

CAPITAL PROJECTS POLICY

Capital Improvement Program Budget: The 10-year Capital Improvement Program budget shall reflect the goals and policies established by the General Plan and adopted Specific Plans. Emphasis shall also be given to the need for identification of opportunities to mitigate inadequate and deteriorating infrastructure. Care shall be given to utilize available resources and grants in a manner that legitimately maximizes the city's capacity to complete the capital improvements described above.

CIP Purpose

The purpose of the Capital Improvement Program (CIP) Budget Process is to allow the city to systematically plan, schedule, manage, monitor and finance capital projects to ensure cost-effectiveness and conformity with established policies. The CIP is a ten-year plan organized into the same functional groupings used for the operating programs. The CIP reflects a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure and capital facility projects that significantly expand or add to the City's existing fixed assets.

Requirements to Qualify for the CIP:

1. Cost should be \$100,000 or more for the life of the project
2. May take more than a single year to complete
3. Project revenues and expenditures must be clearly identified and balanced
4. Projects must have an identifiable timeline that includes periodic milestones
5. Maintenance costs to increase the life of the City's infrastructure, replacement costs for infrastructure and the budgeting of amounts to be set-aside in reserves to create future funding for a project not defined as a Capital Project, but are included in the Capital Improvement Project (CIP) budget document. Examples of these include:
 - Pavement maintenance
 - Water System Downstream Improvements
6. Certain purchases and installation of fixed assets may also be included in the CIP budget plan
7. Every capital project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status to the City Council. The project manager ensures that projects comply with the requirements imposed by the guidelines controlling the various revenue sources that are used to finance capital project costs. The project manager shall also coordinate project accounting with the Finance Department.

Primary-Secondary Project Relationships

The CIP frequently contains several projects that are similar in nature. For example, Public Works proposes projects to replace or upgrade traffic signals at different intersections throughout the City. The construction at each intersection is considered a separate project.

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The City Council previously approved grouping similar projects together in a “primary-secondary” relationship. Using the traffic signal example, “Traffic Signals” is the “primary” project, with individual “secondary” projects identified when either construction or construction design on each specific intersection will begin. Note that the primary project description must include a description of each of the secondary projects related to it.

To summarize, the primary project serves as the budgetary control device for both the primary and secondary components. The City Manager has the authority to move funding from one secondary project to another secondary project, as long as the overall project appropriation level does not change. This approach allows for greater flexibility and efficiency when programming multiple projects of the same type.

The Capital Improvement Program Budgeting Process - Generally

Section 65401 of the Government Code and Section 10-1.102 of the Modesto Municipal Code, requires the Planning Commission to review all new capital projects to determine if they conform with the City’s adopted *Modesto Urban Area General Plan*.

Existing projects are reviewed annually by the Finance Department. This review uses financial information to identify project progress and completion timelines. This will be integrated into the budget proforma review process.

The Finance Department will work with the capital project managers to develop CIP revenue forecasts for the budget year. This analysis will be compiled and distributed by the Finance Department to the appropriate project managers.

The Senior Executive Team will review and prioritize all existing capital projects to assure consistency with the City’s General Plan and the City’s vision statement.

The City Council will review new projects and approve the re-appropriation of funds for existing projects as part of the annual Capital Improvement Project budget cycle.

Projects to be closed will be identified by the project managers and submitted by the appropriate Department Director through the Finance Director to the City Manager for closure. The City Manager has the final authority to close the projects using the CIP Closure Form. The reasons for closing a project may include:

- Project Completion
- Delays due to unanticipated costs or events
- Change in Council direction

Capital Improvement Program (CIP) – Budgeting Policies

1. Project costs are appropriated only when the required revenues are available.
 - a. For projects financed with grant monies, the grant award must be accepted by the City Council. Note that a copy of the final grant award must be provided to the Finance Department.

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- b. For projects financed with debt, the financing must be completed before the project can be considered for the CIP, unless a reimbursement resolution has been adopted by the City Council.
2. Budget actions involving any Federal, State or grant funded CIP are restrained by the conditions of the funding award.
3. Project costs will be included in the CIP in phases, i.e. projects that are not bid-ready will reflect appropriations only through the design phase.
4. Appropriations needed for the construction phase are based on the bid awarded at the time the appropriation(s) for construction, contingency and construction management costs are requested.
5. If project costs at the time of bid award are greater than the funding available at that time, four options are typically available:
 - a. Eliminate the project.
 - b. Defer the project for consideration to the next budget cycle.
 - c. Re-scope or change the phasing of the project to meet the existing budget.
 - d. Request to close one or more other projects that are not time-sensitive, where doing so will not create a hardship. This will allow a new appropriation to be created from the funding restored in the fund balance.
6. Projects that are not included in the annual CIP adoption process may be added later in the year but must meet the policy requirements identified above and must be previously approved by the Planning Commission.

Capital Project Reporting and City Council Updates

Project Status Reports

Project milestones will be listed as objectives in the CIP program narratives to facilitate project tracking. Status reports for all CIP appropriations shall be filed with the City Council every October and May. Recurring status reports shall include:

1. The name of the project manager
2. Actual costs incurred compared to the budget, by phase.
3. Original timeline compared to the current timeline with an explanation for variances that push the deadline more than 30 days beyond the original date
4. The amount of funding received, if any, from outside sources or via transfers
5. The status of any required compliance reporting.

