

## 12. Capital facilities

### Level of service (LOS) standards

Due to Forks's small size, level of service (LOS) standards are not used to assess capital facility needs, except for transportation facilities, as required by the Growth Management Act (GMA).

Forks pursues projects through an implementation strategy overseen by the Mayor with ongoing communication and cooperation between various disciplines, including the Planning Director, Public Works Director, and Clerk/Treasurer.

### Capital Facilities Plan (CFP)

The Capital Facilities Plan (CFP) sets capital projects that Forks plans to undertake along with estimates of the resources needed to finance the projects.

Capital projects recommended for future development may be altered or not developed due to cost or changing circumstances. The CFP is a 6-year rolling plan that may be revised and extended annually to reflect changing circumstances.

For the purposes of capital facility planning, capital improvements are major projects, activities, or maintenance, generally costing over \$10,000, requiring the expenditure of public funds over and above annual operating expenses. Capital projects have a life expectancy of more than 10 years and result in an addition to Forks fixed assets and/or extend the life of the existing capital infrastructure.

Capital projects do not include capital outlay items such as equipment or Forks rolling stock, nor do capital projects include the capital expenditures of private or non-public organizations. Minor projects, activities, or maintenance costing less than \$10,000, are considered minor maintenance and are not a part

of capital improvements.

Capital projects may include design, engineering efforts, permitting, environmental analysis, land acquisition, construction, major maintenance, site improvements, energy conservation projects, landscaping, initial furnishings, and equipment.

Capital facility projects include:

- Water systems
- Sewer treatment systems
- Forks comprehensive flood management plan related projects
- City Hall and city compound building and grounds
- Parks and recreation
- Airports, industrial park, mill holdings, technology center, and transit center

### Financial issues

Previous adopted state initiatives negatively impact Forks operating budget:

- **Initiative 695** - eliminated the Motor Vehicle Excise Tax allocation to cities eliminating some of Forks' operating revenues.
- **Initiative 747** - restricts Forks property tax revenue to an annual increase of 1% above the amount generated in the year before without a vote to reset the property tax levy rate lid. Due to a non-diversified tax base and a very low existing tax rate, a 1% property tax increase only generates about \$10,000 in new revenue annually.

The combined effects of initiatives, a non-diversified tax base, and unreliable economic trends limit Forks' ability to balance Forks operating budget resulting in a constant worry about a

gap between operating revenues and expenses that Forks is currently balancing with limited reserve funds, tight management controls, and good financial planning.

Forks' will not be able to continue for many years without cuts in services or increases in operating revenues. Forks will continue to explore alternative funding sources and means to reduce expenses without impacting the quality of Forks services.

## Goals and policies

**CAPFAC GOAL 1 - Forks will provide needed public facilities to all residents within Forks jurisdiction in a manner that protects investments in existing facilities and maximizes the use of existing facilities. Capital improvements will be provided to correct existing deficiencies, to replace worn out or obsolete facilities, and to accommodate desired future growth.**

CAPFAC Policy 1.1 - Capital improvement projects determined to be of relatively large scale and high **cost (\$10,000)** will be included in future revisions of this element.

CAPFAC Policy 1.2 - Capital improvement projects will be evaluated and prioritized using the following criteria:

- Whether the project is needed to correct existing deficiencies, replace needed facilities, or to provide facilities needed for future growth.
- Eliminate public hazards.
- Eliminate of capacity deficits.
- Financial feasibility.
- Site needs based on projected growth patterns.
- New development and redevelopment.
- Plans of state agencies.
- Local budget impact.
- Location and effect upon natural and cultural resources.

**CAPFAC Goal 2 - Future development will bear a fair share of facility improvement cost necessitated by the development.**

**CAPFAC GOAL 3 Forks will manage fiscal resources to support needed capital improvements for previously issued development orders and for future development and redevelopment.**

CAPFAC Policy 3.1 - Forks will adopt annual capital budgets and a 5-year Capital Improvement Plan (CIP) that will be used as the guide in drafting and implementing Forks capital budgets.

CAPFAC Policy 3.2 - Debt will be managed so that City Charter limits on general obligation debt (15% of assessed value) will not be exceeded.

CAPFAC Policy 3.3 - Efforts will be made to secure grants or private funds whenever available to finance capital improvements.

CAPFAC Policy 3.4 - Fiscal policies will direct expenditures for capital improvements consistent with other Comprehensive Plan elements.

**CAPFAC GOAL 4 - Forks and Clallam County will coordinate land use decisions and financial resources with a schedule of capital improvements to meet service needs, measurable objectives, and provide existing and future facility needs.**

**CAPFAC Policy 4.1** - Forks and Clallam County will support and encourage joint development and use of cultural and community facilities with other governmental or community organizations in areas of mutual concern and benefit.

**CAPFAC Policy 4.2** - Forks and Clallam county will emphasize capital improvement projects that promote conservation, preservation, or revitalization of commercial, industrial, and residential areas in the Forks Urban Growth Area.

**CAPFAC Policy 4.3** - Proposed plan amendments and requests for new development or redevelopment shall be evaluated according to the following guidelines as to whether the proposed action will:

- Contribute to a condition of public hazards.
- Exacerbate any existing condition of public facility capacity deficits.
- Generate public facility demands that exceed capacity.
- Increase planning in the 6-Year Schedule of Improvements.
- Conform with future land uses as shown on the future land use map of the Land Use Element.
- Accommodate public facility demands.
- Demonstrate financial feasibility, when public facilities are provided, in part or whole, by Forks; and
- Affect state agencies' facilities plans and siting of essential public facilities.

**CAPFAC GOAL 5 – Continue to provide quality and responsive municipal services to Forks residents.**

CAPFAC Policy 5.1 - Maintain an appropriate ratio of police officers to population.

CAPFAC Policy 5.2 - Continue to investigate any cost savings or efficiency modifications to Forks operations and services with adjoining jurisdictions.

CAPFAC Policy 5.3 - Continue to develop and expand website by making available more services, information, and links to other government agencies.

CAPFAC Policy 5.4 - Resolve a long-term fiscal strategy for managing Forks revenues at a level sufficient to continue to provide quality municipal services.