

# Management/Administration Capital Improvement Program

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July 2011



Riverside County Regional Park and Open-Space District  
Riverside, California  
Plan #11-03

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\*District Library

## **CAPITAL IMPROVEMENT PROGRAM**

### **Executive Overview**

The District's Capital Improvement Program (*Program*) defines the purpose and outlines the specific methodology used to develop and update the Capital Improvement Plan (*Plan*) for the Riverside County Regional Park & Open-Space District on an annual basis. The Plan is a useful tool to implement the mission, values, and strategic goals of the District.

Benefits of a *Plan* include:

- Facilitates coordination between capital needs and the operating budgets
- Identifies the most economical means of financing capital projects
- Increases opportunities for obtaining federal and state grant opportunities
- Focuses attention on strategic initiatives and fiscal capacity
- Keeps stakeholders informed about future needs and projects
- Coordinates the activities of the Departments and agencies in partnership with the District

The *Plan* will be updated through a transparent and collaborative process culminating in its submittal as part of the annual budget process. This effort will include a *Plan* calendar that describes the procedures that will be used to solicit new projects, update existing projects, rank the projects based on specific criteria, cost and revenue analysis, and filter the final project list by several categories including capital and infrastructure.

The *Plan* will align with other requests for capital project planning, such as, the County Executive Office regarding Development Impact Funding.

Finally, the *Plan* will be used to meet Commission for Accreditation of Park and Recreation Agencies (CAPRA) national accreditation requirements by meeting two important standards, one of them mandatory.

### **Mission and Values**

*Mission*- "To acquire, protect, develop, manage and interpret for the inspiration, use and enjoyment of all people, a well-balanced system of areas of outstanding scenic recreation and historic importance."

*Values*- We have witnessed results through action. We believe it so strongly; we anchored it within our key value statement.

**A**ccomplishments: delivering on what we say we are going to do and sharing our successes

**C**onnecting: developing relationships and bringing people together

**T**eamwork: sharing people and resources, alignment with agency mission

**I**nnovation: creating a culture that removes barriers and uses technology

**O**utstanding service: exceeding expectations

**N**etworking: working in a collaborative approach

**S**tewardship: protecting and preserving our resources

## **Program Scope and Purpose**

The Capital Improvement Program (Program) is the methodology to update the annual listing of capital construction projects, commonly referred to as the Capital Improvement Plan (*Plan*). The Program will identify the team responsible for updating and listing new projects, monitoring current construction, and reporting on progress.

The *Plan* will provide a listing of current and potential projects, with an estimate of total construction cost and anticipated revenue, over the next five fiscal years. The entire *Plan* will be updated annually with changes, additions, and deletions. Project scopes are developed from new project requests. They are then placed in the database, along with ranking priorities and merged with existing projects that have been updated.

The *Plan* will include infrastructure, park improvement, new construction, land acquisition, and long-term planning projects. The *Plan* will reflect the District's Mission and Values, consistent with the general intent of the Strategic Plan and aligned as an implementation tool with the District Annual Work Plans. Projects will be prioritized for inclusion in the *Plan*, using the Project Ranking Criteria to assure alignment with strategy.

The end product of the *Plan* will be several master spreadsheets of proposed projects for the next five years. Each project has a detailed project description that will supply the data for the summary spreadsheet. The first year of the *Plan* will be submitted as part of the fiscal budget preparation process, and upon approval will become part of the final budget.

## **Capital Improvement Program Team**

In order to develop an effective *Plan*, a core team (Team) will need to be in place throughout the year to gather input, refine and solicit new projects, and update and monitor the *Plan*. Key representatives of the Team will include:

- Assistant Parks Director
- Business Operations Chief (or designee)
- Administrative Supervisor
- Senior Park Planner(s)
- Park Planner(s)

The District recognizes the importance of obtaining input from employees and stakeholders in the development of the *Plan*. In order to encourage participation and ensure field staff involvement, Area/ Natural Resources Managers, the Historic Preservation Officer, and the Recreation Chief will participate in meetings involving projects related to their area of supervision.

### **Meeting Schedule**

The Team will meet quarterly to officially review, update and report on the projects budgeted within the current fiscal year. Additional monthly meetings will be scheduled in between to capture ongoing progress. The Team will take input from area staff and project managers and summarize the data on the District's internal Basecamp software system for transparency to District staff. For staff that doesn't have access to Basecamp, a pdf report will be available for viewing on the District's internal website.

### **Reporting**

As part of the quarterly update meetings, the end product will be a summary of progress made on each project, as compared to the prior reporting period. In addition, reporting will be submitted as identified in the Measurements section.

### **Plan Annual Update**

The Team will update the annual *Plan* during quarterly meetings, with additional meetings as necessary. At these meetings, the Team will coordinate the update and submission of the five-year *Plan* spreadsheet which is submitted as a part of the annual budget preparation. A *Plan* Annual Update Schedule will be created and disseminated to staff to ensure smooth coordination with the budget process.

## **Strategic Plan Alignment**

The *Plan* is a key element of an effective financial strategy to obtain and maintain the capital resources necessary to align with the perspectives outlined in the Strategic Plan. The desire of the District is to communicate proposed projects in a transparent fashion. The District will communicate the *Plan* by using Basecamp and the District's internal website (<http://intranet.rivcoparks.org>), allowing for input from all levels of the agency. Emphasis will be placed on collecting asset management needs, and alignment with District mission. Collaboration with District staff responsible for updating the *Plan*, will allow strategic intent to be fulfilled.

## **Values**

The *Plan* will focus upon three District values:

- Accomplishments - delivering on what we say we are going to do and sharing our successes
- Teamwork- sharing people and resources, alignment with agency mission
- Networking - working in a collaborative approach

## **Goals and Objectives**

The following Goals and Objectives are identified within the Strategic Plan 2011-2016, and that the Program is aligned with. Time period priorities are attached to each Goal. In addition, each Objective is identified by a specific reference number.

### ***Goal: Align Budget with Strategy***

*Mid-Term:* (July, 2011 to June, 2013)

- Objective (F-1-B) Develop a capital asset replacement schedule
- Objective (F-1-C) Develop a long-term CIP

### ***Goal: Use Data and Planning for Effective Decision Making***

*Long-Term:* (July 2013, to July, 2016)

- Objective (I-3-B) Obtain CAPRA accreditation

## **Measurements**

Capital planning typically commits money for new projects with a useful life of more than five years. To measure progress toward achieving objectives, the District utilizes a metrics in order to communicate progress.

*Metrics:*

1. %-CIP Projects completed in FY
2. %-CIP Planning Projects completed in FY
3. %-Infrastructure Maintenance projects completed in FY
4. %-CIP Projects meeting the planned completion date
5. The Assistant Parks Director will lead the team in preparation of an annual report, summarizing the accomplishments of the *Plan*.

## ***Plan* Update Procedures Calendar**

The following procedures are provided as a guideline to update the *Plan* each year:

<b>Timeline</b>	<b>Procedure Description</b>
October 1	Send out <i>Plan</i> Annual Update Schedule to all involved staff.
October 15	Solicit new project requests, update existing projects.
November 15	Deadline for new project requests. <i>Plan</i> project request descriptions completed and new spreadsheet created.
December 1	Update and revise revenue and cost information for each project.
December 15	Prioritize projects using Project Ranking Criteria.
December 30	Prioritize and filter project requests for Park Improvement and Infrastructure Maintenance Categories.
January 15	Prepare draft <i>Plan</i> spreadsheet and submit to GM.
February 1	Submit final <i>Plan</i> spreadsheet to budget process.

## Definitions

The following list of key words describes the definition of the terminology used for the Capital Improvement Program.

*Basecamp:* Web-based project management software that allows for collaboration and input for staff working on common projects, ensuring transparency and shared productivity.

*Capital Improvement Plan (Plan):* The District's official listing of projects to be completed over a five year period. Includes individual project sheets, and master spreadsheets with cost and revenue information.

*Capital Improvement Program (Program):* This Program defines the purpose of the CIP, how its related to the District's Strategic Plan, and how it gets updated and submitted each fiscal year.

*CAPRA National Accreditation:* The Commission on Accreditation of Park and Recreation Agencies is the accrediting agency that certifies whether agency meets the 144 national best practice standards.

*Measures:* Standards used to evaluate and compare performance against expected results. Measures are quantitative indicators and capture numbers, dollars, and percentages. District staff will use to determine organizational performance.

*Mission:* Describes the business of the District. The mission also defines the core purpose of the District and why it exists.

*Project Ranking Criteria:* This list provides a filtering mechanism to rank each project by criteria that support the Strategic Plan, along with other important factors, and are weighted in terms of importance.

*Strategic Plan:* Refers to the Strategic Plan FY2011-2016, used as a planning model that identifies the vision and action plan that includes goals and objectives for staff.

*Strategic Plan Goals:* These are specific programs, activities, projects, or actions the District will undertake in an effort to meet performance targets.

*Strategic Plan Objectives:* Also referred to as Balanced Scorecard Objectives, are concise statements describing the specific elements the District must do well in order to execute our strategy.



*Tactics:* These are not included as part of the *Plan*. The development occurs after the *Plan's* implementation and will be an appendix that is updated during the budget cycle. Tactics are subordinate to the initiatives and detail the steps necessary to complete an initiative.

*Values:* These are expressions of the District's core beliefs. Values are meaningful expressions describing what is important in the way we treat our employees and customers and relates to the internal culture.

*Vision:* Describes the desired future the District wishes to create.