

CAPITAL IMPROVEMENT PLAN 2021 - 2025
LOCKBOX RESERVES FOR FUTURE CAPITAL PROJECTS

All amounts in thousands (000)

| City Lockbox | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Opening Balance | \$ 6,006 | \$ 13,722 | \$ 16,649 | \$ 18,920 | \$ 17,380 | \$ 15,211 | \$ 11,979 |
| Locked Revenue: | | | | | | | |
| Annual contribution | \$ 20,411 | \$ 21,593 | \$ 22,161 | \$ 22,698 | \$ 22,915 | \$ 23,134 | \$ 23,356 |
| 1¢ on real estate tax rate | 2,462 | 2,577 | 2,678 | 2,784 | 2,894 | 3,009 | 3,084 |
| Total Locked Revenue | \$ 22,873 | \$ 24,170 | \$ 24,839 | \$ 25,482 | \$ 25,809 | \$ 26,143 | \$ 26,440 |
| Total Funds Available | \$ 28,878 | \$ 37,892 | \$ 41,487 | \$ 44,402 | \$ 43,189 | \$ 41,355 | \$ 38,418 |
| Use of Lockbox: | | | | | | | |
| Debt service | \$ 13,306 | \$ 12,259 | \$ 14,997 | \$ 16,378 | \$ 17,889 | \$ 18,421 | \$ 19,982 |
| Capital Projects Fund | 1,850 | 8,984 | 7,570 | 10,644 | 10,088 | 10,955 | 8,920 |
| Total Uses | \$ 15,156 | \$ 21,243 | \$ 22,567 | \$ 27,022 | \$ 27,977 | \$ 29,376 | \$ 28,902 |
| Ending Balance | \$ 13,722 | \$ 16,649 | \$ 18,920 | \$ 17,380 | \$ 15,211 | \$ 11,979 | \$ 9,516 |

| School Lockbox | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Opening Balance | \$ 16,669 | \$ 25,137 | \$ 34,285 | \$ 37,469 | \$ 39,184 | \$ 38,409 | \$ 32,993 |
| Locked Revenue: | | | | | | | |
| Annual contribution | \$ 23,367 | \$ 24,704 | \$ 25,408 | \$ 26,080 | \$ 26,432 | \$ 26,786 | \$ 27,144 |
| Hotel tax - 3¢ | 2,600 | 2,650 | 2,471 | 2,518 | 2,566 | 2,614 | 2,664 |
| 1¢ on real estate tax rate | 2,462 | 2,462 | 2,462 | 2,462 | 2,462 | 2,462 | 2,462 |
| South Norfolk TIF | 1,000 | 1,000 | 1,000 | - | - | - | - |
| Other locked funds | - | - | - | - | - | - | - |
| Total Locked Revenue | \$ 29,429 | \$ 30,815 | \$ 31,340 | \$ 31,059 | \$ 31,459 | \$ 31,862 | \$ 32,270 |
| Total Funds Available | \$ 46,098 | \$ 55,952 | \$ 65,625 | \$ 68,528 | \$ 70,643 | \$ 70,271 | \$ 65,262 |
| Use of Lockbox: | | | | | | | |
| Debt service | \$ 14,706 | \$ 14,667 | \$ 21,156 | \$ 22,345 | \$ 25,233 | \$ 26,779 | \$ 26,601 |
| School Operations | - | - | - | - | - | - | - |
| Capital Projects | 6,255 | 7,000 | 7,000 | 7,000 | 7,000 | 10,500 | 14,500 |
| Total Uses | \$ 20,961 | \$ 21,667 | \$ 28,156 | \$ 29,345 | \$ 32,233 | \$ 37,279 | \$ 41,101 |
| Ending Balance | \$ 25,137 | \$ 34,285 | \$ 37,469 | \$ 39,184 | \$ 38,409 | \$ 32,993 | \$ 24,161 |

Starting in FY 2016 the non-dedicated annual contribution to the two lockboxes is increased by the annual reduction in the pre-lockbox debt service requirements. The reduction in pre-lockbox debt debt is shared equally between the City and the School lockboxes. Under this plan, annual locked revenue increased by \$14.0 million in each lockbox between FY 2015 and FY 2020.

Starting in FY 2020, we are increasing such contributions by one-percent each year in order to partially address inflationary impacts on capital resources.