



**TOWN OF KITTERY**  
**Capital Improvement Program (CIP) Committee**  
AGENDA  
December 11, 2019  
6PM  
Conference Room A

1. Review Policy
2. Review Other Funds Report
3. Major Projects Projection
4. Develop Request Review Schedule
5. Next Steps
6. Adjourn

**Projects Impacting Financial Position**

<b>Planned</b>	<b>Funded Year</b>	<b>Undesignated Fund</b>	<b>Capital</b>	<b>Annual Debt</b>
Rice Library	2021	\$ -		\$ 375,000
Emery Field Phase 2	2020	\$ 100,000	\$ 300,000	\$ -
Senior Tax Circuit Breaker	Ongoing	\$ 40,000	\$ -	\$ -
Compensated Absences	2020	\$ 125,000	\$ -	\$ -
<b>Possible</b>				
Ambulance Relocation	2021	\$ 400,000	\$ -	\$ -
Memorial Field	TBD	\$ -	\$ 1,000,000	\$ -
New Sidewalks	TBD	\$ 500,000	\$ -	\$ -
Removal of Cole Street Bldg	TBD	\$ 80,000		
<b>TOTAL</b>		<b>\$ 1,245,000</b>	<b>\$ 1,300,000</b>	<b>\$ 375,000</b>

**Notes:**

1. At the end of FY19, the Undesignated Fund Balance was \$205,094 below policy.

Town of Kittery FISCAL YEAR 2020  
Fund Balances - Capital Projects and Special Revenues  
For the month ending November 30, 2019

Fund Type	New #	Account Name	Ending Fund Balance 6/30/2019	Transfers FY20	CIP Appropriation 7/1/2019	YTD Expense	YTD Revenue	Ending Fund Balance
<b>Special Revenues (Grants, Designated Accounts, etc)</b>								
SR	2005	Senior Tax Credit Program	10,000.00	50,000.00		-		60,000.00
SR	2006	2019 FEMA Reimbursement (storm damage)	40,576.88					40,576.88
SR	2012	Fire Hazmat Spill Recovery Fees	2,701.01					2,701.01
SR	2014	Police Grants	(2,022.68)				2,997.00	974.32
SR	2028	Ballot Machines	6,078.00					6,078.00
SR	2032	ASA Applicant Code	28,252.85					28,252.85
SR	2038	Kittery Block Party	19,703.48			(20,400.14)	3,600.00	2,903.34
SR	2056	Concerts in the Park	2,596.91			(2,600.00)		(3.09)
SR	2059	Conservation Comm	912.02					912.02
SR	2060	Wetland mitigation	32,258.25			(3,789.00)		28,469.25
SR	2063	Kittery Community Center (KCC) Donations	22,903.48			(4,450.64)	4,000.00	22,452.84
SR	2066	Police Forfeiture	27,812.32			(26,302.08)		1,510.24
SR	2068	Fort Foster Bench Donations	11,199.95			(119.15)	175.00	11,255.80
SR	2069	Boating Infrastructure Grant (BIG)	1,583.71					1,583.71
SR	2071	D.A.R.E	216.03					216.03
SR	2074-67500	TIF District #1	33,755.16		18,204.40			51,959.56
SR	2074-67503	TIF District #3	83,272.19		18,415.79			101,687.98
SR	2074-67502	TIF District #2	404,188.01		199,379.81			603,567.82
SR	2086	Spruce Creek PH 5 Grant	(6,051.40)			(781.39)		(6,832.79)
SR	2081 (aka: 2040)	Channel 22 (PEG) Capital Funding	261,314.68	(50,000.00)		(12,941.90)	51,124.07	249,496.85
SR	2082	KCC Playgrounds	64,718.36			-	-	64,718.36
SR	2091/67500	FEMA Flood Maps Ins Rate Appeal	(200.05)					(200.05)
SR	2091/43600	FEMA Flood Maps Ins Rate Appeal - Phase 2	-					-
SR	4001-67500/43600	State Aid to Roads General	472,884.76					472,884.76
SR	4001-67502/43602	Whipple Road Improvements	250,416.70			(6,952.13)		243,464.57
SR	4001-67503/43603	Memorial Circle Improvements	47,760.34					47,760.34
SR	4001-67508/43608	Walker/Wentworth	200,305.40					200,305.40
SR	4001-67509/43605	Government Street	69,844.68				-	69,844.68
SR	4030	Public Safety Impact Fees	48,947.57			(52,227.16)	35,734.15	32,454.56
SR	2093	LWCF Grant - Emery Field Phase 1	-					-
SR	2094	LWCF Grant - Emery Field Phase 2	54,945.00			(8,550.00)		46,395.00
SR	2210	Ogden KCC Grant	12,000.00			(14,400.00)		(2,400.00)
SR	2301	Billable Police Details	8,176.18			(37,221.12)	43,280.00	14,235.06
SR	2303	Grant Supported Police Details	(9,382.42)			(1,059.28)	4,820.86	(5,620.84)
SR	2087	Joint Land Use OEA PH1	(85,576.84)			(37,112.64)	25,682.00	(97,007.48)
SR	4124	Tax Acquired Properties	(12,608.85)	-		(6,838.40)		(19,447.25)
SR	4125	Fort Foster Restoration (FEMA)	(55,935.44)	-		(117,279.58)	392,037.19	218,822.17
SR	4126	KCC Visual Arts Com	5,000.00			(2,214.30)	462.50	3,248.20

Town of Kittery FISCAL YEAR 2020  
Fund Balances - Capital Projects and Special Revenues  
For the month ending November 30, 2019

Fund Type	New #	Account Name	Ending Fund Balance 6/30/2019	Transfers FY20	CIP Appropriation 7/1/2019	YTD Expense	YTD Revenue	Ending Fund Balance
<b>Total Special Revenue</b>			<b>2,052,546.24</b>	<b>-</b>	<b>236,000.00</b>	<b>(355,238.91)</b>	<b>563,912.77</b>	<b>2,497,220.10</b>
<b>CIP Bonds</b>								
CP	2036	Kittery Community Center Bonds	373.48					373.48
CP	2085	2016 Municipal Projects	28,279.50					28,279.50
<b>CIP Programs</b>								
SR	2022	Compensated Absences	109,782.47			(70,860.00)		38,922.47
CP	2057	Open space	6,889.64	-				6,889.64
CP	2078	Athletic Fields Master Plan (Design)	2,142.34					2,142.34
CP	4002	Right of Way Reserve	210,939.49		500,000.00	(386,248.56)	6,432.16	331,123.09
CP	4011	KCC Vehicle Reserve	25,121.00					25,121.00
CP	4012	Public Works Vehicles/Equipment	266,271.62		300,000.00	(404,310.29)	11,500.00	173,461.33
CP	4013	Fire Apparatus Reserve	189,815.19		165,850.00	(284,882.70)		70,782.49
CP	4017	MS4 Compliance Reserve	44,604.65		10,000.00	(8,052.09)		46,552.56
CP	4018	KPA Boat Reserve	24,498.02			(5,861.15)		18,636.87
CP	4019	KCC Equipment Reserve	8,057.82					8,057.82
CP	4020	Municipal Technology Reserve	39,413.15		25,000.00	(5,269.14)		59,144.01
CP	4022	Police Vehicle/Equipment	34,419.84		95,000.00			129,419.84
CP	4026	Records Preservation	10.13		-	-		10.13
CP	4027	Municipal Facility Reserve	215,095.61		-	(69,938.01)		145,157.60
CP	4031	Public Safety Base Station Radio Replace	20,845.45			(20,845.45)		-
CP	4043	Parks Building & Grounds	16.90		40,000.00	(2,034.00)		37,982.90
CP	4051	KCC Facility Reserve	33,395.86					33,395.86
CP	4053	Pepperrell Cove Paving/Utilities	57,461.88					57,461.88
CP	4055	KPA Equipment Reserve	60,082.00		15,000.00			75,082.00
CP	4056	Fire Dept Equipment Reserve	162,641.94		57,667.00	(32,492.10)		187,816.84
CP	4100	Fire Dept Facility Reserve (was Boiler Replacements)	318.84					318.84
CP	4110	PW Sign Shed	20.00					20.00
CP	4116	KPA Facility Reserve (was Gov Pier)	22,731.16					22,731.16
CP	4122	Zoning Recodification and GIS Upgrade	48,947.37			(12,964.15)		35,983.22
CP	4060	Rice Rehab/Expansion	(30,207.85)		400,000.00	(21,930.25)		347,861.90
CP	4123	LED Streetlight Conversion	(96,830.00)		240,000.00	(98,406.42)		44,763.58
<b>Total Capital Projects</b>			<b>1,485,137.50</b>	<b>-</b>	<b>1,848,517.00</b>	<b>(1,424,094.31)</b>	<b>17,932.16</b>	<b>1,927,492.35</b>
<b>TOTAL GENERAL OPERATIONS</b>			<b>3,537,683.74</b>	<b>-</b>	<b>2,084,517.00</b>	<b>(1,779,333.22)</b>	<b>581,844.93</b>	<b>4,424,712.45</b>
<b>Permanent Funds (Scholarship Funds/Trust Funds)</b>								
PF	5001	Connie Samuels Beautification Fund	58,600.93					58,600.93

Town of Kittery FISCAL YEAR 2020  
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PF	5002	Public Health	27,275.44					27,275.44
PF	5003	York Hospital Scholarship	18,514.65				10,000.00	28,514.65
PF	5005	Lester Raynes Fund	9,228.16					9,228.16
PF	5007	Thresher Memorial Fund	8,144.27			(1,762.41)	1,000.00	7,381.86
PF	5010	Kittery Education Scholarship Fund	2,418.26				4,359.83	6,778.09
PF	5021	Cemetery	0.35					0.35
<b>Total Permanent Funds</b>			<b>124,182.06</b>	<b>-</b>	<b>-</b>	<b>(1,762.41)</b>	<b>15,359.83</b>	<b>137,779.48</b>
<b>Enterprise Fund (Sewer)</b>								
-								
ER	2900	Sewer Impact fees	755,020.46			(11,289.95)	22,800.00	766,530.51
ER	2901	Sewer Betterment	188,683.05			(20,054.00)	8,100.00	176,729.05
ER	2902	Sewer Safety Grants	2,997.86					2,997.86
ECP	4900	Sewer Vehicle Reserve	92,882.50			(750.00)		92,132.50
ECP	4901	Sewer Capital Reserve	325,127.62			(15,186.45)		309,941.17
<b>Total Enterprise Funds</b>			<b>1,364,711.49</b>	<b>-</b>	<b>-</b>	<b>(47,280.40)</b>	<b>30,900.00</b>	<b>1,348,331.09</b>
<b>GRAND TOTAL ALL FUNDS</b>			<b>5,026,577.29</b>	<b>-</b>	<b>2,084,517.00</b>	<b>(1,828,376.03)</b>	<b>628,104.76</b>	<b>5,910,823.02</b>



# CAPITAL IMPROVEMENT PROGRAM

## POLICIES AND GUIDELINES

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## MANDATE

The Kittery Town Charter mandates a capital program as follows:

### ***“Sec. 6.05. Capital program”***

*(1) Submission to manager. The town council shall prepare and submit to the manager a 5-year capital program at least 90 calendar days prior to the final date for submission of the proposed budget. (Amended by vote of the people 6-11-02)*

*(2) Contents. The capital program shall include:*

*(a) A clear general summary of its contents;*

*(b) A list of all capital improvements which are proposed to be undertaken during the 5 fiscal years next ensuing, with appropriate supporting information as to the necessity for such improvements;*

*(c) Cost estimates, method of financing and recommended time schedules for each such improvement; and*

*(d) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.*

*The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.”*

### **Overview**

One of the primary responsibilities of municipal government and school officials is to preserve, maintain, and improve a community's stock of buildings, roads, parks, sewer facilities, machinery, apparatus and equipment. Planning for capital improvements is a matter of prudent financial management as well as sound development practice.

Kittery's capital improvement program (CIP) is to be a blueprint for planning capital expenditures and is one of the most important responsibilities of local government officials. It coordinates community planning, financial capacity and physical development and is a community plan for short and long-range physical development in the form of capital purchases of equipment or facilities. It is intended to link the Town's comprehensive plan and fiscal plan to physical developments.

The capital improvement program is a five-year outlook that includes the upcoming year's proposed spending plan for capital items, the annual funding for reserve and holding accounts that support ongoing maintenance and/or projected future capital outlays, and projected capital expenditures and needed reserves for the four years beyond the capital budget.

The CIP goal is to insure sound fiscal and capital planning through effective leadership with the involvement and cooperation of all municipal departments. The CIP will support the following objectives:

- Developing revenue policies for proposed improvements.
- Determining budgeting methods for projects.
- Promoting inter-department coordination of projects within the town.

- Informing the public of planned capital improvements.
- Facilitate coordination between capital needs and the operating budgets.
- Enhance the community's credit rating, control of its tax rate, and avoid sudden changes in its debt service requirements.
- Identify the most economical means of financing capital projects.
- Increase opportunities for obtaining federal and state aid.
- Relate public facilities to other public and private development and redevelopment policies and plans.
- Focus attention on community objectives and fiscal capacity.
- Keep the public informed about future needs and projects.
- Coordinate the activities of neighboring and overlapping units of local government to reduce duplication.

Under GASB 34, the town is required to capitalize and depreciate long-term assets; including such items as equipment, real property, and infrastructure; and report this information in the town's annual financial report.

## DEFINITIONS

**Accumulated Depreciation** The total depreciation expense accumulated since the acquisition date of the fixed assets to the current fiscal year.

**Ancillary Costs** Costs, in addition to purchase or construction costs, related to placing a fixed asset into its intended state of operation. Normally, ancillary costs are to be included in the capitalized cost of a fixed asset. However, minor ancillary costs, not measurable at the time a fixed asset is recorded in the department's fixed asset inventory system, may be expensed.

**Construction in Progress** A long-term asset reflecting the cost of construction work undertaken, but not yet completed (usually a capital project).

**Capital Improvement Holding Accounts** The accounting identifier line in the town chart of accounts grouping the CIP funds dedicated for replacement of assets with a cost above \$25,000 and a life cycle greater than five years

**Capital Improvement Reserve Accounts** CIP budget lines maintained by the departments for future demands for, repair, rehabilitation, or replacement, of fixed assets that cost between \$5,000 and \$25,000 and have a useful life more than five years.

**Capital Replacement Cost** The figure calculated for replacement of an asset. Capital replacement cost may be calculated based on original cost multiplied by the Schedule of Useful Life and an inflation factor, by current replacement costs multiplied by an inflation factor and the remaining Useful Life.

**Depreciation Method** For the purposes of implementing GASB 34, depreciation will be calculated using the straight-line depreciation method. Straight-line assumes that the asset will depreciate at the same rate each year of its useful life.



**Infrastructure** Long-lived fixed assets that are normally stationary in nature and can be preserved for a significantly greater number of years than most capital assets. Infrastructure may include roads, bridges, dams, and similar fixed assets. For capitalization purposes, the town only considers roads and bridges that are the town's responsibility, to be infrastructure. Departments should maintain records for all infrastructure for asset management purposes but should not capitalize or report infrastructure that is not roads or bridges.

**Intangible Asset** Intangible assets are long-term assets that have no physical substance and are used in operations to produce products or services. Intangible asset costs must be systematically allocated to expenses over their useful life through a process called amortization.

**Useful Life** The length of time something is expected to last for its intended purpose. For depreciation purposes the useful life will be determined by departments using published guidelines from professional organizations and industries, available information for comparable assets used by similar government agencies, and internal information based on experience.

## **COORDINATING COMMITTEE**

The Town Council establishes and appoints a Capital Improvement Committee composed of one (1) Town Council representative, one (1) School Committee representative, two (2) citizen representatives for three (3) year staggered terms, the School Superintendent or designee, the Finance Director, and the Town Manager.

The Committee is to study proposed capital projects and improvements involving major tangible assets and projects which:

- 1) are purchased or undertaken at intervals of not less than five years;
- 2) have a useful life of at least five years; and
- 3) cost over \$25,000.

The Town Manager, and any applicable boards and committees, including the Council and the School Committee will provide information concerning all anticipated projects requiring June Election voter action during the ensuing five years. The Committee will establish the deadline and form in which information must be provided.

The Committee is to consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the town. No appropriation may be voted for a capital improvement unless the proposed capital improvement is considered in the Committee's report, or the Committee first submitted a report to the Town Council explaining the omission.

The Committee will prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and a Capital Improvement Program including recommended capital improvements for the following four fiscal years. The report is submitted to the Town Council for its consideration and approval. Upon approval, the Town Council will submit the Capital Improvement Program to the Town Manager as required by the Charter. The Town Manager will incorporate the Capital Improvement Budget into the proposed operating budget for the ensuing fiscal year.

The Committee's report and the Council's recommended Capital Budget is to be published and made available in a manner consistent with budget materials distribution. The Committee submits its original report with the Town Clerk.

## PLANNING SCHEDULE

Timetable	Action
Oct – Nov	<p><b>Status of Previously Approved Projects</b> CIP Committee reviews status of previously approved projects.</p>
Nov – Jan	<p><b>Solicitation, Compilation and Evaluation of Project Requests</b> Department Managers prepare and submit project requests.</p>
Dec - Jan	<p><b>Town's Financial Capacity</b> Town Manager prepares financial analysis.</p> <p><b>Financing Plan</b> Town Manager assembles project list and supporting data; Reserve and depreciation account requests to CIP Committee with preliminary funding source recommendations.</p>
Jan – Feb	<p><b>Project Prioritization</b> CIP Committee reviews and ranks requests.</p> <p><b>Capital Improvements Program Development</b> CIP Committee prepares five-year schedule of projects and makes recommendations on method of financing based upon financial analysis.</p>
Feb	<p><b>Capital Improvement Program Presentation and Approval</b> CIP Committee presents Capital Budget and Capital Program to the Town Council. Council reviews CIP and holds public hearing. Council approves prepared CIP, as may be adjusted/amended.</p> <p>Approved projects scheduled for upcoming year are submitted to the Town Manager for incorporation into budget.</p> <p>Council reviews Capital Budget and prepares recommendation for June Election Warrants</p>
Jun	<p><b>Election</b> Voter approval of upcoming year's capital budget warrants and review of capital plan, followed by department head preparation for acquisition and development activities on July</p>

## CAPITAL IMPROVEMENT POLICIES

- The town will make all capital improvements in accordance with an adopted capital improvement program, except as may be necessary under the emergency provisions of the town charter.
- The town will develop and enact an annual capital budget based on the multi-year capital improvement program.
- The town will maintain all its assets at a level adequate to protect the town's capital investment and to minimize future maintenance and replacement costs.
- The town will determine the most advantageous financing method for all new projects.
- The town will maintain an unassigned fund balance (unencumbered surplus) at a minimum equal to two and a half months of current fiscal year operating budget inclusive of Town and School budgets.
- The town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to June Election Voters for approval.
- Departments will coordinate development of the capital improvement budget with development of the operating budget. Future operating, repair and maintenance costs associated with new capital improvements will be projected and included in operating budget forecasts.
- Departments will project equipment replacement and maintenance needs of \$5,000 or more for the next several years and will update this projection each year. From this projection, a schedule will be developed to establish/maintain budget capital improvement reserve accounts for replacement of fixed assets between \$5,000 and \$25,000 in original cost.
- Departments will address annual operating, repair and maintenance (R&M), and materiel acquisition/replacement costs less than \$5,000 in operating budgets.
- The town will establish/maintain asset depreciation accounts in the capital improvement program.
- The fund established for cable franchise fees shall be utilized to defray the capital and operating cost of providing public, education, and government access through local broadcast and streaming of local proceedings, meetings, events, and programs of interest to the community. The fund balance shall not exceed \$200,000 at the close of each fiscal year. When the fund balance does exceed \$200,000, the excess funds may be transferred to capital holding accounts or capital reserve accounts. The Town Manager will recommend fund transfers to the Town Council in accordance with Charter and Town Ordinance.

## DEBT POLICIES

- The town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues and/or reserves.
- When the town finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- The town annual capital budget and debt service appropriation will not exceed 15 percent of the total combined Town, School and Sewer operating budget.
- Total annual tax revenue supported debt service for will not exceed 8 percent of the approved annual combined Town and School budget.
- Total general-obligation debt will not exceed 2.5 percent of total property valuation, excepting as provided in state statutes.
- Total annual sewer revenue supported debt service for general or revenue obligation debt will be as approved by Town Council.
- Where possible, the town will use special assessment, revenues or other bonds, instead of general obligation bonds.
- The town will not use long-term debt for annual operations.
- The town will maintain regulatory communications with bond rating agencies about its financial condition.
- The town will follow a policy of full disclosure on every financial report and bond prospectus.

## **FIXED ASSET POLICIES**

All assets meeting the definition of a fixed asset or intangible asset are to be considered an inventoried long-term asset and recorded in the town's fixed asset inventory system. Each department is responsible to account for all long-term assets under its jurisdiction. Such assets must be systematically and accurately recorded; properly classified; and adequately documented in their department's asset inventory system. All Departments will establish an internal control structure over long-term assets that provide reasonable assurance of effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations.

### **Asset Valuation**

Departments will record long-term assets at historic cost or, if the cost is not readily determined, at estimated historic cost. Cost includes applicable ancillary costs. All costs must be documented, including methods and sources used to establish any estimated costs.

### **Asset Classification**

Long-term assets are categorized into the following classes:

- Machinery & Equipment,
- Real Property,
- Infrastructure,
- Technology, or
- Construction in Progress.

These categories are used for reporting cost and depreciation (or amortization) amounts.

### **Capitalization**

*For Inventory, Financial Reporting and Depreciation Purposes*

All long-term assets with a cost equal to or greater than \$5,000 and a useful life of greater than five years.

#### *Construction in Progress Capitalization:*

A construction in progress asset reflects the cost of construction work undertaken, but not yet completed (frequently capital budget items). For construction in progress assets, no depreciation is recorded until the asset is placed in service.

When construction is completed, the asset should be reclassified, capitalized and depreciated.

### **Depreciation/Amortization for Long-Term Assets**

All long-term assets (except for land, certain land improvements, and building in progress) identified in the capitalization policy, will be depreciated/amortized. The Town Manager will be responsible for calculating depreciation/amortization.

### **Retention**

For each long-term asset recorded in the town's asset inventory system, evidential information to support estimated actual costs will be kept permanently and maintained until the asset is disposed of. If the asset is disposed of during a fiscal year, documentation should be maintained until June 30 of that year for audit purposes.

### **Annual Physical Inventory**

All departments will complete a physical inventory of their long-term assets annually. Long-term assets greater than \$5,000 and with a useful life of five or more years are to be included in the annual physical inventory conducted.

### **Internal Controls**

All departments will establish internal controls over long-term assets that provide reasonable assurance of effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations. The major objective of the internal control over long-term assets is accountability.

Departments will have procedures in place so that assets are adequately safeguarded from loss or theft.

Departments will establish and update their schedule of useful life for each asset or category of asset maintained by the department. The useful life will be determined using published guidelines from professional organizations and industries, available information for similar assets used by comparable government agencies, and internal information based on experience.

## **PROCESS SUMMARY**

### **Inventory of Existing Facilities**

The Town Manager will provide a complete inventory of all town and school properties and assets. The inventory should include the year the asset was placed in service, assigned department as applicable, current condition, anticipated useful life, remaining useful life, and scheduled date for replacement.

### **Status of Previously Approved Projects**

The Town Manager will provide a status of previously approved projects. The update will should include for each active project or account the total available funding, spent year to date, projected remaining cost and highlighted anticipated overages, and anticipated completion date. Projects or accounts with unspent funds not needed for the approved project should be identified for release or reallocation.

### **Solicitation, Compilation, and Evaluation of Project Requests**

The CIP Committee will solicit departmental recommendations for CIP projects. Each department submits requests which include a clear statement of the need and justification for the project, its costs, its net effect on the operating budget, and an implementation schedule. The Committee then evaluates each request by reviewing the project information provided and meeting with the requesting department head, if necessary.

Based on its review, the Committee should summarize its findings in preparation for establishing the Capital Improvement Program.

### **Town's Financial Capacity**

With the assistance of the Town Manager, Finance Director, and School Superintendent or designee, the Committee should analyze the town's ability to afford major expenditures. This analysis should examine recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs. The analysis should be included with the Committee's presentation of the capital budget and program to the Council.

This financial analysis will permit the scheduling of funding sources for capital improvements to:

- Keep the tax rate stable
- Balance debt service and operating expenditures
- Determine available debt capacity and acceptable debt service levels
- Maximize intergovernmental aid for capital expenditures

### **Project Prioritization**

Proposed projects are ranked in priority as objectively as possible. This is perhaps the most difficult aspect of the Committee's duties, although the adoption by the Town Council of Capital Improvement Budget Policies and Debt Policies can provide helpful guidance.

The Committee should review each project utilizing a consistent set of criteria. The Committee should evaluate each project in relation to other projects and determine their relative importance. This will permit the Committee to establish project priorities based on both the community's goals and objective analysis.

### **Capital Improvement Program Financing Plan**



Based upon the adopted debt and CIP policies and the assessment of the town's financial capacity, the Committee will recommend the method of financing each project. There are several ways to finance capital improvement projects. Some of the most common long and short-term financing options are:

**Long-Term Financing:**

1. General obligation bonds and, for municipal utility improvements only, revenue bonds.
2. State and federal loans and grants.
3. Setting aside money in the capital holding account to pay for all or a portion of a capital project.

**Short-Term Financing and other Service Provision options:**

1. Appropriation of current revenue or reserves such as free cash.
2. Short-term debt such as bond anticipation notes and grant anticipation notes.
3. Capital outlay expenditure exclusions
4. Contracting/leasing provisions authorized by ordinance and Maine General Laws.

NOTE: The town may enter into a multi-year contract for any period of time which services the best interest of the town; however, payment and performance obligations for succeeding fiscal years is dependent on the availability and appropriation of funds.

**Capital Improvement Program Recommendation**

Detailed Project Descriptions are prepared by the CIP Committee to reflect its final recommendation on each specific project. It presents all that is known about each project in a manner that is conducive to discussion and decision.

The CIP Committee's completed report should be presented to the Town Council for review and adoption. The report will include a summary of the CIP Committee's recommendations for the upcoming year's Capital Budget and the following years' Capital Program as well as its analysis of the town's fiscal capacity.

The Town Council will hold its own public hearing to present the CIP and solicit further citizen comment. The CIP hearing can be incorporated into the regular budget hearing.

The entire CIP will also be presented at the public hearing held by the Council. This will demonstrate to the community that the Capital Budget is part of a long-range plan to upgrade and maintain the town's infrastructure.

The June Election voter's adoption of capital warrants informs the balance of the community of the commitment to plan for and fund the acquisition and/or development of capital improvements and/or acquisitions.

**Monitoring Approved Projects**

Once the June Election voters have approved the Capital Warrants and the fiscal year begins, departments are authorized to begin project implementation. Periodic reports by the Town Manager to the Council should indicate changes in the targeted completion dates, identify serious problems, and document the financial

status of each project. Those reports may be based on project updates provided by the responsible departments.

**Capital Improvement Program Updates**

Subsequent annual updating of the Capital Program involves repeating the process to reflect new information, policies and proposed projects. The CIP Committee will review the policies and revise the entire CIP as necessary to reflect its most recent determination of the need and goals of the Town. After the first year has been budgeted, one year is added to the Capital Program and the remainder of the plan updated. This completes the CIP process.