

CAPITAL IMPROVEMENT PLANNING MANUAL

FORMS AND INSTRUCTIONS

AUGUST 2016



DLS

DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

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INTRODUCTION

The Technical Assistance Bureau (TAB) has produced this manual to provide municipalities with sample forms and instructions that can be used for an annual capital improvement program (CIP). The sample forms include 1.) a capital project submission form, 2.) a five-year capital plan, 3.) facilities, asset and fleet inventory worksheets, and 4.) a capital budget calendar. Sample data are displayed in forms for illustration purposes and may be downloaded by clicking this link: [Sample Forms](#).

TAB also created a separate, step-by-step guide for implementing a comprehensive, communitywide CIP, which can be found here: [Capital Improvement Planning Guide](#).

Municipal departments using these forms must understand and adhere to the capital criteria defined by their local policymakers. Typically, communities define capital expenditures in terms of useful life and cost. For instance, a policy might state that to qualify as a capital expenditure, a proposed purchase or project must have a useful life of five years or more and must exceed \$25,000 in cost. Both thresholds must be satisfied; otherwise the purchase or project is not a capital item and should be funded as an expense in the departmental operating budget. Local policy may also dictate that any capital expenditure less than \$50,000 should be financed through cash and that requesting departments must clearly state all impacts to the operating budget in their project descriptions.

1. INSTRUCTIONS FOR COMPLETING CAPITAL PROJECT SUBMISSION FORM

When completing the CIP submission forms, please do your best to fully complete each section because more detail makes the review process easier. Feel free to attach any helpful supplementary information. If possible, complete the forms electronically by typing in the text boxes and indicating checkmarks by typing "X" in the spaces provided.

Project Number: For ease of tracking, the town administrator will assign unique project numbers to all projects. Multiyear projects will retain the same project number over the years.

Date Submitted/Date of Last Edit: Record the date this project was first submitted and, if applicable, the date of the most recent substantive edit (i.e., other than correcting a typo).

Project Title: Give the project a sufficiently descriptive title.

Category: Choose one of the categories below and delete those that do not apply:

Building – new construction or a capital improvement to existing infrastructure

Equipment – purchase of heavy equipment/large vehicles or large-scale IT infrastructure

Parks/Grounds – capital improvement to parks, recreational fields, or other grounds

Land/Open Space – purchase of land, property, or open space

Department: Department originating the request and responsible for the project

Contact: Name and contact information of the person overseeing the project

Department Priority: Check the appropriate checkbox based on the definitions below:

Urgent/Legally Required – Completing this project will address an imminent risk to the safety of the public or municipal personnel, and/or it will prevent the imminent destruction or collapse of public infrastructure and loss of assets. Alternatively, this project is required to bring the community into compliance with federal or state safety, environmental, accessibility, or other regulations and legal requirements.

Maintain Service – Completing this project is necessary to ensure level service for the upcoming fiscal year. This priority type may include projects that replace old or worn-out equipment, dramatically rehabilitate aging facilities, or facilitate a department's ability to meet increased service demands.

Enhancement – Completing this project will provide a benefit to the community over and above the existing service level, or it will result in cost savings or other efficiencies.

New, Recurring, and Multiyear Projects:

New – This is a first-time submission.

Recurring – This is a routine project that must be completed annually or periodically, such as upgrading a pumping station’s infrastructure or rehabilitating athletic fields. Update the submission text and financing information with any relevant changes for the upcoming year.

Multiyear – This project will span a number of phases over multiple fiscal years before being completed. Indicate the project phase for the forthcoming year and the total number of project phases. Multiyear projects are distinct from Recurring ones in that they have end dates. If this is the first submission of a Multiyear project, also select *New*.

Resubmission – This project was submitted in a previous year but not approved. For this submission, make any necessary updates to the description and cost estimates.

Description: Provide a basic description of the proposed project or equipment purchase, including:

- location (if a building)
- type of building
- intended use(s)
- whether land acquisition will be necessary (if a building)
- project timeline, including expected date for breaking ground
- discussion of primary cost drivers
- stakeholders involved
- expected useful life

Benefits of Project and Impact if not Completed: Provide your justification for the project in this box. Highlight the specific benefits that will directly result from completing the project. These details may depend on the chosen priority level. For instance, if the priority level is “Enhancement,” you should fully describe any and all new benefits the project offers, including any cost savings or efficiencies. Just as importantly, state how the project will benefit community and administrative stakeholders. You should also explain what will happen if the project is not approved by fully describing the potential consequences to the community. This information is particularly important for projects classified as “Urgent/Legally Required” and “Maintain Service.”

Discuss Operating Budget Impact: Explain the project’s temporary and/or long-term impact on the operating budget. Oftentimes, capital projects (especially construction ones) can result in increased operating costs. Some may only be necessary for the project’s duration (e.g., increased use of one building while another is demolished and reconstructed). Others may be longer lasting, such as a new building resulting in increased utility costs or the hiring of additional maintenance personnel.

In addition to a narrative description of the project's operating budget impact, put the dollar estimates into the appropriate boxes in the *Operating Budget Impact* table in the **Recommended Financing** section at the bottom of the form [the choices are: During Project, Post-Project Annual, and Post-Project One-Time].

Funding Category: Input figures for cost estimates into the appropriate detail line item box(s) only. The spreadsheet will automatically calculate the totals of each category.

Study/Design – feasibility studies, engineering, or design work required for the project

Land Acquisition – purchase of land or property necessary for the project

Construction – new building construction or capital improvement to existing infrastructure

Equipment/Furnishings – heavy equipment, vehicles, or major building fixtures

Contingency – This information is necessary to ensure adequacy of funds if project costs fluctuate from submission to project start. This should come from an informed, defensible analysis of potential future cost increases.

Other – another funding category not listed above. The project description should adequately explain why this category was chosen.

Funding Source(s): For the given project, put a checkmark next to all applicable sources:

Tax Levy – funded with cash from standard general fund revenues (i.e., cash capital), including property taxes, motor vehicle excise, local receipts, and other available funds.

Debt – financed through the issuance of standard, general obligation bonds, with the subsequent debt service funded through the tax levy in the operating budget. For debt-funded projects whose debt service will be paid for by enterprise receipts, select this box and the *Enterprise Receipts* one.

Enterprise Receipts – funded by user fee receipts.

Capital Stabilization – funded by an appropriation from the capital stabilization fund.

Free Cash – funded through appropriation from certified free cash.

Revolving Fund – funded by revolving fund receipts.

CPA – If the project qualifies for one of the four allowable uses of Community Preservation Act funds, check this box and also check the CPA Purpose in the separate grid below. Also, input the proposed amount of CPA funds for each year in the calculation table on the left. Be sure that the project's narrative description explains how it qualifies for CPA funding.

Grants – Check this box if you anticipate that the project will be eligible for partial or full grant funding.

Community Preservation Act Submissions: For communities that have adopted the Community Preservation Act (CPA), M.G.L. c. 44B, a project may qualify for full or partial CPA funding if its purpose aligns with at least one of the following:

Open space – to acquire, create, or preserve open spaces

Historic resources – to acquire, preserve, rehabilitate, or restore historic buildings, structures, documents, or artifacts

Recreation – to acquire, preserve, rehabilitate, or restore recreational land and facilities

Community housing – to acquire, create, preserve, or support low and moderate income housing for families and seniors

When considering submitting a project for CPA funding, please keep in mind that there are some restrictions. Below are useful definitions for the types of CPA projects allowed.

Capital improvement: Per Section 2 of the CPA statute, this applies to “reconstruction or alteration of real property,” distinct from new construction, and the project must:

- “materially add” or “appreciably prolong” the useful life of the property;
- become “permanently affixed” in a way that “removal would cause material damage to the property or article itself”; and
- become a “permanent installation” or remain for an “indefinite period of time.”

Rehabilitation: Rehabilitation involves making “capital improvements, or the making of extraordinary repairs, to historic resources, open spaces, lands for recreational use and community housing.” This includes making improvements to comply with the Americans with Disabilities Act. For recreation projects, note that this also includes the replacement of playground equipment or other capital improvements that “make the land...or the related facilities more functional for the intended recreational use.”

Use of CPA dollars for maintenance projects is prohibited. Maintenance here refers to “incidental repairs which neither materially add to the value of the property nor appreciably prolong the property’s life, but keep the property in a condition of fitness, efficiency or readiness.” Note that there is a significant difference between maintenance, capital improvements, and rehabilitation.

After your projects are submitted, they will be evaluated based on the criteria below. All evaluation criteria should be understood within the context of the municipality's strategic capital planning framework and by how they relate to furthering its overarching capital needs.

Public Safety and Health: What is the project's impact on existing public health and safety conditions? Does it address an existing concern, or is there is an increased risk for unforeseen consequences?

Legal Requirements: Is the project necessary to bring the community into compliance with a legal requirement or regulation mandated by the state or federal government?

Infrastructure: How does the request address the community's needs within the context of existing infrastructure problems, and how well does it integrate with that infrastructure?

Efficiency: Will the project make services more cost-effective by decreasing the amount of time and labor or overall costs?

Impact on Service and/or Personnel: Is the project necessary to support a new or expanded service the municipality is offering? An example might be the purchase of equipment needed to support and maintain a new park or recreational area. Or, if a department has recently increased staff, is the request necessary for equipment for the new staff to perform their work?

Note: This page should provide, in plain language, an overview of the criteria decision makers will use to evaluate and prioritize capital requests when building that year's capital budget. Including this information in the manual will help department heads to write complete and informative requests. The criteria above are suggestions; your community should decide its own based on local priorities and policies.

2. CAPITAL PROJECT SUBMISSION FORM

Capital Improvement Program: FY2018 - FY2022				Date submitted: _____		Date of Last Edit: _____	
Project Number:		321					
Project Title:		[Project Title 1]					
Category:		[Building - Equipment - Parks/Grounds - Land/Open Space]					
Department:		Contact:					
Project is:		New []		Recurring []		Resubmission []	
		Multiyear []		Phase ___ of ___			

Department Priority:

Urgent/Legally Required

Maintain Service

Enhancement

Description:

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings. Also describe any short- and long- term consequences of not funding the project.

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the community's operating budget.

Recommended Financing

Funding Category	Five-Year Total	Estimated Project Costs by Fiscal Year					Funding Source(s) Check all that apply
		FY2018	FY2019	FY2020	FY2021	FY2022	
Study/Design	\$55,000	\$55,000	\$0	\$0	\$0	\$0	<input checked="" type="checkbox"/> Tax Levy
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	<input type="checkbox"/> Debt
Construction	\$800,000	\$0	\$275,000	\$200,000	\$175,000	\$150,000	<input checked="" type="checkbox"/> Enterprise Receipts
Equipment/Furnishings	\$75,000	\$0	\$0	\$75,000	\$0	\$0	<input checked="" type="checkbox"/> Stabilization
Contingency	\$110,000	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000	<input type="checkbox"/> Free Cash
Other	\$0	\$0	\$0	\$0	\$0	\$0	<input type="checkbox"/> Revolving Fund
TOTAL	\$1,040,000	\$65,000	\$300,000	\$300,000	\$200,000	\$175,000	<input checked="" type="checkbox"/> CPA
							<input checked="" type="checkbox"/> Grant(s) or Other

Grant Amount Requested	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	CPA Purpose(s) Check all that apply
CPA Amount Requested	\$275,000	\$0	\$75,000	\$75,000	\$75,000	\$50,000	
Net of CPA and Grants	\$690,000	\$50,000	\$210,000	\$210,000	\$110,000	\$110,000	<input type="checkbox"/> Recreation

Operating Budget Impact							
During Project	\$110,000	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000	<input checked="" type="checkbox"/> Historical
Post-Project Annual	\$35,000						<input type="checkbox"/> Housing
Post-Project One-time	\$0						

3. 5-YEAR CAPITAL PLAN FORM

Capital Improvement Program, Departmental Project Summary

Project Number	Department	Title	FY2018	FY2019	FY2020	FY2021	FY2022	Five Year Total
GENERAL FUND								
Transfer Station								
322	Solid Waste	85 cyd Ejection Trailer	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
325	Solid Waste	Landfill Bulldozer	12,000	0	0	0	0	12,000
Total Transfer Station			27,000	15,000	15,000	15,000	15,000	87,000
Department of Public Works								
245	DPW	Storm Drainage, Project R12	45,000	45,000	0	0	0	90,000
265	DPW	Curb Construction, Project C7-1	25,000	55,000	55,000	0	0	135,000
254	DPW	Heavy Dump Truck	55,000	55,000	55,000	0	0	165,000
257	DPW	Steam Cleaner	0	12,000	0	0	0	12,000
Total Department of Public Works			125,000	167,000	110,000	0	0	402,000
Parks Department								
456	Parks	Land for Athletic Fields	45,000	45,000	45,000	0	0	135,000
488	Parks	Playground Rehabilitation	50,000	50,000	85,000	0	0	185,000
Total Parks Department			95,000	95,000	130,000	0	0	320,000
Fire Department								
565	Fire	Pumper Replacement	115,000	115,000	115,000	115,000	115,000	575,000
589	Fire	Ambulance Replacement	83,000	83,000	83,000	0	0	249,000
Total Fire Department			198,000	198,000	198,000	115,000	115,000	824,000
School Department								
789	Schools	School Technology	25,000	35,000	55,000	55,000	0	170,000
724	Schools	Classroom Renovations	125,000	150,000	125,000	125,000	125,000	650,000
Total School Department			150,000	185,000	180,000	180,000	125,000	820,000
GENERAL FUND TOTAL			\$595,000	\$660,000	\$633,000	\$310,000	\$255,000	\$2,453,000
ENTERPRISE FUNDS								
Sewer Enterprise								
655	Sewer	Pump Station Upgrades	155,000	155,000	140,000	105,000	105,000	660,000
Total Sewer Enterprise			155,000	155,000	140,000	105,000	105,000	660,000
ENTERPRISE FUNDS TOTAL			\$155,000	\$155,000	\$140,000	\$105,000	\$105,000	\$660,000
GRAND TOTAL: 5-YEAR CAPITAL PLAN			\$750,000	\$815,000	\$773,000	\$415,000	\$360,000	\$3,113,000

FUNDING SUMMARY	FY2018	FY2019	FY2020	FY2021	FY2022	Five Year Total
Free Cash	\$62,000	\$25,000	\$10,000	\$0	\$0	\$97,000
Tax Levy	25,000	35,000	55,000	55,000	0	170,000
Debt	378,000	403,000	378,000	240,000	240,000	1,639,000
Enterprise Receipts	155,000	155,000	140,000	105,000	105,000	660,000
Capital Stabilization	0	37,000	75,000	0	0	112,000
Revolving Fund	0	0	0	0	0	0
CPA	45,000	45,000	45,000	0	0	135,000
Chapter 90	70,000	100,000	55,000	0	0	225,000
Grant(s)	15,000	15,000	15,000	15,000	15,000	75,000
TOTAL	\$750,000	\$815,000	\$773,000	\$415,000	\$360,000	\$3,113,000

Variance \$0 \$0 \$0 \$0 \$0 \$0

NARRATIVE		FY18 - CAPITAL BUDGET	
PRIORITY	DEPT	DESCRIPTION	NARRATIVE
3	Solid Waste	Ejection Trailer	Replace existing 85 cubic yd ejection trailer. Current one is 17 yrs old, extensive rust and corrosion, numerous mechanical failures in FY15. Est useful life: 15 yrs.
1	Solid Waste	Landfill Bulldozer	Replace existing 1994 John Deere bulldozer. Authorized in FY12 and this is the last payment of a 5 yr lease.
5	DPW	Storm Drainage, Project R12	Project R12, north side of town, includes testing, resurfacing roads, replacing existing drain parts and installing 2 new drains on Elm St.
4	DPW	Curb Construction, Project C7-1	Project C7-1, install sidewalks in Jones Nook neighborhood, roadway use has increased in 20 yrs and need to install curbing for proper safety.
10	DPW	Heavy Dump Truck	Scheduled replacement of DPW-5 dump truck. Existing model is 2007, was refurbished in 2012.
11	Parks	Land for Athletic Fields	Purchase 46 acres on West St. 15 acres for open space/forestry. 31 acres for athletic complex. CPA funds sought. Cost: \$150,000.
8	Parks	Playground Rehabilitation	Elementary school playground rehab including new equipment, ground surfacing, lighting, security cameras and handicap ramp at entryway.
6	DPW	Pumper Replacement	Replace Pumper (F-11). Existing one is 1996 model and has outlived useful life.
2	DPW	Ambulance Replacement	Replace AMB-2 ambulance. Was due for replacement in 2011 but has been deferred. Urgent need - public safety risk due to inability to provide reliable service.
7	DPW	School Technology	E-rate funding available to offset total project cost. Outfit 22 classrooms with smartboards, 20 chromebooks each, mobile technology carts, teacher computer, wireless data access points.
9	DPW	Classroom Renovations	Upgrade 22 classrooms: windows, acoustical ceilings, storage units, desk/chairs, repalce all lockers (Qty 695) and furnishings.

4. FACILITIES INVENTORY FORM

ID#	Facility	Year Built or Acquired	Sq Ft	Assessed Value	Replacement Cost (est.)	Historic Building	Condition	Use Type	Last Major Imprvmt	Comments	Parcel ID#
B1	Town Hall	1850	5,336	\$1,212,300			Good	Heavy	2004	FY04: \$360K renovation. FY14: \$20k repair chimneys	26-41-0
B2	Town Barn	1993	224	\$293,900			Good	Heavy		FY13: In need of renovation/replacement	25-20-0
B3	Transfer Station	2003	65,000	\$525,000	\$1,975,000		Good	Heavy		Built in 2003. Solid waste disposal center including drop-off center recyclables	16-9-0
B5	Police Station	1988	6,500	\$650,000	\$7,500,000		Poor	Heavy		Needs assessment study to be scheduled in 2017	12-36-1A
B6	Fire Station #1 - Center	1975	4,693	\$918,800			Good	Heavy	2000	2000: New roof and re-surface garage floor. Cost \$85,000	26-1B
B7	Fire Station #2 - West	1940	1,440	\$160,900			Good	Heavy	2011	2011: propane heaters, windows	12-21-1
B8	Senior Center	2015	22,000		\$4,500,000		New	Heavy	New 2015	This facility is currently under construction, completion late summer 2015	
B9	Granville Village School	1933	41,865	\$6,852,600			Excellent	Heavy	2013	Joined Regional District in 2014. Building conveyed to School Dept. Window replacement project in 2013.	27-32-0
B10	West Granville School	1933	4,594	\$185,400			Good	Vacant		To be sold? Affordable Housing? Senior Ctr?	12-9-0
B11	Old Meeting House	1802	3,362	\$490,000		Yes	Good	Light	2011	2011: New roof \$7500 funded via CPC and \$30K in donations for ceiling/wall plaster, painting and front door. 2010: septic system	
B12	Library	1941	12,500	\$225,000	\$2,500,000		Good	Heavy	2011	2011: \$10K for walkways funded via CPC. 2010: repair portico	
B13	Woodland Cemetery	19xx	1.1 acres	\$97,800			Good	Light	2010	2010: gravestone repairs	24-15-0
B14	Delmar Cemetery	19xx		\$47,200			Good	Light			10-14-0
B15	West Granville Cemetery	19xx	2.5 acres	\$76,700			Good	Light			12-27-0
OS1	Shop Pond						Good		2011	\$9500 in CPC Funds to Noble & Cooley Ctr for dredging of Shop Pond in 2011	
OS2	Hull Forest Land	2013	695 acres				Good	Vacant		\$30k from Michnovez Fund	
OS3	Dietz/Carr Property	1998	47.9 acres	\$138,500			Good				21-39-0
OS4	Wendy's Road property	2004	8.617 acres	\$72,200			Good				13-1-1
OS5	Rear McCarthy Rd	19xx	57.5 acres	\$155,100			Good				21-47-0

5. ASSETS AND FLEET INVENTORY FORM

Dept.	Asset ID	Description	Year Manuf	Make	Model	Mileage/ Meter Hours	Useful Life (# Yrs)	Purchase Price	Replacement Cost (est.)	Condition	Year Purchased	Yr Rplc Needed	Comments
FIRE	ENGINE 1	Main Station Pumper truck	2010	FRTLNR	FL-70		25	\$310,000	\$375,000		2010	2035	
FIRE	ENGINE 2	Freightliner Pumper, 1250 gallons	1996	FRTLNR	FL-70		25	unkwn	\$350,000	Poor	1995	2020	1/2016: Failed NFPA pump standards
FIRE	TANKER 2	Tanker 2 (for station 2), 6x6	2007	FRTLNR			20	\$142,000		Good		2027	3500 gal tank, 500GPM/150PSI pump, diesel. Purchased used in 2011.
FIRE	BRUSH 1	Brush Truck, Cummins 6.7L Diesel w/ 4x4, 6 speed automatic	2016	DODGE	RAM		15	\$110,000		New		2031	
FIRE	FAMB-1	Ambulance #1, ALS, E-350 Crestline, 6.8L V10 automatic, gas powered	2011	FORD	E-350		7			Good/Poor		2018	5/2016: Requiring substantial repairs in FY16.
FIRE	FAMB-2	Ambulance #2, ALS, E-350 Crestline, 6.8L V10 automatic, gas powered	2004	FORD	E-350		7			Poor		2011	** Overdue
FIRE	FCMD-1	Command Vehicle	2014	CHEV	TAHOE	57,650	7	\$55,000	\$65,000	Good	2014	2021	Assigned to Chief. Contains light kits, sirens, lockable emergency cabinets, equipment and supplies.
DEPARTMENT TOTAL: FIRE													
POLICE	P201-11	Cruiser (marked patrol)	2014				3	\$45,500		Good	2013	2017	Authorized FY13 via ATM-Art 8-5/14/12
POLICE	P201-12	Cruiser (marked patrol)	2012	FORD	INTERCEPT OR		3	\$43,000		Good		2016	Replaced Chevy Tahoe in FY12
POLICE	P201-10	Cruiser - DISPOSED	2001	CHEVY	TAHOE					n/a		n/a	Taken out of service and replaced by Ford interceptor #3712
DEPARTMENT TOTAL: POLICE													
SCHOOL	BUS-1	School bus, diesel, automatic, seats 83	2006	FRTLNR		142,500	12			Good	2005	2018	
SCHOOL	BUS-2	School bus, Thomas C2, diesel, seats 71	2010	FRTLNR		72,000	12			Good	2009	2022	
DEPARTMENT TOTAL: SCHOOL													
DPW	DPW-1	Backhoe	1998	JDER			20	\$110,000		Good			Authorized FY13 via ATM-Art 9-5/14/12
DPW	DPW-2	Mower	2008	JDER				\$34,000		Good			Authorized FY11 - 5 yr loan. Matures 6/30/16?
DPW	DPW-3	Street Sweeper	2012	ELGIN			20			New		2032	
DPW	DPW-6	Dump Truck w/ Plow, diesel, 35,000 gvw, 10-wheel	2007	FORD	F-550		8			Good/Poor		2016	
DPW	DPW-9	Compressor	1985				30			Poor		2015	** Overdue
DPW	DPW-10	Fuel Management System	1991	FuelQuest			30			Good		2021	
DPW	DPW-11	Vehicle Lift	1991	NORTHNRN			30			Good		2021	
DPW	DPW-13	Pick-up truck w/ plow	2012	CHEV	SILVERADO		8	\$28,000		New	2011	2020	Superintendent vehicle. Authorized FY11 - 3 yr loan, last pymt due in FY14
DEPARTMENT TOTAL: PUBLIC WORKS													