

Capital Improvements

Mission Statement

The Capital Improvement Program will strive to be reflective of efforts to manage competing capital needs while protecting the lasting financial sustainability of the City.

Description of Services Provided

The Capital Improvement Program (CIP) is a 5-year plan that addresses ongoing City infrastructure needs through replenishment and replacement projects. The CIP's first year, the capital budget, is the only appropriated year and subsequent years provide a plan for addressing future infrastructure needs with projected expenditures and resources.

The CIP is programmed in seven specific program areas:

- Water and Sewer – Through the Public Utilities Enterprise Fund, projects are funded for the water and sewer system replacement and renovation. To ensure a secure City water supply, the City water system is aging and requires ongoing repair and rehabilitation.
- Drainage and Street Improvements – Through the Stormwater Fund and the Virginia Department of Transportation funding, there are a number of infrastructure improvement projects making up this program grouping.
- Education – This program area is comprised of projects that are specifically school related. These include school replacement and ongoing existing aging facility repairs. Funding for these projects come from three sources: the City's ongoing commitment to fund a range of \$3 to \$4 million of new debt a year, state lottery proceeds, and state construction funds.
- Industrial and Economic Development – This area represents those projects providing for the community's common good. These projects include gateways, pedestrian paths, neighborhood projects, and economic development support.
- Leisure Services – This program area is comprised of projects such as outdoor athletic lighting, Cavalier Manor Athletic Complex and Churchland Park field renovations. These projects will improve the physical appearance of structures within the City's neighborhoods and improve recreational facilities throughout the City.
- Public Safety - This program area represents those projects providing infrastructure repairs to various public safety buildings such as renovations and improvements to fire station facilities.
- Municipal Facilities – As the municipal facilities continue to age and maintenance becomes expensive, there is an existing facility need for replacement and refurbishment. This funding also includes projects to meet the changing dynamics of residential and commercial densities and also new facilities.

Strategic Plan

Prioritization of the City's capital needs is essential in the development of the City's capital improvement program (CIP). In order to review, evaluate and prioritize capital needs, the City created the CIP Development Team. This team utilizes benchmarked evaluation criteria to prioritize and recommend the capital budget and 5-year CIP.

The following ten criteria are considered when staff evaluates capital projects:

Availability of Alternative Financing Sources: Measures the extent a project is financed through non-city funding sources. Non-city funding sources include, but are not limited to, private investment, and federal, state or local grants. A project demonstrating ability to generate a larger percentage of non-city project cost funding is awarded a higher evaluation score.

Consistency with Comprehensive Plan and City Council Vision: Measures the extent a project is aligned with the Comprehensive Plan and City Council Vision. A project demonstrating its ability to address components of the Comprehensive plan, specifically the plan's Action Initiatives and Governance Policies on Fiscal Strength, is awarded a high evaluation score.

Quality of Service: Measures the extent a project affects the quality of a service. Quality of a service is defined as the efficiency and effectiveness of that service. A project must demonstrate the degree it positively affects the service's efficiency and effectiveness. A project demonstrating a high degree of impact on efficiency and effectiveness, i.e. the overall quality of the service, is awarded a high evaluation score.

Documented Community Environmental Quality (External): Measures the extent a project positively affects the City's external environmental quality. Supporting documentation must accompany a project's claim. A project demonstrating a direct positive external environmental improvement is awarded a high evaluation score.

Extent of Impact: Measures the number of affected citizens by the project. A project demonstrating ability to impact a large

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percentage of the population is awarded a high evaluation score.

Project Readiness: Measures the extent a project is capable of moving beyond the planning stage; ability of project to proceed (i.e. acquiring appropriate approvals, financing and land acquisitions). A project demonstrating its ability to proceed forward, i.e. resolve any or all obstacles to implementation, is awarded a high evaluation score.

Mandates or Other Legal Requirements: Measures the extent in which the City is legally bound in allocating resources to implement a project. Evaluation scores are based upon a project's supporting legal documentation. A project legally bound, e.g. federal, state and local mandate, is awarded a high evaluation score. Ratified contractual agreements with escape clauses are awarded a score of 4 and contractual agreements without an escape clause are awarded a score of 5.

Operational Budget Impact: Measures the extent a project impacts current programs and services as well as the City's operating budget flexibility. Evaluation scores are based upon the project's ability to minimize operational budget impact and generate City revenue. A project demonstrating its ability to positively impact the operational budget, through the generation of significant City revenue, is awarded a high evaluation score. Significant revenue is defined as greater than or equal to 10% of the project cost.

Health and Safety (Internal): Measures the extent a project provides increased user health and or safety. Evaluation scores are based upon whether the project maintains current health and safety standards, whether the project alleviates some actual health and or safety issue, or whether the health and or safety issue is urgent and needs immediate attention. A project demonstrating its ability to address actual and urgent safety and or health issues is awarded a high evaluation score.

Project Linkage: Measures the extent a project is related or linked to other CIP projects. Evaluation scores are based upon the degree and extent of impact the project has on other CIP projects (i.e. whether the project compliments or is essential to other CIP projects, and whether the project impacts one or more CIP projects). A project demonstrating its essential nature for the completion of multiple CIP projects is awarded a high evaluation score.