

Capital Improvement Planning and Implementation in Practice

A CASE STUDY OF THE TOWN OF PLATTSBURGH



AOT Annual Meeting and Training School
February 18, 2020



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TOWN OF PLATTSBURGH



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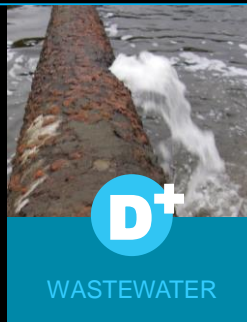
AGENDA

- Introductions
- Common Challenges
- Constraints
- It CAN be Done!
- Town of Plattsburgh
 - Capital Improvement Planning
 - Capital Improvement Financing
 - Capital Improvement Communications
 - Capital Improvement Implementation

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COMMON CHALLENGES



\$ 1.0
TRILLION
OVER 25 YEARS

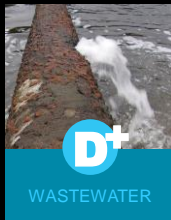
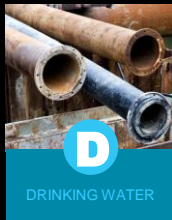
\$ 271
BILLION
OVER 20 YEARS

* 2017 ASCE
Report Card

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COMMON CHALLENGES



- > Aging & Deteriorating Infrastructure
- > Consent Orders
- > Increased demands from economic development and population growth
- > Expansion of service area

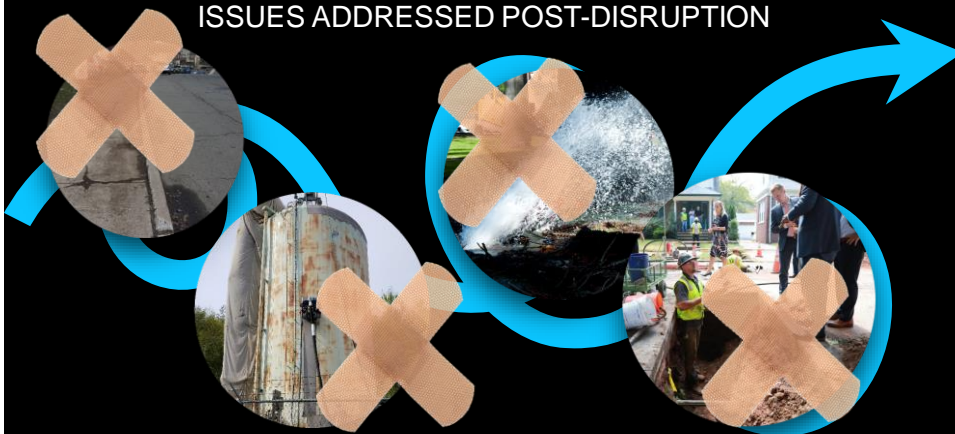
Of course the issue is not a LACK OF WILL to address these issues.

- Financial Constraints
- Time and Team Bandwidth Constraints
- Political Constraints



COMMON CYCLE

AD-HOC REPAIRS
ISSUES ADDRESSED POST-DISRUPTION



STRATEGIC SOLUTION

CAPITAL PLAN



PROACTIVE PRIORITIZED BUDGETED PUBLICLY VETTED

STRATEGIC SOLUTION

CAPITAL PLAN – THE ULTIMATE PROACTIVE SOLUTION

- ✓ Inventory Assets and their Condition
- ✓ Identify Problems / Prioritize Needs (STAKEHOLDERS!)
- ✓ Formulate a Path to Move Forward
- ✓ Document Costs (Both Implementation and O&M)
- ✓ Identify Debt
- ✓ Determine Funding Strategies
- ✓ Incorporate Public Input
- ✓ Develop Implementation Plan
- ✓ Establish Transparent Process

(Open and PROACTIVE communications with Press and Public)

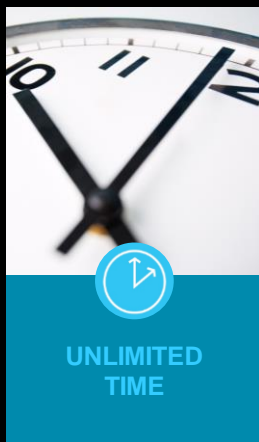


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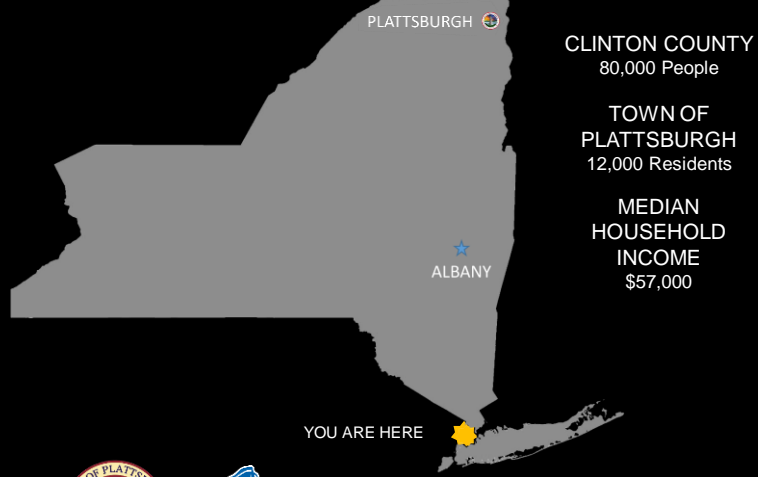
CONSTRAINTS

WE KNOW WHAT YOU'RE THINKING -
This would require:



IT CAN BE DONE!

CASE STUDY – TOWN OF PLATTSBURGH



IT CAN BE DONE!

CASE STUDY – TOWN OF PLATTSBURGH

\$24 MILLION

**WATER AND WASTEWATER
CAPITAL IMPROVEMENT PLAN**

If we can do it, so can you!

YOU ARE HERE

Laberge



TAKE THE POLITICS OUT OF WATER

NOT A PARTISAN ISSUE

- ✓ Health and Safety
- ✓ Sustainability
- ✓ Economic Development

IN THE PUBLIC INTEREST



A NEW WAY FORWARD

THE TOWN OF PLATTSBURGH HAS CHOSEN
PROACTIVE ACTION VS. CONTINUING TO
“KICK THE CAN DOWN THE ROAD”



PLATTSBURGH CAPITAL PLANNING

IDENTIFY PROBLEMS

WATER

\$17.8 MILLION

- Only 1 of 9 Storage Tanks in Good Condition
- Water Supply Capacity Becoming Inadequate
- Water Storage Approaching Capacity due to Growth
- Meters were Old and Under-Reading
- Old Transite Watermains Require Replacement

WASTEWATER

\$6.2 MILLION

- All Lift Stations were in Need of Repair
- Old Transite Sewers Required Lining



CAPITAL PLANNING

IDENTIFY PROJECTS

WATER

Consolidated Water District

- > Existing Water Storage Facilities
- > Salmon River Road
- > Quarry Road

Base Water District

- > District Storage
- > Water Mains

Non-District Specific

- > Source of Supply
 - Additional Supply Capacity
 - Bullis Road Pump Station
 - Well 2 Testing
 - 2,000,000 Gallon Storage Tank
- > Metering
- > Asset Management System

CAPITAL PLANNING

DETERMINE COSTS

WATER

Consolidated Water District

- | | |
|-------------------------------------|-------------|
| > Existing Water Storage Facilities | \$6,232,843 |
| > Salmon River Road | \$750,000 |
| > Quarry Road | \$750,000 |

Base Water District

- | | |
|--------------------|-------------|
| > District Storage | \$1,500,000 |
| > Water Mains | \$2,750,000 |

Non-District Specific

- | | |
|---------------------------------|-------------|
| > Source of Supply | |
| ▪ Additional Supply Capacity | \$2,000,000 |
| ▪ Bullis Road Pump Station | \$750,000 |
| ▪ Well 2 Testing | \$50,000 |
| ▪ 2,000,000 Gallon Storage Tank | \$1,750,000 |
| > Metering | \$1,200,000 |
| > Asset Management System | \$30,000 |

TOTAL **\$17,762,843**

CIP PLANNING

PRIORITIZE NEEDS

>	Cadyville Water Tank	2017
>	Champlain Park Tank	2017
>	Cumberland Corners Tank	2017
>	Hammond Lane Water Tower	2018
>	Bullis Road Pump Station	2018
>	2,000,000 Gallon Storage Tank	2018
>	Additional Supply Capacity	2018
>	Metering	2018 - 2023
>	Well 2 Testing	2019
>	Base Water Storage	2019
>	Asset Management System	2019
>	Base Water Main Improvements	2019
>	Kimberly 1 Tank	2019
>	Kimberly 2 Tank	2019
>	Salmon River Road	2019
>	Quarry Road	2019
>	Kimberly 3 Tank	2019

**AGGRESSIVE
SCHEDULE**

**20 projects
over 3 years**

CAPITAL IMPROVEMENT PLANNING

PLANNING LEADS TO IMPLEMENTATION

>	_____	2000	>	Cadyville Water Tank	2017
>	_____	2001	>	Champlain Park Tank	2017
>	_____	2002	>	Cumberland Corners Tank	2017
>	_____	2003	>	Hammond Lane Water Tower	2018
>	_____	2004	>	Bullis Road Pump Station	2018
>	_____	2005	>	2,000,000 Gallon Storage Tank	2018
>	_____	2006	>	Additional Supply Capacity	2018
>	_____	2007	>	Metering	2018 - 2023
>	_____	2008	>	Well 2 Testing	2019
>	_____	2009	>	Base Water Storage	2019
>	_____	2010	>	Asset Management System	2019
>	_____	2011	>	Base Water Main Improvements	2019
>	_____	2012	>	Kimberly 1 Tank	2019
>	_____	2013	>	Kimberly 2 Tank	2019
>	_____	2014	>	Salmon River Road	2019
>	_____	2015	>	Quarry Road	2019
>	_____	2016	>	Kimberly 3 Tank	2019

CIP PLANNING

PLANNING → IMPLEMENTATION



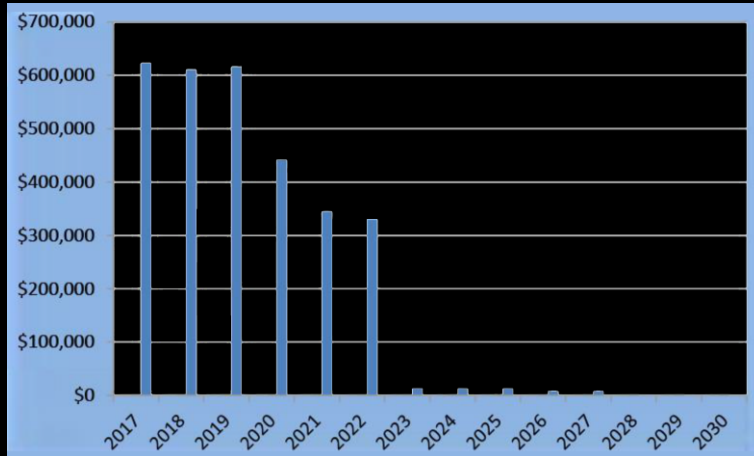
CIP PLANNING

PLANNING → IMPLEMENTATION



CIP FUNDING

SEIZING THE DEBT DROP-OFF OPPORTUNITY



FUNDING STRATEGY

- Borrowing (BANs and Serial Bonds)
 - Strategic Debt
- Reserves
- Grants
- Impact on Rates

- Estimated Payment Schedule Using Worst-Case Financing
- Used Conservative Financial Model
 - 20 Year Financing
 - Assumed No Grants

- Due-Diligence Cost-Reduction
 - Operations & Maintenance Savings
 - Water Storage Contracts
 - Grant Applications



CIP FUNDING

Environmental
Facilities
Corporation

CDBG

NY Water

ESD

LWRP

MRF

Others
(Be Creative)

LGE

CLIMATE
SMART

GREEN
INNOVATION

CIP FUNDING

Environmental
Facilities
Corporation

Federal Northern
Border Regional
Commission

\$3.1 Million

\$500,000

CIP TOOLBOX

LEADERSHIP

VISION

Obligation to not only meet the current needs,
but also safeguard the future for the next generation

TEAM-BUILDING

Build a coalition of stakeholders who will not only support
implementation, but will actively partner on it

COMMUNICATION

Go beyond transparency – proactive initiatives to engage
and inform the public from the earliest stages and throughout

Laberge Group



CIP TEAM

➤ Key Players

- Town of Plattsburgh
- Laberge Group
- Water Advisory Board
- Local Council
- Bond Council

Laberge Group



CIP COMMUNICATIONS

- Stakeholder Team-Building
 - Built key partnerships / garnered buy-in early
 - Chamber of Commerce and business owners have been key partners for the Town
- Public Outreach
 - Update the public at every step of the plan and each project, including project initiation, progress, and completion
 - Facebook page
 - Project page on website
 - Graphics such as CIP Map of projects in bubbles
 - Brochures and posters
 - Public presentations

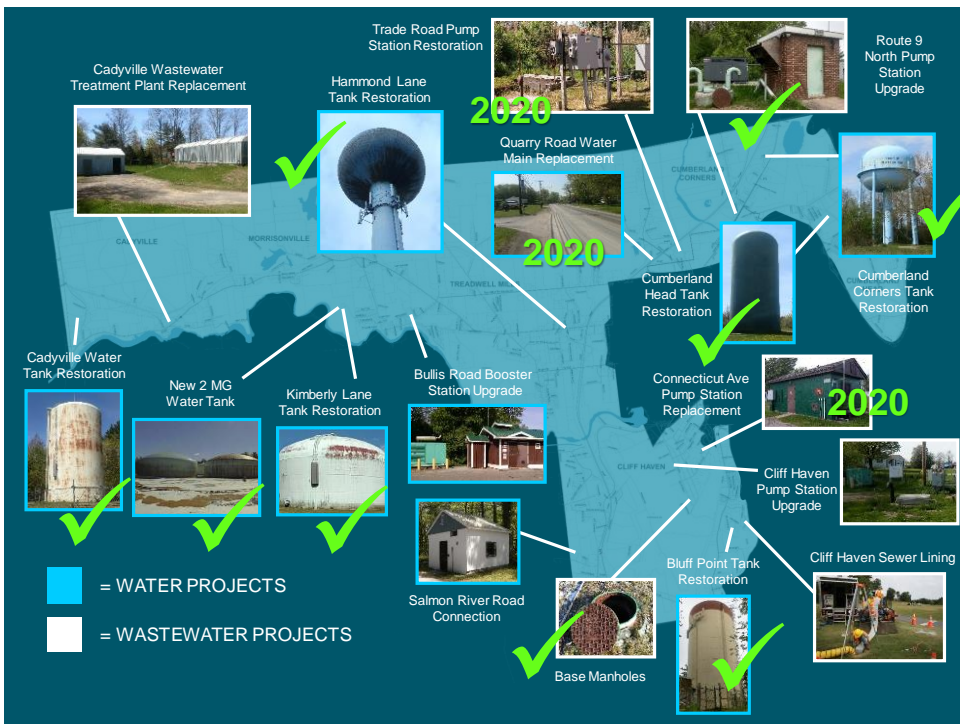
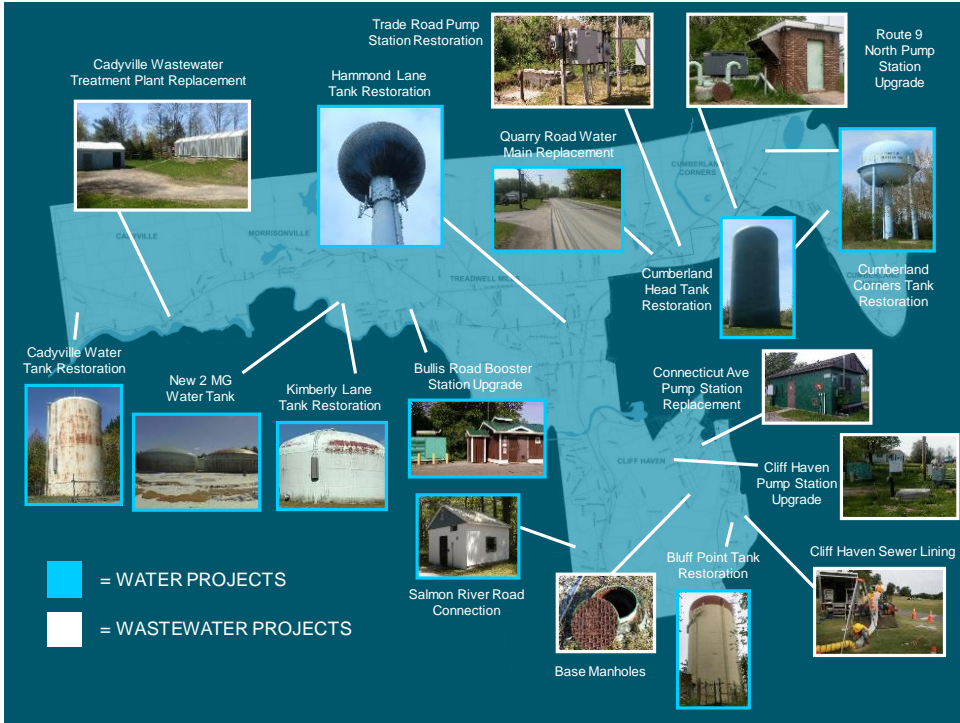
Laberge



CIP COMMUNICATIONS

- Media Outreach
 - Numerous interviews (print and TV) to discuss the plan as a whole and each individual project
 - Media van tours of project sites
 - Open access to relevant documents
 - Made ourselves available
 - Hosted informal sessions to share documents





Cadyville Wastewater Treatment Plant Replacement

Hammond Lane Tank Restoration

2020

Trade Road Pump Station Restoration

Quarry Road Main Replacement

2020

Cadyville Water Tank Restoration

New 2 MG Water Tank

Kimberly Lane Tank Restoration

Bulls Road Booster Station Upgrade

Hammond Lane Tank Restoration

Salmon River Road Connection

Route 9

Cliff Haven Sewer Lining

Legend:
 = WATER PROJECTS
 = WASTEWATER PROJECTS

Cadyville Wastewater Treatment Plant Replacement

Hammond Lane Tank Restoration

2020

Trade Road Pump Station Restoration

Quarry Road Water Main Replacement

Cumberland Corners Tank Restoration

2020

Cadyville Water Tank Restoration

New 2 MG Water Tank

Route 9 North Pump Station Upgrade

Cliff Haven Sewer Lining

Base Manholes

Legend:
 = WATER PROJECTS
 = WASTEWATER PROJECTS

Trade Road Pump Station Restoration

2020

Quarry Road Water Main Replacement

2020

Cumberland Corners Tank Restoration

Route 9 North Pump Station Upgrade

2020

Cliff Haven Sewer Lining

Cliff Haven Pump Station Upgrade

2020

Connecticut Ave Pump Station Replacement

Bluff Point Tank Restoration

Cliff Haven Sewer Lining

Salmon River Road Connection

Base Manholes

2020

Cumberland Corners Tank Restoration

Trade Road Pump Station Restoration

2020

Quarry Road Water Main Replacement

2020

Cumberland Head Tank Restoration

Route 9 North Pump Station Upgrade

2020

Cliff Haven Sewer Lining

Cliff Haven Pump Station Upgrade

2020

Connecticut Ave Pump Station Replacement

Bluff Point Tank Restoration

Cliff Haven Sewer Lining

Salmon River Road Connection

Base Manholes

2020

Cumberland Head Tank Restoration

Base Manholes

Cadyville Wastewater Treatment Plant Replacement

Trade Road Pump Station Restoration

Hammond Lane Tank Restoration

2020

Quarry Road Water Main Replacement

Route 9 North Pump Station Upgrade

Cumberland Corners Tank Restoration

Cumberland Head Tank Restoration

2020

Connecticut Ave Pump Station Replacement

Bulls Road Booster Station Upgrade

Cliff Haven Pump Station Upgrade

Cliff Haven Sewer Lining

Bluff Point Tank Restoration

Salmon River Road Connection

Kimberly Lane Tank Restoration

Cadyville Wastewater Treatment Plant Replacement

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Hammond Lane Tank Restoration

2020

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New 2 MG Water Tank

Kimberly Lane

Bluff Point Tank Restoration

Cliff Haven Sewer Lining

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= WATER PROJECTS
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Cadyville Wastewater Treatment Plant Replacement

Hammond Lane Tank Restoration

Trade Road Pump Station Restoration

Route 9 North Pump Station

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New 2 MG Water Tank

Kimberly Lane Tank Restoration

New 2 MG Water Tank

Upgrade

Bluff Point Tank Restoration

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= WATER PROJECTS
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Cadyville Wastewater Treatment Plant Replacement

Hammond Lane Tank Restoration

Trade Road Pump Station Restoration

Route 9 Pump Station Upgrade

Cadyville Water Tank Restoration

New 2 MG Water Tank

Kimberly Lane Tank Restoration

Bullis Road B Station Up

Hammond Lane Tank Restoration

Salmon River Road Connection

Base Manholes

Bluff Point Tank Restoration

Cliff Haven Sewer Lining

Cadyville Water Tank Restoration

= WATER PROJECTS
 = WASTEWATER PROJECTS

