



# **Final Report of the Citizens' Bond Oversight Committee**

**May 2023**

**Citizens' Bond Oversight Committee**

**Mark Dunnagan (Chair)**

**Gayle Anderson (Vice Chair)**

**Brenda Diggs**

**Brian Heelan**

**Michael Wakeford**

Since the passage of a \$122 million bond package on November 6, 2018, the Citizens’ Bond Oversight Committee has worked “to ensure efficiency, equity, timeliness, and accountability in the implementation of the projects” approved through the bond referendum, which included providing reports to the Mayor and City Council on the progress of bond projects.

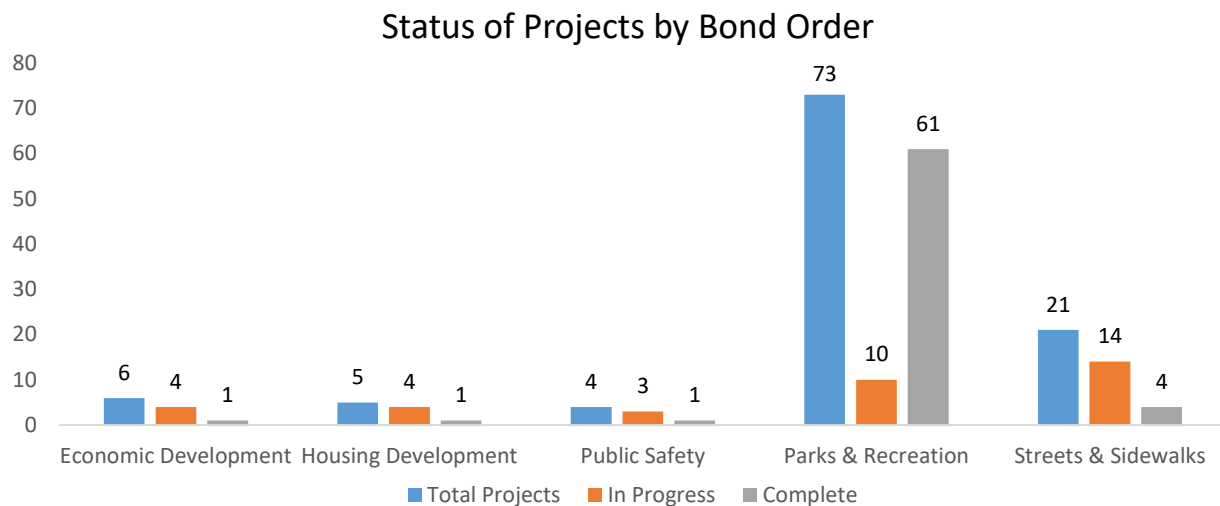
According to the resolution creating the committee, this report should indicate whether:

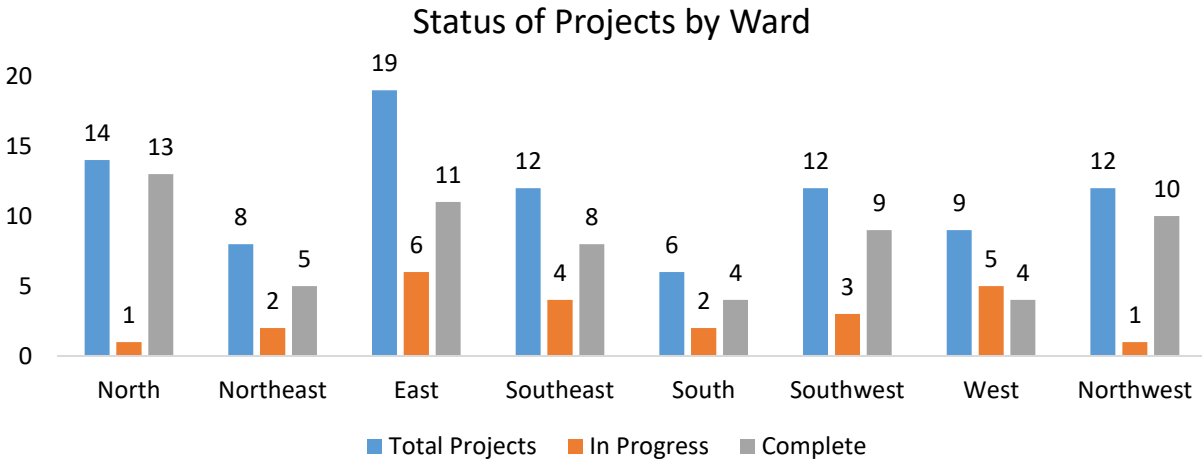
- (1) the timing and location of projects are equitably distributed in all areas of the City,
- (2) the projects are built in a cost-effective manner and within budget targets, and
- (3) the projects are built to acceptable standards of quality

This report is to be the committee’s final report on the 2018 bond projects, as many of designated projects are complete, nearing completion, or planned for construction, with remaining funds awaiting City Council direction prior to being spent.

**Timing and Location of Projects**

Currently, there are 109 authorized 2018 bond projects. Of the 109 projects, 36 (32.1%) are in progress, and 68 (62.4%) have been completed. Six projects (6.5%) are authorized but are still in planning stages and work is not yet underway. The following charts show the status of projects by bond order and by ward.





A complete list of projects and status by ward can be found in Appendix A.

### Current Budget and Spending Commitments

The appropriated budgets in the following table reflect all funds currently appropriated to the 2018 bond projects, including authorized 2018 bonds, transfers from the 2014 bonds, matching funds from NCDOT, and other City funds. Currently, over 88% of funds are committed to a specific project and nearly 68% of funds have been spent or encumbered.

Bond Order	Appropriated	\$ Committed	% Committed	\$ Spent/ Encumbered	% Spent
Economic Development	\$14,566,725	\$3,749,800	25.7%	\$3,749,800	25.7%
Housing	\$11,700,000	\$10,327,620	88.3%	\$10,327,620	88.3%
Public Safety Facilities	\$22,331,000	\$22,331,000	100.0%	\$18,872,003	84.5%
Parks and Recreation	\$30,430,945	\$30,090,186	98.9%	\$26,177,784	86.0%
Streets and Sidewalks	\$47,463,200	\$45,483,945	95.8%	\$26,625,382	56.1%
<b>Total</b>	<b>\$126,491,870</b>	<b>\$111,982,551</b>	<b>88.5%</b>	<b>\$85,752,590</b>	<b>67.8%</b>

Appendix B provides a summary of MWBE participation in the 2018 bond projects. To date, seven completed projects have been reviewed and closed out by the MWBE program. Five of the seven (71%) met or exceeded the MWBE participation goals and all seven (100%) met or exceeded the contracted participation requirements. For many of the recently completed projects, staff is awaiting affidavits certifying final MWBE participation percentages, with several projected to exceed the contracted requirements.

### Quality and Scope of Projects

City staff has provided the committee updates on the bond projects, with the Capital Projects Playbook and the Stoplight Report providing detailed information on the intended scopes and ongoing progress towards completion of the projects.

Many of the 2018 bond projects faced scheduling delays related to the COVID-19 pandemic. These delays were due to quarantines of City and contractor staff, as well as pandemic-related supply chain issues delaying acquisition of materials. Despite these challenges, the quality of completed projects has remained high, with many major projects such as Salem Lake Park Phase 2, Hanes Park Phase 2, Winston Lake Park renovations, Washington Park renovations, Fire Station #13, and street resurfacing already complete. Other projects, such as the First and Second Street Two-Way Conversion, Fire Station #3, Quarry Park Phase 2, and the Concrete Streets Rehabilitation Project are under construction or nearing completion.

The committee members understand that there are projects that continue to be delayed by staffing shortages and supply chain issues, and the committee recommends the following:

- (1) City Council should continue to receive, at a minimum, annual updates on the status of the remaining 2018 bond projects.
- (2) City Council and staff should work to complete the remaining projects as efficiently as possible.
- (3) Staff should work to enhance public communication efforts to promote the initiation and completion of 2018 bond projects, as well as celebrating the overall success of the results of the 2018 bond referendum funding.

The members of the Citizens' Bond Oversight Committee have enjoyed serving the Mayor, City Council, and the citizens of Winston-Salem in this important oversight role for the past four years. The opportunity to tour and share the bond projects with the community was a role that we were honored to fulfill. While serving during the pandemic provided many challenges, the City staff and committee members were consistently able to adapt to the changing environment. During this time, the committee also worked to allocate \$700,000 in social justice and anti-poverty grants to over 40 agencies, while also providing oversight of over \$1,000,000 in COVID-19 grant funding from bond funds.

We appreciate the professionalism and support from City staff. All City staff who presented to the committee were well prepared, articulate, and willing to answer all questions asked of them. The City can be proud of its staff, the great work that they do, and the dedication they show to their jobs and doing what is right for the citizens of Winston-Salem.

We look forward to presenting this report to the City Council's Finance Committee in May.

## APPENDIX A

Ward	Bond Category	Project Name	Project Phase
-	Streets	Greenway Development	Appropriated
-	Streets	Streetscape Improvements - Phase I	Committed
-	Park/Rec	Playground Renovations	Complete
-	Streets	First and Second Street Two-Way Conversion	Construction
-	Streets	Street Resurfacing	Complete
-	Streets	Business 40 Corridor Improvements (US 52 to Peters Creek Parkway)	Design
-	Streets	Liberty and Main Street Two-Way Conversion	Design
-	Streets	Multi-Use Path	Design
-	Streets	Polo Road Improvements	Design
-	Streets	Long Branch Trail Study	Complete
-	Econ Dev	Commercial Redevelopment in Blighted Areas	Appropriated
-	Econ Dev	Undesignated Economic Development Site/Infrastructure Improvements/Land Acquisition	Appropriated
-	Housing	Neighborhood Revitalization	In Progress
-	Park/Rec	Park Land Acquisition and Park Development	Complete
-	Streets	Bicycle/Pedestrian Improvements	Appropriated
-	Pub Safe	Public Safety Radio Communication System	Construction
TBD	Pub Safe	Public Safety Training Complex	Land Acquisition
E	Park/Rec	Recreation and Parks Facility Renewal - PFM - WLGC Pro Shop & Clubhouse Exterior Painting	Committed
E	Streets	East End Corridor Area Plan - Phase I	Appropriated
E	Park/Rec	Recreation and Parks Facility Renewal - Indoor Basketball Court Resurfacing - WC Sims	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - PFM - WLGC Pro Shop & Clubhouse Heat Pump Repl.	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Fourteenth Street	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Tennis Court Repairs - Fourteenth Street	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Fourteenth Street Recreation Center Painting	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - PFM - WLGC Pro Shop Shelter Roof Replacement	Complete
E	Park/Rec	Winston Lake Park Renovations - Phase II	Complete
E	Streets	Concrete Base Streets Rehabilitation - E Fifth St (from Lowery to Old Greensboro)	Committed
E	Econ Dev	Commercial Redevelopment in Blighted Areas - New Walkertown Rd	In Progress
E	Housing	East Ward Neighborhood Revitalization	In Progress
E	Housing	East Ward Neighborhood Revitalization - Dreamland Park Pilot	Complete
E	Housing	East Ward Neighborhood Revitalization - Ram's Pointe	In Progress
E	Housing	East Ward Neighborhood Revitalization - Southgate Apartments	In Progress
E	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Rupert Bell	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Sedge Garden	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - WC Sims	Complete
E	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Winston Lake Golf Course	Construction
N	Park/Rec	Recreation and Parks Facility Renewal - Indoor Basketball Court Resurfacing - MLK Rec Center	Complete
N	Park/Rec	Park Land Acquisition and Park Development - Crossnore Land Conservancy	Complete
N	Park/Rec	Park Land Acquisition and Park Development - Long Creek Park Land Acquisition	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - Lighting Improvements - Hine Park	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - PFM - Brown & Douglas Rec Center HVAC Replacement	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - PFM - Greenway Park Pavilion and Restroom Roof Replaceme	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Hanes Hosiery	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - MLK	Complete
N	Park/Rec	Bethania Rural Hall Pocket Park	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - PFM - MLK Rec Center Asbestos Tile Abatement/ Repl.	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - PFM - MLK Rec Center Interior Painting	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - Pool Repairs - Kimberly	Complete
N	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Brown & Douglas	Complete
N	Park/Rec	Crossland Park	Design
NE	Econ Dev	Liberty Street Redevelopment - Phase 1	Appropriated
NE	Park/Rec	Recreation and Parks Facility Renewal - PFM - Blum Park Shelter Repairs	Complete
NE	Park/Rec	Recreation and Parks Facility Renewal - Tennis Court Repairs - Carver HS	Complete
NE	Park/Rec	Recreation and Parks Facility Renewal - Tennis Court Repairs - Mineral Springs	Complete
NE	Park/Rec	Carl Russell Community Center	Complete
NE	Park/Rec	Recreation and Parks Facility Renewal - Lighting Improvements - Sara Lee	Complete
NE	Streets	Concrete Base Streets Rehabilitation - Eighteenth St (from N Liberty to dead end)	Construction
NE	Pub Safe	Fire Station #3 Replacement	Construction

APPENDIX A

Ward	Bond Category	Project Name	Project Phase
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Grace Court Gazebo Rotten Wood Replacement	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Winston Square Park Stucco Repair	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Bethabara Park - Butner House	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Hanes Park Storage Building Roof Repairs	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - Pool Repairs - Polo Park	Complete
NW	Park/Rec	Hanes Park - Phase II	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - Old Town Drainage Improvements	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Bethabara Park Maint. Storage Bldg Roof Repl.	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Bethabara Park Wood Shop Roof Replacement	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Polo Rec Center Roof Replacement	Complete
NW	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Old Town	Construction
NW	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Polo Park	Construction
S	Park/Rec	Hobby Park Improvements	Complete
S	Park/Rec	Park Land Acquisition and Park Development - South Ward Pocket Park Land Acquisition	Complete
S	Park/Rec	Strollway Renovations	Construction
S	Park/Rec	Washington Park Renovations	Complete
S	Pub Safe	Fire Station #13	Complete
S	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Georgia Taylor	Construction
SE	Park/Rec	Recreation and Parks Facility Renewal - PFM - Reynolds Park Picnic Shelters #1, #2, & #3 Roofs	Complete
SE	Park/Rec	Recreation and Parks Facility Renewal - PFM - Sprague Street Rec Center Roof Replacement	Complete
SE	Park/Rec	Recreation and Parks Facility Renewal - Pool Repairs - Reynolds Park	Complete
SE	Park/Rec	WR Anderson Rec Center Gym Renovations	Complete
SE	Park/Rec	Quarry Park Development - Phase II	Construction
SE	Park/Rec	Recreation and Parks Facility Renewal - Indoor Basketball Court Resurfacing - Sprague Street	Complete
SE	Park/Rec	Recreation and Parks Facility Renewal - Pool Repairs - Sprague Street Splashpad Conversion	Construction
SE	Park/Rec	Salem Lake Park Improvements - Phase II	Complete
SE	Park/Rec	Easton Park Restrooms	Complete
SE	Econ Dev	Southeast Ward Economic Development	In Progress
SE	Park/Rec	Park Land Acquisition and Park Development - Belview Recreation Center	Construction
SE	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Sprague Street	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - Lighting Improvements - Little Creek	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Little Creek Rec Center Shelter Roof Replacement	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Miller Park Restroom and Shelters #1 & #10 Roof Repla	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - Pool Repairs - Bolton	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - Indoor Basketball Court Resurfacing - Miller Park	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Little Creek Picnic Shelter Roof Replacement	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Miller Park Rec Center New Gym HVAC Repl.	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - PFM - Miller Park Rec Center Old Gym Lighting Repl.	Complete
SW	Streets	Salem Creek Greenway Pedestrian Pathway	Design
SW	Streets	Little Creek Greenway	Design
SW	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Little Creek	Complete
SW	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - Miller Park	Construction
W	Streets	Concrete Base Streets Rehabilitation - Arbor Rd (from Robinhood to Country Club)	Complete
W	Streets	Concrete Base Streets Rehabilitation - Bitting Rd (from Club Park to Westview)	Construction
W	Streets	Concrete Base Streets Rehabilitation - Fairfax Dr (from Windsor to dead end)	Under Contract
W	Streets	Concrete Base Streets Rehabilitation - Lynn Ave (from Windsor to Greenwich)	Under Contract
W	Streets	Concrete Base Streets Rehabilitation - Windsor Rd (from Plymouth to Fairfax)	Under Contract
W	Streets	Concrete Base Streets Rehabilitation - Woodbine Rd (from Westover to Buena Vista)	Complete
W	Econ Dev	Commercial Redevelopment in Blighted Areas - College Village	Complete
W	Park/Rec	Recreation and Parks Facility Renewal - South Fork - Our House - Porch Repairs	Complete
W	Park/Rec	Recreation and Parks Facility Renewal - Security Improvements - South Fork	Construction

APPENDIX B

**MWBE Participation Summary**

Project	Design			Construction		
	Goal	Contract	Current	Goal	Contract	Current
Public Safety Training Complex						
Fire Station #3 Replacement	10%	15%	17.85%		5.6% / 2%	0% / .05%
Fire Station #13	10%	35%	26.16%	19% / 13%	3% / 6%	2.87% / 5.11%
Bethania Rural Hall Pocket Park				20% / 10%	7.8% / 10%	7.15%/10.41
Georgetown Pocket Park						
Recreation and Parks Facility Renewal - Security Improvements						
Recreation and Parks Facility Renewal - Tennis Court Repairs				1% / 10%	1.2% / 19.0%	1.3% / 23%
Recreation and Parks Facility Renewal - Pool Repairs				10%	0%	0%
Recreation and Parks Facility Renewal - Old Town Drainage Improvements	10%	10%		17% / 10%	8.1% / 19.7%	3.33% / 1.21%
Winston Lake Park Renovations - Phase II	10%	11.00%	11.16%	15% / 11%	1.7% / 8.5%	9% / 70%
Salem Lake Park Improvements - Phase II	10%	3%	3%	9% / 6%	9.1% / 6.1%	7.38% / 12.34%
Quarry Park Development - Phase II	10%	10%	11%	9% / 7%	5.7% / 3.5%	5% / 5.08%
Washington Park Renovations	10%	10%	9%	17% / 10%	8.1% / 19.7%	3.33% / 1.21%
Playground Renovations - Brushy Fork & Winston Lake	10%	10%	10%	6% / 6%	6% / 2.7%	7% / 3%
Playground Renovations - Lockland, Reynolds, & Skyland	10%	85%	*Prime M/WBE	11% / 7%	0% / 8.1%	0% / 7.8%
Carl Russell Community Center	10%	10%	6%	8% / 5%	4.7% / 11%	4.7% / 13.63%
Hanes Park - Phase II	10%	80%	89%	12% / 7%	3.5% / 26%	0% / 27%
WR Anderson Rec Center Gym Renovations	10%	58%		18% / 11%	18.6% / 45.8%	26% / 39%
Easton Park Restrooms	10%	10%	*			
Strollway Renovations						
Hobby Park Improvements	10%	90%	90%	9% / 7%	12.3% / 19.8%	13% / 20%
Street Resurfacing (Contract #1)				5% / 5%	5% / 5.1%	5.5% / 8.2%
Street Resurfacing (Contract #2)				5% / 5%	5.1% / 5.7%	11.48% / 14.80%
Concrete Base Streets Rehabilitation				6% /4%	6% / 4%	8.66% / 8.61%
Polo Road Improvements						
Liberty and Main Street Two-Way Conversion	10%	90%				
Business 40 Corridor Improvements (US 52 to Peters Creek Parkway)						
First and Second Street Two-Way Conversion	10%	90%	*Prime M/WBE	6% / 4%	6% / 4%	1.22% / 6.14%
Multi-Use Path						
Streetscape Improvements - Phase I						
Bicycle/Pedestrian Improvements						
East End Corridor Area Plan - Phase I						
Little Creek Greenway						
Salem Creek Greenway Pedestrian Pathway	10%	85%	*Prime M/WBE			

Affidavits of final MWBE participation have been received for green-highlighted projects

\* Value was under \$100,000 and MWBE participation was not tracked

Note: For construction and repair projects, contractors who did not meet submitted MWBE goals had to submit a good faith effort. THE MWBE Citizen Advisory Committee evaluated the good faith efforts and deemed them sufficient based on the scoring criteria.