



Report of the Citizens' Bond Oversight Committee

December 2018

Citizens' Bond Oversight Committee

Randon Pender (Chair)

Tom Fredericks (Vice Chair)

David Cotterill

Chenita Johnson

William Kay

Kenneth Pettigrew

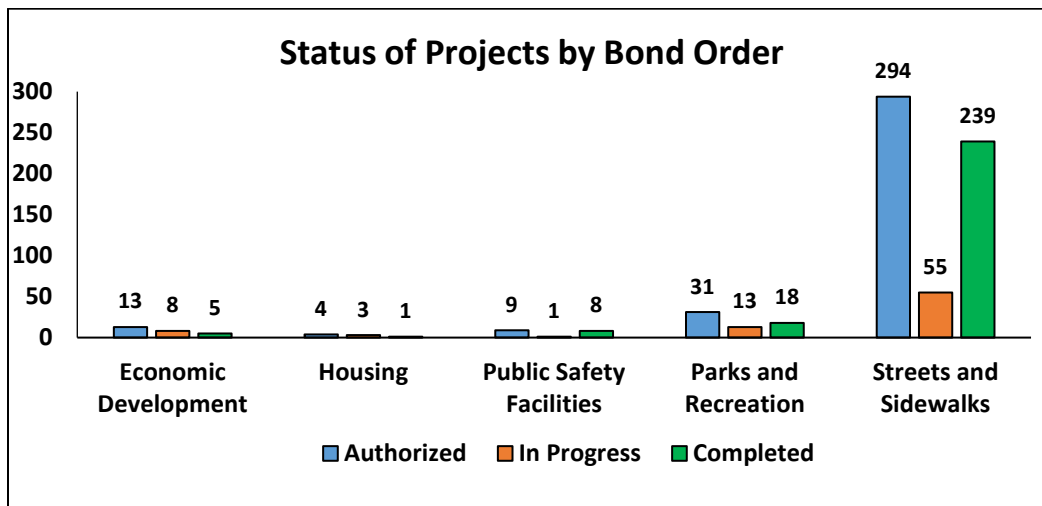
Since the passage of a \$139.2 million bond package on November 4, 2014, the Citizens’ Bond Oversight Committee has worked “to ensure efficiency, equity, timeliness, and accountability in the implementation of the projects” approved through the bond referendum, which includes providing regular reports to the Mayor and City Council on the progress of bond projects. The committee has previously submitted four reports to the Mayor and City Council—in August 2015, April 2016, January 2017, and January 2018. The Citizens’ Bond Oversight Committee hereby submits its fifth report on the progress of the voter-approved 2014 bond projects.

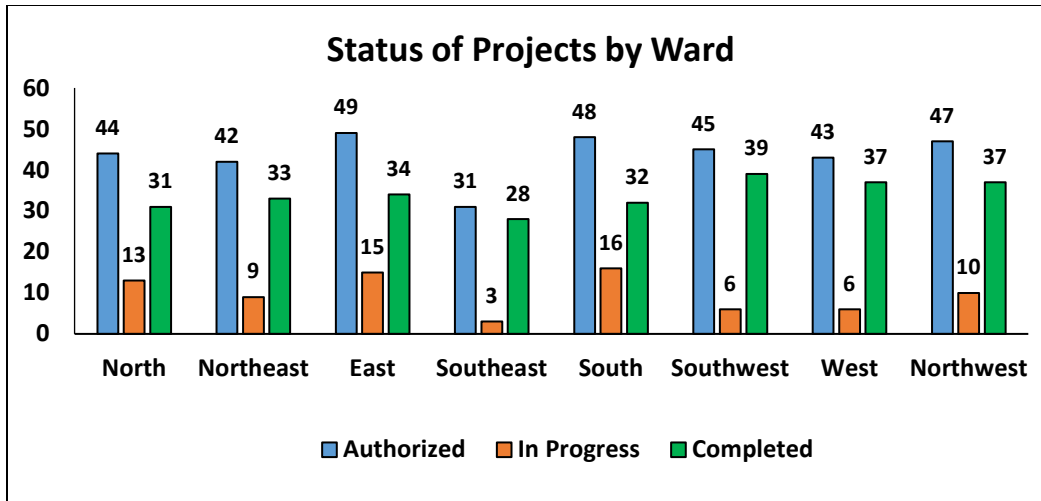
According to the resolution creating the committee, this report should indicate whether:

- (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

Timing and Location of Projects

Currently, there are 351 specific projects defined. Of the 351 projects, 82 (23.4%) are in design or under construction and 269 (76.6%) have been completed. The following charts provide the status of all authorized projects to date (blue bar), noting those in progress (orange) or completed (green). Most of the completed projects are resurfaced road segments.





A complete list of project status can be found in Attachment A.

Current Budget and Spending Commitments

The authorized budgets in the following table reflect all funds currently appropriated to the 2014 bond projects, including the original bonds, two rounds of bond premiums, and additional capital reserves. The total percent committed has increased ten percentage points since the committee’s fourth report in January 2018.

Bond Order	Authorized	\$ Committed	% Committed
Economic Development	\$25,000,000	\$12,558,319	50.2%
Housing	\$10,000,000	\$7,720,790	77.2%
Public Safety Facilities	\$31,804,000	\$31,746,800	99.8%
Parks and Recreation	\$36,843,860	\$36,660,330	99.5%
Streets and Sidewalks	\$47,706,500	\$31,789,734	66.6%
Total	\$151,354,360	\$120,475,973	79.6%

While 80% of the bonds have been spent or committed, there remains a number of large projects that will be constructed in the next 12-18 months. These projects include renovations to the Vivian H. Burke Public Safety Center, improvements to Happy Hill Park, Meadowlark Drive road widening, sidewalk construction and repairs, and the City’s participation in Business 40 Corridor improvements. Issuance of the remaining \$25.2 million is scheduled for the summer of 2020.

Attachment B provides the total actual MWBE participation results for *completed* bond projects that were bid out through the formal process or through an informal process. MWBE goals for projects costing \$300,000 or more were formally set as part of the bid process. Projects under \$300,000 were bid out through an informal process that did not require setting MWBE goals. While formal goals only relate to subcontracting elements of a formal project, the participation data provided in the first table include the full amount of the construction contract if the general

contractor was a MWBE firm. For informal projects, MWBE participation was counted if the architect or general contractor was a MWBE firm.

For completed formal projects, the MWBE goal, including design and construction, totaled 16.96%; actual MWBE participation totaled 25.48%, over eight percentage points higher than the goal. While no formal goals were set for informal projects, the value of the contracts awarded to MWBE general contractors represented 63.97% of the total value of contracts awarded.

The committee supports City Council's decision to lower the threshold for formal bidding to \$100,000. Due to this change, future projects costing \$100,000 or more will include formal MWBE goals.

Quality and Scope of Projects

City staff has provided the committee updates on the bond projects since the start of the projects. Despite early challenges with bidder participation and cost escalation, resulting in bids that exceeded the estimated construction budgets, the City has since realized and appropriated over \$10 million of additional debt capacity from the sale of bonds at a premium. As stated in a previous report, the committee has supported the use of this additional funding to restore elements of the original project scope.

This report will serve as the final action of the Citizens' Bond Oversight Committee for the 2014 Bonds. The members of the Citizens' Bond Oversight Committee have enjoyed serving the Mayor and City Council and the citizens of Winston-Salem in this important oversight role for the past three years. The opportunity to tour and share the bond projects with the community was an important role that we were honored to fulfill. We appreciate the professionalism and support from City staff and the leadership of our co-chairs, both of which were essential to the committee's success. We particularly commend Assistant City Manager Ben Rowe for his professionalism, attention to detail, and willingness to provide the committee with information requested. 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 our final report to the City Council's Finance Committee in December.


ATTACHMENT A

2014 Bond Project Status by Bond Order








Economic Development

	Status
Completed	
Union Cross Business Park Spec Building	✓
Enterprise Parkway	✓
Lucia Building Community Center Feasibility Study	✓
Remaining Projects	
Economic Development Sites/Infrastructure	On-going
Whitaker Park Redevelopment	Planning
Merschel Plaza	Planning
1001 South Marshall Street Redevelopment	Planning
Hydroponics/HOPE	Construction
Streetcar Feasibility Study	Planning
Patterson/Glenn RUCA	Construction
14 th Street/New Walkertown Road RUCA	Construction
Old Greensboro Road/Barbara Jane RUCA	Construction
RUCA III Infrastructure	On-going

Housing

	Status
Completed	
757 North Apartments	
Remaining Projects	
TURN Program	On-going
Ujima Emmanuel Retirement Village	Construction
New Hope Manor Rehabilitation	On-going
Ridgewood Place	On-going

Public Safety Facilities





	Status
Completed	
Beaty Public Safety Training and Support Center – Phase II	
Police District 1 Facility (North Point Boulevard)	
Police District 3 Facility (Winterhaven Lane)	
Police District 2 Facility (Lucia)	
Fire Station #7 Renovation (Arbor Road)	
Fire Station #8 Replacement (Wake Forest)	
Fire Station #9 Renovation (Ogburn Avenue)	
Remaining Projects	
Public Safety Center Renovations	Contract Awarded; Construction Schedule – 18 Months

Parks and Recreation

	Status
Completed	
Winston Lake Aquatic Facility	
Quarry Park – Phase I	
Salem Lake Marina	
Jamison Park Development	
Sedge Garden Recreation Center Gymnasium	
Rupert Bell Sprayground	
Sedge Garden Sprayground	
Reynolds Park Sprayground	
Hathaway Park Sprayground	
Little Creek Sprayground	
Mineral Springs Pool Sprayground	
Polo Pool Sprayground	
Blum Park Improvements	
Brown Douglas/Piney Grove Park Improvements	
Fairview Park Renovations	
Bowen Park Restroom Renovations	
Hobby Park Improvements	

Facility Lighting Improvements & Tennis Courts: Carver High School	
Washington Park Master Plan	
Hobby Park Master Plan	
West Ward Pocket Park	
Kimberley Park Improvements	
Second Street Park	
Remaining Projects	
Happy Hill Park Renovations	Contract Awarded; Construction Schedule – 1 Year
Miller Park Renovations/Redevelopment	Projected Completion – November 2018
Hanes Park Improvements	Projected Completion – January 2019
Winston Lake Golf Course Renovations	Cart Paths Projected Completion – May 2019
Nelson Malloy Park	Projected Completion – December 2018
Parkland Park Improvements	Projected Completion – March 2019

Streets and Sidewalks

	Status
Completed	
Street Resurfacing	
Concrete Base Streets Rehabilitation	
Polo Road Corridor Improvements	
Waughtown Connector Greenway	
Remaining Projects	
Sidewalk Construction and Repairs	26 of 59 Projects Completed; On-going
Meadowlark Drive Widening	Initial Bids Over Budget; Rebid in Early 2019
Old Salem Infrastructure	Projected Completion – May 2020
Bicycle and Pedestrian Projects	5 of 8 Projects Completed; Bicycle Lanes Projected Completion – June 2019
Business 40 Corridor Improvements	Planned; NCDOT Will Invoice City

ATTACHMENT B

Total Actual MWBE Participation Results – Completed Projects (Formal and Informal Bid)

AWARDED CAPITAL BOND PROJECTS > \$300,000 Formal	Total Cost (\$)	Total MWBE (\$)	MWBE % Goal	MWBE % Actual
Street Resurfacing – Contract 1	\$4,952,520	\$511,680	10.00%	10.33%
Street Resurfacing – Contract 2	\$2,422,000	\$337,951	10.00%	13.95%
Police District 2 Office (Waughtown St)	\$1,857,000	\$596,479	24.07%	32.12%
Sedge Garden Recreation Center Gymnasium	\$1,271,600	\$1,153,033	19.96%	90.68%
Reynolds Park Road Sidewalk Construction (no curb/gutter)	\$1,087,532	\$243,519	20.00%	22.39%
Fire Station #8 (Wake Forest)	\$1,948,400	\$1,886,663	23.23%	96.83%
Cole Road Sidewalk Construction (no curb/gutter)	\$519,859	\$167,640	20.00%	32.25%
Jamison Park Development	\$2,954,991	\$735,983	21.17%	24.91%
Alexander Beaty Public Safety Training and Support Center - Phase II	\$5,218,552	\$612,820	19.28%	11.74%
Police District Offices #1 (University Blvd & North Point Blvd) and #3 (Hanes Mall Blvd & Jonestown Rd)	\$5,195,000	\$1,102,289	17.00%	21.22%
Polo Road Corridor Improvements	\$1,480,594	\$216,912	20.00%	14.65%
Quarry Park Development – Phase I	\$4,853,154	\$1,959,049	19.34%	40.37%
Salem Lake Park Renovations – Phase I	\$4,457,000	\$926,889	23.03%	20.80%
Street Resurfacing – Contract 3A	\$3,791,912	\$607,052	10.00%	16.01%
Street Resurfacing – Contract 3B	\$3,048,222	\$539,976	10.00%	17.71%
Water Spraygrounds – Hathaway and Little Creek	\$369,690	\$391,790	10.00%	105.98%
Concrete Base Streets Rehabilitation	\$3,097,298	\$536,576	10.00%	17.32%
Polo Road Sidewalk Construction and Repairs	\$1,480,594	\$216,912	20.00%	14.65%
TOTAL	\$50,005,918	\$12,743,212	16.96%	25.48%

AWARDED CAPITAL BOND PROJECTS < \$300,000 Informal	Total Cost (\$)	Total MWBE (\$)	MWBE % Goal	MWBE % Actual
Cherokee Lane Sidewalk Construction	\$101,310	\$0	NA	0.00%
Yorkshire Road Sidewalk Construction	\$186,158	\$186,158	NA	100.00%
Bryansplace Drive Sidewalk Construction	\$136,631	\$136,631	NA	100.00%
Water Spraygrounds – Rupert Bell	\$288,170	\$288,170	NA	100.00%
Fairview Park Renovations	\$227,760	\$227,760	NA	100.00%
Old Town Drive Sidewalk Construction (no curb/gutter)	\$122,789	\$0	NA	0.00%
Water Spraygrounds – Reynolds Park	\$222,139	\$222,139	NA	100.00%
Water Spraygrounds – Sedge Garden	\$237,675	\$237,675	NA	100.00%
Gerald Street Sidewalk Construction	\$108,875	\$108,875	NA	100.00%
Blum Park Playground Equipment & Installation	\$227,736	\$0	NA	0.00%
Piney Grove Park Improvements – Fitness Course	\$129,861	\$0	NA	0.00%
25th Street Sidewalk Construction	\$29,850	\$29,850	NA	100.00%
Old Vineyard Road Sidewalk Construction	\$54,000	\$54,000	NA	100.00%
Piney Grove Park Improvements – Tennis Court	\$28,400	\$0	NA	0.00%
Chandler Street Sidewalk Construction	\$98,840	\$0	NA	0.00%
Robinhood Road Sidewalk Construction	\$19,540	\$19,540	NA	100.00%
Hobby Park Improvements (shelter install & site work)	\$38,196	\$38,196	NA	100.00%
Hobby Park Improvements (shelter only)	\$38,541	\$0	NA	0.00%
Grassy Creek Blvd Sidewalk Construction	\$69,370	\$69,370	NA	100.00%
Forest Drive Sidewalk Construction	\$14,392	\$14,392	NA	100.00%
Blum Park Site Preparation	\$60,800	\$60,800	NA	100.00%
Piney Grove Park Improvements – Tennis Court Lighting	\$48,390	\$0	NA	0.00%
Hollyrood Road Sidewalk Construction	\$199,000	\$0	NA	0.00%
27th Street Sidewalk Construction	\$72,500	\$72,500	NA	100.00%
TOTAL	\$2,760,923	\$1,766,056	NA	63.97%