



SAINT PAUL  
INNOVATION TEAM™

## Capital Improvement Budget Process Redesign

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*Office of Financial Services*

*April 19, 2017*



The background of the slide is a photograph of a modern, multi-story building with a mix of brick and light-colored panels. In the foreground, there is a well-maintained sidewalk with a curved section, a small tree, and some landscaping. The sky is clear and blue.

# CAPITAL IMPROVEMENT BUDGET

- How the City funds infrastructure
- \$30-70 million annually
- Funding decisions on a two-year cycle
- Primarily funds projects in:
  - Parks
  - PED
  - Public Works
  - Libraries
  - Public Safety

# CIB PROCESS REDESIGN

## CURRENT PROCESS

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Current CIB Process	Managed by OFS Staff
October - January	Project proposals prepared and submitted
January – March	City Staff reviews proposals
March – May	Task Forces: Hear proposals, rank projects and inform CIB Committee
May – June	CIB Committee makes recommendations to Mayor
June – September	Mayor proposes funding decisions
September - December	Council finalizes and adopts budget

- 30+ year old process
- Complicated
- Time and Labor Intensive
- Highly Competitive





## Redesigning process to focus more strongly on:

- Equity and Inclusion
- Strategic Investments
- Fiscal Responsibility

# CIB PROCESS REDESIGN

## PROJECT GOALS

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### EQUITY AND INCLUSION

- Maintain **conversation between the residents of Saint Paul and the City** on capital investments.
- Select investments using an **equity lens**.

### STRATEGIC INVESTMENTS

- **Strategically align** CIB projects to reviewed City plans, including Parks' asset management strategy, PED Comp Plan, and Public Works' 5-year plan.
- Include **informed and strategic community engagement**.

### FISCAL RESPONSIBILITY

- **Use facilities condition data** to create prioritized lists of capital investments.
- Proactively **maintain existing infrastructure**.

## CIB PROCESS REDESIGN

### WHY THIS YEAR?

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- **Unique opportunity in 2018-2019**
  - Most funding previously committed to 2 projects:
    - Scheffer Rec Center
    - Fire Station 20 projects
- **What does this mean for the 2018-2019 cycle?**
  - No new outside proposals considered for 2018-2019
  - Focus on maintaining existing infrastructure
  - We will use this break to refresh the CIB process for future cycles
- **New process will roll out in 2018 to make decisions for 2020-2021 budget cycle**



*Improving today. Creating tomorrow.*

# CIB PROCESS REDESIGN

## COLLABORATIVE PROJECT: ROLES

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### **EXECUTIVE CHAMPION**

- Deputy Mayor Beckmann

### **PROJECT SPONSOR**

- John McCarthy, OFS Budget

### **PROJECT TEAM LEADERS**

- John McCarthy, OFS Budget
- Abdiwahab Ali, OFS Budget

### **PROJECT TEAM MEMBERS**

- OFS Budget
- Parks Design
- Council Aides
- Council Community Engagement

### **STEERING COMMITTEE**

- Deputy Mayor Beckmann
- Directors of Parks, PED, Public Works, OFS

### **ADVISORY COMMITTEE**

- Councilmembers Stark and Brendmoen

### **SUBJECT MATTER EXPERTS**

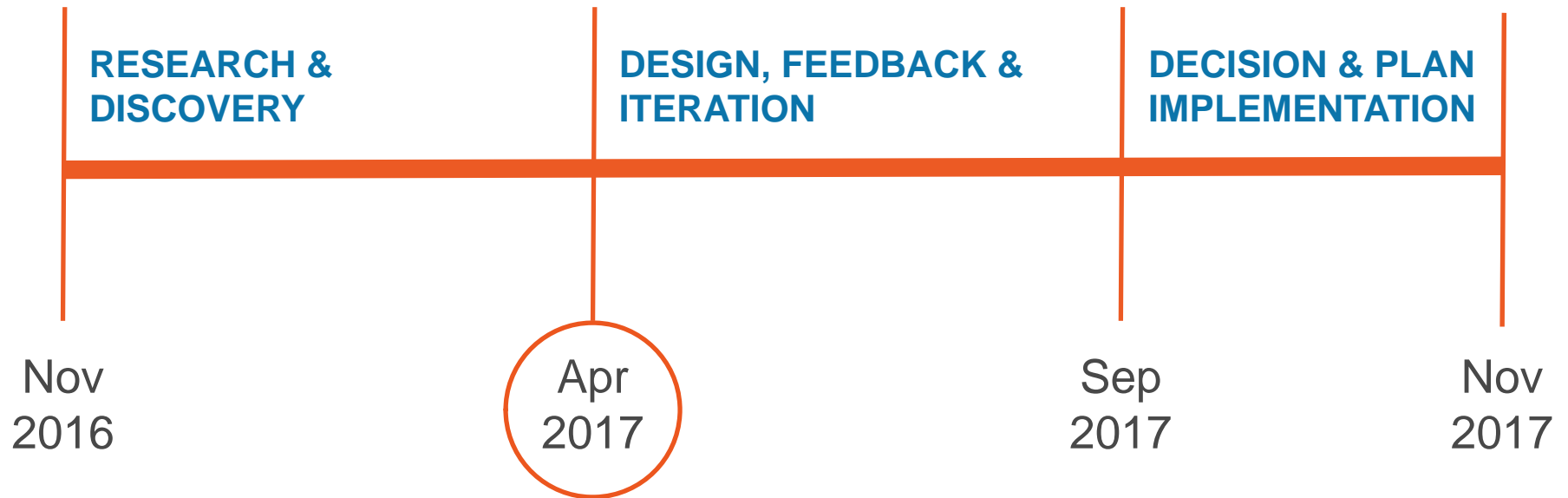
- CIB Committee – current and former members
- District Councils
- Key department staff
- Other community organizations

### **INNOVATION CONSULTANT**

- Catherine Penkert



# CIB Process Redesign Timeline



- Stakeholder mapping
- Communication planning
- Outreach to District Councils and CIB Committee
- Interviews with 6 cities
- Development and analysis of current state process map

## CIB PROCESS REDESIGN

### WHAT WE HAVE LEARNED THUS FAR

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- Starting from a position of strength
  - Saint Paul's current approach rates high for community engagement relative to many other cities
    - Example of government sharing power with residents by giving them ability to recommend budget decisions to Mayor
  - Parks and Public Works are nationally accredited organizations
  - City's AAA Bond rating

## CIB PROCESS REDESIGN

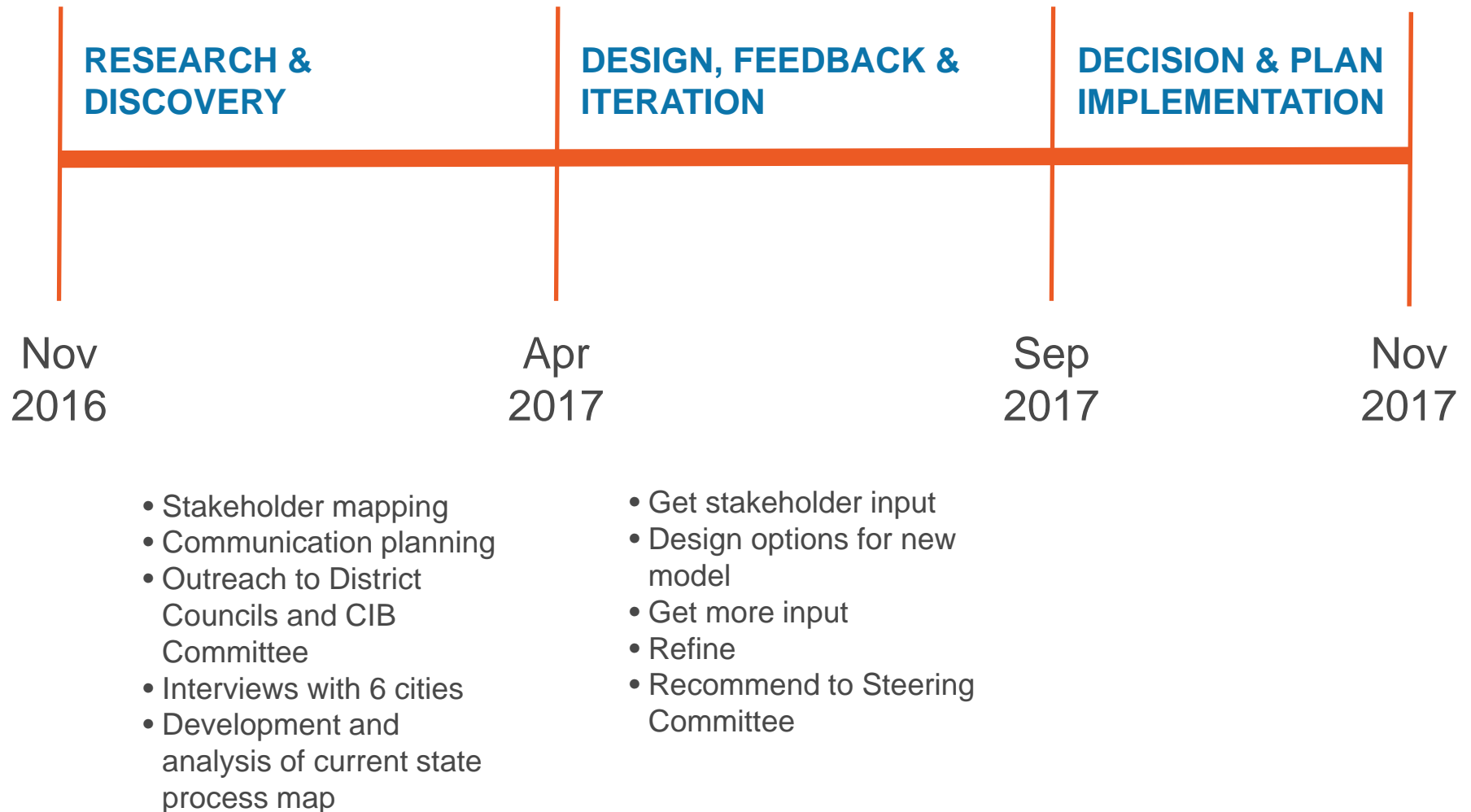
### WHAT WE HAVE LEARNED THUS FAR


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- However, there are challenges:
  - Submission forms
  - Volume of submissions
    - E.g. Parks Design team spends 500-600 hours of staff time for each CIB cycle
  - Task force process
  - Equitable representation on committee and task forces
  - Communication between elected officials and CIB volunteers

The process redesign aims to keep what works while improving the pain points.

## Next Steps





New process will roll  
out in 2018 to make  
decisions for 2020-  
2021 budget cycle

THANK YOU!

