

3-1999

City of Green: Capital Improvement Plan Preparation Manual

Daila Shimek

Cleveland State University, dailashimek@gmail.com

Kevin E. O'Brien

Levin College of Urban Affairs, k.e.obrien@csuohio.edu

Jennifer Pae

How does access to this work benefit you? Let us know!

Follow this and additional works at: https://engagedscholarship.csuohio.edu/urban_facpub

 Part of the [Urban Studies and Planning Commons](#)

Repository Citation

Shimek, Daila; O'Brien, Kevin E.; and Pae, Jennifer, "City of Green: Capital Improvement Plan Preparation Manual" (1999). *Urban Publications*. 0 1 2 3 1274.

https://engagedscholarship.csuohio.edu/urban_facpub/1274

This Report is brought to you for free and open access by the Maxine Goodman Levin College of Urban Affairs at EngagedScholarship@CSU. It has been accepted for inclusion in Urban Publications by an authorized administrator of EngagedScholarship@CSU. For more information, please contact library.es@csuohio.edu.

City of Green

Capital Improvement Plan Preparation Manual



Prepared by:
The Urban Center
Maxine Goodman Levin College of Urban Affairs
Cleveland State University

March 1999

**The development of the capital planning process was facilitated by
Daila Shimek, Kevin O'Brien and Jennifer Pae of the
Public Works Management Program,
The Urban Center,
Maxine Goodman Levin College of Urban Affairs at
Cleveland State University
in cooperation with the City of Green appointed and elected officials.**

CITY OF GREEN, OHIO

GREEN CITY OFFICIALS

***Principal Officials and Employees
as of January 1, 1999***

Elected Officials

Brenda Fargo, Mayor

Betty Konen, President of Council

Boyd Elliot, Council

David France, Council

Joseph Funai, Council

Roger Gallagher, Council

David Plum, Council

Joseph Sheehan, Council

Molly Kapeluck, Clerk of Council

Appointed Officials

Paul Pickett, Director of Engineering

Richardt Dipold, Director of Finance

Robert Eberwine, Director of Human Resources

Thomas Musarra, Director of Law

Wayne Wiethe, Director of Planning

TABLE OF CONTENTS

PREFACE	1
INTRODUCTION	3
GENERAL INSTRUCTIONS	5
FORMS	5
Capital Project Request Forms	5
Capital Improvement Project Description	6
Construction or Land Acquisition Project Detail	6
Equipment Purchase or Major Rentals	6
CALENDAR	10
CAPITAL PLANNING PROGRAM OVERVIEW	11
GOALS OF THE CAPITAL IMPROVEMENT PLAN	11
CAPITAL IMPROVEMENT PROJECT DEFINITION	12
PUBLIC INVOLVEMENT	13
CAPITAL PLANNING PROGRAM	13
Stakeholder Roles and Responsibilities	14
Mayor	14
CIP Coordinator	14
CIP Committee	14
Administration	14
Public	14
Initiation of the Capital Planning Program	15
Assembly of Data for the CIP	15
Project Prioritization	16
Public Hearings	19
Public Meetings	19
Final CIP	19
Removal of Projects from the CIP	19
Evaluation of Capital Planning Program	19
APPENDICES	23
APPENDIX A: GUIDELINES FOR USEFUL LIFE OF CAPITAL PROJECTS ..	25
APPENDIX B: GUIDE-CAPITAL VERSUS OPERATING BUDGET ITEMS ...	27
APPENDIX C: CAPITAL PLANNING PROGRAM DEVELOPMENT	29



This page has intentionally been left blank



This page has intentionally been left blank

PREFACE

The capital planning program developed and adopted by the city meets with the requirements outlined in the City Charter and is consistent with the mission and plans established by the city. The mayor, in conjunction with staff and city council, will use the process outlined in this manual to develop and update a capital improvement plan and budget. As outlined in the charter, the mayor submits the appropriation measure to council for adoption.



This page has intentionally been left blank



INTRODUCTION

This manual serves as a guide to the capital improvement process and system of the City of Green. It also serves as a reference for the operation and development of future capital improvement plans (CIP). The capital planning program was established to provide a process and procedures for identifying and advocating for the current and future capital needs of the City of Green. The capital planning process not only provides an orderly and routine method of planning and financing for required capital improvements, but the process also makes capital expenditures more responsive to community needs by informing and involving the public. By prioritizing projects according to criteria that are grounded in the city's mission and plans, the planning program also creates a more understandable and defensible investment decision-making process, improves linkages between capital investments and the city's long-term vision and goals and builds citizen confidence by making more efficient use of city resources.

This page has intentionally been left blank

GENERAL INSTRUCTIONS

These instructions outline the procedures to be used in preparing and submitting capital improvement project requests. Each department has primary responsibility for the preparation of capital improvement project requests. Each capital improvement project request must meet the definition of a capital improvement project, as defined on page 12.

The finance department will provide guidance and overall coordination in the formulation and documentation of CIP requests. These requests will be rated and prioritized, as outlined on page 15, for inclusion in the City of Green's CIP.

FORMS

Various forms have been developed to help the city monitor efforts to maintain its capital and identify capital improvement needs. All necessary capital request forms are available on the "Share Drive" or the "s" drive under the "capital" sub-directory. Each department or division head will need to complete the Capital Improvement Project request forms on behalf of his or her department. Most projects will require that two out of three pages of the Capital Project Request be completed.

The filename for each form is noted in the upper left corner. Samples of the forms are located on pages 7-9.

Capital improvement project requests shall be stated to the nearest dollar, omitting cents, with particular attention devoted to accuracy and complete and comprehensive project information and justification. Department or division heads are to submit the completed Capital Improvement Project request forms for each project on diskette or via e-mail (in WordPerfect file format) and provide a hard copy to the CIP Coordinator no later than **May 1st**. (NOTE: When May 1st falls on a weekend or holiday, the deadline will be the preceding business day). Incomplete and late requests will not be rated and prioritized, but may be referenced in a supplemental section of projects outside the scope of the five-year CIP.

Capital Project Request Forms

Project sponsors must complete capital improvement project request forms for each capital project they would like considered for inclusion in the CIP. Each project must satisfy the City of Green's definition of a capital improvement project (see page 12 for details). This includes any project or physical public improvement that results in a

permanent addition to the city's fixed assets or revitalization/ improvement that extends a fixed asset's useful life or increases its usefulness or capacity. In addition, a capital improvement has an estimated service life of at least eight years and a value of at least \$25,000.

Depending on the type of project, a sponsor may need to fill out more than one form. Each page must be filled out as completely as possible, in relation to the type of request.

- ⇒ ***Capital Improvement Project Description*** – This page should be completed for all projects. For most projects, this page should be accompanied by the *Construction or Land Acquisition Project Detail* or *Equipment Purchase or Major Rentals* form.

When project sponsors complete the Capital Improvement Project Description form, they need to describe how the project responds to the prioritization criteria defined on page 15. The project ID # will be assigned by the CIP Coordinator based on the department, order in which it was received, and year of project request. Leave this area blank.

- ⇒ ***Capital Project Request: Construction or Land Acquisition Project Detail*** – This page provides support information in the review and rating of construction or land acquisition projects. While this page will not become part of the final CIP, it should be kept as part of the department's or division's for records.
- ⇒ ***Capital Project Request: Equipment Purchase or Major Rentals*** – This page provides support information in the review and rating of capital projects involving major rentals or the purchase of equipment. While this page will not become part of the final CIP, it should be kept as part of the department's or division's for records.

**City of Green
CAPITAL IMPROVEMENT PROJECT DESCRIPTION**

PROJECT TITLE _____ **ID#** _____

PROJECT STATUS	New _____	RECOMMENDED YEAR(S)	ESTIMATED USEFUL LIFE (in yrs)	<small>(Use standards for useful life in Appendix B)</small>	UNIT COST
	Modify existing _____				
	Existing project _____				

PROJECT RATING _____ **out of a possible 42 points**

PROJECT DESCRIPTION	PROJECT LOCATION
{Type descriptive information in this box. Include whether or not this project relates to any existing or proposed project and how it relates to other projects.}	{Type location information in this box}

PROJECT JUSTIFICATION
{Type project justification/need and impact information in this box. Describe how project addresses public health and safety needs and external requirements; how the project impacts level of service, economic development and the operating budget; and how the project contributes toward the department, division or city meeting its goals, e.g. minimum acceptable level of service.}

<u>PROPOSED FUNDING SOURCES</u>						
Funding Type	1999	2000	2001	2002	2003	Total
General fund (Cap. Improve.)						
Fed/State/Local Grants						
Bonds						
Levy						
Assessment						
Other: _____						
Total						

Cost category	1999	2000	2001	2002	2003	Total
Land acquisition						
Land improvements						
Construction						
Equipment						
Engineering, planning, design, legal, etc.						
Other: _____						
Total						

CONTACT PERSON _____ **DEPARTMENT** _____
PHONE NUMBER _____

CAPITAL PROJECT REQUEST

Construction or Land Acquisition Project Detail

Date: _____

PROJECT TITLE _____ ID# _____

1. STATUS OF PROJECT (Check Appropriate)

Preliminary Estimate	<input type="checkbox"/>	Plans Completed	<input type="checkbox"/>	Land & Right of Way Acquired	<input type="checkbox"/>
Survey in Progress	<input type="checkbox"/>	Plans & Specifications being Prepared	<input type="checkbox"/>	Necessary Demolition or Relocation Completed	<input type="checkbox"/>
Survey Completed	<input type="checkbox"/>	Plans & Specifications Completed	<input type="checkbox"/>		
Sketches or Preliminary	<input type="checkbox"/>	Construction Underway	<input type="checkbox"/>		

2. AMOUNT OF LAND (No. of acres, front ft. or sq. ft.) _____ **3. LAND COSTS (If any):** Cost Per acre, front ft. or sq. ft. _____

4. BUILDING CONSTRUCTION COSTS (If any)	5. PUBLIC WORKS CONSTRUCTION	Total linear feet	\$ per linear foot	Total cost	Comments
Total sq. or cu. ft	Highway				
\$ Per sq. or cu. ft.	Sanitary Sewer				
\$ Total	Storm Sewer				
Air Conditioning?	Water Main				
Yes <input type="checkbox"/>	Sidewalk				
No <input type="checkbox"/>	Other (specify):				

6. PROJECT COST ESTIMATE SUMMARY

	Amount *	Fiscal Year	Recommended Sources of Funds	Methods of Estimating
Engineering and Legal				
Land Acquisition				
Site Preparation				
Construction				
Landscaping				
Equipment & Furniture				
Other (Specify)				
Allowance For Contingencies (%)				
Total				

*Does not include interest cost unless indicated.

8. SUBMITTING AUTHORITY FOR COST ESTIMATE

Submitted by _____ Date _____
 (signature), Position

9. RESERVED

CONTACT PERSON _____ DEPARTMENT _____
 PHONE NUMBER _____

CAPITAL PROJECT REQUEST

Equipment Purchase or Major Rentals

Date: _____

PROJECT TITLE _____ ID# _____

1. TYPE OF ACQUISITION (Check Appropriate): Purchase Rental 2. STATUS: Have Bids been Solicited? Yes No

3. NUMBER OF SIMILAR ITEMS IN INVENTORY _____ 4. NO. OF UNITS REQUESTED _____

<p>5. COST</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 15%;"><u>Total</u></td> <td style="width: 15%;"><u>Per unit</u></td> <td></td> </tr> <tr> <td>\$ _____</td> <td>\$ _____</td> <td>Purchase price or annual rental</td> </tr> <tr> <td>\$ _____</td> <td>\$ _____</td> <td>Plus: Installation or other costs</td> </tr> <tr> <td>\$ _____</td> <td>\$ _____</td> <td>Less trade-in or other discount</td> </tr> <tr> <td>\$ _____</td> <td>\$ _____</td> <td>Net purchase cost or annual rental</td> </tr> </table>	<u>Total</u>	<u>Per unit</u>		\$ _____	\$ _____	Purchase price or annual rental	\$ _____	\$ _____	Plus: Installation or other costs	\$ _____	\$ _____	Less trade-in or other discount	\$ _____	\$ _____	Net purchase cost or annual rental	<p>6. PURPOSE OF EXPENDITURE (Check appropriate)</p> <table border="0" style="width: 100%;"> <tr> <td>Scheduled Replacement</td> <td>_____</td> </tr> <tr> <td>Present Equipment Obsolete</td> <td>_____</td> </tr> <tr> <td>Replace Worn-Out Equipment</td> <td>_____</td> </tr> <tr> <td>Reduce Personnel Time</td> <td>_____</td> </tr> <tr> <td>Expanded Service</td> <td>_____</td> </tr> <tr> <td>New Operation</td> <td>_____</td> </tr> <tr> <td>Increased Safety</td> <td>_____</td> </tr> <tr> <td>Improve Procedures, Records, etc.</td> <td>_____</td> </tr> </table>	Scheduled Replacement	_____	Present Equipment Obsolete	_____	Replace Worn-Out Equipment	_____	Reduce Personnel Time	_____	Expanded Service	_____	New Operation	_____	Increased Safety	_____	Improve Procedures, Records, etc.	_____
<u>Total</u>	<u>Per unit</u>																															
\$ _____	\$ _____	Purchase price or annual rental																														
\$ _____	\$ _____	Plus: Installation or other costs																														
\$ _____	\$ _____	Less trade-in or other discount																														
\$ _____	\$ _____	Net purchase cost or annual rental																														
Scheduled Replacement	_____																															
Present Equipment Obsolete	_____																															
Replace Worn-Out Equipment	_____																															
Reduce Personnel Time	_____																															
Expanded Service	_____																															
New Operation	_____																															
Increased Safety	_____																															
Improve Procedures, Records, etc.	_____																															

7. ESTIMATED USE OF REQUESTED ITEM(S)

_____ Approximate Months (if seasonal) _____ For the Weeks Used, what are the estimated average days per week

_____ Weeks per Year _____ For the Weeks Used, what are the estimated average hrs/day used

8. REPLACED ITEM(S)

#	Item	Make	Age of item being replaced	Maintenance cost over past 5 years	Length and # of prior year's breakdowns	Rental cost
1						
2						
3						
4						

9. RECOMMENDED DISPOSITION OF REPLACED ITEM(S): (indicate most appropriate option below)

Possible use by other agencies (specify) _____ Trade-In Sale

10. SUBMITTING AUTHORITY FOR COST ESTIMATE

Submitted by (signature) & position _____ Date _____

11. RESERVED _____

CONTACT PERSON _____ DEPARTMENT _____

PHONE NUMBER _____

**City of Green
Capital Improvement Plan
Preparation Manual**

CALENDAR

The calendar below provides start/completion dates for the various activities and the person or group responsible for initiating or completing that activity. An asterisk (*) is used to identify the points at which public involvement will occur. A detailed description of stakeholder roles and the capital planning program can be found in the section, "CAPITAL PLANNING PROGRAM," on page 13.

Target date	Responsible Party	Activity
Mar 1	CIP Coordinator	CIP Committee meeting to review ranking criteria and weighting, CIP objectives and priorities.
Mar 15	CIP Committee	*Submit to council the comments gathered and make recommendations for formal revision, if necessary.
Apr 1	Mayor/CIP Coordinator	Distribute CIP preparation manual to city administration and council to begin CIP process.
Apr 1	Mayor's Office	Distribute press release, community newsletter and post information to the City of Green's web site explaining capital planning process, defining a public improvement, explaining the role of the public and presenting the CIP objectives and prioritization criteria.
May 1	Clerk of Council	*Provide notice to public of CIP meetings via local newspapers.
May 1	Administration, Council	Deadline for project proposal submissions.
May 15 - Jun 15	CIP Committee	Meeting with directors, project sponsors, etc., to review proposals, clarify project descriptions, identify possible conflicts with plans, policies, implementation of other projects and financing. Prioritize projects.
Jun 1	Finance Director	*Legal notice for tax budget hearing to local newspapers.
Jun 15 - Jul 31	City Council	*Preliminary budget hearing including introduction of draft CIP. Three readings. Adoption of "tax" budget.
Jul-Sep	CIP Coordinator	Prepare the draft CIP.
Aug/Sep	Clerk of Council	*Provide notice to public of special public meeting to present CIP via local newspapers.
Sep	Administration, City Council	*Public meeting to review and receive comment on draft CIP (process and plan). Forward comments to CIP Committee, mayor and council.
Oct	CIP Committee	Develop and distribute final draft to mayor, council, and directors.
Oct	Clerk of Council	*Provide notice to public of "three readings" dates for CIP via local newspapers .
Nov 1 - Dec 15	City Council	*Three readings/meetings to provide for public input prior to adoption.
Dec	City Council	Adoption of CIP and capital budget.
Jan	CIP Coordinator	Meeting with CIP Committee to evaluate capital planning process: calendar, roles and responsibilities of staff, process for public involvement, ranking criteria and weighting *Submit to council the recommendations for formal revision, if necessary.
Apr/Jun/ Oct/Dec	CIP Committee	Meeting to review current CIP projects' status and revision of current year projects with existing meetings.

NOTE: When the target date or deadline falls on a weekend or holiday, the deadline will be the preceding business day. An asterisk "*" indicates points of public participation or information via web site, newsletters, media, public meetings and special notifications.

CAPITAL PLANNING PROGRAM OVERVIEW

The City of Green has created a process to develop and implement a capital improvement plan (CIP). The CIP can help the city balance its goals and objectives against conditions and needs as it allocates scarce resources among competing priorities. The capital improvement planning program consists of a capital planning process and a capital improvement plan. The plan includes policies to guide overall decision making and a process for developing a capital inventory, rating the capital project requests and creating a capital improvement plan. Now that the capital improvement planning process is in place, the city will use it to update the CIP on an annual basis.

There are many benefits to creating and implementing a capital improvement plan. The City of Green's CIP will serve as a financial planning and management tool that identifies public facility and equipment requirements, places these requirements in order of priority and schedules them for funding and implementation. The CIP will help Green administration and officials anticipate capital repair and replacement needs, and will ensure that these needs are addressed on time and in a coordinated manner by providing for orderly maintenance and replacement of existing capital facilities and equipment. City administration and elected officials can use the CIP to help determine the amount of infrastructure and equipment spending that will be required to accommodate anticipated growth and development.

Finally, the CIP can assist the city during the evaluation or rating process by municipal bond rating agencies and in credit markets because it provides some assurance that the government has planned for its future capital requirements. The CIP also shows that the city has assessed the financial resources likely to be available to meet those requirements.

GOALS OF THE CAPITAL IMPROVEMENT PLAN

Through the capital planning process, the city strives to realize several goals. These goals were developed by a committee comprised of city council members and administration and were grounded in the mission and *Priority Issues Strategic Plan* with consideration given to the *Long Range Comprehensive Land Use Plan*. Based on these factors, the goals of the CIP are as follows:

- Create a process that enables informed decisions and choices that are consistent with long and short term goals; identifies short and long term

- problems, opportunities and policy issues resulting from the CIP; and gives consideration to public needs and input.
- Assess short and long-term financial impact of capital projects both upon individual departments and the city as a whole, including assessment of the impact on rates, debt, and revenue, as well as operation and maintenance cost.
 - Enhance the city's ability to develop, improve, maintain or preserve conditions or level of services in the community; plan for land acquisition and future government or community facilities; establish reserve funds for emergency needs and estimate future bond issues.
 - Facilitate implementation of the city's *Long Range Comprehensive Land Use Plan* and *Priority Issues Strategic Plan*.
 - Ensure coordination between city departments and city council in the planning and implementing of capital projects.
 - Identify and determine future infrastructure needs and establish priorities among projects so available resources are used to their best advantage and ensure use of the best financial mechanisms and maximum useful life of capital investments.

CAPITAL IMPROVEMENT PROJECT DEFINITION

Prior to submitting capital project requests, project sponsors are responsible for ensuring that each of their requests satisfies the City of Green's definition of a capital project:

A capital improvement is any project or physical public improvement that results in a permanent addition to the city's fixed assets or revitalization/ improvement that extends a fixed asset's useful life or increases its usefulness or capacity. In addition, a capital improvement has an estimated service life of at least eight years and a value of at least \$25,000.

This includes streets and highways, public facilities, water and sewer lines, and parks and recreational facilities. It can also be acquisition of property, new construction, rehabilitation or renovation of an existing facility to a "like new" condition that extends its useful life or increases its usefulness or capacity. A capital improvement should not include equipment or services that are maintenance or

operating expenditures that could be financed out of current revenues or purchases normally consumed in less than eight years.

PUBLIC INVOLVEMENT

The City of Green understands the importance of involving the public in the capital planning process. The capital planning process provides the public with information at key points in the process and provides a variety of opportunities to comment.

The public involvement process includes activities such as notice to the local media of CIP Committee meetings, a press release to area news editors/reporters, distribution of a newsletter and questionnaire/survey throughout the community and posting information to the City of Green's web site. The mayor's office and other members of the administration will provide information to the public explaining: (1) the CIP development process and calendar, (2) public meeting and hearing dates and other opportunities/avenues for public input, (3) what a public improvement is, (4) the CIP objectives and project prioritization criteria, and (5) priority projects in the CIP's five-year time frame as indicated in the draft CIP.

In addition, council will hold a public hearing and three readings prior to approval of the tax budget, which includes the draft CIP. Separate from the public hearing, a public meeting will be held on the capital improvement planning program along with three readings to provide the opportunity for public input prior to approval of the CIP and capital budget.

The "Capital Planning Program" section outlines where in the capital planning program each type of public involvement occurs and who is responsible for initiating the public involvement activities.

CAPITAL PLANNING PROGRAM

There are various stakeholders in the annual update of the Capital Improvement Plan. Each plays an important role in this process.

Stakeholder Roles and Responsibilities

The stakeholders and their roles in developing and updating the CIP for the City of Green are briefly described below.

Mayor – The mayor, in conjunction with the CIP committee, staff and city council, develops and updates a capital improvement plan and budget. As outlined in the charter, the mayor is responsible for submitting the appropriation measure to council for adoption.

CIP Coordinator – The finance director has been designated as the CIP Coordinator and is responsible for ensuring the capital planning program moves forward as scheduled and adheres to established policies and program guidelines.

CIP Committee – This group will meet regularly to review and make recommendations for necessary updates, additions or changes to the CIP and process. When the goals and priorities are annually reassessed, the CIP Committee will examine the prior year's CIP goals and priorities, review them for consistency with the *Priority Issues Strategic Plan* (and other relevant plans) and submit recommended changes to the administration for review and comment and to city council for approval. The group designated to serve on this committee includes the planning director, finance director, the public service director, the city engineer, the fire chief, the mayor and the city council Finance Committee and Planning Committee Chairs. The CIP Coordinator initiates and chairs meetings and guides the activities of this committee.

Administration – For the purposes of this process, this includes the mayor, directors, and other relevant staff. Specific directors, through participation on the CIP Committee, will help develop the annual updates of the CIP. All directors and the mayor will be solicited for new projects and asked to update their department's prior year's CIP. The directors and mayor may be asked to estimate revenues and project costs for their respective areas and participate in budget meetings or hearings. Administration is also responsible for implementing some of the public involvement activities.

Public – This includes residents and the business community. They are given the opportunity for input via public meetings, as well as written or verbal responses to information distributed community-wide. The public will be apprised of the capital planning process through public notices, newspaper articles and a newsletter. During the project prioritization process and annual updates, the

public will be informed of and have the opportunity to comment on the draft CIP and potential priority projects.

Initiation of the Capital Planning Program

The following provides a "step-by-step" summary of the process for the annual development and update of Green's Capital Improvement Plan.

The CIP Coordinator will set up a meeting with the CIP Committee to reevaluate the project prioritization criteria and corresponding weights according to their consistency or responsiveness to the current needs of the community, as determined by city council. The CIP Committee will submit any recommended changes to council for formal revision. In coordination with the mayor, the CIP Coordinator will then distribute the updated CIP Preparation Manual, including calendar, roles and responsibilities of stakeholders, process for public involvement, and CIP forms, to city administration and council.

As part of the public involvement process, the mayor's office will prepare a press release for local newspapers, distribute a newsletter and post information to the City of Green's web site (based on information provided by the CIP Committee). This information will explain the CIP development process, define a public improvement, explain the role of the public, and present the CIP objectives and prioritization criteria and other relevant information. The newsletter will include a brief survey/questionnaire developed by the Planning Department. This survey will help identify related community ideas, concerns and potential projects. Any comments received (i.e., via mail, e-mail or fax) should be directed to the CIP Coordinator. The CIP Coordinator will present the public comments to the CIP Committee. In addition, the clerk of council will notify local newspapers of CIP Committee meetings so they can provide this information to the public. The public is invited to these meetings and is encouraged to provide input on the process via council members.

Assembly of Data for the CIP

Administration and council will submit project proposals, project revisions and related capital project estimates to the CIP Coordinator. The CIP Committee will hold meetings with project sponsors, etc. to review proposals and financing, clarify project descriptions and identify possible conflicts with the city's plans, policies or other projects. Upon completion, the committee will rank and prioritize the capital improvement projects and develop a draft CIP.

Project Prioritization

In creating a program that provides for defensible investment decision-making, the CIP Planning/Development Committee established prioritization criteria to be used in evaluating the merit of proposed capital project requests for the City of Green. The established criteria allow for capital investment that is responsive to community needs and improves linkages between these investments and the city's long-term vision and goals. These criteria are defined below:

- I. **External requirements** - Is the project required by law, regulation or mandate (e.g., OSHA, ADA), required by agreement with other jurisdictions, or to be conducted in conjunction with other jurisdictions? Higher priority is given to projects that are needed due to an external requirement or mandates.
- II. **Public health and safety** - The extent to which a project addresses health or safety hazards. Is the project needed to alleviate an existing health or safety hazard, alleviate a potential health or safety hazard, or promote or maintain health/safety? Higher priority is given to projects addressing public health or safety hazards.
- III. **Affect on operating or maintenance costs** - How will the project impact operating and maintenance costs (e.g., result in decreased, minimal or no operating and maintenance costs; will have some additional operating costs and/or personnel additions; or will require significant additions in personnel or other operating costs).
- IV. **Level of service** - The extent to which the project will support, maintain or preserve basic/acceptable level of service or program delivery; or extent to which the project will expand the service area or level of city services or amenities.
- V. **Availability of financing** - The extent to which project revenues will support project expenses, whether non-city revenues have been identified and applied for or whether the potential for non-city revenue for project funding exists.
- VI. **Economic development** - The extent to which a project will encourage capital investment, increase the tax base, improve job opportunities, attract customers, or produce public or private revenues. Is this project critical to gaining or retaining industries and jobs, preserving neighborhood vitality or improving the quality of life?

The CIP Committee will use the above prioritization criteria in evaluating the merit of each proposed capital project request. Prior to scoring projects, the committee will meet with each project sponsor to discuss the project and answer any questions the committee may have. Upon completion of sponsor meetings, the committee may set aside time for discussion among the members regarding proposed projects. Following sponsor meetings and committee discussions, each committee member will complete a Project Rating Form for each project. The Project Rating Form on the following page will be used in the rating and prioritizing of all capital projects. As indicated in the CIP Calendar, emergency/new project requests will be reviewed, rated and prioritized at quarterly meetings of the CIP Committee.

Once all projects have been rated, committee members will submit each of their project rating sheets to the CIP Coordinator. The CIP Coordinator will calculate average points for each project and prioritize all proposed projects based upon the committee's average project score. Based on the outcome of the prioritization process, the CIP Coordinator, in cooperation with the CIP Committee, will prepare a draft CIP to present to department directors and the mayor. Subsequent to the mayor's review, the mayor presents the CIP to council and to the public.

**City of Green
Capital Improvement Plan
Preparation Manual**

**City of Green
Project Rating Form**

Project Name/Description: _____

Prioritization Criteria	Project scoring				Col. 1 Weight	Col. 2 Net Score	Col. 3 Weighted Score (Col 1 x Col2)
	3	2	1	0			
External requirements	project is required by law, regulation or mandate	project is required by agreement with other jurisdictions	project to be conducted in conjunction with other jurisdictions	project is a city-only project and not externally required	3		
Public health and safety	project needed to alleviate existing health or safety hazard	project needed to alleviate potential health or safety hazard	project would promote or maintain health/safety	no health or safety impact associated with this project	3		
Affect on operating or maintenance costs	project will result in decreased operating or maintenance costs	project will have minimal or no operating and maintenance costs	project will have some additional operating costs and/or personnel additions	project will require significant additions in personnel or other operating costs	1		
Level of service	project will support program delivery, allow city to maintain/preserve service area or maintain or reach a basic/acceptable level of city services or amenities	project will expand existing basic service citywide or provide new city service or amenities	project will expand existing basic service to a limited area	provides above standard services or other rehabilitation, replacement or construction	2		
Availability of financing	project revenues will support project expenses	non city revenues have been identified and applied for	potential for non city revenue exists	no financing arrangements currently exist	2		
Economic development	project will promote economic development by significantly encouraging capital investment; increasing tax base; improving job opportunities; attracting customers, industrial, commercial or housing development; or producing public or private revenues	project will promote economic development by moderately encouraging capital investment; increasing tax base; improving job opportunities; attracting customers, industrial, commercial or housing development; or producing public or private revenues	project will promote economic development by minimally encouraging capital investment; increasing tax base; improving job opportunities; attracting customers, industrial, commercial or housing development; or producing public or private revenues	no economic development benefits are associated with this project	3		
					TOTAL		

**City of Green
Project Rating Form**

CAPITAL IMPROVEMENT PROJECT DEFINITION

Prior to submitting capital project requests, project sponsors are responsible for ensuring that each of their requests satisfies the City of Green's definition of a capital project:

A capital improvement is any project or physical public improvement that results in a permanent addition to the city's fixed assets or revitalization/improvement that extends a fixed asset's useful life or increases its usefulness or capacity. In addition, a capital improvement has an estimated service life of at least eight years and a value of at least \$25,000.

This includes streets and highways, public facilities, water and sewer lines, and parks and recreational facilities. It can also be acquisition of property, new construction, or renovation or rehabilitation of an existing facility to a "like new" condition that extends its useful life or increases in usefulness or capacity. It should not include equipment or services that are maintenance or operating expenditures that could be financed out of current revenues or purchases normally consumed in less than eight years.

CRITERIA DEFINITIONS

These criteria are defined as:

- (1) External requirements - Is the project required by law, regulation or mandate (e.g., OSHA, ADA), required by agreement with other jurisdictions, or to be conducted in conjunction with other jurisdictions?
- (2) Public health and safety - The extent to which a project addresses health or safety hazards. Is the project needed to alleviate an existing health or safety hazard, alleviate a potential health or safety hazard, or promote or maintain health/safety?
- (3) Affect on operating or maintenance costs - How will a project impact operating and maintenance costs (e.g., result in decreased, minimal or no operating and maintenance costs; will have some additional operating costs and/or personnel additions; or will require significant additions in personnel or other operating costs)?
- (4) Level of service - The extent to which the project will support a basic/acceptable level of service or program delivery, or maintain, preserve or expand the service area or level of city services or amenities or provides above standard services or other rehabilitation, replacement or construction.
- (5) Availability of financing - The extent to which project revenues will support project expenses, whether non-city revenues have been identified and applied for, or whether the potential for non-city revenue exists for project funding
- (6) Economic development - The extent to which a project will encourage capital investment, increase the tax base, improve job opportunities, attract customers, or produce public or private revenues. Is this project critical to gaining or retaining industries and jobs, preserving neighborhood vitality or improving the quality of life?

Public Hearings

The finance director will prepare appropriate public notice(s) for the public hearing on the tax budget. The clerk of council will notify local newspapers of preliminary budget hearings that are held by council. When city council meets to adopt a tax budget, they will present a draft CIP as a part of the tax budget.

Public Meetings

The clerk of council will notify local newspapers of the special public meeting that will be held to present the draft CIP. Administration and council will hold this public meeting to review and receive comment on the draft CIP (process and plan). A summary of comments will be forwarded by the CIP Coordinator to the CIP Committee, mayor and city council.

Final CIP

The CIP Committee will develop and distribute the final CIP document to the mayor, city council, and directors. The mayor files the final CIP and budget with the council clerk. Council will review the CIP for consistency with the *Priority Issues Strategic Plan* and will hold a public meeting at the time the five-year CIP and capital budget are up for adoption. This will include three readings to provide for public input. As the final steps in the annual CIP development and update process, city council will adopt the capital budget and CIP and authorize legislation to implement the capital improvements for the following year. The mayor approves/signs the authorizing ordinance or resolution and files it with the clerk of council. The CIP Committee will integrate the status, review and revision of current year projects with existing meetings.

Removal of Projects from the CIP

If the project sponsor is requesting a project be deleted from the CIP, the project sponsor needs to submit this request in writing to the CIP Coordinator. This request should include the Project Title, ID#, reason for project cancellation, and signature of person requesting the projects's removal.

Evaluation of Capital Planning Program

At the end of the process, the CIP Coordinator will set up a meeting with the CIP Committee to review the CIP forms and calendar, the roles and responsibilities of staff, the process for public involvement, and the CIP goals/objectives. The CIP Committee

will assess the appropriateness and value of the project prioritization criteria and corresponding weights. The CIP Committee will submit the recommended changes to council for formal revision, if necessary.

This page has intentionally been left blank

APPENDICES

This page has intentionally been left blank

APPENDIX A: GUIDELINES FOR USEFUL LIFE OF CAPITAL PROJECTS

The useful life of an asset means: (1) the estimated time over which the asset is expected to be able to be used, or the benefits represented by the asset are able to be derived; or (2) the estimated total service, expressed in terms of production or similar units, that is expected to be obtained from the asset.

Useful life is distinguished here from economic life where a separate set of management decisions and policy on asset replacement are involved. It may not be economic to use an asset for its full useful life due to ongoing maintenance costs, etc. The useful lives of assets are determined by consideration of the nature and characteristics of specific assets (refer to guidelines below).

The following useful lives are meant to serve as broad guidelines only, as there may be specific assets which require the use of other more appropriate depreciation rates and effective lives. These are estimates of the effective useful lives of selected assets.

Guidelines for Estimated Useful Life of Assets

Description of assets	Useful Life (in years)
Office Furniture, Fixtures, and Equipment: Includes furniture and fixtures that are not a structural component of a building. Includes such assets as desks, files, safes, and communications equipment. Does not include communications equipment that is included in other classes.	10
Information Systems Equipment: includes computers and their peripheral equipment used in administering normal business transactions and the maintenance of business records, their retrieval and analysis. Information systems include computers and peripheral equipment such as the auxiliary machines which are designed to be placed under control of the central processing unit. Data Handling Equipment; except Computers: Includes only typewriters, calculators, adding and accounting machines, copiers, and duplicating equipment.	6
Telephone Station Equipment: Includes such station apparatus and connections as teletypewriters, telephones, booths, private exchanges, and comparable equipment.	10
Radio and Communication equipment	7
Automobiles, Taxis	3
Buses	9
Light General Purpose Trucks: Includes trucks for use over the road (actual weight less than 13,000 pounds)	4
Heavy General Purpose Trucks: Includes heavy general purpose trucks, concrete ready mix-trucks, and ore trucks, for use over the road (actual unloaded weight 13,000 pounds or more)	6
Tractor Units for Use Over-the-Road	4

Description of assets	Useful Life (in years)
Land Improvements: Includes improvements directly to or added to land, e.g., sidewalks, roads, canals, waterways, drainage facilities, sewers (not including municipal sewers), docks, bridges, fences, landscaping shrubbery, or radio and television transmitting towers.	20
Nonresidential real rental property	40
Buildings	30 to 40
Unsealed roads	5 to 10
Original surface and major resurfacing: bituminous seals	7 to 10
Original surface and major resurfacing: asphalt surfaces	15 to 20
Sealed roads and streets: construction	20 to 40
Bridges: Timber and Steel	30 to 40
Bridges: Concrete and Steel	80 to 100
Water supply piping	65 to 95
Main drains and water retarding basins	75 to 85
Sewerage piping	90 to 100
Electric, Gas, Water and Steam, Utility Services: Includes assets used in the production, transmission and distribution of electricity, gas, steam, or water for sale including related land improvements.	50
Water Utilities: Includes assets used in the gathering, treatment, and commercial distribution of water.	50
Waste Reduction and Resource Recovery Plants: Includes assets used in the conversion of refuse or other solid waste or biomass to heat or to a solid, liquid, or gaseous fuel. Also includes all process plant equipment and structures at the site used to receive, handle, collect, and process refuse or other solid waste or biomass in a waterwall, combustion system, oil or gas pyrolysis system, or refuse derived fuel system to create hot water, gas, steam and electricity. Includes material recovery and support assets used in refuse or solid refuse or solid waste receiving, collecting, handling, sorting, shredding, classifying, and separation systems. Does not include any package boilers, or electric generators and related assets such as electricity, hot water, steam and manufactured gas production plants. Does include, however, all other utilities such as water supply and treatment facilities, ash handling and other related land improvements of a waste reduction and resource recovery plant.	10
Municipal Wastewater Treatment Plant	24
Municipal Sewer	50
Recreation: Includes assets used in the provision of entertainment services on payment of a fee or admission charge, as in the operation of bowling alleys, billiard and pool establishments, theaters, concert halls, and miniature golf courses.	10

NOTE: Above table is based on IRS Publication 946: How To Depreciate Property: Appendix B, Table B-1, Table of Class Lives and Recovery Periods, Pages 91-100; Section 179 Deduction; MACRS; Listed Property; Alternative Depreciation System (ADS) Property Classes and Recovery Periods; and the asset useful life table developed by the University of Canberra, Australia, Office of Financial Management Local Resources.

APPENDIX B: GUIDE-CAPITAL VERSUS OPERATING BUDGET ITEMS

Guide to Distinguishing Capital Budget Items From Operating Budget Items

Type of Facility	Capital Improvement	Operations and Maintenance
Streets and parkways	<ul style="list-style-type: none"> • Street reconstruction • Physical alteration of street capacity or design, including related landscaping 	<ul style="list-style-type: none"> • Resurfacing, paving repair, even though ride-ability may improve • Seal coating and other maintenance
Sidewalks	<ul style="list-style-type: none"> • Sidewalk replacement, new sidewalks, sidewalk intersections 	<ul style="list-style-type: none"> • Routine repair/patching
Traffic	<ul style="list-style-type: none"> • New or upgraded signal equipment or other physical improvements that enhance safety or system capabilities 	<ul style="list-style-type: none"> • Equipment repair or replacement to maintain system operations • Lane marking and delineation • Meter replacement
Street light fixtures	<ul style="list-style-type: none"> • Conversion of street lights to new luminaries or fixtures 	<ul style="list-style-type: none"> • Replacement or repair of damaged lights
Parking	<ul style="list-style-type: none"> • Major repair to structure • Physical design or capacity improvements • New construction • Computerized revenue control and other operating improvements 	<ul style="list-style-type: none"> • Sealing floors to prevent chloride intrusion • Preventive maintenance and minor repair
Public buildings	<ul style="list-style-type: none"> • Major remodeling and structural alterations to improve space utilization or capacity • Major replacement or upgrading of design of major building components (roof replacement, major heating system improvements) • Energy-related physical improvement programs • Handicapped-accessibility physical improvement programs • New construction 	<ul style="list-style-type: none"> • Preventive maintenance repairs that do not significantly upgrade the structure of increase its previously estimated useful life (e.g., minor roof repair)
Water treatment	<ul style="list-style-type: none"> • Rehabilitation of major treatment facility components (e.g., reservoir repair) to extend useful life • Reservoir connections, new sludge beds, other projects to upgrade treatment capacity, flexibility or quality 	<ul style="list-style-type: none"> • General repair or maintenance of equipment of facilities to continue operations (e.g., wall and ceiling repair, cone motors and controls, sludge bed cleaning)
Water and sewer mains	<ul style="list-style-type: none"> • Large water mains (replacement) • Sewer separation (sewer modifications) • Flood prevention projects (sewer modifications) • Correction of low-pressure areas (small mains) • Other sewer or water main replacement in conjunction with street paving 	<ul style="list-style-type: none"> • Repair of isolated section of broken or collapsed sewer or water mains, catch basins, sewer outlets, and repair fixtures as needed to maintain operations
Parks	<ul style="list-style-type: none"> • Boulevard reforestation • New park land development, major upgrading or park or facilities, major park or park building rehabilitation • New Park buildings • Physical improvements, lakeshore modifications or other facilities required for lake pollution control 	<ul style="list-style-type: none"> • Removal of diseased trees from boulevards or parks • Repair or replacement of furnishings, equipment or landscape planting that do not substantially upgrade the park • General maintenance and repair of parks, park facilities and buildings

SOURCE: Tighe, Patricia. *Capital Improvement Programming: A Guide for Smaller Governments*. Government Finance Officers Association, 1996, p. 18.

This page has intentionally been left blank

APPENDIX C: CAPITAL PLANNING PROGRAM DEVELOPMENT

DEVELOPMENT OF THE CAPITAL PLANNING PROGRAM

The process for developing the capital improvement planning program began in August 1998. There are various roles and stakeholders in the development and annual update of the Capital Improvement Plan. Prior to establishing the stakeholder roles in the process, the consultant and CIP Planning/Development Committee reviewed the City Charter to identify any prescribed roles and steps for the city in establishing the capital planning program.

ROLES AND PROCESS PRESCRIBED BY THE CHARTER OF THE CITY OF GREEN

The following are selected sections from the *Charter of the City of Green, Ohio* that dictate certain roles, processes or other factors that needed to be considered in the development or implementation of the capital planning program.

ARTICLE III: THE MAYOR

SECTION 3.3 POWERS OF THE MAYOR

B. LEGISLATIVE

Every ordinance or resolution passed by Council shall be signed by the Clerk of Council and shall be presented to the Mayor by the Clerk of Council. If the mayor approves such ordinance or resolution, he shall sign it and file it with the Clerk of Council... The mayor may approve or disapprove the whole, or any part, of any ordinance appropriating money, but otherwise his approval or disapproval shall be addressed to the entire ordinance or resolution.

C. EXECUTIVE

Pursuant to the general laws of the State of Ohio, the Mayor shall submit and Council shall adopt, with or without revision, the tax budget and annual and other appropriation measures at times fixed by the general laws.

The operating and capital needs of the City shall be considered in the budget and appropriation measures. The mayor shall cause such other reports to be prepared as he shall determine to be necessary or as requested by Council.

ARTICLE IV: COUNCIL

SECTION 4.4. POWERS OF COUNCIL

All legislative powers of the City and other powers granted to Council under this Charter, together with all such powers conferred upon municipalities by the Constitution and laws of the State of Ohio, shall be vested in Council.

SECTION 4.8 LEGISLATIVE PROCEDURES

B. RESOLUTIONS AND ORDINANCES

"All legislative action of Council shall be by resolution or ordinance introduced in written or printed form...Every resolution and every ordinance shall be read at three (3) different Regular Council Meetings, unless any or all readings are dispensed by a three-fourths (3/4) vote of the members of Council."

C. COMMITTEE DELIBERATIONS

"All proposed ordinances and resolutions ... shall be referred by the President of Council to one (1) or more of the standing committees of council as appropriate to the subject matter, unless this requirement is waived by a vote of two-thirds (2/3) of the members of Council...Said committee(s) shall consider the proposed legislative action separately and/or jointly and shall report their recommendations to Council for final disposition."

SECTION 4.11. PUBLICATION OF ORDINANCES AND RESOLUTIONS

Council shall have the power to determine the method of publication of its adopted ordinances and resolutions, and of any other of its proceedings, which other proceedings it deems proper to publish. Such publication shall be by posting for a minimum period of two (2) weeks, the ordinance and resolution in at least five (5) public places within the City, and the publication of a concise summary of the ordinance or resolution in at least any one (1) newspaper of general circulation in the City once a week for two (2) consecutive weeks. Until such time as Council provides for the method of publication, such public notice shall be given in the manner provided by the general laws of the State of Ohio.

SECTION 4.13. COMPENSATION AND BONDS

The Mayor, Finance Director, and such other officers, employees, or members of any board or commission as Council may require, shall give bond in such amount and with such surety as may be approved by Council. The premium on such bonds shall be paid by the City.

SECTION 6.3. DIRECTOR OF FINANCE

B. POWERS AND DUTIES

The Director of Finance shall be the fiscal officer of the City. He shall be responsible for the collection, disbursement, and custody of all funds and shall establish and maintain those records and procedures necessary to perform his duties.

He shall perform such other functions as may be assigned by ordinance or resolution or by order of the Mayor. He shall perform all other duties performed by City Treasurer and City Auditors under the general laws of the State of Ohio.

SECTION 6.4. DIRECTOR OF LAW

B. POWERS AND DUTIES

He shall prepare or review all contracts, ordinances, resolutions, and other documents or instruments as required by the Mayor and Council.

SECTION 7.4. PARKS AND RECREATION BOARD

B. POWERS AND DUTIES

The Parks and Recreation Board shall advise with respect to the acquisition, development, maintenance, and operation of the parks and recreation facilities of the City. The Board shall solicit input from, provide assistance to, and cooperate with civic, historical, and youth athletic organizations in providing these services and facilities.

Council shall be required to provide an estimate of appropriate moneys for parks and recreation to the Board no later than November 15 of the year prior to the year for which moneys are to be appropriated. It shall be the duty of the Parks and Recreation Board to develop an annual plan for the most effective and beneficial use of the moneys so appropriated.

SECTION 8.2. ALLOCATION OF INCOME TAX REVENUES

The funds collected under the provisions of any municipal income tax in the City shall be deposited in a special fund known as the Income Tax Revenue Fund.

Disbursements of moneys from this fund shall be made as follows:

- ⇒Second, a minimum of ten (10) percent of the tax revenues shall be allocated and assigned to the City Parks and Recreation program. Such funds shall be appropriated to capital expenditures only, that is, the purchase of

property, building construction, or other improvements with a life of five (5) years or longer. Any unused funds shall, on an annual basis, be assigned to a fund for use only in support of the City Parks and Recreation program. This provision shall be reviewed by the Charter Review Commission as is specified in the time period mandated in SECTION 9.2.

SECTION 12.6. OPEN MEETINGS

It is the intent of this Charter that, except as provided herein, meetings of public bodies shall be held in accord with Ohio's Open Meetings Act, Section 121.22 of the Revised Code, including but not limited to any successor or related section or amendment thereto. Notwithstanding the foregoing, the following provisions shall take precedence over and amplify the Ohio Open Meetings Act, Section 121.22 of the Revised Code, including but not limited to any successor or related section or amendment thereto.

PARTICIPANTS IN THE PLANNING AND DEVELOPMENT OF THE CIP PROCESS

Once the consultant reviewed the steps and roles prescribed by the Charter, the CIP Planning/Development Committee determined additional stakeholders and established the role each would play in the development of the capital planning program and future CIP updates. The following description outlines the participants and the process to be used in developing the CIP.

CIP Coordinator

The City of Green designated the finance director as the CIP Coordinator. The CIP Coordinator was responsible for coordinating activities between the consultant and CIP Planning/ Development Committee.

CIP Planning/Development Committee

This committee consisted of all council members, the mayor, council clerk, all department directors and the fire chief. This committee provided the input needed to develop the CIP process (capital planning program). The CIP Planning/Development Committee also reviewed the process of project prioritization that was carried out by the CIP Committee. Once the process was developed and the capital improvement projects prioritized, the committee recommended the CIP for adoption by city council.

Administration

For the purposes of this process, this included the mayor, directors, and other relevant staff. Directors and the mayor, through participation on the CIP Development/ Planning Committee, had the opportunity to provide input into the development of the capital

planning program. Administration was also responsible for implementing some of the public involvement activities.

City Council

Council members, through participation on the CIP Planning/Development Committee, had the opportunity to provide input into the development of the capital planning program, including objectives, priorities and role of stakeholders. After ensuring that the process and plan were consistent with the mission and goals of the city, council approved the capital planning program (process), plan and capital budget.

Public

This includes residents and the business community. The capital improvement planning process provided the public with information at key points in the process and provided a variety of opportunities to comment.

PUBLIC INVOLVEMENT

The City of Green understands the importance of involving the public in the development of the CIP. The CIP planning and development process provided the public with information at key points and provided a variety of opportunities to comment. The public was given the opportunity for input during the three readings at council meetings.

Throughout the development process, the CIP Planning/Development Committee meetings were open to the public. At the onset of these committee meetings, the clerk of council notified local newspapers of the meeting dates and times so this information could be provided to the public.

City council provided three readings at council meetings for adopting the capital budget and CIP. The clerk of council also notified the local newspapers of upcoming public and council meetings to review the CIP.

SELECTION PROCESS FOR PROJECT PRIORITIZATION CRITERIA

In order to select appropriate project prioritization criteria, the City of Green reviewed criteria that are commonly used by other organizations. Criteria were then drafted by the CIP Planning/Development Committee and reviewed by the consultant for consistency with the Green's mission and the values and vision created by the City of Green in the *Priority Issues Strategic Plan*.

Mission

"The City of Green exists to provide, facilitate, and optimize the best services available to enhance the quality of life for its citizens and the community."

Strategic Plan

Values – Rights of others and responsibilities to others; ethical behavior and spirit of cooperation; planning, cost effectiveness, and task oriented work; conduct tasks as "Public Servants"

Vision – Strike balance between past, present and future in relationships between citizens; emphasize managed growth and continue to preserve historical structures; ensure that greatest growth occurs in taxable business land use rather than residential; maximize attractive location and regional amenities

CAPITAL IMPROVEMENT PLAN GOALS

In addition, the draft criteria were reviewed relative to the goals/objectives for the CIP. These goals are as follows:

- To create a process that enables informed decisions and choices that are consistent with long and short term goals; identifies short and long term problems, opportunities and policy issues resulting from the CIP; and gives consideration to public needs and input.
- To assess the short and long term financial impact of capital projects both upon individual departments and the city as a whole, including assessment of the impact on rates, debt, and revenue, as well as operation and maintenance cost.
- To enhance the city's ability to develop, improve, maintain or preserve conditions or level of services in the community; plan for land acquisition and future government or community facilities; establish reserve funds for emergency needs; and estimate future bond issues.
- To facilitate implementation of the city's *Long Range Comprehensive Land Use Plan* and *Priority Issues Strategic Plan*
- Ensure coordination between city departments and city council in the planning and implementing of capital projects.

- Identify and determine future infrastructure needs and establish priorities among projects so available resources are used to best advantage; ensure use of best financial mechanisms; and ensure maximum useful life of capital investments.

LONG RANGE COMPREHENSIVE LAND USE PLAN

The draft criteria were also reviewed relative to the *Long Range Comprehensive Land Use Plan: Goals and Vision Statement and Land Use Development Policies*. These are as follows:

Goals and Vision Statement

- I. A mix of industrial/commercial and residential uses: take advantage of the City's location in Akron-Canton corridor and promote quality economic development; efficiently utilize existing and future infrastructure; retain rural open character of "traditional" Green; promote possibility of connecting future mass transit between Green and surrounding region
- II. Development occurring in orderly manner that: assures high quality development and enhances physical appearance of Green; promotes future economic development which has adequate landscaping; protects natural resources and open space by promoting environmentally sound policies; results in positive impact on City's financial balance; provides adequate screening and buffering between contrasting and potentially incompatible land uses
- III. Offer wide range of housing choices
- IV. Develop with full range of municipal services and facilities: centralized utilities through higher density locations; adequate parks and recreation facilities convenient to residents; adequate road system to minimize road congestion
- V. Be independent with unique identity: through development of a town center; by quality of recreation, parks and open spaces; by overall quality of development
- VI. Manage own destiny while being responsive to Federal, State and regional trends and developments that may impact Green

Land Use Development Policies (Abbreviated)

- I. General: concentrate most intensive development (residential & nonresidential) in I-77 corridor and areas adjacent to the airport; establish lower density

residential district of approximately 1 dwelling unit/acre in SW quadrant of City; retain existing single-family residential density of approximately 2.25 dwelling units/acre in remainder of City

- II. Retail: should be limited in terms of location and size of area, to land areas already zoned for retail
- III. Primary development areas: I-77 corridor and airport area
- IV. Parks: locate parks in population areas of concentration (NE and central); focus on creating future parks with minimum of 25 acres; connect all park sites through trail system
- V. Storm water management: correct deficiencies in storm water system not linked with private development

CRITERIA SELECTION

Through a consensus of the committee the criteria below were selected for use in evaluating the merit of proposed capital project requests.

- External requirements
- Public health and safety
- Economic development
- Affect on operating or maintenance costs
- Availability of external financing
- Level of service