OBJECTIVES

- Preserve and protect existing infrastructure and municipal facilities
- Strategic investments
- Comply with Federal and State regulations and permits
- Maintain City’s financial stability
CURRENT CAPITAL PROGRAM

2015-2019

Public Schools 25%
Transportation 24%
Public Utilities 17%
Economic Development 13%
Public Safety 7%
Storm Water 7%
Other 7%
Community Facilities 4%
Parks & Recreation 2%
Technology 1%

$345.5 Million
PROPOSED CAPITAL PROGRAM

2016-2020

- Public Schools 30%
- Transportation 23%
- Public Utilities 18%
- Economic Develop 7%
- Public Safety 7%
- Storm Water 7%
- Other 8%
- Community Facilities 5%
- Parks & Recreation 2%
- Technology 1%

$381 Million

11/26/2014
Investments by Category

- Public Schools
- Water Sewer
- Storm Water
- Transp Improv
- Public Safety
- Parks & Recr
- Info Tech
- Econ Devel
- Comm Facil

- 2015-2019
- 2016-2020

Millions
## Capital Program Summary

<table>
<thead>
<tr>
<th>Improvement Category</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>5 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Facilities</td>
<td>$9,823</td>
<td>$2,515</td>
<td>$2,375</td>
<td>$1,945</td>
<td>$2,375</td>
<td>$19,033</td>
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<tr>
<td>Economic Development</td>
<td>5,592</td>
<td>21,592</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27,185</td>
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<tr>
<td>Education</td>
<td>31,025</td>
<td>9,500</td>
<td>14,225</td>
<td>34,775</td>
<td>24,500</td>
<td>114,025</td>
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<tr>
<td>Information Technology</td>
<td>1,732</td>
<td>263</td>
<td>180</td>
<td>83</td>
<td>175</td>
<td>2,432</td>
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<tr>
<td>Parks, Recreation &amp; Tourism</td>
<td>1,690</td>
<td>1,945</td>
<td>2,565</td>
<td>1,185</td>
<td>585</td>
<td>7,970</td>
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<tr>
<td>Public Safety</td>
<td>9,183</td>
<td>1,390</td>
<td>7,817</td>
<td>2,141</td>
<td>7,251</td>
<td>27,782</td>
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<tr>
<td>Public Utilities Capital</td>
<td>14,708</td>
<td>12,042</td>
<td>12,293</td>
<td>17,331</td>
<td>13,025</td>
<td>69,398</td>
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<tr>
<td>Storm Water Capital</td>
<td>5,066</td>
<td>5,550</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>27,116</td>
</tr>
<tr>
<td>Transportation</td>
<td>16,368</td>
<td>20,600</td>
<td>45,000</td>
<td>4,000</td>
<td>-</td>
<td>85,968</td>
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<tr>
<td><strong>Total Requirements</strong></td>
<td>$95,186</td>
<td>$75,397</td>
<td>$89,954</td>
<td>$66,960</td>
<td>$53,411</td>
<td>$380,909</td>
</tr>
</tbody>
</table>

*All amounts are in thousands*
## CAPITAL FUNDING SUMMARY

<table>
<thead>
<tr>
<th>Source of Funds ( Millions)</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>5 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Funding (City sources)</td>
<td>$25.91</td>
<td>$31.93</td>
<td>$18.03</td>
<td>$17.16</td>
<td>$20.07</td>
<td>$113.11</td>
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<tr>
<td>Cash - Intergovernmental</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Grants</td>
<td>12.05</td>
<td>12.05</td>
<td>32.00</td>
<td>2.00</td>
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<td>58.09</td>
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<tr>
<td>General Obligation Bonds</td>
<td>45.82</td>
<td>21.80</td>
<td>29.63</td>
<td>32.29</td>
<td>27.34</td>
<td>156.87</td>
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<tr>
<td>Revenue Bonds (Utilities)</td>
<td>11.41</td>
<td>9.62</td>
<td>10.29</td>
<td>15.51</td>
<td>6.00</td>
<td>52.83</td>
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<tr>
<td>Totals</td>
<td>$95.19</td>
<td>$75.40</td>
<td>$89.95</td>
<td>$66.96</td>
<td>$53.41</td>
<td>$380.91</td>
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</table>
# CASH FUNDING

<table>
<thead>
<tr>
<th>Source of Funding (thousands)</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>5 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash - GF Transfer</td>
<td>$1,100</td>
<td>$1,007</td>
<td>$200</td>
<td>-</td>
<td>-</td>
<td>$2,307</td>
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<tr>
<td>Cash - Lockbox City</td>
<td>5,674</td>
<td>6,524</td>
<td>4,053</td>
<td>2,341</td>
<td>2,048</td>
<td>20,639</td>
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<tr>
<td>Cash - Lockbox Schools</td>
<td>4,750</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>26,750</td>
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<tr>
<td>Cash - South Norfolk TIF</td>
<td>-</td>
<td>6,450</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,450</td>
</tr>
<tr>
<td>Cash - Stormwater</td>
<td>5,066</td>
<td>5,550</td>
<td>5,500</td>
<td>5,500</td>
<td>5,500</td>
<td>27,116</td>
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<tr>
<td>Cash - Utilities</td>
<td>3,299</td>
<td>2,420</td>
<td>2,000</td>
<td>1,820</td>
<td>7,025</td>
<td>16,564</td>
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<tr>
<td>Fund Balance - Capital Projects F</td>
<td>2,804</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>2,804</td>
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<tr>
<td>Fund Balance - General Fund</td>
<td>1,440</td>
<td>3,650</td>
<td>-</td>
<td>2,000</td>
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<td>7,090</td>
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<tr>
<td>Fund Balance - IT</td>
<td>1,274</td>
<td>71</td>
<td>-</td>
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<td>-</td>
<td>1,345</td>
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<tr>
<td>Fund Balance - Other Funds</td>
<td>505</td>
<td>760</td>
<td>780</td>
<td>-</td>
<td>-</td>
<td>2,045</td>
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<tr>
<td>Total Cash Funding</td>
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<td>$31,932</td>
<td>$18,033</td>
<td>$17,161</td>
<td>$20,073</td>
<td>$113,109</td>
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</table>
## DEBT AND GRANT FUNDS

<table>
<thead>
<tr>
<th>Source of Funding (thousands)</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>5 Year Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>G.O. Debt - City</td>
<td>13,914</td>
<td>-</td>
<td>16,697</td>
<td>641</td>
<td>5,751</td>
<td>37,002</td>
</tr>
<tr>
<td>G.O. Debt - Greenbrier TIF</td>
<td>-</td>
<td>16,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,000</td>
</tr>
<tr>
<td>G.O. Debt - Short Term Financing</td>
<td>5,630</td>
<td>1,798</td>
<td>4,208</td>
<td>2,373</td>
<td>2,588</td>
<td>16,595</td>
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<tr>
<td>G.O. Debt - VPSA</td>
<td>26,275</td>
<td>4,000</td>
<td>8,725</td>
<td>29,275</td>
<td>19,000</td>
<td>87,275</td>
</tr>
<tr>
<td><strong>G.O. Debt</strong></td>
<td><strong>$45,819</strong></td>
<td><strong>$21,798</strong></td>
<td><strong>$29,629</strong></td>
<td><strong>$32,288</strong></td>
<td><strong>$27,338</strong></td>
<td><strong>$156,872</strong></td>
</tr>
<tr>
<td>Revenue Bonds</td>
<td>11,409</td>
<td>9,622</td>
<td>10,293</td>
<td>15,511</td>
<td>6,000</td>
<td>52,835</td>
</tr>
<tr>
<td>Grants - Fentress Project</td>
<td>2,046</td>
<td>2,046</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,092</td>
</tr>
<tr>
<td>Grants - AIW Bridge</td>
<td>-</td>
<td>-</td>
<td>22,000</td>
<td>-</td>
<td>-</td>
<td>22,000</td>
</tr>
<tr>
<td>Grants - VDOT RevShare</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>2,000</td>
<td>-</td>
<td>32,000</td>
</tr>
</tbody>
</table>
LOCKBOXES – ANNUAL CONTRIBUTIONS

- Green bars represent pre-lockbox debt (PLD) service
- As PLD declines, annual contributions rise
- Annual reductions in PLD are shared equally between City and Schools
- Starting in FY 2016, $1 million annual facility investment is included in City lockbox
## FINANCIAL METRICS

**Recommended Practice**

- Per capita debt is less than $3,000
- Debt is less than 3.5% of assessed value of real estate
- Annual debt service is not greater than 10% of revenue

**Proposed CIP**

- Per capital debt remains less than $2,000
- Debt is less than 2.0% of assessed value of real estate
- Annual debt service is not greater than 10% of revenue

*Debt, debt service, and revenue include only General Government activity and exclude enterprise fund activities (Utilities, Stormwater and Toll Roads)*
RECOMMENDATIONS

Capital Improvement Program

2016-2020
## COMMUNITY FACILITIES

<table>
<thead>
<tr>
<th>Current 5 Year Plan</th>
<th>Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Facility Upgrades - $4.0 million</td>
<td>• Facility Upgrades - $10.5 million</td>
</tr>
<tr>
<td>• Expansion or Health Department Building</td>
<td>• ADA Retrofits - $440,000</td>
</tr>
<tr>
<td></td>
<td>• Juvenile Services Bldg. $2.0 million</td>
</tr>
<tr>
<td></td>
<td>• 5-year total - $13 million</td>
</tr>
<tr>
<td></td>
<td>• 5-year total - $19.0 million</td>
</tr>
</tbody>
</table>
## ECONOMIC DEVELOPMENT

<table>
<thead>
<tr>
<th>Current Plan</th>
<th>Proposed Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fentress Encroachment Protection (3 years)</td>
<td>• Fentress Encroachment Protection (2 years)</td>
</tr>
<tr>
<td>• Greenbrier Commerce District Improvements</td>
<td>• Commerce Park - $1.5 million (contracts)</td>
</tr>
<tr>
<td>• 22&lt;sup&gt;nd&lt;/sup&gt; Street Bridge ($12.3M)</td>
<td>• 22&lt;sup&gt;nd&lt;/sup&gt; Street Bridge (moving to Transportation section)</td>
</tr>
<tr>
<td>• 5-year total - $45 million</td>
<td>• TCC – Science/Engineering Building - $1.5 million</td>
</tr>
</tbody>
</table>

11/26/2014
## EDUCATION

<table>
<thead>
<tr>
<th>Current Plan</th>
<th>Proposed Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modernize Great Bridge Primary ($24.8 million)</td>
<td>Modernize Great Bridge Primary</td>
</tr>
<tr>
<td>Modernize School TBD ($13.7 million)</td>
<td>Modernize School TBD ($45.0 million)</td>
</tr>
<tr>
<td>Renewal &amp; Replacements ($36.4 million)</td>
<td>Renewal &amp; Replacements ($36.75 million)</td>
</tr>
<tr>
<td>School buses and technology ($10 million)</td>
<td>School buses and technology ($10 million)</td>
</tr>
<tr>
<td>5 year total $84.9 million</td>
<td>5 year total $114.0 million</td>
</tr>
</tbody>
</table>

5/26/2014
INFORMATION TECHNOLOGY

Current Plan
- Attorney’s Software for Case Management
- PeopleSoft upgrade
- Library technology - $232k over 5 years

- 5-year total - $2.3 million

Proposed Revisions
- Help desk software - $325k
- Police communications encryption - $95k
- Library technology - $857k over 5 years

- 5-year total - $2.4 million
# PARKS, RECREATION & TOURISM

<table>
<thead>
<tr>
<th>Current Plan</th>
<th>Proposed Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA Upgrades - $90k/year</td>
<td>Conference Center Rehab - $2 million over 3 years</td>
</tr>
<tr>
<td>Athletic Fields - $380k/year</td>
<td>Western Branch Bike Trail – pave current grass trail $600,000 (FY 2018)</td>
</tr>
<tr>
<td>Conference Center Roof</td>
<td></td>
</tr>
<tr>
<td>Park Program/Rec Building Improvements - $600k/year</td>
<td></td>
</tr>
<tr>
<td>Parking lot and Security Improvements - $130k/year</td>
<td></td>
</tr>
<tr>
<td>5 year total - $6.9 million</td>
<td>5 year total - $8.0 million</td>
</tr>
</tbody>
</table>

11/26/2014
## PUBLIC SAFETY

<table>
<thead>
<tr>
<th>Current Plan</th>
<th>Proposed Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bowers Hill Fire Station</td>
<td>• Delay Police Precinct</td>
</tr>
<tr>
<td>• Cooling Tower – jail/courts</td>
<td>• Fire Biomedical and SCBA</td>
</tr>
<tr>
<td>• Deep Creek Fire Station</td>
<td>• Fire Thermal Imaging</td>
</tr>
<tr>
<td>• Regional Jail Membership</td>
<td>• Fire Response Vehicles</td>
</tr>
<tr>
<td>• Jail Overcrowding (design)</td>
<td>• Dock Landing Fire Station</td>
</tr>
<tr>
<td>• St. Brides Fire Station/Police Precinct</td>
<td>• Fire Alarms, PA, Precinct Cameras</td>
</tr>
<tr>
<td>• 5 year total - $26 million</td>
<td>• 5 year total - $27.8 million</td>
</tr>
</tbody>
</table>

11/26/2014
PUBLIC UTILITIES

Current Plan

- Compliance with consent orders – sewer maintenance and operations
- Waterline upgrades
- Specific neighborhood sewer renewals
- Water storage tank rehabs
- 5 year total $60 million

Proposed Revisions

- Force Sewer Mains – Dominion at I64 + $5.2 M
- Lake Gaston Main + $7.0 M
- Unserved Areas + $2.5 M
- 5 year total - $69.4 M
STORM WATER

Current Plan

- Major equipment replacements
- Drainage Improvements: Shillelagh Road, Sunray, Washington Manor
- Stormwater quality
- Citywide drainage
- 5 year total - $25.1 million

Proposed Revisions

- Welch Lane Drainage
- Whittamore Road Outfall
- Minor shifts between operations and capital
- 5 year total - $27.1 million
TRANSPORTATION

Current Plan
• Bruce Road Safety
• Centerville Bridge Rehab
• Deep Creek AIW Bridge
• Portsmouth Blvd
• Non-arterial street paving
• US Route 17 South of Cedar

• 5-year total - $82 million

Proposed Revisions
• Benefit Road safety improvements
• Hickory High School right turn lane on Battlefield
• Centerville Bridge – revise estimated cost
• US Route 17 – revise estimated cost
• 22nd Street Bridge (move)

• 5 year total - $86 million
NOT ADDRESSED

- Possible Jail expansion
- Capital projects that may emerge from TIF review
- Replacement of South Norfolk Municipal Building
- Public improvements related to Dominion Boulevard Corridor Study
- Wireless Broadband – City services and Unserved areas
- Maintaining public access at Chesapeake Arboretum
- New business park (economic development)
- Expanding parks and recreational opportunities
- Full request from Schools – nearly $500 million over 5 years
CURRENTLY APPROVED FACILITY PROJECTS

- Security Systems – Libraries, Social Services, Community Centers, NW River Park, & City Park
- Replace Social Services Roof
- Replace Info Tech Roof
- Install Generators – 3rd and 5th Police Precincts
- Recoat Roofs – SNCC Gym, FS#2, Jail (old section)
- Electrical System Testing at City Hall and Public Safety
- Replace J&DR Court Cooling Tower Dampers
- Emergency HVAC/ Mechanical Repairs
- Remodel FS#11 Kitchen
- Install J&DR Court Security Walls & Counters
CIP FACILITY FUNDING 2016-2020

- Funding has historically been $800K/year.
- FY 2016 - $2.3 million
- FY 2017 - $2.1 million
- FY 2018 - $2.2 million
- FY 2019 - $1.7 million
- FY 2020 - $2.2 million
FY 2016 PROJECTS – $2.3 MILLION

- Central Library – Replace Meeting Room AHUs and Test Electrical System
- Deep Creek, Western Branch, and Greenbrier Libraries – Carpet
- Public Health – Overhaul Elevator
- GBCC – Replace Lower Roof
- RCCC – Replace Roof
- SNCC – Replace Floor Tiles
- Sunray – Repair/Paint Windows
- FS#4 – Remodel Kitchen
- Circuit/District Court – Replace Video/Audio Systems, 2 AHUs, Test Electrical System, and Pressure Wash
- J&DR Court – Replace AHUs/Controls, Front Doors, Carpet, Pressure Wash
- City Hall – Replace Pneumatic Controls and Pressure Wash
- Info Technology – Repaint Spaces
- Emergency HVAC/Mechanical Repairs
FY 2017 PROJECTS – $2.1 MILLION

- DCCC – Replace Lower Roof
- GBCC – Replace Floor Tiles
- Central Library – Replace Carpet
- Greenbrier Library – Replace Front Doors
- FS#1 – Replace HVAC
- FS#2 – Replace Windows
- Public Health – Replace Cooling Tower
- Jail – Upgrade Fire Alarms Phase 3
- J&DR Court – Replace Fire Panels, Overhaul 4 Elevators, and Electrical System Testing
- Info Technology – Replace Fire Panels and Computer Room HVAC
- City Hall – Replace Lower Roof and Carpet (various areas)
- Emergency HVAC/Mechanical Repairs
FY 2018 PROJECTS – $2.2 MILLION

- CIBH – Upgrade Digital Controls
- Central Library – Replace Boiler and Roof
- DCCC – Replace Gym Heat
- GBCC – Replace Front Doors
- IRCC – Replace Floor Tiles
- WBCC – Replace Lower Roof
- Sheriff’s HQ – Replace Windows
- FS#2 – Remodel Restrooms
- FS#11 – Replace Roof
- Public Safety Building – Renovate Restrooms
- Emergency HVAC/ Mechanical Repairs
FY 2019 PROJECTS – $1.7 MILLION

- DCCC – Replace HVAC Units and Floor Tiles
- IRCC – Replace Lower Roof and Front Doors
- WBCC – Replace Gym Heat
- Police Precinct #3 – Replace Rooftop HVAC Units
- Public Safety Bldg. – Paint Spaces
- Public Health – Replace Skylights
- Circuit/District Court – Replace Carpet
- J&DR Court – Renovate Restrooms and Paint Spaces
- City Hall – Replace Cooling Tower
- Overhaul Elevators at Public Safety, Social Services, Greenbrier Library, and Jail (2)
- Emergency HVAC/Mechanical Repairs
FY 2020 PROJECTS — $2.2 MILLION

- Russell Memorial Library – Replace Roof
- DCCC – Replace Front Doors
- WBCC – Replace Front Doors and Floor Tiles
- J&DR Court – Replace Cooling Tower and Skylights
- Jail – Replace Boilers and Overhaul Remaining Elevators (5)
- Circuit/Gen District Court – Renovate Restrooms
- Emergency HVAC/Mechanical Repairs
CIP STATUS – REMAINING TASKS

- Public hearing
- Work sessions if requested
- Council adoption of 5 year plan – January 2015
- Appropriation of FY 2016 Budget – May 2015
  - First year of the 5 year plan