

# TOWN OF OGDEN DUNES

State of the Town is Strong | Forward Momentum Continues



December 4, 2023

# A LOOK BACK (2021)

## ASSESSING THE STATE OF THE TOWN

- ❖ Created Budget & Finance Committee
- ❖ Engaged Baker Tilly, a reputable firm specializing in government finances
- ❖ Interviewed department heads & employees
- ❖ Benchmarked against peers in neighboring communities
- ❖ Deployed town survey



# A LOOK BACK (2021)

## KEY FINDINGS

### ❖ Financial challenges

- An unsustainable path
- Town & Water Department spending more than taking in
- Limited revenue & growth opportunities
- Use of monies are often restricted

### ❖ Other areas in need of improvement

- Infrastructure
- Other assets
- Employee engagement
- Silos & barriers between departments
- Permit & inspection bottlenecks at Building Dept.
- Community engagement
- Town beautification



# A LOOK BACK (2021)

## THE PLAN

### ❖ Cost reductions

- Spending freeze instituted
- BFC helps improve budget creation & tracking process
- Each BFC member is a liaison to a different department
- Reorganization of Street & Water Dept.; reduced headcount
- Police Dept. reconfigures work schedules; eliminating a lot overtime
- Reducing Police Dept. vehicles from 4 to 3 & replaces entire fleet of vehicles
- Renegotiated insurance policy & rates; more for less

### ❖ Additional revenues

- Asset sales generate over \$100k
- Re-established CCD (Cumulative Capital Development) tax rate
- Re-established the user fee portion of Sanitation charges for debris pickup
- \$282k received from CARES Act & American Rescue Plan Act (ARPA)
- Rework of Building Dept. fee schedule
- Increased activity for new construction & other property improvements



# A LOOK BACK (2021–YTD 2023)

## THE RESULTS

### ❖ Police Department

- New fleet of vehicles & moving from (4) SUVs to (3) trucks
- Increased training for officers
- New safety equipment for first responder activities
- Additional police coverage for beach during holidays
- New Flock (ALPR) camera system
- Other critical equipment (body cameras, tasers, vests, vehicle cameras, etc.)

### ❖ Streets, Sanitation, & Water Department

- New water meters, fully automated & no more manual readings (ARPA)
- New multi-purpose truck
- New salt spreaders & plows for trucks
- A lot of vehicle repair & maintenance (street sweeper, leaf vac, TopKick, truck, etc.)
- Dry well repair & replacement
- Paint & flush 90 fire hydrants
- Road repair & maintenance
- Land maintenance & improvement (mowing, tree trimming, clearing invasives, etc.)



# A LOOK BACK (2021–YTD 2023)

## THE RESULTS

### ❖ Building Department

- Reduced turn times for permits & inspections
- Improved ease of doing business
- Increased activity for new construction, remodels, & other property improvements
- Increased revenues (permitting & property tax revenues)

### ❖ Employees

- Better pay & benefits, including an option for family healthcare coverage
- One-time premium pay bonus utilizing ARPA dollars
- Cross-training to minimize impact of PTO & LOA
- Optimize & realign job responsibilities for better efficiencies
- Removed silos & improved relationships & morale



# A LOOK BACK (2021–YTD 2023)

## THE RESULTS

### ❖ Beautification

- Exterior improvements at Town Hall (landscaping, planter boxes, wood posts, etc.)
- New sign project: wooden posts, wayfinding brackets, combined signage
- Replacement of several mailbox roof racks w/cedar shingles
- Increased effort trim trees & remove dead trees
- Improved accessways (#19 refurbished & reopened + new benches)

### ❖ Other items

- New ADA-compliant website, paid with CARES Act money
- Online bill payment for water bills & other town services
- Creation of Recognition Committee
- Hybrid physical & virtual meetings
- Seasonal parking restrictions broadened to alleviate increased beach activity
- Increased outreach to neighboring communities, NPS, & other key political figures
- Continued focus on beach erosion & shoreline protection issues
- New contract with ODVFD, \$12k ARPA money given by the Town
- New roof at Town Hall



# UPDATE

## PROJECTS & INITIATIVES FOR 2023 & BEYOND

- ❖ Road repair & maintenance
  - *2023 work completed, more to follow soon*
- ❖ Continued dry well repair & replacement work
  - *Most problematic ones done, ongoing work now in CAPEX plan & annual budget*
- ❖ Upgrades to IT-related infrastructure
  - *Not yet started but big priority in 2024*
- ❖ 100-year anniversary plans
  - *Committee works has begun, lots of ideas, & full year of events anticipated*
- ❖ Increased efforts to secure various grants
  - *Work beginning, more resources & master plan will be helpful to these efforts*
- ❖ Bike trail
  - *No update, town passed resolution of no trail going through town*
- ❖ Continued improvement of engagement with employees & residents
  - *Exploring town-sanctioned social media page & another town survey*





# BEACH EROSION & SAND NOURISHMENT

## MULTIPRONGED APPROACH

### SHORT & LONG-TERM SOLUTIONS

#### POLITICAL

- *Who & how?*
- *Dems & Reps*
- *Fed & Stat3*
- *USACE study*
- *Solution?*

#### LEGAL

- *Active litigation*
- *Mediation*
- *Productive talks*
- *More in 60 days*

#### ALTERNATIVE STRATEGIES

- *Great Lakes & St. Lawrence Cities Initiative*
- *Nature-based solutions*
- *Master plan?*

#### SHORELINE PROTECTION

- *Protective measures*
- *Revetment*
- *In lieu of long-term solutions*



# MASTER PLAN PROJECTS COMMITTEE

## SHORT & LONG-TERM IDEAS

BEAUTIFICATION	PARKS	PUBLIC SPACES	BUILDINGS
New messaging sign at Fire Dept.	Open-air pavilion at Kratz Field (ODHA)	ADA access to beach observation decks	Exterior refresh of Fire Dept. building
Welcome sign & garden at entrance of town	Renovate baths at Kratz Field (ODHA)	Dedicated food truck & vendor plaza	Paint Street & Police Dept. buildings
Clearing of invasives & planting natives	Sledding hill at Kratz Field (ODHA)	Improved beach accessways (ODHA)	Interior remodel of Town Hall
Greenscreens around public buildings	Improved parking (ADA, golf carts, etc.)	Watercraft storage at beach	Remodel Community Room kitchen
Beautify Sand Track Walking Trail	Redesign Long Lake Park	Design standards for public improvements	Outdoor addition to Community Room
More natives around Long Lake Marsh	Update Nelson Reck Park (ODHA)	Dog park	
Create wildlife sanctuaries in town	Update benches & tables	ADA access to the beach and lake	



# BUDGET & FINANCE COMMITTEE

Update



# 2023 ACTUAL VS. BUDGET

## TRACKING FAVORABLY IN A CHALLENGING ENVIRONMENT

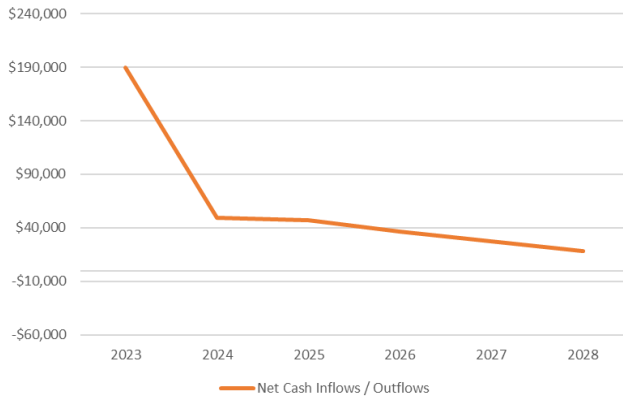
	2023	2023	\$ over/(under)	% over/(under)
	Year to Date	Budget to date	Year to Date	Year to Date
Police	276,658	298,820	(22,161)	-7%
MVH & LRS	183,446	189,286	(5,840)	-3%
Parks & Rec*	8,423	1,667	6,756	405%
Other*	<u>414,129</u>	<u>513,218</u>	<u>(99,089)</u>	<u>-19%</u>
	882,656	1,002,990	(120,334)	-12%



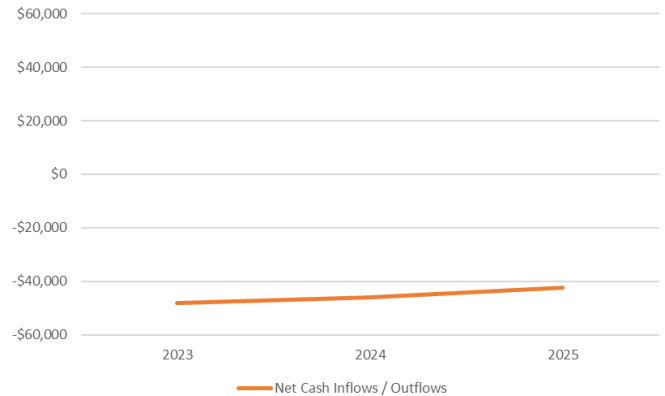
# GENERAL FUND

## CONSERVATIVE ESTIMATE / UNCERTAINTY IN REVENUE & COSTS

General Fund ('23 - '25) - Current Projections



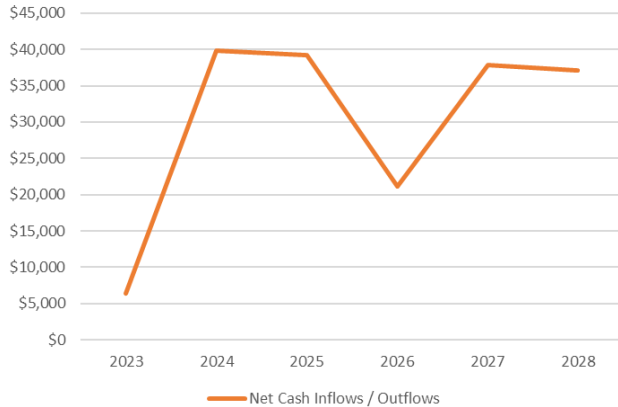
General Fund ('23 - '25) - Baker Tilly Projections



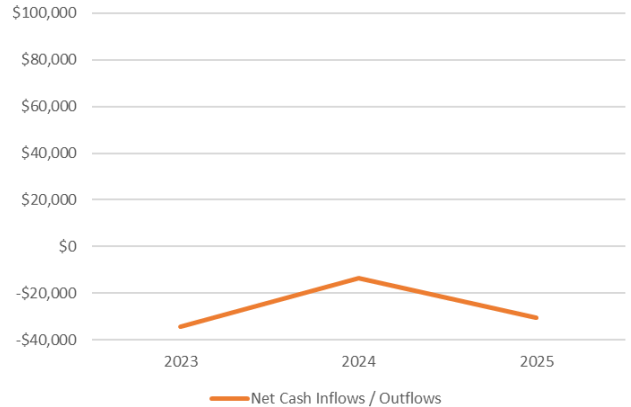
# MVH & LRS FUNDS

## MORE STABILITY & LESS PRESSURES

MVH & LRS ('23 - '28) - Current Projections



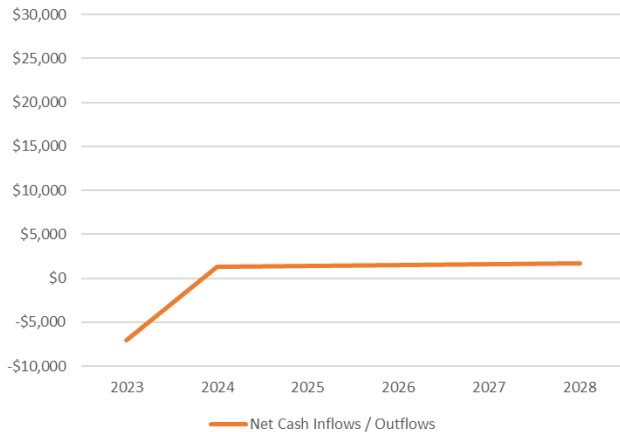
MVH & LRS ('23 - '25) - Baker Tilly Projections



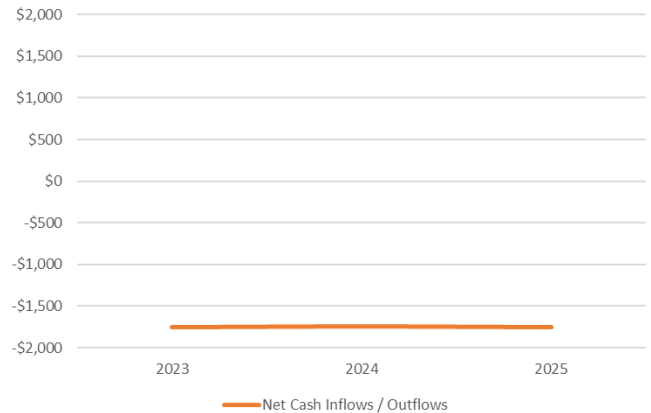
# PARKS & RECS FUND

## CHANGES ARE WORKING

Park & Rec ('23 - '28) - Current Projections



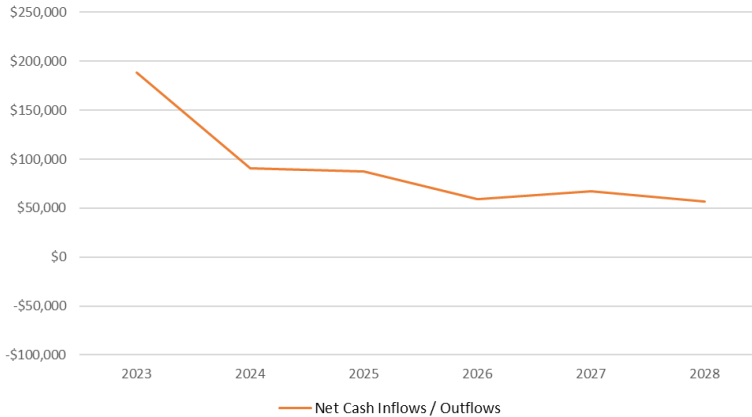
Park & Rec ('23 - '25) - Baker Tilly Projections



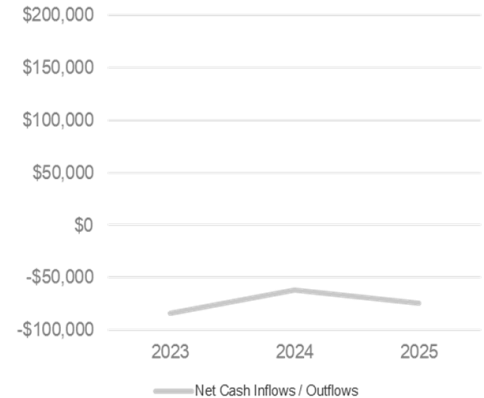
# PROJECTED CASH FLOWS / OUTFLOWS

## ALL CORE FUNDS (GENERAL, MVH, LRS, PARKS & REC)

Key Funds ('23 - '25) - Current Projections



Key Funds('23 - '25) - Baker Tilly  
Projections

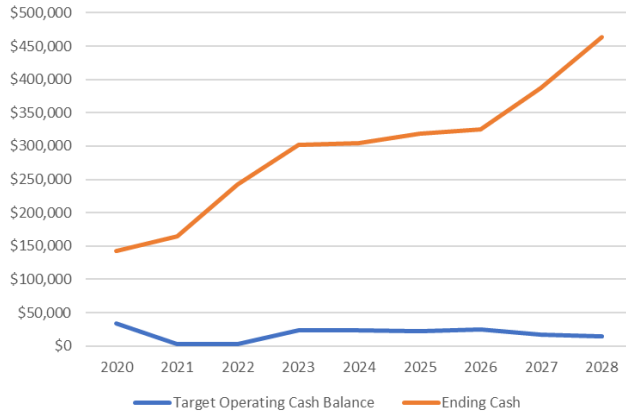




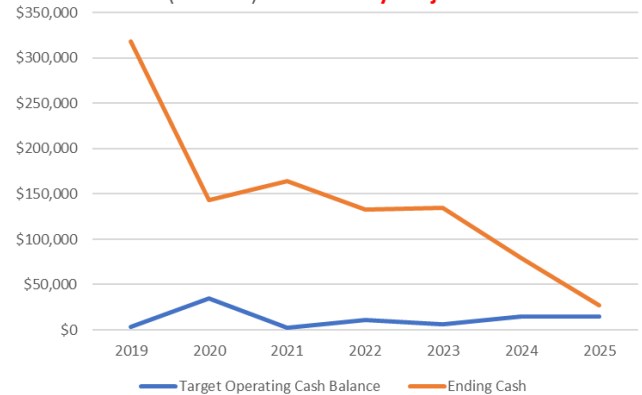
# LIT/CREDIT FUND

## KEY CAPITAL EXPENSE FUND

EDIT ('20 - '28) - Historical & Current Projections



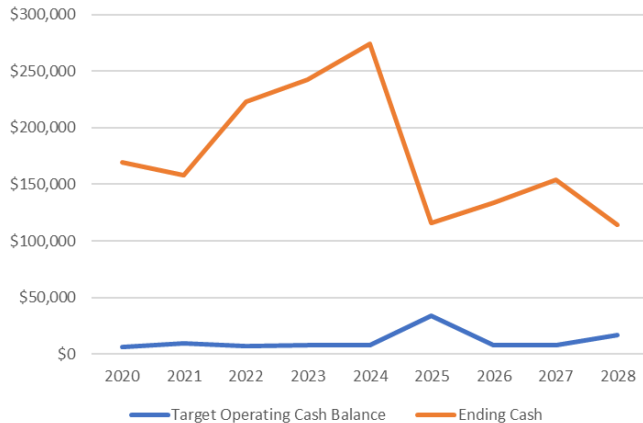
EDIT (19 - '25) - Baker Tilly Projections



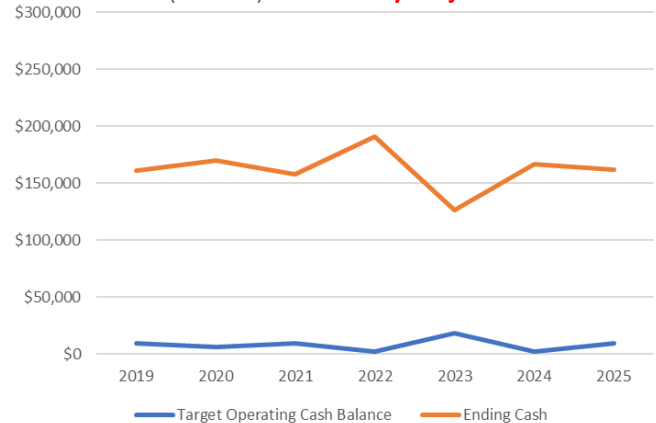
# CCD FUND

## OTHER KEY CAPITAL EXPENSE FUND

CCD ('19 - '25) - Historical & Current Projections



CCD (19 - '25) - Baker Tilly Projections



# WATER DEPARTMENT

Update



# NEW THIS YEAR

## ❖ Wireless meters

- 100% of meters are wireless
- Daily volume and leak detection
- No more estimated billing
- Future: resident portal

## ❖ Pump house upgrades

- New NIPSCO underground electrical service
- New VFDs, control panel
- Pelican Software Warning System

## ❖ Online bill pay



# Pump House Improvements



# CURRENT FINANCES

## ❖ This time last year

Operating = \$150,886.99

Capital Improvement = \$65,298.10

Total = \$216,185.09

## ❖ Currently

Operating = \$132,948

Capital Improvement = \$195,403

Total = \$328,351



# UPCOMING EXPENDITURES

- ❖ Pump station renovations
  - New roof
  - Siding
  - Insulation
  - Doors
  - Estimated cost = \$110,000
- ❖ Pump station landscaping (spring)
- ❖ Water main repairs
  - Breaks will happen from time to time
  - Costs are generally around \$1,000/foot
  - Average range of costs to repair a break is \$5,000-\$25,000



# TOWN OF OGDEN DUNES

Paying homage to the past.  
Planning for the future.



THANK YOU!