

# Pikes Peak Regional Communications Network

Policy # 02-2008

Adopted: 07-16-2008

Approved by: *Terry Mabeita*

OFFICIAL POLICY: NETWORK CAPITAL IMPROVEMENT

DATE: July 16, 2008

PURPOSE: To establish PPRCN policy relative to defining, approving, funding, and executing capital improvement projects.

SCOPE: Capital Projects, whose proposed execution would either become networked with, affect operation of, touch, or be physically attached to PPRCN Network Infrastructure, including any Member's physical site facilities.

## BACKGROUND:

Whereas paragraphs 3.1 and 3.2 of the PPRCN Intergovernmental Agreement declare that the PPRCN is a joint agency of two Members, namely the City of Colorado Springs and the County of El Paso, and

Whereas paragraph 3.5 of the PPRCN Intergovernmental Agreement provides for capital improvements funding based on a formula established by the PPRCN Agency Board, and

Whereas paragraph 3.8 of the PPRCN Intergovernmental Agreement provides that each Member shall own all equipment and have an ownership interest equal to the percentage of funding that the Member provided during the year when it was acquired by the PPRCN, and

Whereas the contribution percentages by the two Members in creating the PPRCN network has been sixty percent City of Colorado Springs and forty percent County of El Paso, and

Whereas paragraph 4.1 of the PPRCN Intergovernmental Agreement declares that the PPRCN Agency Board consists of five members – two appointed by the City Manager, one appointed by the Director of Colorado Springs Utilities,

one appointed by the Sheriff and one appointed by the County Administrator, and

Whereas paragraph 8.4 of the PPRCN Intergovernmental Agreement states that performance of a Party's obligations under the Intergovernmental Agreement are expressly subject to appropriation of funds by the governing body of that Party and the availability of funds for expenditure, and

Whereas the future utility and effectiveness of the PPRCN network going forward is in large measure dependent upon sound Capital Planning and Project Execution processes, therefore:

The PPRCN Agency Board hereby establishes this PPRCN Network Capital Improvement Policy.

#### GENERAL REQUIREMENTS AND PROCESSES:

##### Project Definition and Records

PPRCN Capital Projects are normally conceived in the PPRCN Technical Committee and / or the PPRCN Site Management Committee. Projects might also be conceived by agencies not normally or directly associated with PPRCN processes or PPRCN's primary mission. A key to clear and successful project execution rests in clear and unambiguous project planning, including project funding.

All candidate projects requested to be considered for capital funding by Members of the Intergovernmental Agreement shall be presented by the System Manager to the PPRCN Board. Candidate project definition documents upon which the Board would base their decisions must include all of the following information presented in a uniform format for record:

- the project's proposed scope,
- a proposed ideal schedule,
- a clear rationale describing project benefits,
- the beneficiaries of the project,
- the risks of not executing the project,
- a list or description of project prerequisites and anticipated dependencies if any,

- a definitive capital budget,
- sources of any external funding proposed, and
- a proposed project funding formula applicable to each Member of the PPRCN Intergovernmental Agreement.

Proposed capital project documents must be reviewed in the PPRCN Technical Committee and / or the PPRCN Site Management Committee and finalized for Board presentation by the PPRCN System Manager.

Amendments to project definition documents may be anticipated as project scopes, schedules, budgets, or other unanticipated project plan modifications become necessary. Accordingly, the System Manager shall present project definition amendments to the Board for ratification or for alternate direction.

Project definition documents shall be maintained current by the PPRCN System Manager from conception and continuing throughout the execution of an approved project.

### Capital Project Status

The System Manager shall prepare summary reports for each Board meeting, or as otherwise directed, that indicate the current status of each candidate project presented to the PPRCN Board.

Capital Projects will be classified into one of the following status categories at a time, and should normally progress to a subsequent status category:

- Conceptual Capital Project Presented
- Definitive Candidate Project Document(s) Presented
- Candidate Project Revisions Directed by Board; New Definitive Documents are Required
- Candidate Project Approved by Board
- Candidate Project Disapproved by Board
- Project Approved and Funding Commitments are Being Sought
- Project Approved and Funding Partially Committed
- Project Approved and Funding Fully Available
- Project Approved and Funded, but On-Hold
- Project In-Process
- Project Complete

## PPRCN System Member Interdependence and Board Unanimity

The PPRCN System is jointly beneficial to the Members of the Intergovernmental Agreement and to the greater community which the network serves, and it is a system for which success and efficiency relies on the interdependence of the users. Fragmentation of system development among the Members or among any third party beneficiaries of PPRCN system infrastructure assets must be avoided.

Decisions to approve, to fund, and to execute capital projects must be unanimous among Board members. Capital improvements must benefit all Members of the PPRCN Intergovernmental Agreement, and all Members shall agree to seek funds and to fund approved capital improvement projects at percentages and / or dollar levels as recorded in approved candidate project definition documents.

It is understood that the PPRCN Board members do not have authority to commit the Members whom they represent, and that the Board may have to modify funding strategies or timing from the original plans to provide for appropriate funding.

Any attachments to the PPRCN network infrastructure or any networking in conjunction with PPRCN infrastructure that may be proposed by individual Members within the Intergovernmental Agreement, or by any subordinate departments within Member organizations, or by any third party, shall require unanimous approval by the Board. The System Manager in conjunction with the PPRCN Technical Committee and PPRCN Site Management Committee will provide a recommendation to the Board regarding the benefits and risks of such attachments.

Capital projects proposed by any department within any Member of the Intergovernmental Agreement, or by a third party, which in any manner touches or employs PPRCN network elements or infrastructure, including any associated physical facility, shall be approved by the PPRCN Board even if funding for such capital improvement work is independently provided by the requestor. The System Manager in conjunction with the PPRCN Technical Committee and PPRCN Site Management Committee will provide a recommendation to the Board regarding the benefits and risks of such proposals.

Candidate project definition documents for independent proposals shall be prepared to the same standards and subjected to the same processes as projects conceived by committees associated with the PPRCN. Project Management structures and approval authorization requirements for such projects shall also be clearly described, and shall include the proposed role of both the PPRCN System Manager and the PPRCN Board relative to the proposed project.

### Funding Source Provisions

The PPRCN Board has several options relative to funding capital projects. Almost all significant capital projects will require either the appropriation of funds from the Members' governing bodies, or funds derived or received from other sources. Other options may include grants and other external funding sources or mechanisms.

In order to provide a reasonably uniform level of expected annual capital funding to foster smoother planning of projects and development of network features going forward, the Board may elect to target a level of look-ahead but flexible capital funding requests from the Members they represent, but not rigidly tagged to certain capital projects or amounts at the time funds are sought.

Ideally the Board would consider total project funding over multiple years and target the appropriation of capital funds sufficient to cover the ensuing year's projects or portions of projects. Background proposals for capital funding requests would generally be presented by the System Manager for Board discussion around the time annual user access fee setting for the ensuing year is being considered.

The standard formula for capital contributions by the Members of the Intergovernmental Agreement shall remain 60% from the City of Colorado Springs, and 40% from the County of El Paso. Conceptually this is equivalent to each of the five Board member positions representing a 20% capital funding portion from his or her organization. Therefore, all five Board member positions together would comprise 100% of the standard target contribution.

The usual condition gating the execution of a capital project is that funds actually become available through appropriation or encumbrance processes.

The Board may elect to waive this requirement, but in so doing, the Board must assure that the PPRCN has sufficient current resources available to perform the project, and that such funds are committed to that certain project.

Relative to any proposal the PPRCN Board may at its discretion set any fee to be paid by an agency not normally or directly associated with PPRCN processes or PPRCN's primary mission. Such fee may be payable either prior to, during, or at the completion the prospective project based on the decision of the PPRCN Board, and as stated in the definitive project documentation.

#### Non-limitation on PPRCN User Fee Based Income

The PPRCN Board may elect to devote any portion of PPRCN income derived from annual system access user fees to satisfy portions of capital project funding, or for entire candidate capital projects, at the discretion of the Board. In such cases, resultant contribution levels of the Members of the Intergovernmental Agreement would have a general relationship to the number of user radios accessing the PPRCN system, not the standard contribution percentages indicated prior.

#### Project Execution Processes

The PPRCN Board shall maintain oversight responsibility and authority for the full term of capital improvement projects that in any manner touch or employ PPRCN network elements or infrastructure, including any associated physical facility. Best practices in project management, to include regular project reporting and tracking, shall be provided to the PPRCN Board by the PPRCN System Manager and others who may be involved in Project Management. Such Board awareness and participation is increasingly important as each project is funded, and full agreements and commitments for executing the work are obtained.