

**CITY OF BOULDER
PARKS AND RECREATION ADVISORY BOARD AGENDA ITEM**

MEETING DATE: January 25, 2016

AGENDA TITLE: 2017-22 Capital Improvement Program (CIP) and Ten Year Capital Investment Strategy (CIS)

PRESENTERS:

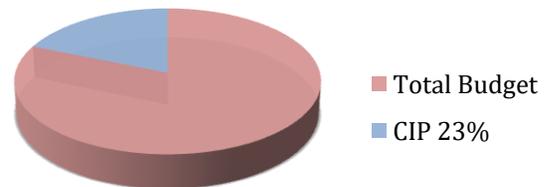
Yvette Bowden, Director, Parks and Recreation
Jeff Dillon, Capital Investment Manager
Jeff Haley, Planning Manager
Kady Doeling, Senior Business Manager

EXECUTIVE SUMMARY

The purpose of this agenda item is for the Parks and Recreation Department (department) to communicate its preliminary 2017 Capital Improvement Program (CIP) projects and to initiate discussion of the capital strategy to implement master plan goals through a 10-year Capital Investment Strategy (CIS). At this time, the Parks and Recreation Advisory Board (PRAB) will have an opportunity to ask questions and provide comments on the draft CIP and preliminary CIS. The Board's input is essential throughout the capital budget process as the PRAB's role is to provide a formal recommendation of the CIP, including the appropriation of the Permanent Parks and Recreation Fund. Once approved by the PRAB, the department's CIP will then be submitted to the Planning Board and City Council for review and respective considerations and approvals.

IMPACTS

Fiscal: \$5,920,000. This amount reflects the total uses of funds projected for 2017 in the Permanent Parks and Recreation (Fund 230), .25 Cent Sales Tax (Fund 118) and Lottery (Fund 111) funds for 2017 as projected to PRAB in the 2016 CIP. The total portfolio of assets managed by the department has an estimated Current Replacement Value (CRV) of \$215 million and the Draft 2017 CIP represents an annual investment of 2.8 percent of the total value of all assets. The facility portfolio represents a significant investment in public infrastructure, and as such, is critical to the execution of our mission to provide quality park and recreation facilities to the community. The 2017 CIP represents twenty three percent of the overall department budget of \$26 million.



2016 BPR Budget

PUBLIC FEEDBACK

This item is intended to provide the PRAB with information related to the CIP definitions/criteria found in **Attachment A** (CIP Process and Methodology), preliminary projects, prioritization and linkage to the updated master plan as it relates to the 2017 – 2022 CIP. A CIP discussion with the PRAB is scheduled for the February 22nd regular meeting and a follow-up formal PRAB public hearing is scheduled for March 28th. At that time, the public will have the opportunity to comment on the proposed 2017-22 CIP. The public will also have an opportunity to comment during the Planning Board’s CIP review in July and City Council’s discussions and review of the 2017 recommended budget during future public hearings in fall 2016. Additional public engagement will continue to be solicited for the individual projects identified for improvements as part of the master plan goals.

BACKGROUND

CIP Process

The capital budget is the means by which the city manages its assets and implements projects and programs that are chosen by its residents through their elected representatives, City Council. The department budget is formulated within the context of the Parks and Recreation Master Plan (MP) that was adopted by the PRAB and accepted by City Council in March 2014. The CIP is developed in support of achieving the MP goals. The MP included several significant strategies and action items that will guide future capital investments for the department. These include:

Reinvestment of Debt Fund – In 2015 the department retired debt funding from the .25 Sales Tax Fund that was used to finance major facility repairs and upgrades. These funds total approximately \$2 million per year that will be available to augment capital repairs and maintenance, enhance O&M services, and/or shift program services and are available on an annual basis through 2035. How best to invest these funds will be the subject of the February PRAB discussion.

Focus on “Taking Care of What We Have” – With over \$215 million in current replacement value (CRV) of built assets and a projected backlog of \$24 million (**Attachment B** – Department Asset Value Summary Table) the community expressed a clear intent to spend priority funds on maintaining and enhancing existing park and recreation facilities to a high standard¹. The city’s desired Facility Condition Index (FCI) is .05 to .06 and the current backlog of assets is a projected FCI of .11 (FCI equals total estimated backlog of repairs divided by total CRV). This means that an initial investment of \$12 million is needed to reduce the current FCI to the desired range of .05-.06. The investments of the 2010 bond provided \$10 million of capital to improve existing facilities that reduced the backlog from \$37 million to the current estimated \$24 million. Further methods to reduce the backlog will be the subject of the February PRAB meeting.

¹ Council presentation packet for the .25 renewal

Total Cost of Facility Ownership (TCFO) – The master plan recommended that proposed development of any new park and facility assets shall be evaluated through a feasibility study that includes a needs assessment, user profile, projected participation analysis, development funding method, life cycle cost pro forma and alternative development trade-off analysis. This move toward life cycle management of assets using a concept called the Total Cost of Facility Ownership or TCFO is at the heart of the department’s effort to better manage assets through the Asset Management System (AMS). This approach frames agency asset management decisions in a framework of ‘cradle to grave’ consideration of how an asset is conceived of, designed, built, managed and maintained, recapitalized and eventually disposed of as shown in Figure 1 (below).

Figure 1



Two areas of significant impact for both new and existing facilities is the desire to allocate adequate funding to take care of the Operation and Maintenance (O&M) annual costs and establishing a sinking fund to provide the anticipated Renovation and Refurbishment (R&R) of facilities to maintain them at the desired standards intended of a new facility. While the O&M and R&R vary depending on the type of facility and the level of use, there are national standards that the department is reviewing to develop recommendations for future investments. The estimated values of each of these requirements are listed below:

- **Operations and Maintenance (O&M)** – This includes all activities required to operate facilities and parks and is included in the operation budget of the department. It is estimated that approximately four percent of the assets current replacement value is required to keep all system components open and functioning at desired levels. With approximately \$215 million in CRV the annual O&M should be approximately \$8.4 million. The current expenditures for O&M are approximately \$8 million leaving a \$400,000 shortfall. The department is currently evaluating all outdoor operations for O&M functions through the General Maintenance and Management Plan (GMMP). The department is also finalizing the Facility Management Plan that will provide information on O&M for major recreation buildings. The findings of these reports will help inform

PRAB if additional funding for O&M is required.

- **Renovation and Refurbishment (R&R)** – These are funds required to keep the backlog of regular repairs and renovations of existing assets at the desired condition. Most park major assets can have a useful life of between 30 and 50 years if regular preventative maintenance (PM) and periodic renovations are provided. Using a standard of two percent annual investment in a typical asset, the total annual budget for capital maintenance projects would be \$4.4 million. To achieve the desired FCI of 0.06, the department will need to make an initial investment of \$12 million in existing assets and continue to fund \$4 million to maintain the FCI at 0.06.

New Capital Projects – Based on the analysis above, enhancements to existing facilities and new facilities at the current rate of \$6 million per year would necessitate six years to catch up on deferred maintenance and achieve the desired FCI. The need to develop a comprehensive capital investment strategy that includes changing recreation uses for existing facilities and development of new facilities is imperative to maintaining the city’s status as an innovative service provider in the field of parks and recreation. To understand the scope of this need, the department has conducted a number of planning projects over the past year as outlined in the MP. These studies are related to the larger goals outlined in the master plan that would significantly replace existing aging facilities while at the same time developing new facilities desired by the community.

These studies identified the investment level required to maintain and operate existing facilities as well as provide cost estimates to build new facilities and/or replace aging infrastructure as needed. It is anticipated that a larger capital investment strategy (CIS) will be needed to meet those projects that are identified as critical public improvements needed over the next ten years that are beyond existing financial resources. Sources of funds may include additional long-term bonding, pay-as-you-go sales tax, private/public and public/public partnerships, as well as opportunities for private investments for commercial rate facilities and services. A full discussion of the Ten Year Capital Investment Strategy (CIS) will be conducted at the February PRAB meeting.

PRAB’s Role

Once again this year, staff is providing the PRAB with a “three touch” approach to addressing this topic. These “touches” include: 1) the discussion item presented at this meeting that will communicate process, policies and procedures and definitions/criteria that guide the CIP development; 2) a discussion item presented at the February 22nd business meeting to review draft projects and prioritization as it relates to the 2017-22 CIP along with the Ten Year CIS; and 3) a PRAB public hearing to be held on March 28th to consider motions approving and recommending the 2017-22 Parks and Recreation Capital Improvement Program.

Budget and Funding Status

The department's CIP is funded primarily from the Permanent Parks and Recreation Fund (Fund 230), .25 Cent Sales Tax Fund (Fund 118) and Lottery Fund (Fund 111). Additional sources of funding that have limitations on the type of capital investment that monies can be spent on and are not managed exclusively by the department, include the Capital Development Fund (Fund 110), Boulder Junction Improvement Fund (Fund 250) and Capital Improvement Fund (Fund 260).

In November 2012, voters approved the extension of the .25 Cent Sales Tax Fund through 2035. Beginning in 2016, there will be approximately \$2M that had been allocated for debt service in the fund that is now available for other uses. Conversations related to the potential uses of that funding and how it will be allocated with consideration to the updated Master Plan priorities will be the focus of the CIS Plan.

As part of the annual budget process, the City's Finance Department provides projections for taxes and conservation trust fund allocations at the end of April for 2017 budget development. Staff will provide updates on any impacts of these projections as part of the Budget Update item planned at the May 22nd business meeting.

2016 CIP Projects

The 2016-21 CIP Project Summary Sheet (**Attachment C**) is provided as additional information. Only one change has been made to the adopted 2016 CIP accepted by Council and this is a reduction of the investment in pool repairs under Capital Maintenance from \$600,000 to \$238,000 based on Facility and Asset Management (FAM) funding \$362,000 for the most critical maintenance items from their CIP funds. The impact on the project was zero since all funding was achieved to complete the project and the benefit to the department is the ability to program the \$362,000 in savings for future CIP projects.

The following projects will be funded through the 2016 approved CIP of \$4,458,000. In addition to the department's CIP, the contributions from FAM for \$1,227,000 CIP approved by council are included in the projects below for a total CIP investment of \$5,685,000 for 2016.

Aquatics Facilities – full use of funding anticipated 2016		
Project	Fund Source	Total
The North Boulder Pool will receive \$1,028,000 in funding for general repairs and enhancements as outlined in the Aquatics Study.	FAM	\$390,000
	PR-Maint.	\$238,000
	PR-Enhance	\$400,000
EBRC pool air handlers will be repaired	FAM	\$500,000
Pool replaster for Spruce Pool	FAM	\$80,000
North Boulder Roof Replacement	FAM	
Total		\$1,608,000

Neighborhood Park Upgrades - These projects will use a mix of the CIP funding for playgrounds, turf, irrigation, courts, shelters, ADA and parking lots to complete each project with a total available funds \$1,400,000 for 2016 with need for \$1,585,000 or \$185,000 over CIP budget for 2016:

Project	Fund Source	Total
Tantra Park full upgrade including shelter and ADA	PR	\$600,000
Howard Heuston Park full upgrades	PR	\$500,000
Burke Park Refresh shelter, ADA and partnership	PR	\$100,000
Tennis Court upgrades for East Boulder Community Park and minor repairs at various courts	PR	\$100,000
Wonderland Lake turf and irrigation repairs	PR	\$150,000
Sidewalk general repairs	PR	\$135,000
Total	PR	\$1,585,000

Athletic Field Upgrades - proposed for 2016 include \$500,000 budget and proposed use of \$330,000 with \$170,000 balance:

Project	Fund Source	Total
Stazio repairs to include \$100,000 for general field and facility repairs by P&R with an additional FAM funding for the Tensile replacement and 2015 CIP funding for restroom and concession upgrades	PR	\$100,000
	FAM	\$132,000
	FAM	\$125,000
Foothills Athletic Field irrigation, drainage and turf repairs for \$125,000	PR	\$125,000
Burke/Horizon Potential field partnership with BVSD subject to final joint use agreement being accepted by BVSD	PR	\$75,000
Tantra Sports Field upgrade for \$30,000	PR	\$30,000
Total		\$587,000

Flatirons Golf Course - \$300,000 funded with no balance from approved CIP for 2016

Project	Fund Source	Total
Upgrades to driving range netting, restroom and cart paths	CIP	\$300,000
Demolition of Event Center and repairs to concessions, temporary restrooms and site work	Unanticipated Funds	\$600,000
Total		\$900,000

Lighting Ordinance Compliance - \$250,000 budgeted for 2016

Project	Fund Source	Total
Inventory and Assessment Project	CIP	\$125,000
Replacement lighting based on findings	CIP	\$125,000
Total		\$250,000

EAB Response

Project	Fund Source	Total
Funding to remove, replace and provide public education on EAB	CIP	\$225,000
Total		\$225,000

Planning & Design Projects -

Project	Fund Source	Total
Urban Forest Management Plan	CIP	\$100,000
Boulder Reservoir and Tom Watson Site Plans	CIP	\$200,000

Scott Carpenter and Mapleton Site Plans and Pool Replacement Schematic Design Concepts	CIP	\$100,000
Total		\$400,000

In addition to the approved projects listed above, several additional projects are being assessed for inclusion in the 2016 plan subject to available funds and the establishment of private/public partnerships. These projects will be included in the February PRAB meeting.

2017 CIP Projects

The proposed 2017 CIP projects listed on the adopted 2016-2017 CIP totaled \$5,920,000. A full list of projects and recommended adjustments are in the **Attachment D** (2017 Draft CIP Project List). The majority of projects that were identified for 2017 are still valid, but there are some changes that the PRAB should consider based on new information gathered from several planning studies and the work of the AMS. This includes the following possible changes:

- 1. Athletic Fields:** Field condition assessments found that the majority of fields were in better condition than initially anticipated requiring less initial investment in repairs and upgrades. In addition, the department has been working closely with the BVSD to develop a joint use agreement that would allow additional fields owned by BVSD to be managed for public use by the department as well as with several private partnership opportunities. At this time, no changes are recommended to the projected \$1,000,000 for 2017 subject to a full PRAB discussion in February.
- 2. Consolidation of individual asset accounts into one Capital Maintenance Fund project for repairs to neighborhood and community parks:** As with the findings for athletic fields, the assessments of the department's major assets found that the current condition is better than anticipated. With the adoption of AMS software staff has the ability to track and project these assets with more accuracy. The proposed CIP established five major accounts for repairs including playground and irrigation, turf, parking lots, court and general park structures for repair and replacement. The total investment anticipated for 2017 for these five accounts is \$1,800,000. At this time, staff is not recommending any changes to the total amount, but is recommending that a single Capital Maintenance category be used to fund projects that repair and replace neighborhood park assets. This recommendation is based both on the ability of the AMS to track and project accurate project needs as well as taking advantage of the new city financial system's (MUNIS) ability to better track financial projects.
- 3. Recreation Facility Funding and Reservoir Funding:** The department projected funding of \$1 million for recreation facilities repairs and \$1 million to upgrade the aging Boulder Reservoir main bathhouse and administration building. Staff does not recommend any changes at this time pending a final analysis of the Recreation Facility Study. The results will be subject to the February PRAB meeting and

discussion on the CIP and Capital Investment Strategy.

QUESTIONS FOR THE BOARD

- Does the PRAB have questions regarding the department’s preliminary 2017 CIP project list?
- Is the PRAB satisfied that the articulated projects proposed for the 2017 CIP are in alignment with the goals of the Master Plan?
- Does the PRAB desire to have a study session in February to further explore the Ten Year CIS and 2017-2022 CIP projects and approach?

NEXT STEPS

Important milestones for the CIP process are included below.

Milestone	Date
PRAB CIP Discussion Item (1st Touch)	January 25
PRAB CIP Discussion (2nd Touch)	February 22
PRAB CIP Public Hearing, Discussion and Recommendation (3rd Touch)	March 28
1 st Draft CIP to Planning	Late April
Proposed Operating and CIP Budget Submittals Due to CMO	End of May
Citywide CIP Tour	Late July
Planning Board CIP Hearing	Beginning of August
City Council CIP Study Session	Mid August
City Council Budget Consideration	September

Attachments:

- A. CIP Process and Methodology
- B. Asset Management System Overview and Department Asset Value Summary Table
- C. 2016-21 CIP Project Summary Sheet
- D. 2017 Draft CIP Project List

CIP Process and Methodology

The city develops a CIP that addresses the ongoing major business needs and maintenance and repair of city assets as well as enhancements and expansion called for in the Boulder Valley Comprehensive Plan (BVCP). The CIP is a strategic document that assures that the municipal organization maintains a strong bond rating, implements community values, and has fiscal integrity. This includes projects defined as any major project with a cost greater than \$50,000 for purchase or construction, or major replacement of physical assets. CIP projects are potentially subject to a Community and Environmental Assessment Process (CEAP) review that evaluates any potential environmental, traffic or social impacts to Boulder residents, neighborhoods and businesses. These projects are budgeted within the framework of the City of Boulder's CIP Budget. CIP projects are categorized as:

- *Capital Enhancement*
 - Expansion or significant improvement of an existing asset
 - Repair damage to existing infrastructure
 - Enhancement results in a durable, long lasting asset, with a useful life of at least 15 years
- *Capital Maintenance*
 - Renovate, repair, or replace an existing asset
 - Enhancement results in a durable, long lasting asset, with an extended useful life of at least five years
- *Capital Planning Studies*
- *Land and Asset Acquisition*
- *New Capital Project*
 - Construction or acquisition of a new asset
 - Expanded square footage of an existing asset with associated new use
 - Project results in a durable, long lasting asset, with a useful life of at least 15 years
- *Transfers*

CIP Guiding Principles

The city and department prioritizes investments both across and within funds based on the following guiding principles:

1. Capital improvements should be consistent with and implement Council accepted master plans and strategic plans.

2. Capital improvements should achieve Community Sustainability Goals:
 - a. Environmental – sustainable materials, construction practices, renewable resources, etc.
 - b. Social – enhancements that improve accessibility to city services and resources provided to the community
 - c. Economic – effective and efficient use of public funds across the community.
3. As potential capital investments are identified, the city must demonstrate in the CIP process that there are sufficient funds to operate and maintain the project or program. This approach adopted by BPRD is reflected in the Total Cost of Facility Operations (TCFO) policy of the department.
4. The CIP should provide enough capacity and flexibility in long-term planning to be able to respond to emerging, unanticipated needs.
5. The CIP should maintain and enhance the supporting city-wide “business systems”, such as information and finance systems, for the city over the long term.
6. The CIP should sustain or improve maintenance of existing assets before investing in new assets.
7. Capital improvements should:
 - a. Meet legal mandates from federal, state, or city levels
 - b. Maintain or improve public safety and security
 - c. Leverage external investments
 - d. Promote community partnerships
 - e. Reduce operating costs and improve efficiency.
8. Capital programming should maximize efficiency of investments demonstrated by measurable cost/benefit analyses and coordination of projects across departments within and across funds.
9. The CIP should provide sufficient reserves to allow for a sound fiscal foundation with benefits that include:
 - a. A strong bond rating
 - b. The ability to address emergencies and natural disasters

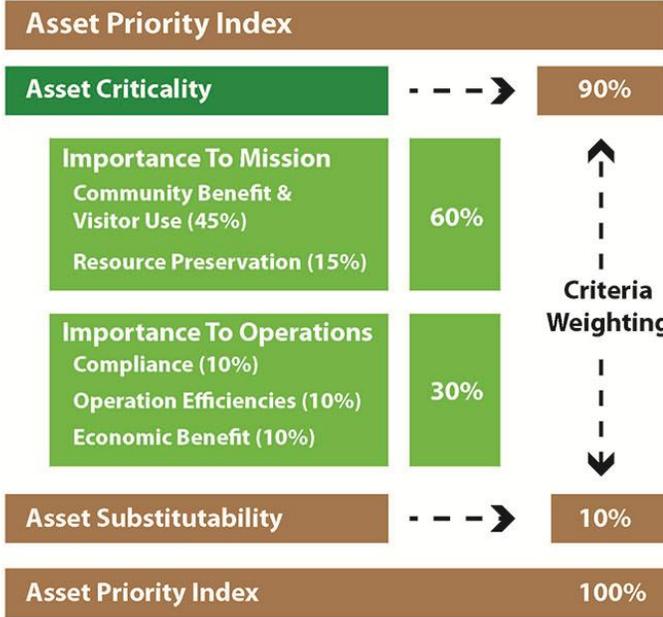
In order to plan and prioritize capital investments, department staff applies specific guiding principles based on the city’s CIP Guiding Principles and the department’s master plan goals. The following departmental framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

1. Safety/Compliance (S) – Projects represent important deficiencies and are essential safety and compliance concerns. Projects may include ongoing infrastructure repairs, replacements and/or refurbishments of park play equipment and amenities, irrigation systems, landscape and turf upgrades and facility improvements. Compliance considerations also include meeting local, state and federal requirements that are required to be completed to comply with specific regulations, such as city ‘dark sky’ lighting ordinance and the Americans With Disabilities Act (ADA).
2. Commitment (C) – Projects that are required by law/ballot (e.g., Elks Park), are in-process of development (e.g., Valmont Community Park), as part of a prior development agreement, are recommended as part of the department master plan (e.g., playground and irrigation system renovations) and/or are required to be completed within a specific period of time.
3. Efficiencies (E) – The department will consistently seek efficiency improvements in both operational and capital investments. Projects will represent important operational and/or maintenance efficiencies resulting in improved life cycles, cost efficiencies and savings in resources, energy or water usage (e.g., Flatirons Golf Course irrigation system replacement, computerized irrigation system).
4. Revenue (R) – The department will invest in facilities and programs that generate revenues to support valued recreational opportunities in the Boulder community. Projects will enhance the department's ability to earn more revenue after initial investment and operational costs are considered (e.g. Flatirons Golf Course playability enhancements) and/or possible collaboration/partnerships leveraging outside funding sources.

Finally the department has initiated further capital investment decision making tools that include best practices in Asset Management System including utilization of an Asset Priority Index (API) along with a full condition assessment that includes a Facility Condition Index (FCI) rating.

Asset Priority Index Scoring

The Asset Priority Index (API) is the department’s internal evaluation process for capital investments based on mission driven facilities. This approach includes the following overall scoring process summary diagram and the scoring rubric for each category on the following pages.



Asset Management System Overview

Over the past five years the Boulder Park and Recreation Department has focused on development of an Asset Management System (AMS) that utilizes best practices for the life cycle design, development, operations, repair and disposal of over \$215 million in built assets (see Attachment F: BPR Summary of Assets). To guide this development the department has adopted best practices from three sources of leadership in the field of asset management including:

- The International Organization for Standardization (ISO) a worldwide federation of national standards bodies (ISO member bodies) published document ISO 55000 for Asset Management including ISO 55001(2014) Asset Management Requirements, and ISO 55002(2014) Guidelines for Implementation
- The Institute of Asset Management (IAM), the professional association for asset management published document: Asset Management -an Anatomy, Version 3, 2015
- The National Park Services “Life Cycle Business Practices” Volume One, Two and Three, January 2010

The facilities portfolio is typically the most valuable asset that public park and recreation organizations manage and often are considered critical to the execution of the organization’s mission. Updating facilities management practices to reflect sustainability and asset management principles for these facilities requires the application of complex, interconnected, and comprehensive facility management practices to the asset portfolio. This includes ;

1. Determining the total cost of ownership for the asset portfolio.
2. Developing systems and staff knowledge to support agency implementation of life cycle management.
3. Approval of a capital investment strategy for the agency that focuses on the organization’s mission and is financially sustainable.

This effort will take time and resources; it will require the department to prioritize asset management initiatives as a primary responsibility of our staff, park board, and community. This commitment to the facility management practices uses the simple process below, combined with long range capital investment planning. Exhibit 1 below illustrates the asset management best practices underpinning the department’s capital asset management program. The program focuses on the foundational elements of asset management to answer the following questions:

1. What assets does the department own?
2. What is the Current Replacement Value (CRV) of the portfolio?
3. What is the current condition of the portfolio?
4. What is required to achieve portfolio performance targets?
5. Which assets are mission critical, and where should the department invest their limited resources?



The department has already begun to address the first three questions above. It has inventoried all major assets department wide, calculated a portfolio CRV of approximately \$215 million, and established a baseline Facility Condition Index (FCI) from which to measure the condition of our portfolio. While the department continues to refine these findings it will now address the latter two questions concerning portfolio performance requirements and asset priorities focused on assets most critical to the department's mission through the CIP process.

Previously collected inventory (including assets and components), CRV, and condition information will reside in the Asset Management Software System (AMSS) that the department is piloting and will be used to manage assets. Management activities the department is developing include scheduling and executing maintenance activities and bundling deferred maintenance (DM) and component renewal (CR) work orders into manageable projects. Additionally, the department will create annual work plans to manage these operations, recurring maintenance (RM), and preventive maintenance (PM) activities to ensure the life cycle of our assets.

Finally the department is creating Park Asset Management Plans (PAMPs) for major facilities. The PAMP provides a snapshot of each park's current asset portfolio. It is designed to enable park staff to understand and articulate the current state of their assets and the funding requirements of those assets. Ultimately, the PAMP outlines a 10-year Capital Investment Strategic plan for successful management of park facilities. To create the PAMP, a thorough review of a park's assets and work orders in the Project Management Information System (PMIS) will be conducted. Afterward, the park completes a process of prioritizing assets, bundling work orders into PMIS projects, estimating O&M requirements, demonstrating funding gaps, and identifying techniques to manage these funding gaps. The PAMP will provide park managers with a detailed work plan to use as a guide for day-to-day execution and work management. Park managers can use this information to formulate strategies to best manage a park's assets within available resources.

Attachment B: Department Asset Value Summary Table

Major Facility	CRV	Backlog	FCI	API	2016 CIP	2017 CIP	Total Funding	Deferred Needs	New Development Requests	Total Needs
Boulder Reservoir	\$ 6,893,967	\$ 2,034,643	0.30	78	\$ 200,000	\$ 1,000,000	\$ 1,200,000	\$ 834,643	\$ 3,000,000	\$ 3,834,643
Flatirons Golf Course	\$ 17,967,733	\$ 745,000	0.04	77	\$ 300,000		\$ 300,000	\$ 445,000	\$ 5,000,000	\$ 5,445,000
Valmont City Park	\$ 12,606,899	\$ 350,000	0.03	75			\$ -	\$ 350,000	\$ 48,000,000	\$ 48,350,000
Pearl Street Mall	\$ 7,076,550	\$ 250,000	0.04	91			\$ -	\$ 250,000		\$ 250,000
Civic Area Park	\$ 4,000,000	\$ 3,000,000	0.75	89	\$ 3,000,000		\$ 3,000,000			\$ -
Athletic Fields Total	\$ 34,250,000	\$ 1,745,000	0.05	80	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ 245,000	\$ 6,000,000	\$ 6,245,000
Mapleton Sports Park	\$ 2,250,000	\$ 425,000	0.19	72			\$ -	\$ 425,000	\$ 3,000,000	\$ 3,425,000
Tom Watson Park	\$ 3,500,000	\$ 1,600,000	0.46	70			\$ -	\$ 1,600,000	\$ 4,500,000	\$ 6,100,000
Scott Carpenter Pool	\$ 4,000,000	\$ 2,000,000	0.50	89			\$ -	\$ 2,000,000	\$ 13,000,000	\$ 15,000,000
Spruce Pool	\$ 1,634,766	\$ 1,000,000	0.61	67	\$ 80,000		\$ 80,000	\$ 920,000		\$ 920,000
North Boulder Rec Center	\$ 17,958,681	\$ 1,377,927	0.08	88	\$ 1,000,000		\$ 1,000,000	\$ 377,927	\$ 309,000	\$ 686,927
South Boulder Rec Center	\$ 7,517,000	\$ 455,018	0.06	88			\$ -	\$ 455,018	\$ 60,000	\$ 515,018
East Boulder Rec Center	\$ 15,913,680	\$ 1,175,365	0.07	88	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ (324,635)	\$ 2,260,000	\$ 1,935,365
Coot Lake	\$ 750,000	\$ 250,000	0.33	85	\$ 250,000		\$ 250,000	\$ -		\$ -
							\$ -	\$ -		\$ -
Sub Total Major Facilities	\$ 136,319,276	\$ 16,407,953	0.12		\$ 5,830,000	\$ 3,000,000	\$ 8,830,000	\$ 7,577,953	\$ 85,129,000	\$ 92,706,953
Com/Neighborhood Parks	\$ 76,932,939	\$ 7,000,000	0.09	85	\$ 2,236,000	\$ 2,859,000	\$ 5,095,000	\$ 1,905,000	\$ 15,000,000	\$ 16,905,000
Columbia Cemetery	\$ 1,000,000	\$ 300,000	0.30	60			\$ -	\$ 300,000		\$ 300,000
Andrews Arboretum	\$ 300,000	\$ 100,000	0.33	50			\$ -	\$ 100,000		\$ 100,000
Harbeck House	\$ 1,000,000	\$ 500,000	0.50	50			\$ -	\$ 500,000		\$ 500,000
Hawthorn Com Gardens				75			\$ -	\$ -		\$ -
Haerting Sculpture Garden				68			\$ -	\$ -		\$ -
Hickory Community Garden				75			\$ -	\$ -		\$ -
Area III	\$ 95,000	\$ 95,000	1.00				\$ -	\$ 95,000		\$ 95,000
Violet Park							\$ -	\$ -	\$ 500,000	\$ 500,000
Boulder Junction Park					\$ 750,000	\$ 350,000	\$ 1,100,000		\$ 1,100,000	\$ 1,100,000
Sub Total Other Facilities	\$ 79,327,939	\$ 7,995,000	0.10		\$ 2,986,000	\$ 3,209,000	\$ 6,195,000	\$ 2,900,000	\$ 16,600,000	\$ 19,500,000
Total Asset	\$ 215,647,215	\$ 24,402,953	0.11		\$ 8,816,000	\$ 6,209,000	\$ 15,025,000	\$ 10,477,953	\$ 101,729,000	\$ 112,206,953
Planned Repairs Civic		\$ 3,000,000								
		\$ 21,402,953	0.10							
Reduce High Def Assets	\$ 20,578,733	\$ 7,959,643	0.39							
Revised Condition		\$ 13,443,310	0.06							

Definitions:

CRV Current Replacement Value

Backlog The deferred maintenance that has not been completed on schedule to maintain facility at current design function

FCI Facility Condition Index (Equal Backlog/CRV)

API Asset Priority Index (scale 0-100 with 100 excellent condition)

Percent high deferred Assets

9.54%

33%

Note: Funding for \$5 million enhancements to Civic Area is not included in this chart

Attachment C: 2016-21 Approved CIP Program Summary

Projects	Description/Comments	2016 Recommended	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected	6 Year Total (2015-2020)
Capital Enhancements								
Aquatic Facility Enhancements	Based on recommendations of the Aquatics Study, this project would provide implementation of key indoor aquatic facility enhancements to enhance facility conditions for East, North and South pools	\$ 400,000		\$ 2,000,000		\$ 500,000		\$ 2,900,000
Athletic Field Improvements	Based on recommendations of the Athletic Field Study begin implementation of field repairs and enhancements including artificial turf, field renovations and expansion	\$ 500,000	\$ 1,000,000	\$ 500,000	\$ 1,000,000	\$ 500,000	\$ 1,000,000	\$ 4,500,000
Lighting Ordinance Compliance	Coordinate w/McKinstry/FAM to optimize efficiencies in priority improvements	\$ 250,000	\$ 250,000					\$ 500,000
Playground and Irrigation System Replacement	Ongoing park system renovations/repairs based on priority needs and asset management	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,600,000
Capital Enhancements Totals	Subtotal	\$ 1,750,000	\$ 1,850,000	\$ 3,100,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 11,500,000
Capital Maintenance								
Emerald Ash Borer Response Measure	Annual EAB response project to remove identified trees throughout the community and replace with new tree species to slow the spread of the pest and ensure safety of the public	\$ 220,000	\$ 220,000	\$ 220,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,160,000
ADA Compliance Improvements	Implementation of exterior park and recreation ADA improvements (Coordinate w/FAM)	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,100,000
Turf Repairs and Replacements	Upgrade turf areas and replace as needed on existing park turf areas	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
General Park Structures Repairs and Replacements	Based on master plan, GMMP, Yards and other recommendations upgrade park structures		\$ 500,000		\$ 500,000		\$ 500,000	\$ 1,500,000
Boulder Reservoir South Improvements	Based on master plan action items provide replacement or enhancements to existing facilities		\$ 1,000,000			\$ 1,500,000	\$ 2,000,000	\$ 4,500,000
Aquatic Facility Repairs	Based on recommendations of the Aquatics Study, this project would provide implementation of key indoor aquatic facility repairs and renovations to ensure acceptable facility conditions for East, North and South pools	\$ 238,000		\$ 900,000		\$ 750,000		\$ 1,888,000
Recreation Facility Repairs	Based on recommendations of the Recreation Facility Study, this project would provide implementation of key indoor facility repairs and renovations to ensure acceptable facility conditions		\$ 1,000,000		\$ 1,000,000			\$ 2,000,000

Projects	Description/Comments	2016 Recommended	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected	6 Year Total (2015-2020)
Flatirons Golf Course Restroom and Path Repairs	Replace restroom for front nine, repair driving range netting, and expansion of cart paths throughout the course to ensure player safety and operational efficiencies	\$ 300,000						\$ 300,000
Court Repairs and Renovation	Repair and replacement of hard surface courts including tennis courts and basketball courts throughout the community to ensure player safety and operational efficiencies	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Parking Lot Repair	Ongoing repair and renovation to existing parking lots at parks and recreation facilities.	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
Capital Maintenance Totals	Subtotal	\$ 1,558,000	\$ 3,620,000	\$ 2,020,000	\$ 2,900,000	\$ 3,650,000	\$ 3,900,000	\$ 17,648,000
Land and Asset Acquisition								
Boulder Junction Rail Plaza	P&R contribution to the Boulder Junction Fund - different funding source			\$ 374,000	\$ 1,500,000			\$ 1,874,000
Land and Asset Acquisition Totals	Subtotal	\$ -	\$ -	\$ 374,000	\$ 1,500,000	\$ -	\$ -	\$ 1,874,000
New Capital Projects								
Violet Neighborhood Park	Neighborhood park design/construction improvements				\$ 500,000			\$ 500,000
Boulder Junction Pocket Park	Pocket Park design/development from Boulder Junction Fund	\$ 750,000	\$ 350,000	\$ 350,000				\$ 1,450,000
New Capital Projects Totals	Subtotal	\$ 750,000	\$ 350,000	\$ 350,000	\$ 500,000	\$ -	\$ -	\$ 1,950,000
Capital Planning Studies								
South Boulder Reservoir / Tom Watson Site Plan	Development of site plans and development estimates for capital improvements	\$ 200,000						\$ 200,000
Scott Carpenter Park Site Plan / Mapleton Site Plan	Development of site plans and development estimates for capital repairs to existing maintenance facilities per athletic field recommendations and fire station relocation	\$ 100,000						\$ 100,000
Yards Master Plan and Maintenance Facility Site Plans	Development of site plans and development estimates for capital repairs to existing maintenance facilities per GMMP recommendations		\$ 100,000					\$ 100,000
Urban Forest Management Plan	Final phase of comprehensive plan to set near term and long term goals and strategies for sustainable management of the City's urban forest.	\$ 100,000						\$ 100,000
Capital Planning Studies Total	Subtotal	\$ 400,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Total Capital Funding Recommended	Total	\$ 4,458,000	\$ 5,920,000	\$ 5,844,000	\$ 6,500,000	\$ 5,250,000	\$ 5,500,000	\$ 33,472,000

Attachment D: 2017 DRAFT CIP Project List

Projects	Description/Comments	2017 Projected	Recommended Adjustments	2017 Revised Recommended
Capital Enhancements				
Athletic Field Improvements	Based on recommendations of the Athletic Field Study begin implementation of field repairs and enhancements including artificial turf, field renovations and expansion	\$ 1,000,000	Field conditions were found to be better than anticipated - this is an area of discussion based on Athletic Report and BVSD agreement	\$ 1,000,000
Lighting Ordinance Compliance	Coordinate w/McKinstry/FAM to optimize efficiencies in priority improvements	\$ 250,000	Maintain funding pending final analysis of lighting needs to be completed summer 2016	\$ 250,000
Playground and Irrigation System Replacement	Ongoing park system renovations/repairs based on priority needs and asset management	\$ 600,000	Consolidate various accounts under one general repair and maintenance of existing facilities using AMS data and	\$ -
Capital Enhancements Totals	Subtotal	\$ 1,850,000		\$ 1,250,000
Capital Maintenance				
Neighborhood Park Asset Repair and Replacements	Ongoing park system renovations/repairs based on priority needs and asset management for all neighborhood parks with asset valued at \$78 million with annual repair budget at 2% of CRV on average		Consolidate various accounts under one general repair and maintenance of existing facilities using AMS data and move to Capital Maintenance category	\$ 1,800,000
Emerald Ash Borer Response Measure	Annual EAB response project to remove identified trees throughout the community and replace with new tree species to slow the spread of the pest and ensure safety of the public	\$ 220,000	Maintain funding	\$ 220,000
ADA Compliance Improvements	Implementation of exterior park and recreation ADA improvements (Coordinate w/FAM)	\$ 200,000	Maintain funding	\$ 200,000
Turf Repairs and Replacements	Upgrade turf areas and replace as needed on existing park turf areas	\$ 200,000	Consolidate various accounts under one general repair and maintenance of existing facilities using AMS data	\$ -
General Park Structures Repairs and Replacements	Based on master plan, GMMP, Yards and other recommendations upgrade park structures	\$ 500,000	general repair and maintenance of existing facilities using AMS data	\$ -

Projects	Description/Comments	2017 Projected	Recommended Adjustments	2017 Revised Recommended
Boulder Reservoir South Improvements	Based on master plan action items provide replacement or enhancements to existing facilities	\$ 1,000,000	Maintain funding pending final Condition Report on facilities and Bathhouse preliminary design concept	\$ 1,000,000
Recreation Facility Repairs	Based on recommendations of the Recreation Facility Study, this project would provide implementation of key indoor facility repairs and renovations to ensure acceptable facility conditions	\$ 1,000,000	Maintain funding pending final Condition Report on facilities	\$ 1,000,000
Court Repairs and Renovation	Repair and replacement of hard surface courts including tennis courts and basketball courts throughout the community to ensure player safety and operational efficiency	\$ 250,000	Consolidate various accounts under one general repair and maintenance of existing facilities using AMS data	\$ -
Parking Lot Repair	Ongoing repair and renovation to existing parking lots at parks and recreation facilities.	\$ 250,000	Consolidate various accounts under one general repair and maintenance of existing facilities using AMS data	\$ -
Capital Maintenance Totals	Subtotal	\$ 3,620,000		\$ 4,220,000
New Capital Projects				
Boulder Junction Pocket Park	Pocket Park design/development from Boulder Junction Fund	\$ 350,000	Maintain funding	\$ 350,000
New Capital Projects Totals	Subtotal	\$ 350,000		\$ 350,000
Capital Planning Studies				
Yards Master Plan and Maintenance Facility Site Plans	Development of site plans and development estimates for capital repairs to existing maintenance facilities per GMMP recommendations	\$ 100,000	Maintain funding	\$ 100,000
Capital Planning Studies Total	Subtotal	\$ 100,000		\$ 100,000
Total Capital Funding Recommended	Total	\$ 5,920,000		\$ 5,920,000