

## Public Investment Plan (PIP)

<b>Name:</b>	Capital improvements planning
<b>Convener:</b>	Metro Planning Department
<b>Contact:</b>	
<b>Mayor's Priority Area :</b>	Transit/Infrastructure, Quality of Life, Ec Development, Pub Safety, Education

### 1. Briefly describe the issue or problem addressed by the investment plan:

The current Capital Improvements Budget does little to support efforts to coordinate investments or tie them to an overarching strategy for managing Nashville's critical issues. Few departments use the CIB to identify when long-term needs should be met, and the budget is cluttered with projects that are out of date or that do not have Metro-wide commitment to implement. Three issues highlight the need for additional staff to oversee the CIB:

1. Aligning with NashvilleNext growth & preservation strategy.
2. Coordinating infrastructure work and facilities planning to responsibly manage Metro's tax base & expenditures.
3. Coordinating the CIB priorities of Metro Council and providing greater oversight to the public.

### 2. How does the plan solve the stated problem?

The plan funds additional Planning Department staff to support long-term planning and capital coordination. These staff will be dedicated to CIB oversight and coordination and will work with a core team from Budget, General Services, ITS, and the Mayor's Office to support departments to:

- Create six-year capital plans that identify clear links to NashvilleNext and opportunities for coordination with other capital investments.
- Support Council offices in overseeing their requests and departments in responding to them.
- Identify areas to coordinate on capital projects.

### 3. Why is this the right time to implement this plan?

Throughout NashvilleNext, a key priority from the public was the need to shift from planning to implementation, with strong support from the public and many new Councilmembers. Four additional factors combine to make this the right time:

1. A fundamental shift in development patterns to infill development, making coordination increasingly important
2. Finance's update to its budget management system
3. The number of departments updating capital plans (six currently)
4. Finance's three-year operating budget, which gives greater insight into future facilities needs

### 4. What current processes address the issue?

Currently, the CIB serves as a wishlist of all projects requested by Departments and Councilmembers, with no clear approach to organizing them by timing or level of commitment and no mechanism to regularly review and clear out unneeded projects. Departments with intensive capital needs have some basic procedures for coordinating (such as Public Works and Water Services or Parks and Schools). Many departments have no formal approach to identifying opportunities to coordinate.

The Charter requires that Metro Planning recommend priorities within the CIB, which it has not done for 15 years or more. The CIB should be critical for identifying these opportunities. However it is not currently reliable for this because it lacks information on when projects are likely to be pursued and the level of Metro's commitment to projects (a funded project, a planned project, or something that is only a request).

### 5. What problems and inefficiencies have been identified with the current processes?

- Departments are unable match compatible projects. Most departments do not currently or routinely identify compatible investments (with some exceptions that occur outside of the CIB).
- The Mayor and Council are not advised on how individual projects relate to Nashville’s overarching approach to managing growth.
- As more departments seek to expand or locate services in infill neighborhoods with limited space and in competition with the private market, it will be increasingly difficult to acquire land serving only a single purpose.
- The CIB is not useable by the Mayor, Departments, or Council to understand what is being pursued.
- The CIB is not transparent to the public, reducing the accountability of Metro to citizens.

**6. List all proposed participants including:**

- **Internal Partners**
- **External Partners (Nonprofits, Non-Government Organizations, Community Organizations)**

Key internal partners: General Services, Budget, ITS, and Office of Infrastructure, and key capital departments: Public Works, Water Services, Parks, Public Schools, Fire, MTA, Health, MDHA, and Public Libraries. Additionally, other departments with more general or occasional capital needs.

External partners: the Metropolitan Planning Organization, TDOT, TDEC.

**7. Briefly define the individual roles of each participant in each year of the project**

Planning: extended role in managing CIB requests and department plans to make coordination opportunities easy to identify, communicating the level of commitment Metro has made to each project in the CIB to manage expectations.

Budget, General Services, and ITS: Continue roles in current capital projects, with increased communication to identify overlapping projects, coordination opportunity, and longstanding views of Metro’s capital needs.

**8. Total Length of Project in Years**

The plan will take two years to put in place, and then will be ongoing. The plan buildings on Planning’s first year of work with Budget, ITS, and General Services on improving the capital planning process, to be completed with the FY17 CIB.

**9. Provide a brief explanation below of the actions that will be taken to implement the project in each year**

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|---------------|---|
| <b>Year 1</b> | <ul style="list-style-type: none"> <li>• Support for departments without capital plans to identify needs tied to 3-year budgets and beyond.</li> <li>• Support for departments with capital plans to improve project descriptions and phasing in the six-year CIB, and identify coordination opportunities.</li> <li>• Evaluation of CIB projects compared with NashvilleNext goals and progress in implementing the plan.</li> <li>• Develop public engagement and oversight approaches.</li> <li>• Establish coordination/CIB schedule, including Council briefings.</li> <li>• Establish centers planning approach for NashvilleNext centers that need closely coordinated capital investments to spur private market activity.</li> </ul> |
|---------------|---|

- |               |  |
|---------------|--|
| <b>Year 2</b> | <ul style="list-style-type: none"> <li>• Begin conducting center and corridor planning.</li> <li>• Roll-out public engagement tools.</li> <li>• Support Planning Commission in prioritizing capital improvements for FY19 CIB.</li> <li>• Use CIB to identify coordination opportunities.</li> <li>• Coordinate between long-term plans (CIB) and underway/short-term plans (Director of Infrastructure monthly project review meeting).</li> <li>• Develop approach to quantifying cost-savings of coordination.</li> </ul> |
|---------------|--|

<b>Year 3</b>	FY19 is the first year to see the fully revamped CIB process
<b>Long Term</b>	<ul style="list-style-type: none"> <li>• Assess progress</li> <li>• Continue prioritizing capital projects and recommending coordination opportunities</li> <li>• Continue detailed center and corridor implementation planning</li> </ul>
<b>10. Please explain why this collaborative approach more effectively addresses the identified issue compared to existing individual efforts</b>	
<p>Currently, departments coordinate based on routines learned the past two decades of primarily suburban development. In some cases, departments have found successful strategies, such as Water Services and Public Works coordinating to minimize street reconstructions or Parks and Schools coordinating on access to school playgrounds. However, Planning foresees a much greater need to coordinate as infill development combines with aging and out of date facilities. Planning proposes that, with support, departments can fairly a much broader set of opportunities. With a leaner CIB, the Core Team can more easily support departments in matching compatible projects.</p>	
<b>11. Briefly summarize the additional resources (funding, staffing, training, etc.) needed by all participants in order to successfully implement the plan.</b>	
<p>FY17:</p> <ul style="list-style-type: none"> <li>• 1 CIP Planning Manager I</li> <li>• 1 CIP Planner I</li> </ul> <p>FY19: 1 CIP Planner I</p> <p>All staff will need additional office space, equipment, and software.</p>	
<b>12. If applicable, briefly describe how your proposed project will achieve cost savings, revenue gains and/or service improvements? Please provide detailed financial data in the attached spreadsheet.</b>	
<p>Cost savings, revenue gains, and service improvements should come from two sources:</p> <ol style="list-style-type: none"> <li>1. Coordination on facility needs should allow savings on land costs and infrastructure work, particularly in high-demand infill areas. This includes identifying new uses for public land to maximize return on investment.</li> <li>2. Coordinating investments in NashvilleNext centers and transit corridors will support increased property values , help to manage affordability, and support centers as places ready for private investment.</li> </ol> <p>An example of where a lack of coordination led to increased costs is the Smith Springs Elementary School. Because of poor siting, increased transportation infrastructure is required to adequately serve the school. Since the siting of that school, MNPS and Metro Planning have already begun working more closely together and are currently working to coordinate through the CIB process.</p>	
<b>13. How will success be measured and in what years of the project will it become measurable?</b>	

- The number of departments identifying compatible investments
- The number projects assessed for compatibility and alignment with NashvilleNext annually
- The number projects improved through coordination
- Cost savings achieved

**14. How many citizens will this project impact?**

Everyone who lives or works in Davidson County.

**15. What benefits or improved services will the citizens of Davidson County receive as a result of the plan?**

- Increased understanding and buy-in for capital projects among the public.
- As noted earlier, citizens should see a lower cost for new facilities and infrastructures, which allows for greater services or lower taxes.
- Strategic investments will also assist in managing growth to align affordability with walkable, transit-supportive centers.
- These centers will also bring improved services closer to residents throughout the county.

**Public Investment Plan (PIP)**

Name of Collaboration: Capital improvements planning

	Dept. Name	FY2017			FY2018			FY2019			FY17-FY19 GRAND TOTALS	
		Operating PIP	FTE PIP TOTAL	Capital PIP TOTAL	Operating PIP	FTE PIP TOTAL	Capital PIP TOTAL	Operating PIP	FTE PIP TOTAL	Capital PIP TOTAL	Operating PIP	Capital PIP TOTAL
Department/External Partner A:	Planning	175,200	2.00	-	169,200	2.00	-	250,300	3.00	-	594,700	-
Department/External Partner B:		-	-	-	-	-	-	-	-	-	-	-
Department/External Partner C:		-	-	-	-	-	-	-	-	-	-	-
Department/External Partner D:		-	-	-	-	-	-	-	-	-	-	-
<b>Totals:</b>		<b>175,200</b>	<b>2.00</b>	<b>-</b>	<b>169,200</b>	<b>2.00</b>	<b>-</b>	<b>250,300</b>	<b>3.00</b>	<b>-</b>	<b>594,700</b>	<b>-</b>

**Current Level of Funding (Operating and Capital)**

	Dept. Name	Fund	Budget Category	Budgeted Positions/ FTE	Budgeted FTEs	Operating Amount	Capital Budget	Capital Resolution Number
Department/External Partner A:	Planning	10101		0				
Department/External Partner B:								
Department/External Partner C:								
Department/External Partner D:								
<b>Totals:</b>				<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Requested Level of Funding For Fiscal Year 2017 (Operating and Capital)**

	Dept. Name	Fund	Budget Category	Requested Positions	Requested FTEs	Operating Funding Request	Capital Funding Request
Department/External Partner A:	Planning	10101	Salaries	2	2.00	175,200	
Department/External Partner B:							
Department/External Partner C:							
Department/External Partner D:							
<b>Totals:</b>				<b>2</b>	<b>2.00</b>	<b>175,200</b>	<b>-</b>

**Requested Level of Funding For Fiscal Year 2018 (Operating and Capital)**

	Dept. Name	Fund	Budget Category	Requested Positions	Requested FTEs	Operating Funding Request	Capital Funding Request
Department/External Partner A:	Planning	10101	Salaries	2	2.00	169,200	
Department/External Partner B:							
Department/External Partner C:							
Department/External Partner D:							
<b>Totals:</b>				<b>2</b>	<b>2.00</b>	<b>169,200</b>	<b>-</b>

**Requested Level of Funding For Fiscal Year 2019 (Operating and Capital)**

	Dept. Name	Fund	Budget Category	Requested Positions	Requested FTEs	Operating Funding Request	Capital Funding Request
Department/External Partner A:	Planning	10101	Salaries	3	3.00	250,300	
Department/External Partner B:							
Department/External Partner C:							
Department/External Partner D:							
<b>Totals:</b>				<b>3</b>	<b>3.00</b>	<b>250,300</b>	<b>-</b>

**Potential Revenue Generated from Collaboration**

	Dept. Name	Fund	Revenue Category(OA)	Revenue Source	Revenue Amount	Fiscal Year Collected
Department/External Partner A:						
Department/External Partner B:						
Department/External Partner C:						
Department/External Partner D:						
<b>Totals:</b>					<b>-</b>	