

AN INTRODUCTION FOR LOCAL LEADERS

CAPITAL IMPROVEMENT PLANNING

RURAL
PLANNING GROUP

INTRODUCTION

Government exists to provide services that improve and protect general health, safety, and welfare. For municipalities and counties, this means providing essential services like fire and police protection, water, sewer, public safety, transportation, and recreation. These services can only be provided when adequate, functional capital assets and facilities are in place.

Capital assets generally refer to a community's high-cost assets that have an intended lifespan of more than a single year. Examples include roads, pipelines, water treatment and sewage facilities, vehicles, arenas, buildings, parks, and sheds. Capital assets are the most fundamental component of community service provision—without an asset, no services can be provided.

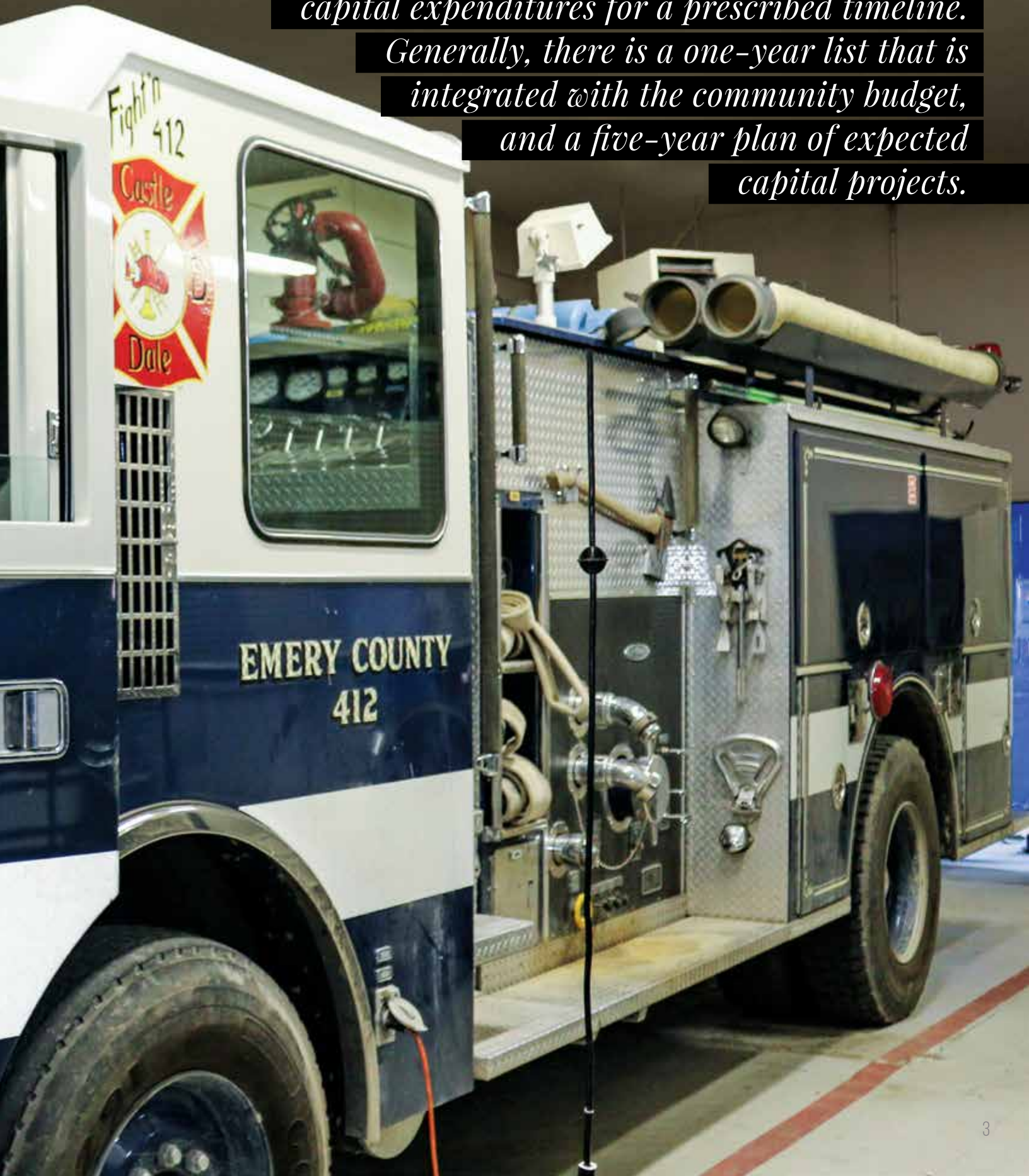
As a result, planning for capital assets is critical to maintaining long-term service provision for residents. Capital improvements are best planned in a capital improvement plan (CIP). CIPs are a “budgeting and financial tool used by a local government for maintaining, improving, or building new public facilities. The CIP looks at the ‘big picture’ of community needs.”¹ These plans illustrate a community's intended capital purchases for the upcoming fiscal year and expected purchases for the subsequent four years (most CIPs have roughly five-year durations). CIPs match community needs with expected revenues and other funding sources to identify what is fiscally feasible. While following the guidance laid out in the general plan, CIPs should integrate information from the community's master plans; ultimately, using these tools together creates an expectation for how the physical facilities in the community will be planned and then constructed in coming years.

This document lays out one of many CIP processes for those who are new to the concepts or who are reviewing their current capital improvement planning process.

UTAH'S
RURAL COMMUNITIES
IDENTIFIED **\$889** MILLION OF CAPITAL
DOLLARS PROJECTS
FOR **FY2018**



Capital improvement plans establish a community's intended capital expenditures for a prescribed timeline. Generally, there is a one-year list that is integrated with the community budget, and a five-year plan of expected capital projects.



WHY SHOULD WE PLAN

FOR CAPITAL ASSETS?

Without capital improvement planning, crises rather than proactive community management drives community purchases. Crisis driven investment increases the likelihood of wasting funds, sub-optimal service provision, and ultimately lower quality of life for community residents. Adequate, accurate capital facilities plans match a community's capital needs with its financial capacity and integrate capital budgets with the annual operating budget, turning plans and budgeted funds into real projects. In many ways, a CIP is where a community plan's rubber meets the road.

The benefits of adequate, accurate capital improvement planning include:

- “Synchronizes capital and operating budgets”²
- Matches financial capacity with community needs
- Helps communities prioritize needs using objective criteria
- Focuses attention on goals, needs, and financial capacity
- Avoids wasted resources
- Improves financial security
- Reduces emergencies through preparation
- Sets a clear financial path for a community's future
- Ensures adequate service provision
- Supports economic development
- Increases transparency
- Funding sources require it

As leaders consider and discuss their community's future with constituents, a CIP will help set the stage for what can be expected, what is feasible, and what is not possible based on community finances. This helps leaders focus on improvements that will change and hopefully improve constituents' day-to-day lives by ensuring adequate service provision into the future.



ESTABLISH A CAPITAL FACILITY PLANNING PROCESS AND POLICY

Establish a CIP policy and process that identify responsible parties, timelines, and criteria for prioritizing projects.

HOW DO COMMUNITIES COMPLETE A CIP?

There are many different methods communities can use for their capital improvement planning process. There are a set of generally applicable steps that nearly every CIP guide uses which are outlined below.

Annual Process

INVENTORY EXISTING FACILITIES

Inventory existing facilities, identify current condition, needed repairs, replacement horizons, and asset locations. Update inventory as changes occur. Refer to this list during each annual CIP process.

IDENTIFY CAPITAL FACILITY NEEDS WITHIN THE COMMUNITY

Identify future projects from resident requests, political campaign promises, response to service deficits, crises and emergencies, regulatory requirements, current asset assessment, and current master plans.

PRIORITIZE NEEDS AND EVALUATE ALONG SOME FORM OF CRITERIA

A committee or council should prioritize identified projects using criteria established in the CIP "process and policy" step. Criteria should prioritize health, safety, & basic services.

IDENTIFY FINANCIAL CAPACITY / MATCH PROJECTS WITH FINANCING

Community financial capacity and external funding sources should be identified and matched with appropriate projects as prioritized by the CIP committee. Available funds can impact project implementation order.

First-Year Steps

IMPLEMENT THE PLAN

Use identified funding sources and community capacity (employees, volunteers, elected officials, etc.) to implement the one-year project list. Throughout implementation, seek ways to improve preparation for future projects. Review status of one-year projects before starting the new CIP.

ADOPT PLAN AND 1YR IMPROVEMENTS WITH THE ANNUAL BUDGET

After reviewing and amending the plan, city council should adopt the five-year CIP and the one-year list as that year's capital budget.

PRESENT CIP TO COUNCIL IN PUBLIC MEETING

The party responsible for CIP preparation should present the CIP to city council who should review, adapt, and alter the plan and present the plan to residents prior to adoption.

Most communities have adapted these elements into a system that works for their unique situation; local processes may have more or fewer sections, or be in a different order.

Step 1: Establish CIP process and policy

A CIP process and policy are intended to help community leaders and residents know how, when, and by whom a CIP will be completed. It should also describe its relationship to other important community documents. To be effective, leaders must feel confident they understand and are committed to following their community's CIP process and policy. The process and policy should describe:

- *What constitutes a capital improvement project?*
- *Who is responsible for completing the draft CIP?*
- *What criteria will be used to prioritize the CIP list? (see above)*
- *When will the annual CIP be conducted and adopted?*
- *What is the CIP's relationship to the annual operating and capital budgets?*

Step 2: Inventory Existing Facilities

Identifying existing facility's current condition, needed repairs, replacement timelines, and locations will provide leaders with the anticipated community capital needs. This inventory contains a timeline of expected expenses that leaders can save funds towards; conversely, it identifies assets that can be retired to free up funds for other projects. This inventory should be updated as changes to the condition of an asset occur (e.g., repair work done, major storm damage, etc.) and repeated as needed. This step should answer:

- *What is the current condition of our assets?*
- *How much will it cost to replace our current assets?*
- *What is the timeline for major overhaul or replacement of our capital facilities?*

Rural Planning Group (RPG) created a guide on capital asset inventories that can help with inventorying a community's asset condition and replacement horizon, a critical part of this step. The guide will help community leaders develop a method for inventorying their assets and identifying when and how those assets will need significant investment ([http://ruralplanning.org/assets/capital-asset-inventories-final\(web\).pdf](http://ruralplanning.org/assets/capital-asset-inventories-final(web).pdf)).

Capital asset definitions should be clear and concise. For example, New York, NY defines a capital asset as "construction, reconstruction, acquisition, or installation of a public improvement, with a value of \$35,000 or more and a 'useful life' of at least five years."⁴ Cities can select their own defining characteristics; however, RPG recommends keeping the dollar amount relatively low (~\$1,000) for small communities.

PRIORITIZATION CRITERIA

Communities should establish the criteria they will use to prioritize projects in the CIP prior to identifying all of the projects that will be considered for the CIP. This protects decision makers from the threat of creating criteria that favor a pet project. The prioritization criteria establish the justification for why a project may receive funding, while another does not. These criteria should match the community’s priorities, but should not change for every change in the community’s political climate. Good criteria will stand the test of time and guide the community to good decisions, even in the midst of political or financial uncertainty.

Weighting criteria helps match the criteria to community priorities.⁴ The City of Waterville, WA established twelve criteria that are weighted on a 1–5 scale, with 1 being least important and 5 being most important. Waterville includes more criteria than most communities, demonstrating the number of criteria that communities can consider.

Examining Waterville’s criteria and weighting system can help local leaders consider what system their community should use (see below). Local leaders can use any of these criteria or develop their own to address their community’s priorities.⁵

TITLE ⁵	WEIGHT	CRITERIA
<i>Life, Health, Safety</i>	5	<i>Is the proposed improvement needed to protect public health, safety, and welfare?</i>
<i>Legal Mandate</i>	5	<i>Is the proposed improvement required to comply with a legal mandate?</i>
<i>Tax Base</i>	4	<i>Does the proposed improvement contribute to or directly improve the tax base?</i>
<i>Funding Available</i>	4	<i>Is funding for this project available?</i>
<i>Revenue Generation</i>	4	<i>Is the proposed improvement part of a service that generates revenue?</i>
<i>Maintenance</i>	4	<i>Does the improvement have a clearly identified source of revenue for maintenance?</i>
<i>Cost Effective Service</i>	4	<i>Will the proposed improvement result in cost effective service delivery?</i>
<i>Coordination</i>	4	<i>Is the proposed improvement a part of another project?</i>
<i>Partnership</i>	3	<i>Does the improvement create partnership opportunities? (Private public, other gov.)</i>
<i>Consistency</i>	3	<i>Is the improvement consistent with general plan?</i>
<i>Level of Service</i>	3	<i>Will the improvement enhance provision of services for existing residents?</i>
<i>Forecast Demand</i>	3	<i>Is the improvement needed to help meet forecasted service demand in the future?</i>

Step 3: Assess community needs

Communities must know the capital needs (repair, replacement, expansion) of their current assets and the need for new assets that will help make the community’s master plans and general plan a reality.

All community needs assessments should include the repair and replacement costs of current assets, new asset needs, and a review of past CIPs. However, your community can create its own methodology for assessing community needs. For instance, many communities have their department heads make requests, obtain input from the public, use facility plans from other master plans, and use a community asset inventory to inform the creation of their CIPs. Regardless of what method is used to collect the information, this step needs to answer:

- *What is the status of projects from the last year’s CIP?*
- *What are the community’s current needs? Differentiate between repairs, replacement, and new builds.*
- *What are the community’s wants?*
- *What projects will address community needs and wants?*
- *How can individual projects be tied together to optimize funding and impact for community members?*

Step 4: Prioritize needs using established criteria

Whether based on a formal process or a strong-willed council member's opinion, project prioritization happens. A systematic, criteria-based prioritization methodology protects leaders from accusations of favoritism and helps them base their decisions on criteria related to community goals. Criteria should be established in step one.

Prioritizing projects is best done by a committee made up of individuals with different viewpoints and areas of focus. The community should have developed their scoring criteria in step one; step four requires the community to rank potential projects along those established criteria. In larger cities, this is generally a mix of department heads, the finance division, and sometimes residents. In Attleboro, MA, individual departments prioritize their projects internally, after which all department projects are prioritized against each other. Small cities typically do not have different departments, and therefore must decide whether or not to create a new board, pass the responsibility to an existing board (like the planning commission), or leave it to the city council. This step should answer:

- *In order from highest to least importance, which projects will the community pursue first?*

Step 5: Identify financial capacity / Match projects with financing

Once projects are prioritized, identify your community's financial capacity and potential outside funding sources to pay for projects. Communities should evaluate all funds and revenue sources. This step should answer:

- *Are projects from previous CIPs completed, in process, or stalled?*
- *What are revenue projections in the coming year? In the next five years?*
- *How much debt will retire this year? In the next five years?*
- *What do our current and projected fund capacities tell us about our ability to finance capital projects in the coming year? In the next five years?*

Projects and funding should be matched based on their relative priority, funding options, and future needs. Determining project funding is more like fitting puzzle pieces together than exact science—for example, sometimes higher urgency projects are best suited to wait for a future year because additional funding capacity will become available. Preferably these projects would be assigned to a specific year and accounted for by specific funds. If too costly, projects may need to be reduced in scope or phased. This step should answer:

- *How can we best fit available funds with the list of projects under consideration this year? Over the next five years?*
- *Based on available funding, what projects will be on the one-year list?*
- *Which projects are planned in the next five years?*

Step 6: Present CIP to council in public meeting

Some communities collect public feedback at this point, while others have their leaders make a decision to accept, amend, or not accept a proposed CIP list. Leadership should be involved in this meeting, ask questions, find out how well the prioritized plan meets community goals and objectives, and ultimately adjust the CIP. This may take one or more meetings and associated adjustments to approve the plan. This phase should answer:

- *How will elected officials adjust the prioritized list or plan to better meet community needs?*
- *What adjustments should be made based on public input? (If your community solicits public input)*
- *What is the final one-year and five-year capital improvement list?*

Step 7: Set annual capital budget based on the approved CIP

Upon approval, the capital improvement list should inform the community's capital budget. This budget should be integrated with the operating budget to ensure associated operation and maintenance costs are factored in for future expenditures. This step should answer:

- *How will decisions to construct or purchase a capital asset affect operating budgets this year and in the future?*
- *What are expected capital expenditures for this fiscal year?*

CAPITAL BUDGETS

Step 8: Implement annual CIP list

Implementation boils down to spending dollars towards project completion. At this point in the process, communities should know who will be managing each project and which projects are prioritized. Carefully thought out contracts should ensure the projects are completed within budget and within appropriate timelines for addressing community needs. This step should answer:

- *Who will manage each annual capital project from start to finish?*
- *Who will ensure projects on the three-to-five year list are reviewed in next year's CIP process?*
- *When will we know that the project is completed?*

The capital improvement planning process will vary based on a community's staff capacity, financial capacity, capital needs, and political situation. For instance, a community that typically generates \$200,000 in annual revenue but has average annual operating costs of \$190,000, will not likely be planning on building capital facilities every year. For these communities, the process remains the same, but the capital budget may involve capital expenditures once every three-to-five years, based on debt amortization and the availability of grant funding or low-interest loans. However, the basic structure of identifying needs, identifying available funds, prioritizing projects that address needs, and then assigning funding to prioritized projects, should be followed.

Municipal budgets should include budgets for the general fund, special revenue funds, debt service funds, capital project funds, and enterprise funds.⁷

Capital budgets account for expected capital improvement costs or repairs. These funds are developed based on the capital improvement needs of a community. Definitions of what expenses count as a "capital improvement" vary, but should identify an asset's minimum useful life and cost. Capital budgets provide residents a general idea of what physical resources the community intends to build, repair, or replace with their tax dollars. Typical capital budget items include vehicles, buildings, pipeline, roads, high-cost equipment and other major infrastructure.

Capital improvement plans are the best way to accurately and adequately prepare a capital budget by addressing community needs and wants in a logical, criteria driven process.

Capital budget: Money set aside for the acquisition of capital assets.

Operating Budget: Budget that covers the anticipated costs of operating the community and its resources.



WHEN SHOULD WE COMPLETE THE CAPITAL IMPROVEMENT PLAN?

There are no legal requirements to complete a CIP. However, most capital improvement plans are completed annually in a timeframe that allows the CIP to inform the upcoming fiscal year's budget. There are a few other important dates that should be taken into account as your community considers its CIP process.

- **April 1st.** *Capital improvement projects that anticipate receiving funds from the Community Impact Board (CIB) or Community Development Block Grant (CDBG) are due to program staff by April 1st of each year. Communities submit these requests to the local Association of Governments (AOG) who then forward an aggregated list from all communities, special service districts and counties in the AOG to program staff.*
- **June 22nd.** *Budgets are required for municipalities by June 22nd of each year.⁶*

Other considerations that should be taken into account include:

Funding source requirements: CIB and CDBG lists should accurately reflect the communities intended capital projects. To be accurate, these lists should reflect the most updated capital improvement plan.

Public engagement: Community leaders' desired level of public participation in the planning process can have significant impacts on total time frame for development. More input generally increases the amount of time necessary to complete the plan.

Transparency: Consistency in process and timeline, year over year, increases transparency for community residents. Consistency should be integral to the overall process and timeline to ensure transparency. Consistency is established as community leaders follow the CIP policy and process established in step one (see page 6).

First time vs. repeats: The first time a community completes a capital improvement plan, or when they make significant revisions to the CIP process, the process will likely take longer than in subsequent years.

It should be noted that there is not a "bad" time to complete a capital improvement plan. For communities who are wondering when and how to start, simply developing a resolution to adopt a CIP, follow a process, and meet a timeline is the first step to implementing an effective CIP.



WHO CAN MANAGE THE CIP PROCESS?

In larger communities, where departments handle different aspects of community service provision and management, the city administrator, finance department, and a capital improvement committee (made up of department heads and others) bear responsibility for the capital improvement planning process. In other communities, steering committees made up of city leaders and community members bear responsibility for the plan.

In smaller towns, this task typically falls to the town’s volunteer mayor and council, and the community’s part-time clerk. The Rural Planning Group suggests that community leaders honestly assess their available time and capacity to take on this effort as they consider hiring a consultant or inviting the planning commission or other established boards as potential project leads.

Ultimate responsibility rests with city or town council and the mayor who have final say before adopting the plan.

Lack of financial resources to undertake new projects on an annual basis can make an annual CIP process seem like a waste of time for small towns. However, reviewing asset condition information, revisiting community priorities, and looking at ways of integrating various projects on an

annual basis will help leaders with the smallest budgets prioritize the use of their limited funds in the most efficient and effective manner possible. In this sense, it is even more critical for communities with the smallest budgets to make the best decisions about their capital improvements—they only get one shot.

WHAT SHOULD A COMPLETED PLAN LOOK LIKE?

The CIP should include project names, project type (sewer, water, etc.), expected funding sources, time frame for starting and completing the project, responsible party for managing the asset development process, and where the community will get additional funds if the project costs more than expected.

Communities may want to include additional information that can assist them in completing an accurate, useful CIP. Because there are no specific requirements in Utah state code for CIPs, communities are allowed to adjust their plan process and included information in whatever manner they deem necessary to making good capital improvement decisions. Appendix C has a partial sample of a capital improvement plan from Livingston, MT.

RESPONSIBILITY EXAMPLES

COMMUNITY	RESPONSIBLE PARTY				
	Project Identification	Project Prioritization	Identifying Financial Capacity	Matching Finances with Projects	Overall Process Manager
<i>Livingston, MT⁹</i>	<i>Department heads</i>	<i>City manager, Department heads, Finance department</i>	<i>Finance department</i>	<i>City manager, Department heads, Finance department</i>	<i>City manager</i>
<i>Concord, NC¹⁰</i>	<i>Department heads</i>	<i>Capital project selection committee</i>	<i>Not identified</i>	<i>Capital project selection committee</i>	<i>City Manager</i>
<i>Castle Valley SSD, UT</i>	<i>Individual cities</i>	<i>SSD Board</i>	<i>SSD Staff/ Financial Advisor</i>	<i>SSD Board</i>	<i>SSD Manager</i>
<i>Salt Lake City, UT¹¹</i>	<i>City residents & Department heads</i>	<i>Citizens board / CIP staff</i>	<i>CIP staff / Citizens Board</i>	<i>Citizens Board / CIP staff</i>	<i>CIP Staff</i>

WHAT SHOULD WE DO NEXT?

Once a community has completed a capital improvement plan, communities should adopt their one-year capital improvement list as the community's one year capital budget. This involves giving someone responsibility for each individual project on the list, following up on timeframes and costs relative to the approved budget, and working towards project completion. After integrating the one-year plan with the annual budget, community leaders should work to secure funding sources for the future expenses identified in the three-to-five year list. This will help community leaders start putting money away so their CIP is an action plan rather than a wish list. Communities will know they are successful when they are consistently completing their annual projects on time and within budget year after year.

CONCLUSION

Without accurately and adequately preparing for future expenditures, communities are left to implement improvements based on emergencies or surprises. While no amount of planning can eliminate every emergency a community faces, proper planning will significantly reduce the number of surprises and emergencies communities face, allowing leaders to take charge of the future of their community.



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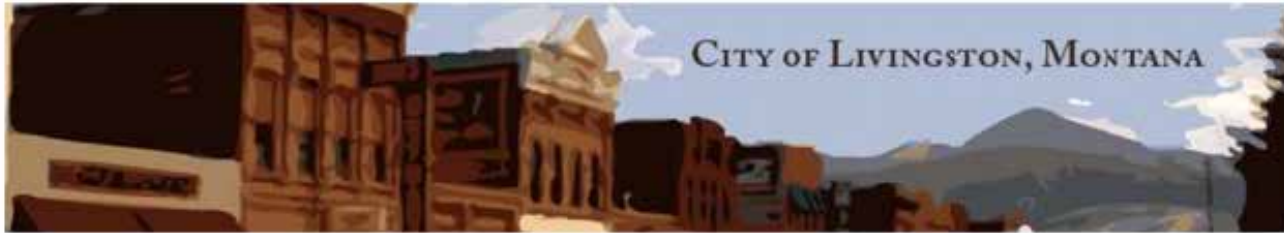
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ADDITIONAL RESOURCES

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APPENDIX A: SAMPLE PROJECT REQUEST FORM

CITY/COUNTY STATE 9-1-1 FUND FINANCIAL ANALYSIS



Project Name: Dispatch Relocation & Update

Department: 911 Communications

Current Year Cost: \$100,000

Scheduled: FY 2017

Source of Funding: \$20,000 Dispatch Fund,
\$30,000 9-1-1 Fund, \$50,000 Capital Outlay
Carryforward from FY 2016)



Project Description and Justification:

During a roof leak, the dispatchers were moved from one floor of the City/County Building to another. This was anticipated as a temporary move until a more suitable location could be found for them. Based on a City/County Building Assessment, the dispatchers will be relocated to a permanent location within the building. These costs will cover the move and any remodel associated specifically with dispatch.

Alternatives:

None, it is imperative to move dispatch back to a permanent location.

Advantages of Approval:

This will provide a more appropriate work environment for dispatchers to work comfortable and securely.

Impact on Future Operating Budgets:

None at this time.

The sample project request form above was taken from Livingston, MT CIP. It shows a simple one-page request form, many other examples are much more extensive, however communities should tailor a form to what best fits their needs.

APPENDIX B: SAMPLE PROCESSES

Communities across the country have slightly varying capital improvement planning processes. The table below illustrates a few different methods for completing the CIP and intends to provide leaders with some ideas for their own community process.

Despite slight differences, most CIP processes have similar steps. All aim to prioritize expenditures in the best manner possible for their respective situations.

Small towns often have difficulty spending the time necessary to spend on these processes as part time clerks and volunteer mayors and leaders attempt to keep the community upright. However, as demonstrated by SLC, citizen groups can be involved that reduce costs and help the community prioritize its future. Similarly, consulting firms can be provide technical assistance as communities decide how, when, and where to spend their funds.

Community	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Attleboro, MA*	<i>Establish policies/ procedures</i>	<i>Inventory existing facilities</i>	<i>Determine status of prior year's CIP projects</i>	<i>Determine city's financial capacity</i>	<i>Compile & evaluate agencies' project requests</i>	<i>Adopt CIP</i>
SLC, UT	<i>Project proposals from residents/ dept. heads</i>	<i>Citizen Board / CIP staff review apps / finances.</i>	<i>Citizen Board / staff give Mayor draft CIP</i>	<i>Mayor prepares & presents proposal to Council</i>	<i>Council amends & adopts plan</i>	
Austin, TX	<i>Needs identification</i>	<i>Pull projects from various master plans</i>	<i>Identify funding sources</i>	<i>Prioritize projects & Write 5-year CIP</i>	<i>Adopt CIP year 1 as that year's capital budget</i>	
GFOA	<i>Identify needs</i>	<i>Determine financial impacts</i>	<i>Prioritize capital requests</i>	<i>Develop financial plan for each project on the list</i>		
OpenGov	<i>Identify lead department or individual</i>	<i>Develop CIP development committee</i>	<i>Resident / dept. input / review inventories to identify capital projects</i>	<i>Identify funding options</i>	<i>Compile for & present to city council</i>	<i>City council adopts CIP & adopts the first year as that year's capital budget</i>
Five County AOG Guide	<i>Conduct a needs assessment</i>	<i>Set priorities, evaluate alternative solutions, & identify projects</i>	<i>Identify & evaluate funding options</i>	<i>Compile plan</i>	<i>Adopt official CIP</i>	

*These processes were collected from community plans, presentations, and capital improvement related articles. These processes do not necessarily relate the exact process these organizations follow, rather they are RPG's understanding of their process based on the text in their respective documents.

For those considering a capital improvement planning process for their community for the first time, review of other communities processes will help identify implementable best practices. The grouping above represents only a small number of a vast quantity of capital improvement planning resources, guides, and sample plans that can be used to craft a community CIP process that addresses their individual needs and unique situation.

APPENDIX C: SAMPLE CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN GENERAL FUND (1000) Fiscal Years 2017 - 2021							
	Year 1 FY 2017	Year 2 FY 2018	Year 3 FY 2019	Year 4 FY 2020	Year 5 FY 2021	Total	Not Scheduled
Pool							
Pool Cover	9,180					9,180	
Diving Board Replacement	5,000					5,000	
Replace Guard Stands at Pool		12,000				12,000	
Sandblast and Repaint pool				15,000		15,000	
Parks							
Sprinklers	5,000	5,000	5,000	10,000	10,000	35,000	5,000
Carpentry Tools	3,500					3,500	
Bathrooms (Katie Bonnell Park)		11,000			11,000	22,000	
Trencher Attachment for Bobcat	6,000					6,000	
Garbage Receptacles	5,000	5,000	5,000	5,000	5,000	25,000	
Pool Chemicals	7,500					7,500	
Tennis Courts Maint. split with LSD, LTA & PC				12,000	12,000	24,000	
Animal Control							
Animal Waste Stations and Signage	4,000	4,000				8,000	
Miscellaneous Equipment and Waste bags			4,000			4,000	
Projects							
Fire							
Fire Station 2 Phase 2 & 3		14,500				14,500	
AFG Grant Matching Funds - Radios	3,075					3,075	
Cemetery							
Tree Removal/Trimming/Replacement	5,000	\$	5,000		\$	5,000	15,000
Parks							
Sacajawea Park/Yellowstone River retaining wall				21,000		21,000	
Drinking Fountain (Sacajawea Park)	7,000					7,000	
Miles Park Baseball Field Light Poles			6,000			6,000	
Picnic Shelter (G Street Park)						-	
Sacajawea Park Irrigation Pump Outbuilding			6,000			6,000	
Swimming Pool Upgrades						-	140,000
Fence Repairs at Miles Park	7,500					7,500	
Paving Large Lot by Tennis Courts (McGee Drive)						-	32,000
Paving Parking Lot on McGee Drive						-	27,000
Paving Small Parking Lot by Tennis Courts					15,000	15,000	
Paving South Parking Lot at Soccer Fields				40,000		40,000	
Park Shop Addition for Storage				60,000		60,000	

APPENDIX D: SAMPLE PROJECT PRIORITIZATION FORM

The table to the right is a sample scoring sheet for capital projects that are under consideration for a community projects under consideration for a CIP list. This sample was developed by the Economic Development Corporation of Michigan.

While these may not be the right criteria for your community, the scoring methodology and criteria provide a sample leaders can use to craft their own, individually tailored prioritization criteria.

Source. Michigan Economic Development Corporation. Capital Improvements Plan Guide. No date listed. http://www.michiganbusiness.org/cm/Files/RedevelopmentReady_Communities/CIP-guide.pdf

2014–2019 CAPITAL IMPROVEMENT NEEDS ASSESSMENT FORM

Project name:		Project #:		
Department:		Total score:		
Rater name:	Score range	Rater score	Weight	Total points
1. Contributes to health, safety and welfare				
Eliminates a known hazard (accident history)	5		5	
Eliminates a potential hazard	4			
Materially contributes	3			
Minimally contributes	1			
No impact	0			
2. Project needed to comply with local, state or federal law				
Yes	5		5	
No	0			
3. Project conforms to adopted program, policy or plan				
Project is consistent with adopted city council policy or plan	5		4	
Project is consistent with administrative policy	3			
No policy/plan in place	0			
4. Project remediates an existing or projected deficiency				
Completely remedy problem	5		3	
Partially remedy problem	3			
No	0			
5. Will project upgrade facilities?				
Rehabilitates/upgrades existing facility	5		3	
Replaces existing facility	3			
New facility	1			
6. Contributes to long-term needs of community				
More than 30 years	5		2	
21–30 years	4			
11–20 years	3			
4–10 years	2			
3 years or less	1			
7. Service area of project				
Regional	5		2	
City-wide	4			
Several neighborhoods	3			
One neighborhood or less	1			
8. Department priority				
High	5		2	
Medium	3			
Low	1			
9. Project delivers level of service desired by community				
High	5		2	
Medium	3			
Low	1			



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*The Rural Planning Group is a program of the Housing and Community Development Division, part of the Utah Department of Workforce Services.
info@ruralplanning.org • 801-468-0133*