



# Capital Improvements Program

**Fiscal Years 2020-2025**  
*Preliminary Discussion*

*Comprehensive Plan Committee Briefing*  
*February 5, 2019*

# What is a CIP?

## What are Capital Projects?

- **Capital Improvements Program (Plan)** - a multi-year funding plan for repair or replacement of existing local government infrastructure and construction or acquisition of new facilities or equipment
- **Capital Projects** are those which have a multi-year useful life and a cost generally in excess of \$50,000
- **York's adopted CIP covers 6 years** – Year 1 represents funding commitments reflected in the adopted Budget; Years 2 to 6 represent a “plan” that serves to identify future needs and initiatives

# Projects Underway

# Fire Station 1



**YORK COUNTY  
FIRE STATION #1**  
RRMM ARCHITECTS



# Library



YORK COUNTY PUBLIC LIBRARY  
YORKTOWN LIBRARY

**HBM** ARCHITECTS  
INTERIORS

York  
County  
LIBRARY

# Categories

## General Fund Projects

- Administrative Services
- Education & Education Services
- Public Safety – Sheriff’s Office
- Public Safety – Fire & Life Safety
- Public Safety – Communications
- Public Works
- Community Services

## Other Funds

- Vehicle Maintenance
- Stormwater / Drainage
- Solid Waste Management
- Water Extension
- Sewer Extensions / Rehabs

# Collaborative CIP Process

## *Increased Information Sharing*



CA and managers share information and advise each other and CA



Teams collaboratively work toward solutions to various issues



Senior management team reviews information and advises CA



CA Considers Input from Advisors, Applies Knowledge from Experience and Prepares to Advise Board



Board Decides

# CIP Review Committee

Information  
Technology

Community  
Services

Libraries

Public  
Works

Finance

Fire & Life  
Safety

Emergency  
Communications

Sheriff's  
Office

Economic  
Development

Planning &  
Development  
Services

School  
Division

# CIP Priority Space Needs

Top Priorities	Actions
New Sheriff Office Space	Design & Construct
Fire & Life Safety/ Social Services Renovate & Expand	Design & Construct
1 Stop for Planning & Development Services	Design & Construct
Upgrade Registrar Space	Short or Long-Term Lease
Reduce Finance Building Crowding	Further Evaluation

# Our First Recommendation



# New Law Enforcement Building

**Approximately 29,000 Square Feet**

- Addresses:
  - Space needs for current staff and growth
  - Provides for on-site armory storage
  - Provides adequate locker, shower & restrooms
  - Evidence storage
  - Training space

# Proposed Site



# Planning & Development Services Building

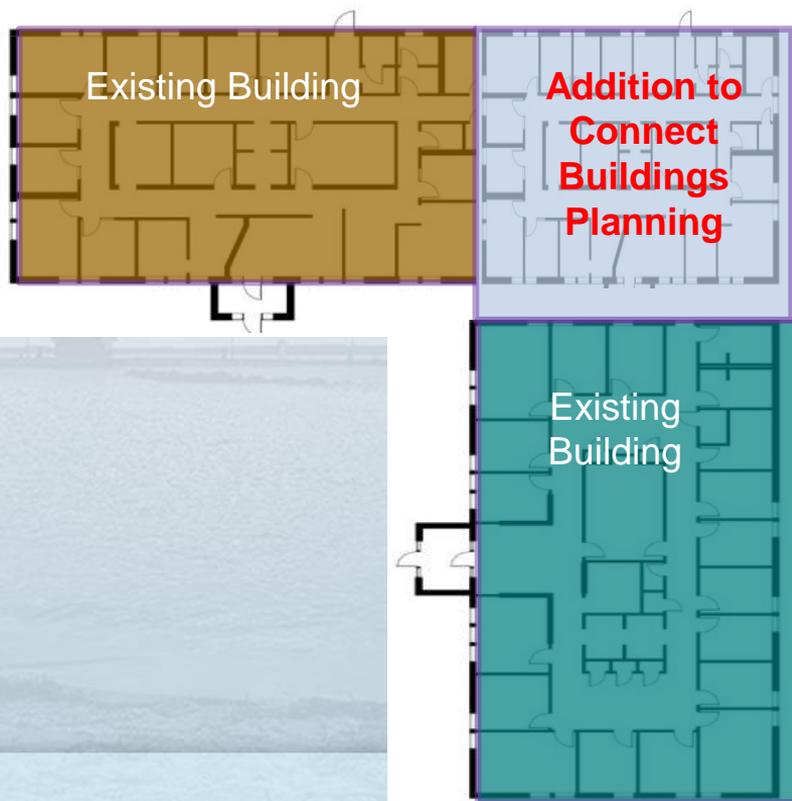


# Planning & Development Services

## Centralized Location

- Co-locate Planning, Development Services, Building Regulations and Stormwater
  - Cuts down on the number of stops for developers and builders
  - Improves collaboration and communication across divisions in the departments

# Planning & Development Services



# Process

<b>Phase 1</b>	<ul style="list-style-type: none"><li>• <b>Departments / Agencies submit CIP requests to Finance Department</b></li></ul>
<b>Phase 2</b>	<ul style="list-style-type: none"><li>• CIP Committee reviews, evaluates and prioritizes requests and allocations</li><li>• Committee's recommendations reported to County Administrator</li></ul>
<b>Phase 3</b>	<ul style="list-style-type: none"><li>• County Administrator / senior staff review and make preliminary adjustments</li><li>• Preliminary "Senior Staff Working Draft" presented to BOS, School Division and Planning Commission</li></ul>
<b>Phase 4</b>	<ul style="list-style-type: none"><li>• County Administrator continues review and development of the CIP with input from BOS, Schools, and PC and with refined information on the Operating Budget outlook</li><li>• County Administrator presents recommended CIP in conjunction with overall FY 2020 Budget proposal (early March)</li><li>• Budget Work Sessions / PC Certification of Comprehensive Plan Consistency</li><li>• Budget and CIP adopted concurrently (May 7)</li></ul>

# Committee Evaluation

## Committee Evaluation and Discussion Factors Include:

- Legal Requirement
- How Critical
  - Buildings & Building Renovations
  - Maintenance Issue – (*backlog of deferred maintenance*)
  - Capacity Issue – (*new classrooms or entire school*)
- Linkage to Strategic Priorities
- Prior or Ongoing Commitment
- Benefits – Widespread (or not)
- Operating Budget Impact

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft SUMMARY

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total Programmed	Total Requested
<b>COUNTY</b>	<b>14,620,000</b>	<b>7,740,000</b>	<b>23,020,000</b>	<b>17,760,000</b>	<b>6,750,000</b>	<b>6,660,000</b>	<b>76,550,000</b>	<b>116,610,539</b>
<b>Last Year's CIP</b>	11,735,000	6,383,000	21,352,000	5,860,000	14,451,000		66,866,960	
<b>SCHOOLS - SUPERINTENDENT'S PROPOSED</b>	<b>9,805,000</b>	<b>12,715,000</b>	<b>10,290,000</b>	<b>19,320,000</b>	<b>21,065,000</b>	<b>5,680,000</b>	<b>78,875,000</b>	<b>78,875,000</b>
<b>Last Year's CIP</b>	17,500,000	15,000,000	9,000,000	9,000,000	9,000,000		68,500,000	
<b>TOTAL</b>	<b>24,425,000</b>	<b>20,455,000</b>	<b>33,310,000</b>	<b>37,080,000</b>	<b>27,815,000</b>	<b>12,340,000</b>	<b>155,425,000</b>	<b>195,485,539</b>

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Administrative Services</b>						
Building & Building Renovations:						
Law Enforcement Building-A&E (FY20) Construct (FY22)	1,500,000		15,650,000			
Finance & Administration Building Renovations	1,300,000					
Public Safety Building-A&E (FY21) Renovations (FY23)		900,000		8,130,000		
Planning/Development Services Building-A&E (FY21) Construct (FY23)		250,000		2,280,000		
Voting Machine Replacements				380,000		

- **Excellent Customer Service**
  - **Economic Development**
- **Effective and Outstanding Communications and Civic Engagement**
  - **Quality Educational Opportunities**
  - **Exemplary Public Safety**

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Administrative Services (continued)</b>						
General Economic Development Activities	250,000	250,000	250,000	250,000	250,000	250,000
Financial Software Replacement		200,000				
Video Services Studio & York Hall Equip Replacements	60,000	130,000	150,000		380,000	
<b>Public Safety - Sheriff's Office</b>						
York-Poquoson Courthouse X-Ray Machine Replacement			50,000			
Mobile Data Terminals Replacement						900,000

- Excellent Customer Service
  - Economic Development
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# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Public Safety - Sheriff's Office (continued)</b>						
Automated External Defibrillator (AED) Replacement					120,000	
<b>Public Safety - Fire &amp; Life Safety</b>						
Patient Stretchers/Stairchairs Replacement	100,000	100,000				
Backup Power-Emergency Shelter & Disaster Support	250,000	130,000	130,000	150,000	150,000	150,000
Fire Apparatus Replacement	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Biomedical Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000

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- Effective and Outstanding Communications and Civic Engagement

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Public Safety - Fire &amp; Life Safety (continued)</b>						
Firefighting Personal Protective Clothing	200,000	200,000				
Mobile Data Terminals Replacement						400,000
<b>Public Safety - Emergency Communications &amp; Radio Maint.</b>						
Regional Radio System	650,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000
County Fire Alarm System	60,000	70,000	60,000			
Dispatch Console Furniture Replacement		150,000				

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# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Education &amp; Educational Services</b>						
Yorktown Library Expansion	5,300,000					
<b>Public Works</b>						
Security in Public Buildings	60,000	60,000	60,000	60,000		
Tennis/Basketball Court Repair	110,000	120,000	80,000	80,000	50,000	
Roof Repair/Replacement			180,000	30,000	40,000	
HVAC Replacement	360,000	360,000	300,000	300,000	300,000	400,000

- **Quality Educational Opportunities**
  - Exemplary Public Safety
  - Environmental Stewardship
  - Excellent Customer Service
- **Effective and Outstanding Communications and Civic Engagement**

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Public Works (continued)</b>						
Parking Lot Repair	130,000	300,000	300,000	150,000	300,000	
Building Maintenance & Repair	650,000	600,000	590,000	620,000	540,000	930,000
Disability Compliance	150,000	100,000	100,000	100,000	100,000	
Major Grounds Repair & Maintenance	100,000	100,000	80,000	80,000	80,000	
Grounds Maintenance Machinery & Equipment Replacement	90,000	70,000	90,000	50,000	190,000	130,000
Underground Utilities		1,000,000	1,000,000	1,120,000		
Highway & Other Transportation Improvements	1,000,000		1,000,000		1,000,000	
Active Transportation Fund Infrastructure Improvements	200,000	300,000	350,000	350,000	400,000	500,000

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

	2020	2021	2022	2023	2024	2025
<b>Community Services</b>						
Back Creek Park Boat Landing Maintenance / Park Improvements				430,000		
Yorktown Improvements					250,000	
• Yorktown Fishing Pier Improvements						
• Permanent Structure RW Stage Area						
• Tourism Information, Dockmaster Office and Restroom	500,000					
• Relocation of Tourism Activities and Facilities						
• Permanent Structure Behind Freight Shed						
• Yorktown Beach PWC Launch / Rental Facility						
Synthetic Turf Conversion Program				600,000		400,000

- **Environmental Stewardship**
- **Quality Educational Opportunities**
  - **Exemplary Public Safety**
  - **Economic Development**
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# Internal Service Funds and Enterprise Funds Projects

	2020	2021	2022	2023	2024	2025
<b>Stormwater</b>						
Tabb Lakes / King's Bottom		100,000	400,000			
Victory Industrial Park / Rt. 17 Culverts	800,000					
Wormley Creek Headwaters Edgehill Replacements	500,000			320,000		
Marlbank Cove Ravine					150,000	500,000
Stream Restoration - Larkin Woods		100,000	450,000			
Queens Lake - Ravines				150,000	500,000	
Siege Lane - Prevention of Flooding	300,000					
Middlewood Lane					400,000	
Brightwood Stream Restoration		150,000	600,000			
NNWW-BMP Pond	200,000					
Panther Paw Stream Restoration				100,000	400,000	
Brick Church Road - BMP Pond		500,000				
Equipment Replacement	120,000	65,000				
In-House Stormwater Construction / Maintenance Projects	600,000	200,000	600,000	200,000	600,000	200,000
Rt. 134 / Bayberry						200,000
Poquoson River Headwaters	1,000,000					

- Environmental Stewardship
- Exemplary Public Safety
- Excellent Customer Service

# Internal Service Funds and Enterprise Funds Projects – (Continued)

	2020	2021	2022	2023	2024	2025
<b>Vehicle Maintenance</b>						
Fleet Consulting Services					70,000	
Equipment Upgrades	100,000					
Fuel Sites Upgrade	550,000	550,000				
<b>Solid Waste</b>						
Knuckle Boom Trucks		185,000		185,000		
<b>Water Fund</b>						
Patrick’s Creek Road	200,000					

- Environmental Stewardship
- Exemplary Public Safety
- Excellent Customer Service

# Internal Service Funds and Enterprise Funds Projects – (Continued)

	2020	2021	2022	2023	2024	2025
<b>Sewer Fund</b>						
Schenck Estates Area			700,000	5,000,000		
Big Bethel Area				800,000	2,500,000	
Whites Faulkner		750,000	3,000,000			
Sewer Line Rehabilitation	1,700,000	1,900,000	2,000,000	2,000,000	2,100,000	2,300,000
Pump Station Rehabilitation	1,300,000	1,300,000	1,400,000	1,400,000	1,500,000	1,500,000
Emergency Generator Replacement	125,000	125,000	150,000	150,000	150,000	150,000
Backhoe Replacement	175,000					
Wormley Creek Force Main	500,000					
By-Pass Road Sewer Line Rehab & Stream Restoration	700,000					
Electronic Plan Review	250,000					
Tandem Dump Truck			250,000			
Easement Machine	65,000					
Portable CCTV Unit	85,000					
Portable By-Pass Pump	125,000					

- Environmental Stewardship
- Exemplary Public Safety
- Excellent Customer Service

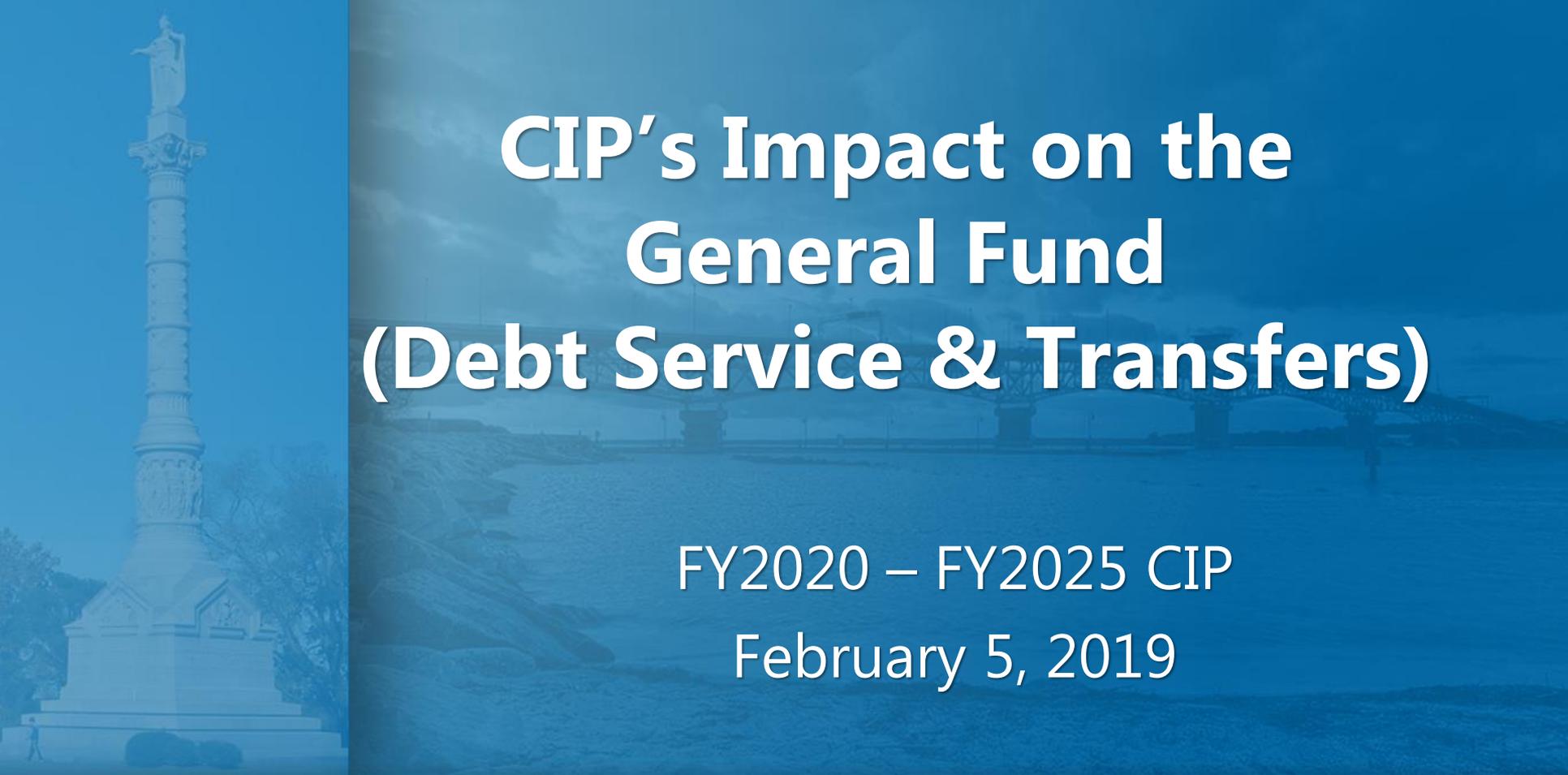
# School Capital Projects

	2020
<b>School Capital Projects</b>	
Grafton Complex – replace HVAC equipment & controls; create vestibules & renovate main offices (construction – 2 year project)	7,000,000
Bruton Zone – create bus parking lot (A & E)	75,000
York High – replace/coat low slope roof ( 2 year project)	1,620,000
York High – create learning commons	500,000
Video Services – equipment replacement (YCSD portion)	30,000
New Elementary School – 500 student classroom capacity, 700 student core capacity (A & E)	<u>580,000</u>
<b>Total School Capital Projects – FY 20</b>	<b><u>9,805,000</u></b>

- Quality Educational Opportunities
  - Exemplary Public Safety
  - Environmental Stewardship

# Fiscal Years 2020 – 2025 Capital Improvements Program Working Draft

Major Requests Not Fully Funded	Requested Amount
Fire Station - Bypass Road Corridor	11,350,000
Radio System / Lifecycle Replacements	13,700,000
County Camera System – Rehab	500,000
Computer Aided Dispatch (CAD) Replacement	1,200,000
Highway & Other Transportation Improvements Total Request \$3.5m (proposed @ \$1m FY20, FY22 & FY24)	500,000
Park Land Acquisition	1,960,000
Various Yorktown Improvements (Fishing Pier, Relocation of Tourism Activities & Facilities, Yorktown Beach PWC Launch Area)	1,200,000
Synthetic Turf Conversion Program Total Request \$5.7m (proposed @ \$600,000 FY23 & \$400,000 FY25)	4,700,000



# CIP's Impact on the General Fund (Debt Service & Transfers)

FY2020 – FY2025 CIP

February 5, 2019

# Funding Plan for CIP

- 1. Board's Debt Policy**
- 2. Sources for CIP Funding**
- 3. Planning CIP based on Board Policy**
- 4. Projection of Debt Policy Compliance of 6-Year CIP**
- 5. Affordability**

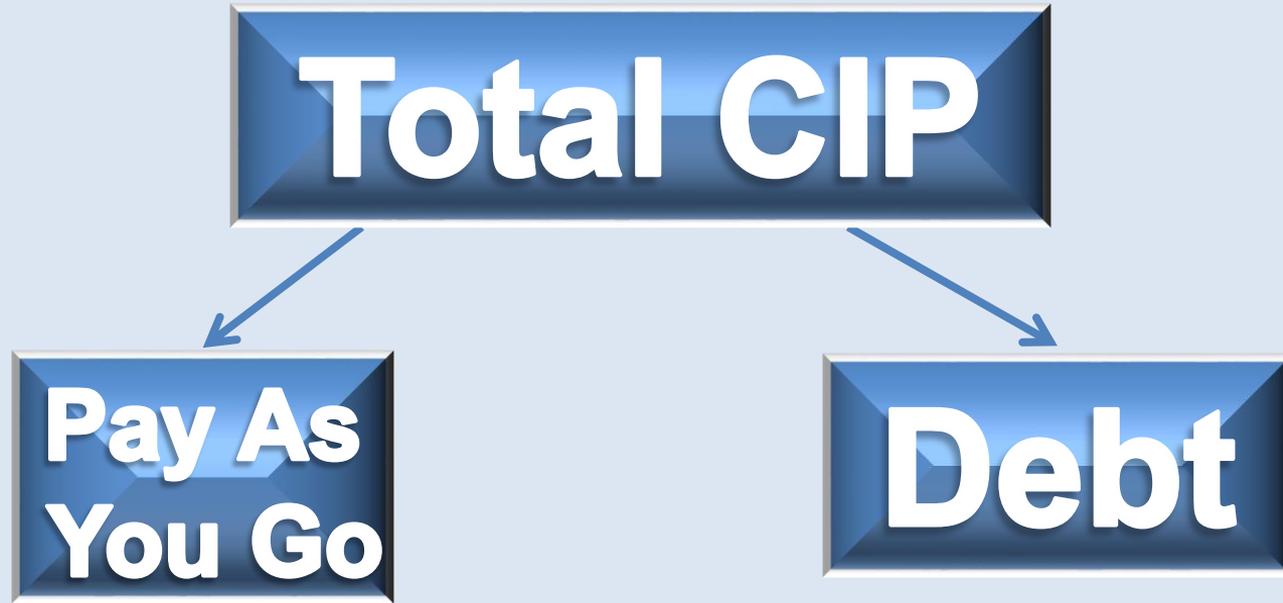
# Debt Policy

## Tax Supported Debt

### Board Policy 14-26:

- Prohibits use of long-term debt or tax revenue anticipation notes (TRANS) to fund current operations
- Emphasizes **pay-as-you-go** capital funding
- Term of debt will not exceed useful life of assets financed
- Annual debt service expenditures for all General Fund supported debt should not exceed **10% of the total General Fund** expenditure budget
- Outstanding principal of General Fund supported debt will not exceed **3.0% of assessed valuation of taxable property**

# Paying for CIP



# Sources of Funds

## General Fund Projects

- Operating Budget
  - Annual Debt Service
  - Operating Budget Transfer
  - Year-end Carryover Funds
- Grants/Matching Funds Programs
- Reserves
- Proffers

**Enterprise Funds (Supported by user fees)**

# Debt Policy

## Emphasize “Pay-As-You-Go” Funding

### 6 Year Totals for FY20-FY25 (County Projects Only):

\$22,500,000	- General Fund Transfer to CIP – Includes \$18 million New Funding from Historic Triangle Sales Tax (\$3,000,000 per year)
\$10,500,000	- Year-end Carryovers
\$ 1,680,000	- Use of CIP Reserve over 6 Years
<u>\$ 3,660,000</u>	- Estimated Grant Funding
<u><b>\$38,340,000</b></u>	- <b>Pay-As-You-Go Funding</b>

# Debt Policy

## Term of Debt Will Not Exceed Useful Life of Assets Financed

Plan for Financing County Projects:		
Building Replacement (Building & Building Renovations)	\$28,710,000	
Fire Apparatus Replacement	3,450,000	
Yorktown Library Expansion	5,300,000	
Yorktown Improvements	<u>750,000</u>	
Total Projects to be Financed	<u>\$38,210,000</u>	50%
Pay-As-You-Go Funding	<u>\$38,340,000</u>	50%
Total County CIP (Budget Committee Version FY2020-FY2025)	<u>\$76,550,000</u>	100%

# Debt Policy

## Debt Service as % of General Fund Expenditures

	Existing FY2019 (Million)	Projected FY2025 (Millions)
Current Debt Service	\$10.9	\$14.4
Debt Service as % of FY19 General Fund Budget (\$142.0 Million)	7.7%	
Debt Service as % of FY25 General Fund Budget, assumes 2% revenue growth rate (\$159.9 Million)		9.0%

# Planned Debt Service Expenses as % of General Revenues



# Debt Policy

## General Fund Supported Debt % of Taxable Assessed Values

	Existing FY2019 Principal (Million)	FY2025 Projected Principal (Millions)
Principal	\$98.1	\$144.9
General Fund Supported Debt as % of Taxable Assessed Values	.97%	
Projected General Fund Supported Debt as % of Taxable Assessed Values (assumes 2% assessment growth rate)		1.27%

# Planning for Affordability (Millions)

	Existing Debt Service	Projected FY2025	Increase in Annual General Fund Expenditures
Current Debt Service	\$10.9	\$14.4	\$3.5
Planned Growth in General Fund Transfer (\$3 M to \$4 M)			\$1.0
Total Annual Funding Increase			<u>\$4.5</u>

# Plan for Funding - FY 2020 to 2025 CIP

## Pay-As-You-Go Funding from Operating Transfer, Carryovers, Grants and Use of Reserves

	2020	2021	2022	2023	2024	2025	Total	% Total
<b>COUNTY</b>	7,320,000	5,440,000	7,370,000	6,200,000	6,500,000	5,510,000	38,340,000	50%
<b>SCHOOLS</b>	<u>1,080,000</u>	<u>1,080,000</u>	<u>200,000</u>	<u>107,000</u>	<u>0</u>	<u>0</u>	<u>2,467,000</u>	3%
<b>TOTAL</b>	<u>8,400,000</u>	<u>6,520,000</u>	<u>7,570,000</u>	<u>6,307,000</u>	<u>6,500,000</u>	<u>5,510,000</u>	<u>40,807,000</u>	<b>26%</b>

## Planned Debt Financing

	2020	2021	2022	2023	2024	2025	Total	% Total
<b>COUNTY</b>	7,300,000	2,300,000	15,650,000	11,560,000	250,000	1,150,000	38,210,000	50%
<b>SCHOOLS</b>	<u>8,725,000</u>	<u>11,635,000</u>	<u>10,090,000</u>	<u>19,213,000</u>	<u>21,065,000</u>	<u>5,680,000</u>	<u>76,408,000</u>	97%
<b>TOTAL</b>	<u>16,025,000</u>	<u>13,935,000</u>	<u>25,740,000</u>	<u>30,773,000</u>	<u>21,315,000</u>	<u>6,830,000</u>	<u>114,618,000</u>	<b>74%</b>

Amounts financed will be reduced by School Projects not eligible for 20 year bond financing.

# Projected CIP – Debt Service

## FY2020 – FY2025 CIP

### (in Millions)

	<u>Existing</u>		<u>Projected</u>				
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Schools</b>	\$ 6.5	\$ 7.1	\$ 7.7	\$ 8.4	\$ 9.1	\$ 9.2	\$ 9.9
<b>County</b>	4.4	4.6	4.9	3.8	4.5	4.2	4.5
<b>Debt Service</b>	<b>\$ 10.9</b>	<b>\$ 11.7</b>	<b>\$ 12.6</b>	<b>\$ 12.2</b>	<b>\$ 13.6</b>	<b>\$ 13.4</b>	<b>\$ 14.4</b>
<b>Annual General Fund Impact</b>		\$ .8	\$ .9	\$ (0.4)	\$ 1.4	\$ (.2)	\$ 1.0
<b>Cumulative General Fund Impact</b>		<b>\$ .8</b>	<b>\$ 1.7</b>	<b>\$ 1.3</b>	<b>\$ 2.7</b>	<b>\$ 2.5</b>	<b>\$ 3.5</b>
<b>General Fund Budget (2% Projection Factor)</b>	\$ 142.0	\$ 144.8	\$ 147.7	\$ 150.7	\$ 153.7	\$ 156.8	\$ 159.9
<b>Debt Capacity</b>	<b>7.7%</b>	<b>8.1%</b>	<b>8.6%</b>	<b>8.1%</b>	<b>8.8%</b>	<b>8.6%</b>	<b>9.0%</b>

# Next Steps

- **Planning Commission Briefing**
- **Planning Commission Certification of Comprehensive Plan Consistency**
- **Further Refinement as Operating Budget is Developed**
- **Presentation of County Administrator's Recommended CIP in Conjunction with FY 2020 Budget Proposal**



# Capital Improvements Program

Fiscal Years 2020-2025  
*Preliminary Discussion*