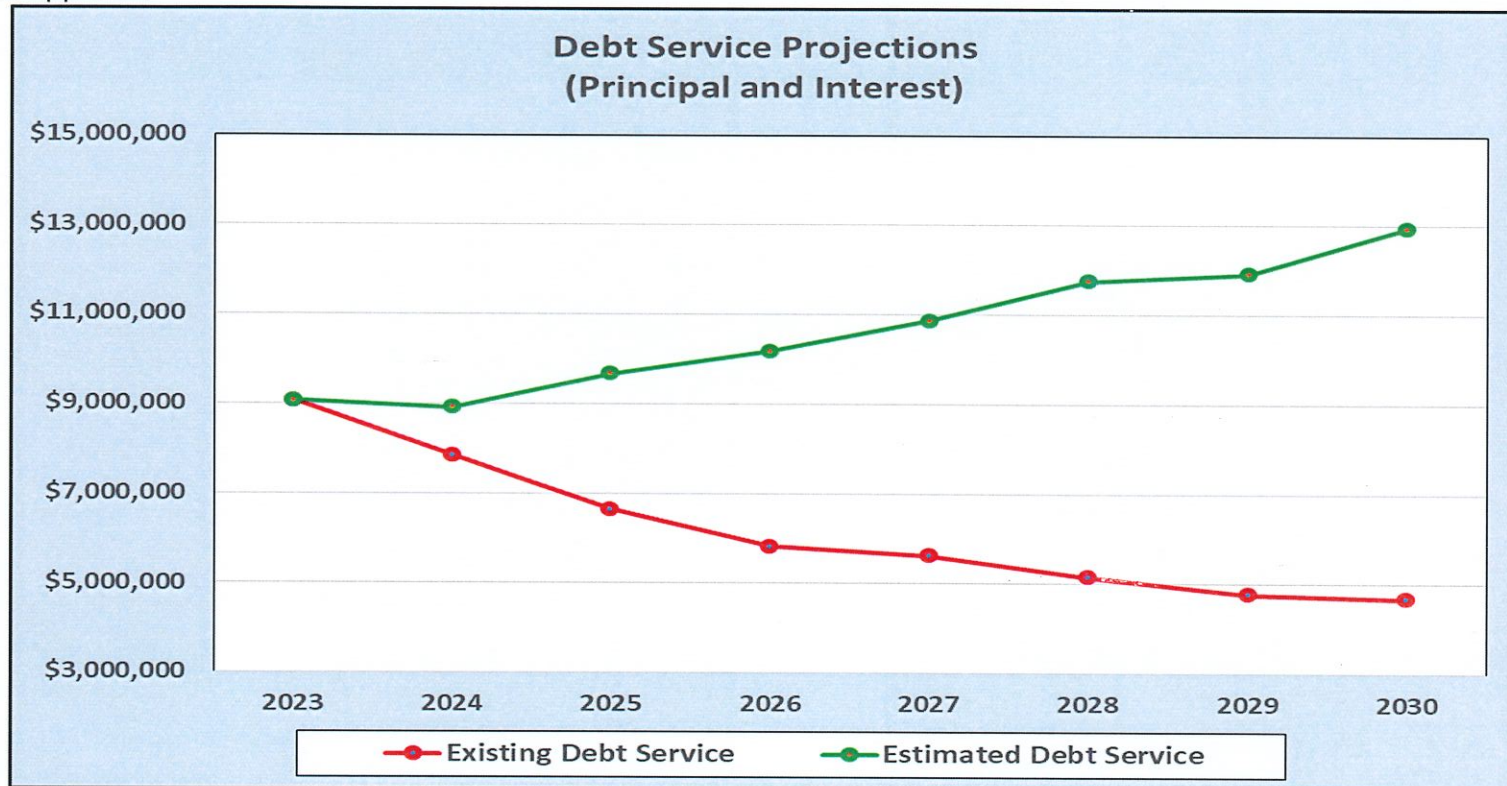


Capital Improvement Program

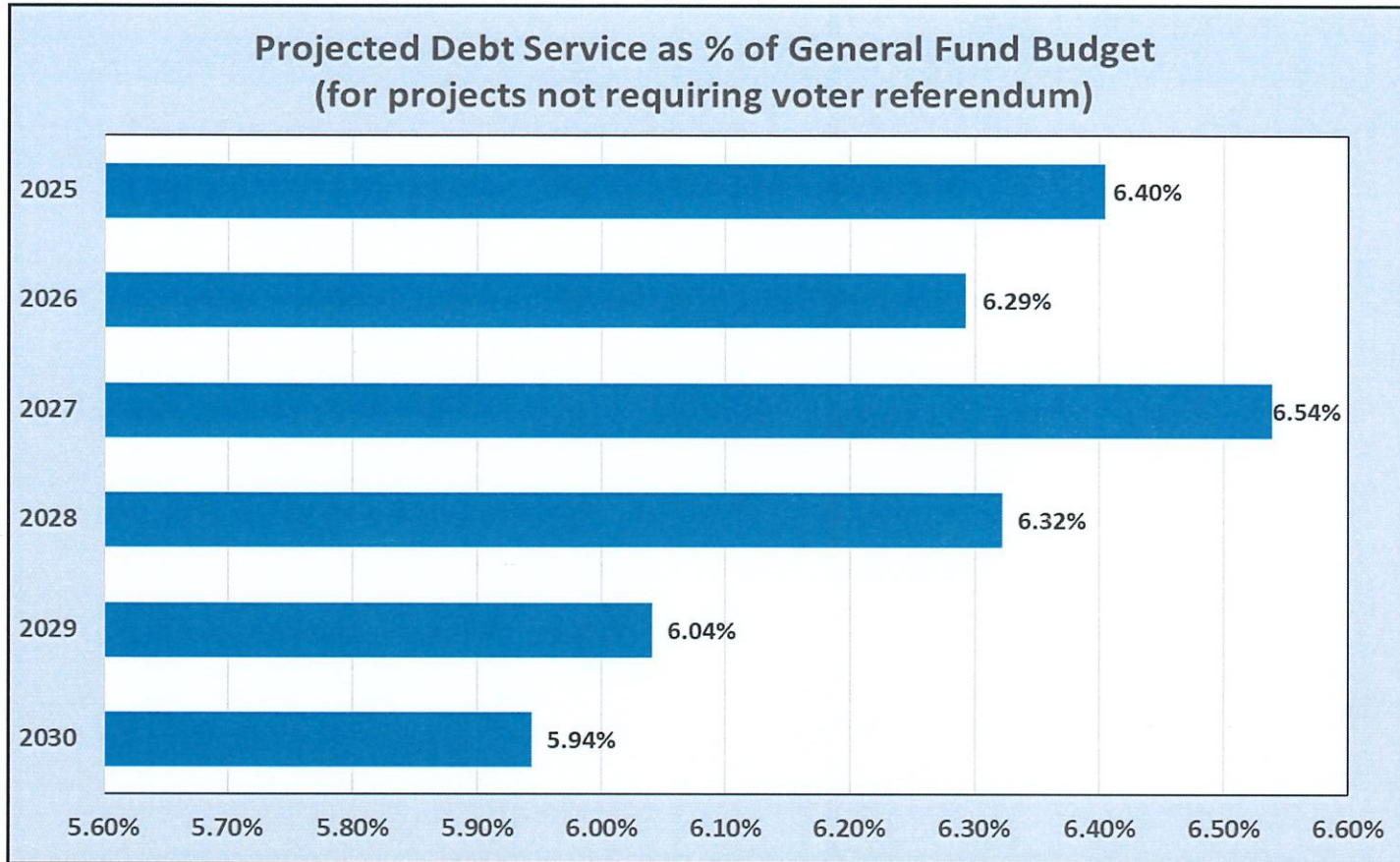
Debt Management

Historically, Windsor has adhered to certain practices in order to maintain a debt burden that is in line with available resources. Our adopted debt management policy calls for the annual debt service payment not to exceed 8% of annual expenditures. This is consistent with recommendations from bond rating agencies that debt service be held to within 5% and 15% of the total operating budget. Also, Windsor limits its debt such that the total amount of bonds issued would not exceed 50% of the town's legal debt limit. Windsor's total debt has consistently been well below 50% of the legal debt limit.

The chart shown below illustrates the projected effects on debt service in implementing the capital improvement program as adopted in this document. This chart shows both the existing debt service payments that have already been issued by the town and the payments on existing debt plus debt that would be incurred through the implementation of this capital improvement program (green line shown in the chart as estimated debt service). Annual payments on existing debt are projected to decline on an annual basis from FY 2023 payments of \$9.0 million. The estimated debt service projections shown on the following page reflect borrowing for projects that would not require referendum approval.

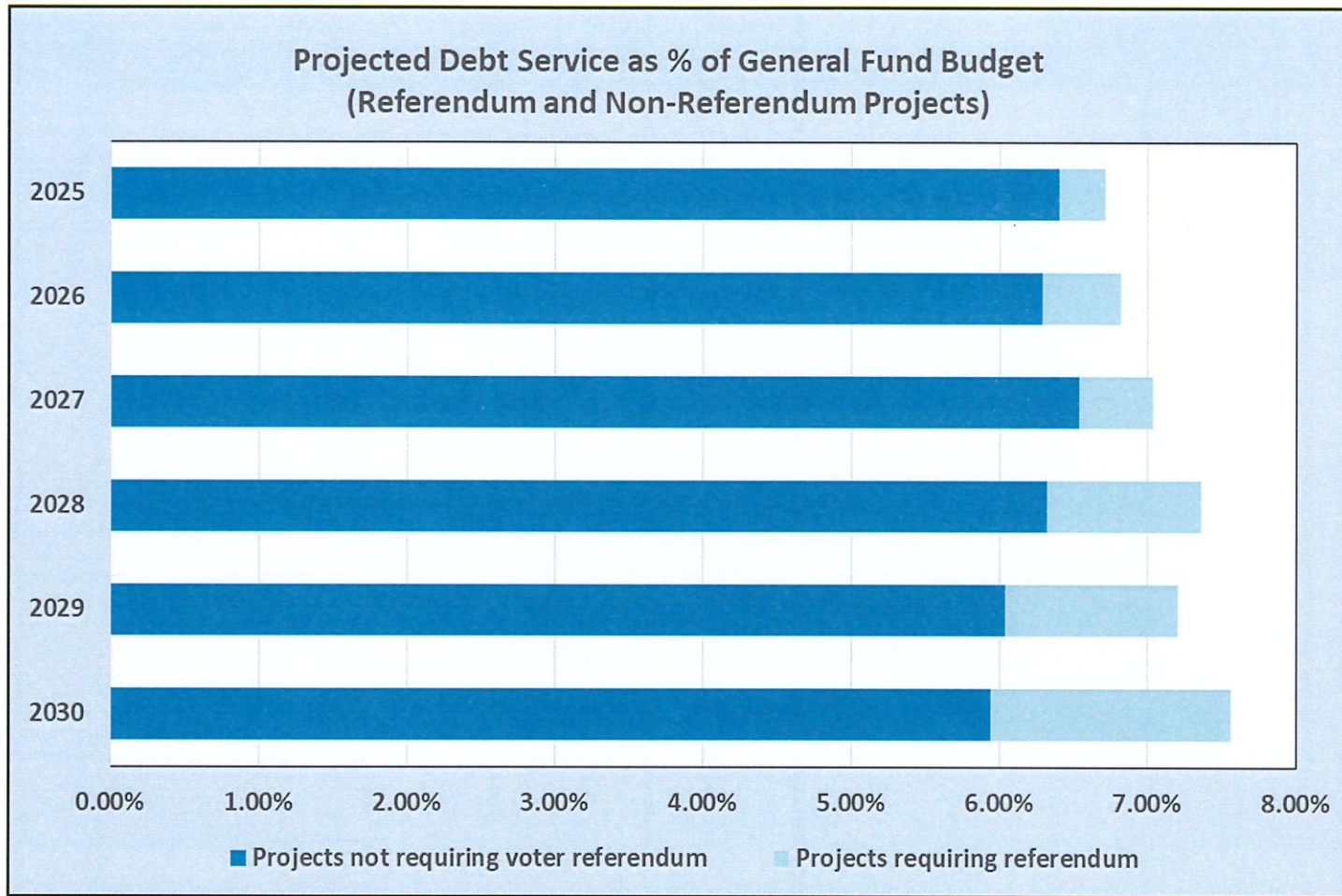


Capital Improvement Program



Capital Improvement Program

The projected debt service ratios are based on multi-year debt forecasting and modeling. The financing assumptions used to calculate the debt service ratios include a combination of both long-term general obligation bonds and short-term notes. As a result of this, the debt service ratios are projected to not exceed the 8% policy goal in any year of the CIP.



Capital Improvement Program

Scheduled Projects

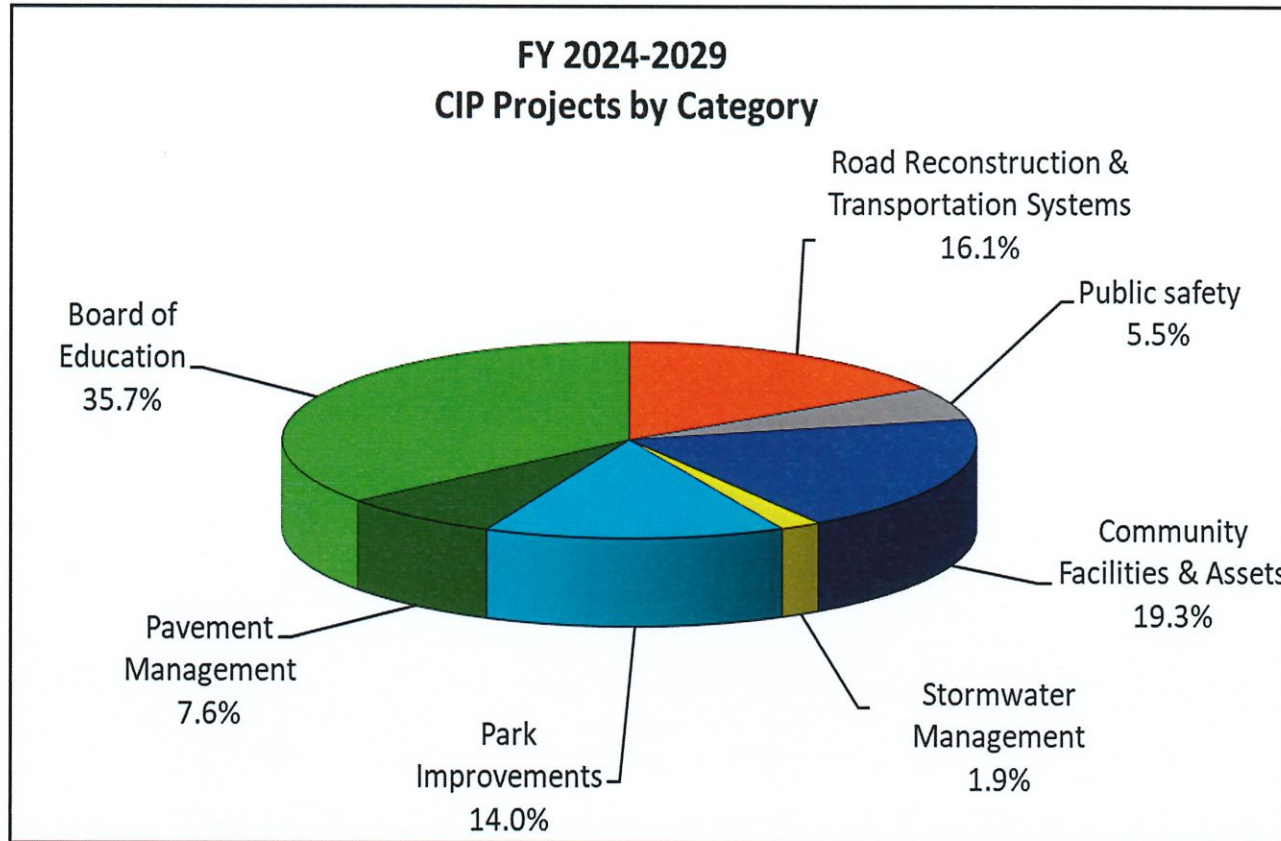
The FY24-FY29 CIP includes an assortment of projects funded through a variety of proposed sources. The estimated cost of all six years of this CIP is \$119.1 million.

CIP Projects by Category

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
Road Reconstruction & Transportation Systems	\$7,263,000	\$1,748,500	\$0	\$3,524,500	\$5,648,200	\$966,400	\$19,150,600
Public safety	\$500,000	\$1,533,000	\$2,265,000	\$804,000	\$572,800	\$820,872	\$6,495,672
Community Facilities & Assets	\$8,179,700	\$3,405,000	\$4,421,000	\$1,554,000	\$3,074,000	\$2,385,000	\$23,018,700
Stormwater Management	\$770,000	\$92,400	\$330,000	\$673,000	\$340,000	\$0	\$2,205,400
Park Improvements	\$8,263,000	\$2,732,000	\$1,600,000	\$341,000	\$3,750,000	\$0	\$16,686,000
Pavement Management	\$1,295,000	\$1,611,000	\$1,370,000	\$1,669,000	\$1,415,000	\$1,637,000	\$8,997,000
Board of Education	\$7,292,000	\$7,135,000	\$4,822,000	\$10,064,000	\$1,383,000	\$11,865,000	\$42,561,000
TOTAL CIP 2024-2029 PROGRAM	\$33,562,700	\$18,256,900	\$14,808,000	\$18,629,500	\$16,183,000	\$17,674,272	\$119,114,372

Capital Improvement Program

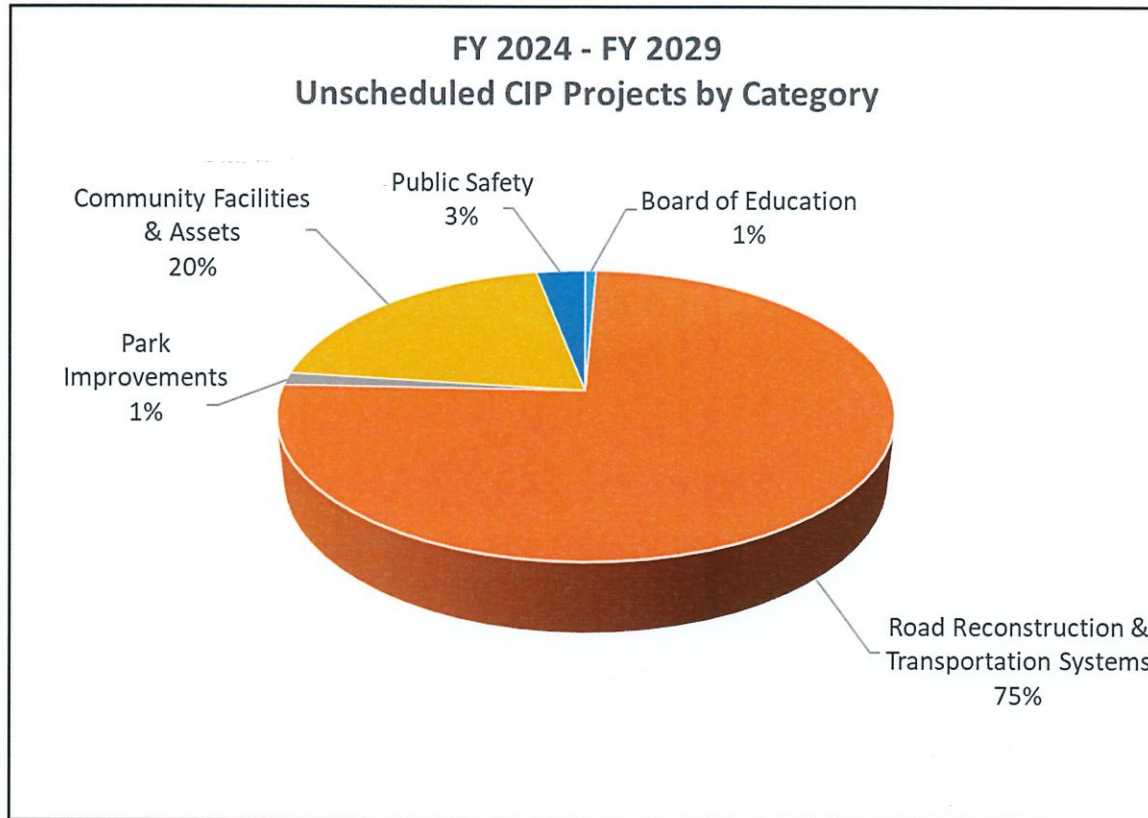
The CIP projects can be broken down into seven categories. Below is a chart depicting how those CIP categories are comparatively represented in this CIP.



Capital Improvement Program

Unscheduled Projects

Fifty-three projects remain on the unscheduled projects list. These projects have a combined estimated cost of \$107.9 million and are illustrated in the chart below:




Please note that the total amount does not include \$65.3M for the I-91 ramp improvements, which is projected to be financed through state and federal funds.

Agenda Item Summary

Date: December 11, 2023

To: Members of the Town Improvements Committee

Prepared By: Suzanne Choate, P.E., Town Engineer
Mark Goossens, Public Works Director
Marco Aglieco, Facilities Manager

Reviewed By: Peter Souza, Town Manager 

Subject: Fiscal Year 2024 Capital Projects Review

Background

Similar to most years, the Fiscal Year 2024 capital plan includes a diverse set of projects. Some of the smaller projects, studies or design phases are identified for cash funding, while other projects will be bond financed. The FY 2024 CIP also continues the town's focus on a multi-year asset management approach.

This agenda item summary provides the committee with a brief explanation of major projects and any updated status information. Staff will continue to refine project scopes and cost estimates. It is anticipated that through the first quarter of the calendar year, the Town Council will be asked to consider appropriations or bond authorizations for these projects.

Discussion/Analysis

Current ongoing projects include:

Day Hill Road Adaptive Signal Project – The Connecticut Department of Transportation (CTDOT) awarded the Town \$1,320,000 in federal funding for improvements to the traffic signals along Day Hill Road. The proposed signal improvements include the integration of adaptive signal technologies that will allow for signal timing adjustments to be made based on real time traffic conditions. The project is currently under construction, but paused due to completing a required utility pole agreement with Frontier who owns the poles. Once the project is underway, we expect the completion to be 3 months.

Baker Hollow Road Reconstruction – This project includes the construction of Baker Hollow Road from Old Poquonock Road to Marshall Phelps Road and includes a 30-foot wide paved road, drainage system, curbing, and sidewalks. Funding for this project was approved by Town Council in March 2023. American Rescue Funds in the amount of \$800,000 have been allocated along with the issuance of \$2,100,000 in bonds. The project is currently in construction with anticipated completion summer 2024.

Pigeon Hill Road Rehabilitation Design (Lamberton Rd to Addison Rd) – This project includes the rehabilitation of Pigeon Hill Road from Lamberton Road to Addison Road. Town Council approved the appropriation of funding for survey and geotechnical services along an

extended project limit, from Lamberton Road to Marshall Phelps Road, in November 2022. This work is complete. Full design and construction is currently scheduled for FY25.

Riverfront Trail Project (Windsor Center to East Barber Street) – The construction of this trail will be part of a regional system. The proposed trail segment will traverse property owned by the State of Connecticut, the Loomis Chaffee School, and two private owners. A state grant towards survey, wetland identification, initial design and permitting services has been awarded to the Town. Staff is working with a consultant to develop design plans for phase 1 from East Barber Street to Loomis Chaffee School property. One of the private property owners is interested in donating the property to the Town. The remaining private property owner is Eversource where we will seek an easement. Conceptual plans have been produced for the portion of the trail on Loomis Chaffee School property (phase 2). Discussions continue with Loomis Chaffee regarding potential of trail easement and route alternatives.

Riverfront Trail Project (South of East Barber Street to Hartford City Line) – In partnership with Riverfront Recapture, the town received a grant in 2021 to construct the section of trail from the town's existing trail just north of Decker's Brook to a planned Riverfront Recapture trail to the south. Design and permitting is underway. Total cost is estimated at approximately \$1,020,000. Funding is a combination of grants and Town funds. The Town Council has pledged \$50,000 of American Rescue Funds toward the project. The remainder is covered by CT DOT (Community and Connectivity) and DECD (Community Investment Funds) grants. Final permitting is anticipated this winter. Construction is expected summer 2024.

Design of Sharshon Park Improvements – This project was identified in the 2013 Athletic Field Master Plan and includes designing improvements to the field space at Sharshon Park including regrading and sodding, drainage improvements, addition of a multi-use field and a potentially a small baseball diamond. Preliminary design is underway and Town Improvement Committee's review will be requested in the first quarter of 2025.

Sage Park Middle School Slab Moisture Mitigation Design Project - This project is for the slab moisture issues on the first floor of building. The effected slab areas are located in the 1994 addition to the building. Issues include water seeping up through the slab, compromised vinyl flooring adhesion, gymnasium wood flooring buckling, and safety concerns for building users. The PBC reviewed the finding from the engineer and requested a proposal for additional assessment / engineering work. Currently the PBC is reviewing the additional proposal.

Poquonock Elementary School Roof Replacement Design Project – The PBC awarded this project to Hibbard and Rosa. Design drawing are expected by January 2024. The PBC will review and approve before we go to the bid. This project is scheduled in the CIP for construction funding in FY25.

Current FY 2024 projects include:

Pavement Management Program – This annual asset management effort involves street resurfacing, pavement reclamation or milling, thin overlays, and pavement preservation (i.e. crack seal and microsurfacing). \$182,000 of State Aid from the Local Capital Improvement

Program (LoCIP) and \$930,000 from the adopted General Fund budget will be used. Approximately 4.75 centerline miles of lane miles are planned to be completed in FY 24.

Sidewalk and Curb Replacement Program – This annual asset management effort involves the repair/reconstruction of sidewalk (concrete and bituminous) and curb sections including brick work. Areas of concern are identified and prioritized for repair. Repairs include remove and replace concrete or brick, grinding of trip hazards and installation of ADA compliant ramps. Funding is included in the adopted FY 24 General Fund budget at \$185,000.

Stormwater Management Improvements – This asset management program improves the condition of sections of the Town’s drainage system that are in poor condition, such as replacing old, damaged storm sewers, catch basins, and repairing drainage ways and stormwater basins. The adopted CIP reflects bonding in alternating years. FY24 bond financing is allocated at \$350,000. Staff is assessing the option of cash funding the above amount versus bonding in FY 24. Funding request is expected in January or February.

Millbrook Enhancement Project – Stream Stabilization The project objective is to stabilize the existing stream and preserve the surrounding open space for public use. The Town is currently seeking a consultant to conduct a hydraulic analysis, produce a concept plan and preliminary cost estimate for the stabilization. Depending on environmental permitting requirements and timeline construction would not start until late 2024 or early 2025. Funding in the amount of \$420,000 is included in the FY 24 adopted budget as part of the Community Investment Initiative.

Tree Replacement Plan - This ongoing asset management program assists in maintaining and enhancing a healthy and diverse urban forest by removing diseased trees and planting new trees in residential neighborhoods, commercial districts, parks, and public facilities. Threats to the health of our urban forest continue to grow as a result of the invasion of various pests, such as insects like the emerald ash borer, as well as the loss of long-established trees that have naturally reached the end of their life cycle. We have augmented local funding in the past few years with a \$35,000 grant from the CT Urban Forest Council, as well as with donations from individuals and organizations interested in assisting in replanting trees in town. The FY 2024 CIP allocates \$35,000 in cash funding from the Capital Projects Fund for this program managed by Public Works. Funding request is expected to be made January or February.

Historic Monument and Ancient Cemetery Preservation – The professional restoration of various monuments and grave markers at the ancient cemetery on Marshall Phelps Road comprise this project. The monuments range from large bronze statues to engrave stone markers dating back centuries and in poor condition. The restoration work will ensure that items are structurally sound and presentable. Staff is will be working on refining a scope of work over the winter.

Fleet and Public Works Equipment Replacement Plan – This is a multi-year, annual replacement program whose funds are utilized to replace town vehicles and large Public Works equipment, including dumptrucks, snowplows, and payloaders that have outlived their useful lives. Such Public Works equipment typically have a useful life of 12-15 years. In addition, smaller vehicles in non-public safety departments are funded from this source. The FY 2024 CIP

allocation of \$814,000 will be re-evaluated and will likely need to be adjusted upward in the near future to account for the rapidly rising cost of vehicles and equipment.

Goslee Pool Tile Markings and Fence Repairs – This project to replace pool tile markings and fence repairs. The project was funded this summer and construction is substantially complete.

Town Clerk's Office Renovations -Funding for this project has been authorized and contractors have been secured. Equipment is ordered with construction expected to be completed in February 2024.

Replacement of Town Hall Domestic Water Piping – The domestic water pipes at the Town Hall have developed pin-hole leaks over the years. This is something that will continue to get worse over time. The project will be bid later this spring with construction anticipated summer or fall.

Food Bank Improvements - Funding for this project has been authorized and contractors have been secured. Construction is to be completed in Spring of 2024.

LP Wilson Community Center HVAC Improvements Project North Phase II – This project is ongoing construction for HVAC upgrades. Project is scheduled to go out to bid in January 2024. The PBC will review the bids and schedule interviews with contractors. Request for funding authorization is expected in March 2024 with construction to be scheduled for the 2024 school summer break.

Day Hill Pedestrian Circulations – Day Hill to Helmsford Way – The proposed enhancements will provide pedestrians and bikers safe travel and bus stop areas. The plan provides a 10-foot wide multi-use path along Day Hill Road with 5-foot concrete sidewalks along adjacent intersecting roadways. Discussions with adjacent property owners related to needed easements hopefully will be completed this winter.

International Drive Reconstruction Phase 2 - (Southbound) This pavement rehabilitation project is the second phase of construction for International Drive. Phase 1 (Northbound) was completed in 2023. Phase 2 includes the International Drive Southbound lanes from the East Granby town line to Rainbow Road. The project is designed and currently out to bid. The estimated construction cost is \$2,010,000 and is expected to be funded by the issuance of bonds. Construction is projected to begin in May 2024 and be complete in September 2024. Funding will be requested in late January or February.

Basswood Road Reconstruction – The preliminary project scope includes full-depth reconstruction of Basswood Road from the intersection with Kennedy Road to the intersection with Macktown Road. Also included are improvements to the drainage system as well as the installation of new sidewalk and street lighting. The survey and geotechnical data collection has been contracted and is underway. The funding for full design work will be initiated after survey and geotechnical work is completed this winter. Funding in the amount of \$210,000 from the General Fund Unassigned Fund Balance is allocated in the FY 24 CIP.

Aquatic Facilities Improvements Project - Welch Pool – The project went out to bid on October 2023 with bids received in November 2023. The PBC has reviewed the bids and approved Millennium Builders for this project. Funding has been approved with construction to start in December 2023 and slated to be completed in early May.

Clover Street School Field Improvements Design – This project was identified in the 2013 Athletic Field Master Plan. The project scope includes improvements related to drainage, re-grading of the fields, turf establishment, turf wicket, and other miscellaneous amenities. The Town has contracted with a design consultant. Survey has been completed and we have received a preliminary design plan. The preliminary cost estimate has construction at \$850,000 which is \$200,000 more than the CIP allocation. Also, an assessment of the existing multi-purpose outbuilding is being reviewed to determine space needs, functionality, building condition and alternatives such as repair or replace. The above cost estimate does not include a cost factor related to the outbuilding. Once options regarding the multi-purpose building are refined in the next 60 days it is recommended the project scope be reviewed with the Town Improvements Committee.

O'Brien Stadium Turf Replacement – A synthetic turf surface with a life expectancy of 8-10 years, was installed in 2014 at O'Brien Field. The FY 24 CIP includes an allocation of \$63,000 for project design as the original approach was to complete a design then bid the project. At this time due to the minimal technical design work required staff anticipates the project to be done using a modified 'design-build' approach. This will eliminate the upfront cost of design and a reduced design cost will be incorporated into the construction portion of the project. Funding for the field replacement is currently in FY 25 at an estimated cost of approximately \$740,000. It is expected bid solicitation will occur this coming summer / fall so a contract can be secured in fall 2024 allowing the construction to take place in summer and early fall 2025.

Playscape Replacement – This project makes improvement to playscapes at Washington Park and Deerfield Park. \$200,000 in cash funding is in the approved FY 24 budget. This project is under contract and work is expected to be completed in early summer 2024.

Northwest Park Parking Lot Renovations – This project calls for renovations to the large parking lot at Northwest Park to address drainage issues. It includes regrading, and installing a drainage system. Survey is complete. Town staff anticipates designing the project. Department of Public Works staff may complete portions or all of the construction, depending on availability and project cost. Construction is expected in summer 2024. \$200,000 is approved in the FY 24 adopted budget for this project.

Public Safety Equipment Fund – This multi-year funding plan sets aside \$500,000 per year in General Fund operating budget for use to replace fire department apparatus as well as to make capital repairs / improvements to fire stations. This pay-as-you-go approach reduces our long-term debt service.

Windsor High O'Brien Field House Evaluation Feasibility Study – Building assessment report was completed in late 202. The design consultant held several meetings with high school Athletic Director and BOE staff to review athletic program requirements for both girls and boys. KBA presented conceptual plans that included a total rehab and additional square footage and an

alternative plan to demolish and construct a new larger building. Next steps are to refine space needs and project alternatives.

Sage Park Middle School Roof Replacement Design Project Phase 2 – The PBC awarded this project to Hibbard and Rosa. The architect has completed construction drawings and the PBC has reviewed and approved. Bidding is expected for January 2024 pending grant approval by the State of CT. Construction is anticipated over summer break 2024. Town Meeting approved \$2.9M in funding. The State grant could reimburse approximately 50%.

Clover Street School ADA Restroom Improvements Design Project – The PBC awarded this project to Russell and Dawson and has approved final construction drawings. This project is scheduled for construction funding in FY 24. Bidding is expected for January 2024 with construction expected summer 2024. Project funding will need to be approved this winter/spring.

Oliver Ellsworth HVAC Improvements – The PBC awarded the design of this project to Van Zelm Engineers. The engineer has started the design phase and has sized the equipment. Equipment funding was approved in December to meet the construction schedule. Construction bids are expected in March 2024 with construction to be scheduled for the 2024 school summer break. Construction funding will need to be approved this winter/spring.

Windsor High HVAC System Replacement Design – This is for replacement of Boilers, Chillers, Domestic Hot Water Heaters and Air Handling Units. The project is currently in the CIP with Design Services anticipated for FY 24 and construction anticipated for FY 25. Funding request is planned for February/March.

Broad Street Road Diet – In 2014, the Town completed a Windsor Center Transit-Oriented Development (TOD) Plan. A road diet initiative for Route 159 was identified from the vicinity of Sycamore Street northerly to Palisado Avenue and the vicinity of the railroad overpass, a total distance of approximately 2,550 feet. This concept includes a single lane of traffic in each direction, turn lanes, traffic signal modifications, and on-street parking. The intent is to create a safer more walkable environment for pedestrians. Survey and preliminary design has been completed utilizing local town funds. Final design is underway by the town's consulting engineer and funded by a DECD grant of \$200,000. Construction documents are expected to be completed in summer 2024. Preliminary construction cost estimate is \$4,525,000. Funding for construction is aided by a State grant of \$1,000,000 and a Federal grant of \$3,000,000 with the Town contributing the balance. The project authorization will require a referendum. At this time the preliminary target date for a referendum is November 2024. (this requires Town Council action in August or early September 2024)

Milo Peck HVAC, Electrical and Energy Improvements – The PBC at the direction of the Town Council engages the project engineers to complete a study evaluating the original project with natural gas versus an all-electric design. The evaluation compared both options, construction costs, annual operating costs, and lifetime equipment replacement costs. The PBC met twice with the town's Clean Energy Committee to discuss the pros and cons of both project options. Currently this project is waiting for further Town Council's direction.

Wilson Gateway Park (Redevelopment Parcel) – The proposed project will convert the town owned vacant parcel at 458 Windsor Avenue into a public park. Design is complete and the project is out to bid. The bids are due January 10, 2024. After a qualified low bidder has been identified, Town Council will have the ability to set a referendum date. At this time the suggested target date for referendum is early to mid-March 2024. Please note a 30 day notice of the referendum from date of legal notice is required. The project has received a DECD Community Investment Fund grant for \$4.0 Million and Town Council approved use of \$500,000 in American Rescue Funds, of which approximately \$135,000 has been utilized for design services.

LP Wilson Community Center BOE Restroom Renovation Design Project - The PBC awarded this project to Russell and Dawson. The PBC has approved final construction drawings. This project is scheduled in the CIP for construction funding in FY 25.

Clover Street School Roof Replacement Project – The PBC has approved final construction drawings. This project is scheduled in the CIP for construction funding in FY 26.



TOWN IMPROVEMENTS COMMITTEE
July 18, 2023
Special Meeting
HYBRID Meeting
UNAPPROVED MINUTES

1. CALL TO ORDER

Chairman Jim Dobler called the meeting to order at 6:30 p.m. Present was Councilor Ronald Eleveld and Councilor Nuchette Black-Burke.

Staff: Peter Souza, Town Manager; Scott Colby, Assistant Town Manager; Suzanne Choate, Town Engineer; Paul Norris, Director of Recreation & Leisure Services; Whit Przech, Building & Facilities Manager (retired); Marco Aglieco, Building & Facilities Manager; Paul Norris, Director of Recreation & Leisure Services; Paul Goldberg, Fire Administrator; Chuck Waterfield, BOE Physical Plant Manager; and Steve Bianchi, Assistant Fire Chief

2. PUBLIC COMMENT - None

3. DISCUSSION OF DRAFT CAPITAL IMPROVEMENTS PLAN FOR FY 2024-FY 2029

The town's six year Capital Improvement Program (CIP) for FY 2024-FY 2029 includes project descriptions and projected costs by fiscal year and was introduced to the Town Council on June 20th. Also, attached is a memo regarding the possible inclusion of a project at Oliver Ellsworth School. The school has been experiencing elevated levels of interior humidity and moisture. Although some adjustments have been made to the current system, elevated humidity and moisture levels continue to be present within the facility. Improvements to the existing HVAC system are proposed.

Staff from the Board of Education has had a preliminary assessment of the facility's HVAC system completed by a mechanical engineer. To address the issue of elevated humidity levels in the building the consulting engineer is recommending that the method of introducing outside air into the building be modified by installing a system of dedicated outside air units that are equipped with air cooled electric heat pumps for both heating and cooling. Additional work to modify the existing chilled water system is also recommended as is a full evaluation/commissioning of the existing HVAC control system.

Due to timing of the CIP process and the completion of the system assessment this project is not included in the draft FY 24 to FY 29 CIP.

It is requested that the committee consider incorporating a project for improvements to Oliver Ellsworth Elementary School HVAC project. The preliminary project cost estimate including design, commissioning, construction and contingency is between \$2.6M and \$2.8M. It is recommended that design and commissioning funding be authorized early

this fall so that design could commence. Design could be funded through the General Fund Unassigned Fund Balance. Potentially the project could be bid in the first quarter of calendar year 2024 which may allow for a summer 2024 construction start depending on equipment availability.

The Wilson Gateway Park was inadvertently not included in the proposed FY 2024 – FY 2029 CIP. The estimated project cost is \$4.5 million using a combination of state and federal grants.

FY 24

Town Manager Souza mentioned that the other discussion needed by the committee would be the Milo Peck HVAC, electrical, and energy improvements (construction). Councilor Eleveld asked is there anyone interested in buying? Town Manager Souza stated that an evaluation would have to be completed. There are a limited number of uses available for this type of building. Councilor Eleveld asked where the program would go. Town Manager Souza stated that we don't have anything available at the moment, but we could possibly relocate them.

Town Manager Souza mentioned that a big project is in FY 24. The Windsor High School (WHS) roof design has been moved up.

Councilor Dobler asked a question about the Oliver Ellsworth school HVAC project. Chuck Waterfield provided some additional background on the scope of work needed. Councilor Black-Burke and Councilor Dobler asked if this is a band aid or if this would work to fix the issue. Chuck Waterfield stated this is a fix from speaking with the consultant. Councilor Dobler asked if this was a mold concern. Chuck Waterfield stated yes, but we are handling it as we see it.

Town Manager Souza wanted to mention other large projects. The LP Wilson HVAC project was phased in due to the cost. This is the second phase. Welch pool, total renovation to the bath house and expansion of the pool deck is designed and ready to be bid. The Clover Street Field Improvements is under design now with work to take place next year. The other large project is International Drive (westbound) phase II of the project. These are the major projects that would require borrowing.

Councilor Eleveld asked if there are any other grants available for International Drive. Town Manager Souza stated that the grants are limited for roads that size and use.

Councilor Dobler asked do you see any of these projects in FY 24 being pushed back. Town Manager Souza stated possibly only the LP Wilson Phase II HVAC project.

FY25

Councilor Dobler inquired about the courts at Welch Park. Town Manager Souza stated that it is still unsure what the use will look like yet but those courts are in need of work.

Town Manager Souza stated that he would recommend the same construction type, post tension concrete for the longevity of the product/surface.

FY26

Town Manager Souza noted that we are hitting the cycle for roof replacements. Councilor Black-Burke inquired about the life cycle of the core server project.

Councilor Eleveld inquired to the location of expansion at Veterans Cemetery. Town Manager Souza provided details on the proposed improvement areas.

Town Manager Souza provided details on the ladder truck and courts for Sage Park Middle School.

Councilor Eleveld asked about the outdoor pool facilities project for design at Veterans Pool. Paul Norris spoke to this project. Town Manager Souza stated this would be another discussion. Paul Norris stated the figure was close to \$4 million.

FY27

Councilor Eleveld inquired about the project for additional fire hydrants. Town Manager Souza provided some background. Councilor Eleveld asked if there would be a decrease to homeowners. Town Manager Souza stated that no, but it is beneficial for the volunteer fire department.

Councilor Black-Burke inquired about the school window replacement project. With a child at JFK the building windows don't open but it is heated well. Why wait until 2027. Town Manager Souza stated that we would love to do that but the discussion is of prioritization and design work to see what the scope is.

FY28

Councilor Eleveld stated that he thought we were replacing the units at 330 Windsor Avenue. Whit Przech stated that this was for the units above the Caring Connection.

Councilor Dobler asked if the emergency generator is at the end of its life cycle. Chuck Waterfield discussed that if upgraded it could be used as an emergency shelter. It would also be upgrading the capacity to the generator. Town Manager Souza stated that this would provide flexibility.



FY29

Councilor Dobler inquired about the Millbrook Clubhouse. Town Manager Souza mentioned that it would be due to the end of the life cycle for equipment within the facility.

Councilor Dobler stated that the Day Hill Road capacity Right Turn Lane seems inexpensive. Town Manager Souza stated that it is a project for two intersections to enhance safety.

Councilor Eleveld stated that the Route 305 corridor is a state road. Town Manager Souza stated that we need to move this project forward. We did a corridor study 8-10 years ago. If the opportunity arises to update the study, we need to explore that. We'll continue to look to CT DOT and CRCOG.

Councilor Eleveld stated that Poquonock Elementary School Boiler Replacement project was commented on.

4. STAFF REPORTS

Town Manager Souza provided an update on Goslee Pool opening tentatively on July 30th. Numerous projects will be coming to the Town Council shortly as we start to move forward with FY 24 projects.

5. APPROVAL OF MINUTES

a) January 30, 2023

MOVED by Councilor Eleveld and seconded by Councilor Dobler to approve the minutes of the January 30, 2023 meeting as presented.

Motion Passed 3-0-0

6. ADJOURNMENT

MOVED by Councilor Eleveld and seconded by Councilor Dobler to adjourn the meeting at 7:36 p.m.

Motion Passed 3-0-0

Respectfully Submitted,

Scott W. Colby Jr., Assistant Town Manager