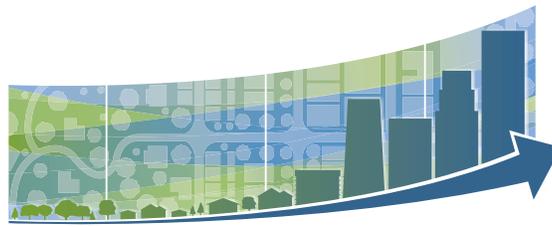


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CAPITAL IMPROVEMENTS PLAN GUIDE

A tool for Michigan communities looking
to establish a capital improvements plan



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INTRODUCTION

The Capital Improvements Plan (CIP) guide is a tool for Michigan communities looking to establish a capital improvements plan, a requirement of the Michigan Planning Enabling Act (MPEA) for all cities and villages and some townships. The MPEA states it is a planning commission's responsibility to prepare a CIP after the adoption of a master plan (unless exempted by charter or otherwise).

Every community has different needs and capacities, so the process and document should be tailored to fit your community's needs. This guide recommends methods that have been successful in other communities; however, as long as a community meets the intent of long term, collaborative, fiscal planning as outlined in the MPEA, the community will meet the expectations of the RRC Best Practices.

This CIP Guide consists of three parts:

Part One explains what a CIP is, outlines the numerous reasons it is important, and provides examples of the types of projects that should be included in the CIP as well as those that your community may not want to include in the plan.

Part Two describes a recommended process for drafting a CIP. While there are a variety of processes your community can follow to complete a coordinated CIP, the recommended process has been used successfully in Michigan communities of all sizes all across the state.

Part Three provides sample language for the content of a CIP. Sample language has been provided for the CIP process, policy, program funding and for a project summary section. A sample application form and scoring sheet are provided in the appendix.

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PART ONE explains what a CIP is, outlines the numerous reasons it is important, and provides examples of the types of projects that should be included in the CIP as well as those that your community may not want to include in the plan.

What is a capital improvements plan?

A capital improvements plan (CIP) is a community planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period. The MPEA outlines the requirement that CIPs be created for the ensuing six years. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure and equipment.

Local policies may specify the cost and useful life of qualified projects. For example, a small community may set minimum project costs at \$1,000 or \$2,500, while larger communities set the threshold at \$10,000 or \$25,000. Expenses below this level are considered “operational” and should appear in the annual budget. Typically a useful service life of at least three years is the threshold for including an expense in a CIP.

A CIP should include a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is a working document and should be reviewed and updated annually to reflect changing community needs, priorities and funding opportunities.

Why is planning for capital improvements important?

- Allows for a systematic evaluation of all potential projects at the same time
- Serves as a public relations and economic development tool
- Ensures the efficient use of public funds
- Fosters cooperation among departments and informs other units of government of priorities
- Focuses attention on community goals, needs and capabilities
- Guides future growth and development
- Helps maintain a sound and stable financial program
- Enhanced opportunities for federal and/or state grant programs

CIP’s relation to the community budget

The preparation of the CIP and annual budget are closely linked. The first year of the CIP, known as the capital budget, outlines specific projects and appropriates funding for those projects. It is usually adopted in conjunction with the community’s annual operating budget. Projects and financing sources outlined for subsequent years are not authorized until the annual budget for those years is legally adopted. The five ensuing years serve as a guide for future planning and are subject to further review and modification.

CIP implementation

The CIP is a powerful tool for implementing a community’s master plan, downtown plan and other planning documents. Capital investments such as utility extensions, road improvements and/or the purchase of park land can have a substantial impact on development patterns. By providing funding for strategic investments at a given time and location, the CIP helps ensure that development occurs consistent with a community’s plans and vision.

Common categories of capital expenditures include:

The purchase of major equipment

- Playground equipment
- A snow plow, fire truck (some communities specifically exclude vehicles and equipment from the CIP)
- Computers, public safety radio/communications systems

Acquisition of land for a public purpose

- Park
- Landfill
- Industrial site

Construction, expansion or major renovation of a building or facility

- Fire/police stations
- Library
- Roads, sidewalks, parking lots, street lighting
- Sewage treatment plant
- Building retrofit for energy efficiency

Related planning, engineering, design, appraisal or feasibility costs

- Architectural design
- Engineering design
- LEED certification



STEP ONE: IDENTIFY PROCESS AND ROLES

The first step in creating a CIP is to identify the most suitable process for your community. Creating a flowchart of the steps can help participants visualize the process. The pictured flowchart is an example of a process that is used successfully in many Michigan communities. Your community may decide to alter the process to fit your needs and timelines. Next, your community should identify roles for the plan's participants. The following are roles to be identified:

Project Lead

While the MPEA asserts a community's planning commission is responsible for creating a CIP, this may not be the case for your community. In any event, one person should be identified as the project lead. This is the person responsible for coordinating amongst the different department heads, mediating conflict and drafting the CIP to present to the planning commission. The project lead could be anyone, including a planning commissioner, city manager, township supervisor, or a consultant. In any case, it is important that this task be supported by the manager/supervisor and mayor as the process requires collaboration between most department heads, the planning commission and the governing body.

Planning Group

The planning group is made up of department heads who may desire funding for capital improvements. At a minimum, the capital improvements of the municipal roads, sewers and parks should be included. Many communities include the capital improvements of police and fire as well. The department heads will fill out a project application form for each desired capital improvement project within their purview that will occur in the next six years. Once all project application forms are completed, the planning group will rank the applications using a score sheet. The community must involve the planning commission and governing body throughout the process. It is recommended two planning commissioners and one elected official serve as part of this group. The following individuals or roles should be represented in the planning group:

- City manager/village president
- Director of Community Development
- Recreation director
- Municipal treasurer

- Municipal clerk
- Director of Public Services
- Director of Finance
- Police chief (if police department capital improvements are being included in the CIP)
- Fire chief (if fire department capital improvements are being included in the CIP)
- Governing body representative (if possible)
- Planning commission representatives (two if possible)

CIP Development Team

This group is responsible for crafting the CIP to present to the planning commission. Most often, the CIP development team consists of the manager/supervisor, the director of community and economic development and the director of finance. If all of these positions do not exist in the community, look for a team that fully understands the community's desired vision for the future, finances and priorities for spending.

Planning Commission

The MPEA states it is a planning commissions responsibility to prepare a CIP after the adoption of a master plan (unless exempted by charter or otherwise). Therefore, the planning commission should be involved throughout the process. It is recommended that at least two commissioners are more heavily involved in the process from start to finish. The planning commission should fully understand the process and value of creating a coordinated capital improvements program. A training session may need to be held before the process begins if a capital improvements program is new to the community. Once the draft is complete, the planning commission should hold a community work session—open to the public—where the draft CIP can be reviewed and revised if necessary. When completed, the planning commission will recommend approval of the CIP in an open meeting.

Governing Body

The governing body should use the capital improvements plan to aid in the adoption of the municipal budget. This is most effective when the governing body fully understands the benefits and process of the CIP. It is recommended one elected official be a part of the CIP process from start to finish. The governing body is expected to adopt the CIP after the planning commission approves it, but before the budget is adopted. If the planning commission is exempted

by charter or otherwise from preparing and adopting the CIP, the task falls to the governing body.

It is helpful to reference Article IV of the Michigan Planning Enabling Act (PA 33 of 2008) for the legal foundation of the capital improvements plan.

STEP TWO: KICKOFF MEETING

Once all roles have been identified, the CIP development team hosts a kickoff meeting to explain the reasons and benefits of a capital improvements program and everyone's role in the process. The project lead organizes this meeting and both the CIP development team and planning group in their entirety should be present. The kickoff meeting may be an opportunity for public involvement by allowing any member of the community to observe. This would allow for the public to understand what the CIP is and how they can become involved.

The MPEA states, "The capital improvements program shall show those public structures and improvements in the general order of their priority, that in the (planning) commission's judgment will be needed or desirable and can be undertaken within the ensuing six-year period."

If a six-year projection seems daunting to your community as the CIP is developed for the first time, you may decide to draft a CIP that covers two or three years. A shorter time period will allow you to establish an effective and thorough process which will enable your community to add on to the projection the following year. Although beneficial for establishing the process, a CIP that projects less than six years will not comply with the MPEA and will not align with the RRC Best Practices.

STEP THREE: COMPLETE PROJECT APPLICATION FORMS

The capital improvements projects will be identified by completing project application forms. Each department head will fill out a project application form for each project

to occur in the next six years. Each identified project should have a separate project application form filled out. For example, if the Parks and Recreation Department is requesting trail improvements in three different parks, three different project application forms need to be filled out. After the completion of all project applications, planning group members should receive a copy of all project application forms, score them according to the scoring criteria developed by the project lead, then rank them.

It is important that the project lead provide the department heads adequate time to complete project applications. This is particularly important if this is your community's first time preparing a CIP, as the process can be time intensive.

It is important that the project application form be filled out in its entirety so that projects can be evaluated on the same information.

Appendix A contains a sample project application form.

Project application forms will look different depending on the capacity of the community. The project lead should develop an ID mechanism to be attached to each application. For example, all capital improvements being requested by the police department would begin with P (P-001, P-002, etc.). The ID mechanism is important as it will allow specific projects to be referenced within the CIP.

STEP FOUR: PROJECT SCORING

After the department heads identify projects and complete project application forms for all capital improvements that will occur over the next six years, each member of the planning group should receive a copy of every project application form submitted along with the appropriate amount of score sheets.

The three basic questions that should be answered when ranking projects are:

- Is the project legal?
- Is the project a high priority for the community?
- Is the project contained in the master plan or the parks and recreation plan?

Appendix B contains a sample of a more complex score sheet. The length and intensity of the score sheet is dependent on the capacity and goals of the community. Each member of the planning group will score and then rank the projects and submit the score sheets to the CIP development team.

STEP FIVE: RANK PROJECTS AND DRAFT THE CIP

The CIP development team will ultimately draft the CIP based on the community's priorities and available funds. The length of the plan will depend on the number of projects, the years projected out and the capacity of the community. It is important for the CIP development team to work closely with the planning commission and governing body as they will ultimately be approving and adopting it.

It is recommended the CIP development team present a draft CIP to the planning commission during a working session. This session allows the planning commission to provide feedback and hear public comments before approving the plan. Once the planning commission approves the CIP, the plan then goes to the governing body for adoption.

PART THREE

PART THREE provides sample language for the content of a CIP. Sample language has been provided for the CIP introduction, process, policy, program funding and for a project summary section.

SAMPLE INTRODUCTION LANGUAGE

A capital improvements plan (CIP) is a multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The purpose of a CIP is to facilitate the orderly planning of infrastructure improvements; to maintain, preserve, and protect the *Community of Anywhere's* existing infrastructure system; and to provide for the acquisition or scheduled replacement of equipment to ensure the efficient delivery of services to the community. The CIP is also used to ensure that capital improvements are fiscally sound and consistent with the goals and policies of the governing body and the residents of the community.

A comprehensive CIP is an essential tool for the planning and development of the social, physical, and economic wellbeing of the community. This process is a necessary step in an organized effort to strengthen the quality of public facilities and services; provide a framework for the realization of community goals and objectives; and provide a sound basis on which to build a healthy and vibrant community.

The CIP informs *Anywhere* residents and stakeholders on how the municipality plans to address significant capital needs over the next six years. The CIP can also influence growth because infrastructure can impact development patterns.

The projects identified in the CIP represent the community's plan to serve residents and anticipate the needs of a dynamic community. Projects are guided by various development plans and policies established by the planning commission, governing body, and administration.

Plans and policies include:

- Master land-use plan
- Redevelopment plan
- Downtown development plan
- Corridor improvement plan
- Recreation plan
- Transportation plan
- Non-motorized transportation plan

- Goals and objectives of council
- Administrative policies
- Mission statement

Preparation of the CIP is done under the authority of the Michigan Planning Enabling Act (PA 33 of 2008). The goal of the CIP should be to implement the master plan and to assist in the community's financial planning.

The CIP is dynamic. Each year, all projects included within the CIP are reviewed, a call for new projects is made, and adjustments are made to existing projects arising from changes in the amount of funding required, conditions, or timeline. A new year of programming is also added each year to replace the year funded in the annual operating budget.

The CIP program should continue to develop over time by adding features to gradually improve quality and sophistication. Greater attention should be devoted to provide more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing a debt strategy.

CIP and the Budget Process

The CIP plays a significant role in the implementation of a master plan by providing the link between planning and budgeting for capital projects. The CIP process precedes the budget process and is used to develop the capital project portion of the annual budget. Approval of the CIP by the planning commission does not mean that they grant final approval of all projects contained within the plan. Rather by approving the CIP, the planning commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget.

Priority rankings do not necessarily correspond to funding sequence. For example, a road-widening project which is ranked lower than a park project may be funded before the park project because the road project has access to a restricted revenue source, whereas a park project may have to compete for funding from other revenue sources. A project's funding depends upon a number of factors—not only its merit, but also its location, cost, funding source, and logistics.

The *Community of Anywhere* should strive to maximize resources by maintaining a balance between operating and capital budgets. A continuous relationship exists between the CIP and the annual budget. A direct link can be seen between the two documents, as there should be in a strategic planning environment. Budget appropriations lapse at the end of the fiscal year as the operating budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

While this process is one of many potential processes your community can follow to develop a CIP, below is some sample CIP process language:

SAMPLE CIP PROCESS LANGUAGE

Planning Group: Reviews the policy, develops the project rating and weighting criteria, rates and weights project applications, reviews funding options, and presents the recommendation to the CIP development team.

- Director of Planning & Development
- Recreation director
- Municipal treasurer
- Municipal clerk
- Director of Public Services
- Director of Finance
- Police chief
- Fire chief
- Governing body representative
- Planning commission representative (2)

CIP Development Team: clarifies any issues, finalizes the ratings and brings the CIP draft forward at the planning commission workshop where the draft CIP will be presented during a public hearing.

- Community manager
- Director of CED
- Director of Finance

Planning commission: works with the planning group during the plan development, conducts workshops (if necessary), reviews the planning group's recommendation, receives public input, conducts public hearings, adopts the plan, and requests the governing body to consider incorporating funding for the first year projects into the budget plan.

Governing body: is encouraged to use the CIP as a tool in the adoption of the annual budget process in accordance with the governing body goals and objectives.

Residents: are encouraged to participate in plan development by working with various boards and commissions at the planning commission workshops, the planning commission public hearings, and at the governing body's budget workshops and public hearings. As always, communication is open between residents, governing body representatives, planning commission representatives, and staff.

SAMPLE CIP POLICY LANGUAGE

As used in the *Community of Anywhere* capital improvements program, a capital improvements project is defined as a major, nonrecurring expenditure that includes one or more of the following:

1. Any construction of a new facility (i.e., a public building, water/sanitary sewer mains, storm sewers, major/local roadways, recreational facilities), an addition to, or extension of such a facility, provided that the cost is \$10,000 or more and that the improvement will have a useful life of three years or more.
2. Any nonrecurring rehabilitation of all or a part of a building, its grounds, a facility, or equipment, provided that the cost is \$10,000 or more and the improvement will have a useful life of three years or more.
3. Any purchase or replacement of major equipment to support community programs provided that the cost is \$10,000 or more and will be coded to a capital asset account.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvements project or to a program that is implemented through individual capital improvements projects provided that the cost is \$10,000 or more and will have a useful life of three years or more.
5. Any planning, feasibility, engineering, or design study costing \$25,000 or more that is not part of an individual capital improvements project or a program that is implemented through individual capital improvements projects.
6. Any acquisition of land for a public purpose that is not part of an individual capital improvements project or a program that is implemented through individual capital improvements projects provided that the cost is \$25,000 or more.

SAMPLE PROGRAM FUNDING LANGUAGE

Because the capital improvements projects involve the outlay of substantial funds, numerous sources are necessary to provide financing over the life of the project. Most capital funding sources are earmarked for specific purposes and cannot be transferred from one capital program to another. For example, funds raised by the *Community of Anywhere's* park maintenance and repair millage must be used for the purposes that were stated when the voters approved the millage. The CIP has to be prepared with some projections as to the amount of money available. The following is a summary of the funding sources for projects included in the capital improvements program.

Enterprise (Reserve) Funds

In enterprise financing, funds are accumulated in advance for capital requirements. Enterprise funds not only pay for capital improvements, but also for the day-to-day operations of community services and the debt payment on revenue bonds. The community can set levels for capital projects; however, increases in capital expenditures for water mains, for example, could result in increased rates. Enterprise fund dollars can only be used on projects related to that particular enterprise fund.

Bonds

When the *Community of Anywhere* sells bonds, purchasers are, in effect, lending the community money. The money is repaid, with interest, from taxes or fees over the years. The logic behind issuing bonds (or “floating a bond issue”) for capital projects is that the citizens who benefit from the capital improvements over a period of time should help the community pay for them. Anywhere issues bonds in two forms:

General Obligation (G.O.) Bonds: Perhaps the most flexible of all capital funding sources, G.O. bonds can be used for the design or construction of any capital project. These bonds are financed through property taxes. In financing through this method, the taxing power of the community is pledged to pay interest and principal to retire the debt. Voter approval is required if the community wants to increase the taxes that it levies and the amount is included in Anywhere's state-imposed debt limits. To minimize the need for property tax increases, the community

makes every effort to coordinate new bond issues with the retirement of previous bonds. G.O. bonds are authorized by a variety of state statutes.

Revenue Bonds: Revenue bonds are sold for projects that produce revenues, such as water and sewer system projects. Revenue bonds depend on user charges and other project-related income to cover their costs. Unlike G.O. bonds, revenue bonds are not included in the community state-imposed debt limits because the full faith and credit of the community back them. Revenue bonds are authorized by Public Act of 1933, the Revenue Bond Act.

Weight and Gas Tax

Based on a formula set by State of Michigan, the *Community of Anywhere* receives a portion of the tax placed on motor fuel and highway usage in the state. The restrictions placed on the expenditure of these funds insure that they will be spent on transportation-related projects or operations and services. These are commonly called Act 51 funds.

Tax Increment Financing (TIF)

TIF is a municipal financing tool that can be used to renovate or redevelop declining areas while improving their tax base. TIF applies the increase in various state and local taxes that result from a redevelopment project to pay for project-related public improvements. For purposes of financing activities within the *Community of Anywhere's* downtown district, the downtown development authority adopted a 30-year TIF plan in 1982. Public Act 281 of 1986, the Local Development Finance Authority Act and Public Act 450 of 1980, the Tax Increment Financing Act authorizes TIF.

Millages

The property tax is a millage that is one of the most important sources of community revenue. The property tax rate is stated in mills (one dollar per \$1,000 of valuation). This rate is applied to a property's net value, following the application of all exemptions and a 50 percent equalization ratio. Millages are voter-approved taxes that are specifically earmarked for a particular purpose. For example, the Parks Maintenance and Repair millage helps support Parks and Recreation capital projects. The community is authorized to utilize millages under Public Act 279 of 1909, the Home Rule Cities Act.

PART THREE

Federal and State Funds

The federal and state governments make funds available to communities through numerous grants and aid programs. Some funds are tied directly to a specific program. The community has discretion (within certain guidelines) over the expenditure of others. For the most part, the community has no direct control over the amount of money received under these programs.

Special Assessments

Capital improvements that benefit particular properties, rather than the community as a whole, may be financed more equitably by special assessment, i.e., by those who directly benefit. Local improvements often financed by this method include new street improvements (including pavement, curb and gutter, sidewalks, etc.), sanitary and storm sewers, and water mains.

Developer Contributions

Sometimes capital improvements are required to serve new development. Where funding is not available for the community to construct the improvements, developers may agree to voluntarily contribute their share or to install the facilities themselves so the development can go ahead.

PROJECT SUMMARY SECTION

The project summaries can be scaled to address the needs, capacity and circumstances of each community. The project summary section is sub-divided by department, and should include a capital improvement summary for each project and why the project was selected. The following is encouraged to be included for each capital improvement project:

- Description of the project
- CIP ID #
- Timeline for completion
- Cost
- Source of funding
- What plan or community goal the project ties to

APPENDIX A: PROJECT APPLICATION FORM SAMPLE

SECTION 1-A

Project title: _____ Department: _____

Prepared by: _____ Date prepared: _____

CIP ID#: _____ Anticipated start date: _____

SECTION 1-B

Project description: Provide a brief (1–2) paragraph description of the project

SECTION 1-C

Planning context: Is the project part of an adopted program, policy or plan?

No

Yes (must identify: _____)

MUST LIST the adopted program or policy, and how this project directly or indirectly meets these objectives:

SECTION 1-D

Planning context: Is the community legally obligated to perform this service?

No

Yes

Please describe the community's legal obligation:

APPENDIX A: PROJECT APPLICATION FORM SAMPLE

SECTION 1-E

Planning timeline: Estimated project beginning and ending dates. Be sure to include any work being done in prior years, including studies or other planning.

SECTION 1-F

Coordination: Please identify if this project is dependent upon one or more other CIP projects and please describe what the relationship is.

SECTION 1-G

Project priority: *Low, medium, high*

Priority within department _____ Priority communitywide _____

SECTION 2-A

Prior approval: Is this project included in the 2020 adopted or prior year's budget?
Has this project been approved by any board, commission or governing body?

- Yes (Please check appropriate box (es) below)
- Governing body
 - Planning commission
 - 2013 budget
 - Prior year budget: _____
- No

APPENDIX A: PROJECT APPLICATION FORM SAMPLE

SECTION 2-B

Total estimated cost (in 2020 dollars): \$ _____

List all funding options available for this project:

Recommended funding option(s) to be used? (i.e., operating revenues, fund balance, bond issue etc.)

SECTION 2-C

Basis of cost estimate:

Please check one of the following:

- Cost of comparable facility/equipment
- Cost estimate from engineer/architect
- Rule of thumb indicator/unit cost
- Preliminary estimate
- Ball park "guesstimate"

SECTION 3-A

Equipment: _____ Date prepared: _____

Department: _____

SECTION 3-B

Form of acquisition:

Please check one of the following:

- Purchase
- Rental/lease

Number of units requested: _____

Estimated service life (years): _____

APPENDIX A:

PROJECT APPLICATION FORM SAMPLE

SECTION 3-C

Include return-on-investment section if the administration team and department heads have time to complete. Forgoing this section will save time.

DIRECT COSTS	PER UNIT (\$)	TOTAL COST (\$)
Purchase price or annual rent/lease		
Plus: installation or related charges		
Plus: annual operational costs		
Less: annual operational savings		
Less: trade-in, salvage value, discount		
Net purchase cost/annual rent		

SECTION 3-D

Purpose of expenditure:

Please check one of the following:

- | | |
|---|--|
| <input type="checkbox"/> Scheduled replacement | <input type="checkbox"/> Replace worn-out equipment |
| <input type="checkbox"/> Expanded service life | <input type="checkbox"/> Increased safety |
| <input type="checkbox"/> Present equipment obsolete | <input type="checkbox"/> Reduce personnel time |
| <input type="checkbox"/> New operation | <input type="checkbox"/> Improved service to community, procedures, etc. |
| <input type="checkbox"/> Other _____ | |

SECTION 3-E

Replaced items(s): Attach a separate sheet if necessary

ITEM	MAKE	AGE	PRIOR YEAR'S	
			Maintenance	Rental cost
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$

APPENDIX A: PROJECT APPLICATION FORM SAMPLE

April 26, 2020

Project title: Sample project #1

CIP ID: CIP-01

Project Construction	Cost Before 2019
Preliminary engineering	\$
Right-of-way services	\$
Land Acquisition (ROW)	\$
Geotechnical engineering	\$
Construction	\$
Construction engineering	\$
Other construction costs	\$
Equipment/vehicle purchase	\$
Total project construction	\$

PRIOR YEAR'S BUDGET	BUDGET 2020	BUDGET 2021	2022	2023	2024	2025	Total	City share	TOTAL CITY
				\$50,000			\$50,000	100%	\$50,000
								100%	
								100%	
								100%	
								100%	
								100%	
								100%	
								100%	
								100%	
\$	\$	\$	\$	\$50,000	\$	\$	\$50,000		\$50,000

Future net operating Costs/savings	Cost Before 2019
Est. Staffing impact	\$
Est. Operational impact	\$
Est. Maintenance impact	\$
Est. Other impact	\$
Total Operating Impact	\$

PRIOR YEAR'S BUDGET	2020	2021	2022	2023	2024	2025	Total	City share	TOTAL CITY
				\$50,000			\$50,000	100%	\$50,000
								100%	
								100%	
								100%	
\$	\$	\$	\$	\$	\$	\$	\$		\$

Grand Total Project	\$
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\$	\$	\$	\$	\$50,000	\$	\$	\$50,000		\$50,000
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* Coordinate with:

APPENDIX B: SCORE SHEET SAMPLE

2020–2025 CAPITAL IMPROVEMENT NEEDS ASSESSMENT FORM				
Project name:		Project #		
Department:		Total score:		
RATER NAME:	Score Range	Rater Score	Weight	Total Points
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			
PROJECT NEEDED TO COMPLY WITH LOCAL, STATE OR FEDERAL LAW				
Yes	5		5	
No	0			
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			
PROJECT REMEDIATES AN EXISTING OR PROJECTED DEFICIENCY				
Completely remedy problem	5		3	
Partially remedy problem	3			
No	0			
WILL PROJECT UPGRADE FACILITIES				
Rehabilitates/upgrades existing facility	5		3	
Replaces existing facility	3			
New facility	1			
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			
SERVICE AREA OF PROJECT				
Regional	5		2	
City-wide	4			
Several neighborhoods	3			
One neighborhood or less	1			
DEPARTMENT PRIORITY				
High	5		2	
Medium	3			
Low	1			
PROJECT DELIVERS LEVEL OF SERVICE DESIRED BY COMMUNITY				
High	5		2	
Medium	3			
Low	1			