

# **CITY OF AVOCA**



## **STRATEGIC PLAN**

**2019-2024**

## **I. Introduction**

Avoca, like many small communities across the United States, has been faced with the challenges of diminishing economic vitality and a loss or stagnation of population. These challenges have arisen from myriad social, economic, and technological phenomena over the past several decades. For many small communities, the end result of these challenges is probably inevitable, but many other communities will survive by articulating and implementing strategies to maintain vital cities.

We believe that Avoca is a community that can survive our current challenges and remain a desirable community. The purpose of this plan is to set forth the City's strategy for this effort. Our community planning process has previously identified several traits, such as location on a major transportation corridor, good quality-of-life amenities, local school system, low-crime, and rural setting as being strengths to build on in the future. In addition, the Main Street Market Study has also identified several positive social profiles of persons who may be interested in moving to our community and also other economic trends. This time of transition will not allow us unlimited amounts of time to succeed in this effort – we need to act now. This document will act as a general guide for us to focus on implementing our plan for the future.

The primary goals of our plan are the following: 1) to reverse any factor within our control which contributes to a stagnant community and 2) to grow population and tax base of the community. Stagnating influences can likely be eliminated by simply removing nuisances and junk buildings, maintaining infrastructure, and having community pride. Growth is important because modest and sustainable growth would solve every issue the community faces. Achieving growth is difficult and involves coordinating many different strategic efforts to reach this one goal. The general strategy to achieve growth involves separate efforts in the areas of housing, downtown and highway corridor development, infrastructure, recreation, and community marketing. By focusing on these areas, we are focused on all the elements that will most contribute to community vitality.

This document is intended to provide guidance to the community as future improvements to infrastructure and public facilities are planned and completed. Actual implementation of projects discussed in this plan will be the responsibility of the City Council, who will consider availability of local financial resources, eligibility for outside funding assistance, and community support for each project in determining when and how to implement selected projects.

## II. Population and Demographics

The highest recorded population count in Avoca was 1,673 in 1930. Since then there have been fluctuations in the City's population. Generally, Avoca has maintained a population of approximately 1,500 people. The City's population grew 7.5 percent from 1990 to 2000, but the 2010 Census documented a decline of 104 residents; there were 1,506 residents in Avoca according to the latest census. This amount was later revised by a net positive 161 residents following a special census paid for by the community.

Like many smaller, rural communities, the City has proportionately more single member households, households characterized by persons older than 75%, and generally smaller average household size. Will relatively less people occupying a housing unit on average, it is obviously important for the community to focus on growing the number of households and on growing the average family size in order to grow population.

<b>Changes in Household Composition: 2010 and 2000</b>				
	<b>Avoca</b>		<b>State of Iowa</b>	
	<b>2010</b>	<b>2000</b>	<b>2010</b>	<b>2000</b>
<b>Number of households</b>	662	666	1,221,576	1,149,276
<b>Percentage of households</b>				
Family households	65.9%	68.9%	64.7%	67.0%
Married couple families with own children under 18	16.8%	22.4%	20.0%	23.9%
Single parent families with own children under 18	10.6%	6.9%	8.4%	7.5%
Male householder, no wife present	3.6%	2.4%	2.5%	1.9%
Female householder, no husband present	6.9%	4.5%	5.9%	5.6%
Householder living alone	29.9%	27.6%	28.4%	27.2%
Households with an individual under age 18	28.5%	30.5%	30.6%	33.3%
Households with an individual age 65 or older	30.4%	32.6%	25.5%	25.4%

<b>Average Household Size: 2010 and 2000</b>		
	<b>2000</b>	<b>2010</b>
Avoca	2.35	2.27
State of Iowa	2.46	2.41
United States	2.59	2.58

<b>Local Population Trend 1900-2010</b>	
<b>Year</b>	<b>Population</b>
1900	1,627
1910	1,520
1920	1,482
1930	1,673
1940	1,598
1950	1,595
1960	1,540
1970	1,535
1980	1,650
1990	1,497
2000	1,610
2010	1,506 (adjusted to 1667)

The 2020 Census process will take place from late-2019 through mid-2020. Both the local option tax and road use tax are calculated on a per capita basis using the Census as its data source. Continuing the City’s success with housing programs as far as possible before this process is completed is critical and can ensure long-term returns. The City should also expand its offerings to discourage vacant housing units, i.e. a rent incentive, and help ensure all households are counted by the establishment of a Complete Count Committee. The Complete Count Committee will act as a liaison between the City and the Census Bureau in hopes of avoiding county issues like was experienced in 2010.

**III. Current Infrastructure and Public Facilities**

**Water Supply/Storage/Distribution**

The City’s water supply and treatment infrastructure are maintained by Regional Water, Inc., a rural water entity that has a large well field and water treatment facility north of Avoca. Regional Water and Avoca jointly constructed a 500,000-gallon water tower in 2002 that serves the City and adjoining rural areas. The City still owns and uses a 300,000-gallon water storage tank on the north edge of the community. The City maintains its own distribution system There are currently 688 residential and 98 non-residential water customers in Avoca.

The City will make a major investment in its water system in FY 2020 by completing the East and West Sector Projects. These projects will be the last water projects needed for many years, outside of general maintenance.

### **Wastewater Collection and Treatment**

Avoca's wastewater treatment system is a primary type, three-cell lagoon, and 97 percent of the City is served by this treatment system. The average load for the system is 188,000 gallons per day, with a design capacity of 401,000 gallons per day in wet weather. The sewer system serves 688 residential customers and 92 non-residential customers. The wastewater collection system has largely been replaced, repaired, and rehabilitated. No future investment in wastewater collection is anticipated other than new infrastructure to serve new residential and commercial development. However, given recent changes in testing requirements and the strain of existing demand on design limits, it appears likely that additional major investments in the City's wastewater treatment plant will be necessary at an unforeseeable point in the future.

### **Storm Water Collection System**

The City has the only stormwater utility in Pottawattamie County. Storm water infrastructure, including curb and gutter on streets, is being added as new streets are constructed. The stormwater utility serves 803 residential customers and 130 nonresidential customers. Two future improvements are planned for the stormwater utility. The first project is a stormwater main that would drain Ellsworth Street from Maple Street to the East Branch of the West Nishnabotna River. The second project would drain the northwest quadrant of the City from Wood Street and Sawmill Drive to the West Branch of the West Nishnabotna River.

### **Streets/Roads**

Nearly all of Avoca's streets are hard surfaced, including U.S. Highway 59, which runs north/south through town. Several streets have been identified for re-surfacing, and the City would like to complete a streetscape/beautification project along Elm Street in the near future. The City is planning several road projects including the following:

- a. Cedar Street from Ellsworth Street to Union Street.
- b. Cherry Street from Wood Street to Wilson Street.
- c. Mill Street from Cherry Street to Birch Street.
- d. Cherry Street from Baker Street to Mill Street.
- e. Locust Street from Baker Street to Mill Street.
- f. Hwy 59 from Lyon Street to Interstate-80

### **Other Utilities**

Electric	MidAmerican Energy Company (Private)
Natural Gas	MidAmerican Energy Company (Private)
Telecommunications	Marne-Elkhorn, Mediacom, Windstream (Private)
Solid Waste	R&S Waste Disposal (Residential)

## Public Buildings

	Facility	Location	Condition	Issues
1	Avoca City Hall	201 N. Elm Street	Fair	Expansion needed for operations
2	Public Library	213 N. Elm Street	Good	None
3	Avoca Courthouse	209 N. Elm Street	Fair	None
4	Public Works Shed	262 S. Chestnut Street	Good	None
5	Golf Course Clubhouse	1701 N. Willow Street	Good	None
6	Golf Course Maintenance	NA	Good	None

In addition to the buildings listed above, the City is currently debating the opportunity to have a community center. Two alternatives exist for this building. The first alternative is the construction of a new facility as an addition to the golf course clubhouse. The second alternative is the renovation of the American Legion Club. Both options will cost approximately \$1.75 million.

## IV. Housing

Housing growth is Avoca's number one need and community priority. Housing issues are the largest impediments to the City of Avoca's growth. The housing stock issues take numerous forms including the following: 1) a lack of housing meeting energy efficient and Universal Design Standards, 2) inadequate stock of quality affordable housing, 3) significant number of housing units in need of substantial rehabilitation, 4) inadequate quality of rental housing stock, and 5) significant number of housing units that have been abandoned or are beyond repair and require demolition. Fortunately, 2015 is shaping up to be big year for housing growth in Avoca.

As economic opportunities continue to expand in the Omaha-Council Bluffs Metropolitan Area, the economic growth in Avoca will be closely tied to the community's ability to provide for a variety of housing opportunities to a variety of income levels. In short, Avoca's ability to provide adequate housing opportunities and services to the labor pool commuting to the metropolitan area and surrounding communities will directly impact Avoca's future economic and housing growth.

The entire region is experiencing significant growth in economic development as numerous businesses are locating or expanding in the area, specifically, the overall growth of Pottawattamie County and many of the communities near Avoca. This job growth will have a significant impact on Avoca through increased housing demand. It appears that the entire rural portion of the housing region is experiencing economic growth but is having problems providing housing for these new residents. A community, such as Avoca, that could provide housing opportunities to these potential residents could further benefit by attracting people from other areas of the housing region.

The 2008 Comprehensive Plan identified housing growth as a top priority for the City and the City has focused a great deal of its community development on attracting housing. During the process of developing the 2008 Comprehensive Plan for Avoca, community leaders examined regional economic trends and attempted to forecast long-term housing needs based on desired population growth. That analysis revealed a need for more than three-hundred twenty (320) new owner-occupied units and nearly one hundred (100) new rental units in the community over the next twenty (20) years, or an average of sixteen (16) owner-occupied and five (5) renter-occupied units per year. This projection correlates fairly well with the City's 1996 housing goal of adding twenty-two (22) additional housing units per year over a five-year period.

According to the Pottawattamie County Assessor, the average assessed value for a residence in Avoca is \$101,948.

Through its New Housing Program, the City has helped construct 28 homes since 2015. This growth led to the construction of a new subdivision, the Sunnyridge Subdivision. Single-family lots are nearly gone in this new subdivision and the City has obtained a purchase option on an adjacent 40 acres of land for the development of residential lots. Additionally, the City has developed a plan to construct 12 townhomes on Wood Circle. Finally, the City's in-fill lots are nearly gone, but several remain that could be used for new home development as well.

Age of the housing stock is a major concern as nearly half of the houses in the community were built prior to WWII, which is roughly double the same figure for Pottawattamie County and Iowa.

<u>Subject</u>	<b>Avoca</b>	<b>Pott Co.</b>	<b>Iowa</b>
<b>HOUSING OCCUPANCY</b>			
Total housing units	683	39,846	1,376,133
Occupied housing units	92.1%	92.7%	90.9%
Vacant housing units	7.9%	7.3%	9.1%
<b>YEAR STRUCTURE BUILT</b>			
Total housing units	683	39,846	1,376,133
Built 2014 or later	0.4%	0.4%	1.0%
Built 2010 to 2013	4.7%	2.2%	2.7%
Built 2000 to 2009	4.8%	11.7%	11.6%
Built 1990 to 1999	4.8%	10.7%	10.7%
Built 1980 to 1989	1.5%	6.9%	7.4%
Built 1970 to 1979	16.4%	11.9%	14.4%
Built 1960 to 1969	6.0%	12.2%	10.5%
Built 1950 to 1959	12.4%	11.9%	10.3%
Built 1940 to 1949	1.8%	4.5%	5.3%
Built 1939 or earlier	47.1%	27.6%	26.1%

<b>HOUSING TENURE</b>			
Occupied housing units	629	36,926	1,251,587
Owner-occupied	71.1%	68.2%	71.1%
Renter-occupied	28.9%	31.8%	28.9%
<b>YEAR HOUSEHOLDER MOVED INTO UNIT</b>			
Occupied housing units	629	36,926	1,251,587
Moved in 2015 or later	8.1%	10.2%	10.4%
Moved in 2010 to 2014	29.6%	29.2%	30.4%
Moved in 2000 to 2009	30.5%	29.5%	28.6%
Moved in 1990 to 1999	16.5%	13.1%	13.9%
Moved in 1980 to 1989	5.7%	7.8%	7.1%
Moved in 1979 and earlier	9.5%	10.1%	9.7%

<b>MORTGAGE STATUS</b>	<b>Avoca</b>	<b>Pott Co.</b>	<b>Iowa</b>
Owner-occupied units	447	25,201	889,285
Housing units with a mortgage	60.4%	63.5%	60.9%
Housing units without a mortgage	39.6%	36.5%	39.1%

## **V. Economic Development**

Avoca plays an important role in the area economy of East Pottawattamie County by virtue its location and size. The service and retail business community in Avoca is comprised of core retail such as the general store, building materials and grocery store and core services. Another important area of the local economy in Avoca is farm related businesses. A third important aspect of the local economy is services related to Interstate-80. Avoca has a travel center, four hotel/motel facilities, two gas stations, and two trucking firms located in the community. Finally, Avoca is home to excellent public services. A regional school district is located in Avoca. MidAmerican Energy, the Iowa Department of Transportation, and limited County services are situated in Avoca. The United States Post Office is also located in the downtown area. The City of Avoca also provides a full complement of recreational opportunities and other essential infrastructure to the public.

<b>Neighboring Community Comparison of Per Capita Retail Sales</b>		
<b>City</b>	<b>Population</b>	<b>Per Capita Sales (\$)</b>
Atlantic	7,110	\$ 19,355
Avoca	1,510	\$ 18,330
Harlan	5,110	\$ 13,426
Walnut	790	\$ 9,762
Elk Horn	660	\$ 8,442
Neola	840	\$ 7,336
Oakland	1,530	\$ 6,215
Underwood	920	\$ 5,823
Minden	600	\$ 4,474
Carson	810	\$ 3,205
Shelby	640	\$ 1,228

Improving the Elm Street Town Center has been an economic development priority for the community. Avoca Main Street, Inc. has been accepted into the Iowa Main Street program for four years and is actively promoting the Avoca downtown area.

The City has recently identified the former Scoular site as having economic development potential and has obtained a purchase option for the land. Due diligence has been conducted and a decision on the future of the site should be made in 2019.

## **VI. Beautification**

Beautification is the process of making visual improvements to a community. This can include all areas of the community such as entry ways, main corridors, and main streets, while including various methods such as planting trees (or other greenery) or improving streetlights, pavement and facades. The overall feel is intended to create a sense of place while boosting community pride, tourism and commerce.

At this point in time, the maintenance of right-of-way trees is the primary beautification activity of the City.

## **VII. Recreation and Pedestrian Facilities**

The primary park in Avoca is Edgington Park, located near the East Branch of the West Nishnabotna River, on the east side of town. The park offers a variety of recreational opportunities to its users including: a soccer field, two ball fields, the Avoca Aquatic Center, a walking trail, a batting cage, a sand volleyball court, a basketball court, six shelters, and playground equipment. The shelters have picnic tables and grills. Future improvements include enhanced parking areas, an archery facility, and electrical upgrades.

A second park, the Mez Buttermilk Flat Park was recently constructed. It offers a walking trail and basketball court. Future improvements include playground equipment and a shelter.

Additionally, the City owns and operates the Avoca Municipal Golf Course, a challenging nine-hole golf course that is open to the public and attracts golfers from throughout the region. The course is very well-maintained and has been supported over the years by a strong membership. Future improvements include additional cart paths and enhanced parking.

The City also has constructed approximately 8 miles of pedestrian trail. Several more trail segments remain to be constructed and the final total of the network will be approximately 17 miles.

Finally, the City has also invested in its sidewalk infrastructure. In 2020, special assessment loans for the Sidewalk and Driveway Program will be fully paid off. The City should reconsider activating that program again to address sidewalk and driveway issues. Specifically, the City needs to develop a policy to determine where sidewalks should be installed, repaired, or removed.

## **VIII. Safety**

### **Emergency Services**

The City has a one-member police department and an emergency services contract with the Pottawattamie County Sheriff's Department.

The City of Avoca's fire protection service is provided by a community-based volunteer fire and rescue department. Upon need, neighboring township and community departments will assist. The City's emergency response capabilities by number of personnel and equipment are as follows:

- 18 firefighters; 9 rescue unit personnel
- 7 rescue/response vehicles
- 3 tornado siren(s)

Avoca's tornado siren(s) and E-911 communications are now connected to the county-wide system which are organized and operated by Pottawattamie County Communications/911.

There is no designated shelter in the City of Avoca.

## **IX. Prioritized Project List**

### **Top Priority by Category (Implementation in 1-5 Years)**

1. **Housing.** Addressing housing needs is the most important aspect of our plan for growth. The presence of dilapidated homes in neighborhoods have stunted development. The City has been systematically eliminating dilapidated units and using the vacant lots for in-fill housing projects. This practice will continue for the foreseeable future. New construction is a major priority also. Shortages of affordable new owner-occupied and rental housing has limited the community's growth. The City has offered new construction incentives for rental and owner-occupied housing and that practice should also continue for the foreseeable future. This includes the practice of offering construction financing for new units. Finally, the City has a loan program to help owners maintain existing housing units and an incentive to help buyers purchase existing units as owner-occupied housing units. In addition the programs discussed above, the City and its partners also have two housing projects that will begin in FY 2017.
  - a. **NishnaRidge Phase II.** The Utility Board and Avoca Betterment Association will be completing infrastructure installation on the NishnaRidge Phase II subdivision. This project will create two cul-de-sacs, one primarily for up to 16 townhomes and the other primarily for up to 8 detached single-family dwellings.
  - b. **Workforce Housing Project.** The Utility Board and Avoca Betterment Association will be constructing up to 6 in-fill housing units in conjunction with the State of Iowa's Workforce Housing Tax Credit Program. This program will begin in 2016 and will last for up to three years.
  - c. **Kardell Subdivision.** The Utility Board has acquired a 31 acre parcel south of the NishnaRidge Phase II site that could be developed for up to 70 additional lots. The first phase of this project should begin in 2019. The project may be completed in as many as three phases and could include paving of attendant roads currently surfaced with gravel.
2. **Eastern and Western Sector Water Project.** The City's Capital Plan has long scheduled the Eastern and Western Sector Water Project to occur in FY2020.

- a. **Western Sector.** The area west of Chestnut Street, north of the RR ROW and south of Wood Street. There is a total of 22,100 LF of water main in this area. There are 54 total fire hydrants in this area and an estimated 70 valves. For estimating purposes, there are 300 service connections in the western sector. Total costs are expected to be \$900,000.
  - b. **Eastern Sector.** The area east of Chestnut Street, north of the RR ROW and south of Wood Street. There is a total of 21,240 LF of gravity fed water main in this area; 2,320 LF of 2", or smaller; 6,300 LF of 4", 8,850 LF of 6" and 3,770 LF of 8" main. There are 29 total fire hydrants in this area and an estimated 32 valves. For estimating purposes, there are 200 service connections in the eastern sector. Total costs are expected to be \$850,000.
3. **Downtown and Highway Corridor Development.** The City has not been focused on large-scale industrial developments and has left this pursuit to regional economic development efforts. This is mainly due to our lack of sites suitable for large-scale developments, which are readily available in nearby communities. Instead we have sought to maintain our status as the area hub for retail and services for local citizens and the traveling public. Our economic development efforts have been primarily focused on supporting businesses serving the traveling public along the Highway 59/Interstate-80 corridor and supporting small businesses in the Main Street district.
  - a. **Downtown Improvement Grant.** Funding for four façade projects are included in the FY 2017 budget. The City has offered the Downtown Improvement Grant since 2009 and through this program all but approximately 7 eligible buildings in the Main Street District have participated in the program. Funding for additional buildings is not projected into future budgets, but could be depending on interest.
  - b. **Avoca Main Street, Inc.** Our economic development strategy is heavily focused on downtown development and place-making. Avoca Main Street, Inc. is our local affiliate of Iowa Main Street and we will continue partnership with Avoca Main Street, Inc.
  - c. **Small Business Incentive.** The City has also created the Small Business Start-up/Retention/Expansion program. This program accepts applications on a rolling cycle and the budget and future projections include funding for the program.
  - d. **Scoular Site.** The City has obtained a purchase option for the former Scoular site. This site is suitable for commercial or industrial development and upon completion of due diligence, the City should negotiate a final price.

**4. Culture and Recreation.** Our growth strategy requires us to attract residents. Recreational amenities are a major part of creating the type of “quality-of-life” opportunities that our residents want. The next three years will be a time of major investment in recreation facilities. Over the past several years the City has been focusing a great deal of money on streets improvements, however the City can move more into a street maintenance mode for the next few years so that more funds can be directed at recreational facilities. Specific projects are the following:

- a. RR Right-of-Way Trail.** For the past year, staff has been working with Hawkeye Land Corporation to acquire a 1.75 section of abandoned right-of-way in the western part of the community. This area is intended to be developed as a gravel bike and walking trail. The total cost of the project is \$200,000.
- b. Edgington Park Trail Rehabilitation.** Overlay and repaving of the existing trail at Edgington Park.
- c. High Street Trail and Highway 59 Sidewalks.** The DOT will complete the High Street Trail and other sidewalk improvements along Hwy 59 in 2020.
- d. Buttermilk Flat Park Equipment.** Playground equipment and other improvements for the new Buttermilk Flat Park.
- e. Golf Course Improvements.** The Parks Master Plan includes several improvements at the Golf Course. The projects remaining new cart paths, paved parking areas, and paving and drainage improvements around the cart sheds.
- f. Aquatic Center Improvements.** The Parks Master Plan includes enhancing the Aquatic Center by replacing the existing small water play elements in 2019.
- g. Playground Equipment Phase II at Edgington Park.** The Park Master Plan includes the replacement of the addition of more playground equipment and the removal of the existing wood playground equipment. This project should cost \$25,000 and will be completed in FY 2021.
- h. Remaining Trails.** Complete the final three projects in the Trail Master Plan:

**5. Street and Alley Maintenance Project.** The following streets are appropriate from drainage and pavement improvements before 2024.

- a. Cedar Street from Ellsworth Street to Union Street.
- b. Cherry Street from Wood Street to Wilson Street.
- c. Mill Street from Cherry Street to Birch Street.
- d. Chestnut Street from High Street to Wilson Street.

**6. Broadband Utility Initial Steps and Implementation.**

**7. Stormwater Projects.** The first project is a stormwater main that would drain Ellsworth Street from Maple Street to the East Branch of the West Nishnabotna River. The second project would drain the northwest quadrant of the City from Wood Street and Sawmill Drive to the West Branch of the West Nishnabotna River. The reconstruction of Ellsworth Street from Hwy 59 to Locust Street would also be warranted. This would add an additional \$400,000 to the project.

### **Medium-to-Long Range Projects (implementation in more than five years)**

**2. Housing Programs and Small Business Grants.** The budget plan assumes a minimum of \$400,000 in funding for the Housing Programs and the Small Business Grant program each year.

**3. Hwy 59 Reconstruction and Streetscape.** Reconstruction of Hwy 59. Enhancement program from Interstate-80 to Lyon Street. Landscaping and ornamental lighting will be the streetscape elements of the project. This project will depend heavily on the State of Iowa's participation.

**4. Lagoon Treatment and Capacity Project.** Due to changing DNR requirements, the City will almost certainly be required to enhance our sanitary sewer treatment process and capacity. Conversion of three-cell stabilization lagoons to an aerated system with UV treatment for E Coli is the likely project. Cells 2 and 3 would be modified and the other cell would be quiescent. This project will cost \$2 million minimum.

## **X. Financial Analysis**

### **Overall**

For the current fiscal year FY 2019, revenues collected by the City of Avoca will total \$6,685,191. This amount will be sufficient to pay all operating expenses and project costs, leaving an estimated surplus of \$714,000. This surplus will leave the Utility Board's Housing Revolving Loan fund fully replenished and will leave approximately \$550,000 in savings for the community center. Total savings of the City area estimated to be approximately \$3.4 million at the end of the fiscal year.

In FY 2020, management is recommending completing the following projects:

- All the road projects in 5 above.
- The first phase of the new housing subdivision.
- The East-West Sector Water Projects.
- Purchase of new pick-up trucks.
- Continuation of urban renewal and construction financing programs.
- Completion of the community center.

Revenues for FY 2020 are expected to exceed \$10,000,000. Staff believes that amount will be sufficient to pay all operating expenses and project costs, leaving an estimated surplus of \$243,136. In reality, most of the community center costs we are committed to now will be satisfied from savings and an additional \$500,000 will be available. Staff recommends utilizing a million dollar line of credit to assist with timing of project expenses through FY 2020 and beyond.

The ability of the City to fund projects over the five-year period is very positive. Staff projects that approximately \$3 million will be available from FY 2021 to FY 2024 to fund the priorities listed above.

### Multi-Year Funding

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>Total</b>
<b>Revenue</b>	<b>5,667,995</b>	<b>5,753,015</b>	<b>5,839,310</b>	<b>5,926,900</b>	<b>23,187,220</b>
Departmental	2,282,693	2,351,174	2,421,709	2,494,361	9,549,937
Debt Service	590,571	592,571	593,571	579,571	2,356,284
Capital Expenses	1,900,000	1,900,000	1,900,000	1,900,000	7,600,000
<b>Total Expense</b>	<b>4,773,264</b>	<b>4,843,745</b>	<b>4,915,280</b>	<b>4,973,932</b>	<b>19,506,221</b>
<b>Surplus/Deficit</b>	<b>894,731</b>	<b>909,270</b>	<b>924,030</b>	<b>952,968</b>	<b>3,680,999</b>
<b>Less 3.5% of Expenses</b>	<b>167,064</b>	<b>169,531</b>	<b>172,035</b>	<b>174,088</b>	<b>682,718</b>
<b>Available Funds</b>	<b>727,667</b>	<b>739,739</b>	<b>751,995</b>	<b>778,881</b>	<b>2,998,281</b>

<b>Priority Projects</b>	<b>Cost</b>	<b>Year</b>
Chestnut/Cherry Mill Street	\$ 322,000	2020
New Pick-Up Truck Leases	\$ 95,000	2020
Kardell Subdivision	\$ 1,800,000	2020
New ZTR Mower Lease	\$ 48,000	2021
Edgington Park Trail Rehab	\$ 253,314	2021
RR Row Trail	\$ 263,951	2021
Edgington Park Improvements	\$ 225,000	2021
Buttermilk Flat Park	\$ 50,000	2021
DG to Nishna Ridge Trail	\$ 267,341	2022
Locust Street	\$ 80,040	2023
Frost Ave Trail	\$ 164,630	2023
High Street Trail	\$ 57,541	2023
<b>Total</b>	<b>\$ 3,626,818</b>	

## **Debt Service**

Avoca has a relatively small amount of debt. Most of the City's debt is related to urban renewal projects which utilize TIF to repay bonds. These urban renewal projects have allowed the City to greatly expand its property tax base.

The City is expected to take on additional debt over the next several years. The new debt will also be used to finance long-term investments which will keep the community vital for the next generation.

The current outstanding obligations of the City are described in detail in the tables below.

Avoca Debt Details FY 2020			FY 2020	FY 2020	Remaining
	Security	Outstanding Principal	Principal Payment	Interest Payment	Principal Balance
2015 Refunding Note	G.O.	\$1,705,286	\$265,000	\$49,789	\$1,440,286
2017 Midstates - Fire Trucks	G.O.	\$238,898	\$44,978	\$7,187	\$193,920
2013 Sewer Project	Revenue	\$1,479,815	\$61,816	\$36,995	\$1,417,999
2011 Storm Water	Revenue	\$274,428	\$19,462	\$8,233	\$254,966
2012 US Bank - Spec Assess	Revenue	\$18,750	\$18,750	\$326	\$0
2014 Midstates Bank - Spec Assess	Revenue	\$25,174	\$25,174	\$1,133	\$0
<b>Totals</b>		<b>\$3,742,351</b>	<b>\$435,180</b>	<b>\$103,662</b>	<b>\$3,307,171</b>
<b>Total G.O.</b>		<b>\$1,944,184</b>	<b>\$309,978</b>	<b>\$56,975</b>	<b>\$1,634,206</b>
<b>Total Revenue</b>		<b>\$1,798,167</b>	<b>\$125,202</b>	<b>\$46,687</b>	<b>\$1,672,965</b>
				<b>Total Estimated Assessed Value</b>	<b>\$ 99,235,547.76</b>
				<b>100% Debt Limit</b>	<b>\$ 4,961,777.39</b>
				<b>Debt Policy Limit</b>	<b>\$ 3,721,333.04</b>
				<b>Debt Limit Utilization Beginning</b>	<b>39.18%</b>
				<b>Debt Limit Utilization Ending</b>	<b>32.94%</b>

