



February 8, 2010

The Honorable Jeffrey A. Horton
Members of County Council
County Administrative Building
366 North Church Street
Spartanburg, South Carolina 29303

Dear Members of Council:

I am pleased to present to you the County's Recommended FY 2011-15 Capital Improvement Plan (CIP). The recommended CIP strives to maintain our investment in infrastructure, while seeking to minimize the total fiscal impact on the citizens of our County. Our County has not been sheltered from the far-reaching effects of the economic recession. Its impact on our citizens and County coffers has been dramatic, leading to unprecedented declines in revenues, compounded by an increased need for services. Despite the fiscal challenges before us, it is imperative that we continue to invest in our infrastructure, technology, vehicles and equipment, and in projects that enrich the quality of life experienced by our citizens. It is with that goal that the FY 2011-15 CIP has been developed. We believe we have been successful in meeting these challenges, continuing to carry-out the policies of Council, and strategically investing in capital projects that will yield benefits for many years to come.

CIP Structural Changes

Although we recognize that FY 2010/11 will be challenging for our County and its communities, it is more important than ever that we strive to meet the varying needs of our citizens in an efficient and effective manner. With that goal, we have sought to add flexibility to the CIP process through a series of recommended changes to the Capital Budget Ordinance and through the addition of an Unfunded Projects section to the CIP document that will complement the proposed ordinance changes. It is our belief that these changes will enhance the CIP, allow for more responsive and effective service delivery, and allow our County to capitalize on opportunities beneficial to our citizens.

The CIP ordinance, as recommended, will authorize the County Administrator to utilize savings from approved capital projects to advance unfunded projects in the same functional category according to priorities established by County Council in the new Unfunded Projects section. It is important to note that these recommended changes do not alter the appropriations level established by Council in the Capital Budget Ordinance, they simply allow project savings to be reallocated and put back to work mid-year according to pre-established priorities. Additional proposed ordinance language changes allow the County Administrator to accept grants and other new, unplanned revenue sources on behalf of the County, pursuant to Council amendment of the Capital Budget Ordinance. This new clause is an important step towards meeting the County's goal of establishing and maintaining a dynamic CIP.

In previous iterations of the CIP, we have included a full listing of unfunded capital projects in the Summary Section. Although this approach provided pertinent information about unfunded projects, it failed to emphasize that many high priority projects are not programmed in the CIP due to funding limitations. The new Unfunded Projects section will not only broaden our understanding of particular unfunded projects, it will also allow us to recognize opportunities to develop new revenue sources for capital projects while establishing a mechanism that will allow the County to advance projects when funding becomes available. While these new measures cannot ensure that all unfunded high priority projects are completed, it heightens our awareness of them and provides additional tools for the management of the CIP.

Programmed Projects

As in prior years, the projects contained in the CIP represent an effort to create a safe and secure community, maintain and improve our public infrastructure, enhance our quality of life through recreational opportunities, exceed customer expectations by providing efficient and effective services to all citizens, employees, businesses, and visitors to Spartanburg County, and maintain a healthy community and environment.

Highlights of the Recommended FY 2011-15 Capital Improvement Plan totaling \$70.66 million, including \$15.63 million in the FY 2010/11 Capital Year Budget include:

Creating a Safe and Secure Community – The County continues its commitment to maintain safe and secure roads and bridges through the inclusion of multiple public works related projects. The Runion Road Bridge Replacement, budgeted for construction in FY 2010/11, is funded at \$450,000, leveraging Road Maintenance Fee funds, Storm Water funds, and State C-funds. The CIP includes a recommended increase in funding for Traffic Calming devices to \$50,000 annually, striving to make our residential areas safer for pedestrians. A new Sign Reflectivity Mandate project, recommended to be funded with \$940,000 in FY 2011-15, including \$140,000 in FY 2010/11, will increase the safety of drivers while assuring that the County is in compliance with federal unfunded mandates. Also included in the CIP are a series of bridge replacements, including Clark Road Bridge, Kist Road Bridge, and Hampton Road Bridge that leverage Road Maintenance Fee funds and Storm Water funds to assure that our waterways remain passable by public safety personnel even during flooding.

Maintaining and Improving Our Public Infrastructure – The County remains focused on maintaining our public infrastructure through continued investment in the Countywide Asphalt Resurfacing Program, funded at \$18.8 million in FY 2011-15, including \$3.7 million in FY 2010/11. Resources are also programmed to continue our efforts to surface dirt roads (\$667,000 in FY 2011-15), expanding our infrastructure and decreasing required maintenance levels. Additionally, we recommend continued funding for the repair of our Detention Facility and its annexes at \$150,000 annually.

Due to the important investment of General Obligation Bond proceeds made by Council in FY 2009/10, many deferred maintenance projects have been addressed, allowing County Staff to focus on actively maintaining our County Buildings and Facilities at desired levels. A series of County Building and Facilities projects are recommended for funding in FY 2013/14, including rehabilitation of fueling sites (\$150,000), replacement of the Administration Building Generator (\$57,000), replacement of kitchen and laundry equipment at the Detention Facility (\$50,000), repairs to the Evans Building (\$50,000 annually, and \$665,000 in FY 2013/14), and other related facility repairs.

Enhancing our Quality of Life through Recreational Opportunities – In the FY 2011-15 CIP, the County continues to utilize the proceeds from the 2% Hospitality Tax, programming tourism related pay-as-you-go recreational projects to attract visitors to Spartanburg while providing additional recreational amenities to our citizens. Recommended projects include the completion of funding for the initial phase

of Tyger River Regional Park, funded at \$500,000 in FY 2010/11, and the development of an Outdoor Adventure Center, funded at \$1.2 million in FY 2010/11 and \$3.0 million in FY 2011/12. Also included as part of the five (5) year plan are additional funding for Countywide Trail Development (\$750,000 in FY 2012/13), Va-D-Mar McMillan Regional Park Development (\$2.2 million in FY 2014 – 15), and Holston Creek Regional Park (\$500,000 in FY 2012/13 – planning only). It is important to note that these recommended pay-as-you-go projects do not require the issuance of additional debt by the County.

Exceeding Customer Expectations by Providing Efficient and Effective Services to all Citizens, Employees, Businesses, and Visitors to Spartanburg County - The County will continue to provide outstanding customer service through technology improvements to business operations (\$3.5 million in FY 2011-15), utilizing the most up-to-date 9-1-1 technology (\$535,000 in FY 2011-15), and providing safe and fuel efficient vehicles and equipment for staff to use in completing job activities (\$15.97 million over FY 2011-15, including \$4.36 million in FY 2010/11). Our significant investment in replacing our aging fleet represents a renewed commitment to replacing general fund vehicles and equipment that have been deferred for the past two fiscal cycles, the continuation of planned Solid Waste fund replacements, and continued investment in the replacement of vehicles for the Sheriff's Office (\$2.7 million in FY 2010/11).

Maintaining a Healthy Community and Environment – The County remains committed to improving the environment, with programmed funding for the installation of a Methane Gas Collection system at the Croft Landfill (\$175,000 in FY 2012/13) to allow for the elimination of hazardous landfill gases. Despite a lack of available funding sources, the County remains dedicated to connecting neighborhoods and encouraging alternative forms of transportation as part of the County's Multi-Modal Transportation Infrastructure project. This commitment is evidenced by planned funding beginning in FY 2012/13.

On the following pages, you will find detailed information for each project including expenditures and recommended funding sources. Also included are summary information sheets to provide you with quick access to information regarding project recommendations, and financial overviews.

The FY 2011-15 Recommended Capital Improvement Plan allows the County to maintain its commitment to providing a safe and secure community, maintaining and improving our public infrastructure, enhancing our quality of life through recreational opportunities, exceeding customer expectations, and maintaining a healthy community and environment. Recommended structural changes to the Capital Improvement Plan will allow for a more flexible and dynamic plan that represents a positive improvement to the capital budgeting process. Development of this plan involved many hours of hard work by County staff, and I am appreciative of the role they continue to play in this important endeavor.

I look forward to working with you as we implement the County's comprehensive FY 2011-15 Capital Improvement Plan.

Sincerely,



D. Glenn Breed
County Administrator