

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

MEETING DATE: March 28, 2016

AGENDA TITLE:

Public Hearing and Consideration of Motions Approving the 2017 Expenditures from the Permanent Parks and Recreation Fund and 2017-2022 Parks and Recreation Department Capital Improvement Program (CIP)

PRESENTERS:

Yvette Bowden, Director Parks and Recreation
Jeff Dillon, Capital Investment Manager
Kady Doelling, Business Services Manager
Jeff Haley, Planning, Design and Community Engagement Manger

EXECUTIVE SUMMARY:

As part of the city's annual budget process, departments develop a six-year Capital Improvement Program (CIP). The current CIP process is for fiscal years 2017 through 2022. Within this process, funds are appropriated for the first year, 2017. The Parks and Recreation Advisory Board's (PRAB) role in this process is defined in the Boulder Revised Code (B.R.C.), 1982 TITLE 2 GOVERNMENT ORGANIZATION, Chapter 3 Boards and Commissions, Section 10 Parks and Recreation Advisory Board (d)(2) "To approve or disapprove expenditures or appropriations from the permanent park and recreation fund and forward such recommendations to the city council." It is within this context that the PRAB is requested to hold a public hearing and provide a recommendation on the CIP to Planning Board and the City Council. After a motion is passed by the PRAB, the department's CIP budget will then be submitted to the Planning Board and City Council for review and respective considerations and approvals.

STAFF RECOMMENDATION:

Staff recommends that the PRAB approve the 2017 expenditures planned from the Permanent Parks and Recreation Fund and approve the recommended 2017-2022 Parks and Recreation Department CIP (Attachment A).

Suggested Motion Language:

Staff requests PRAB consideration of this matter and action in the form of the following motions:

- Motion to approve the 2017 recommended expenditures from the Permanent Parks and Recreation Fund.
- Motion to approve the recommended 2017 -2022 Parks and Recreation Department Capital Improvement Program (CIP).

IMPACTS:

Fiscal: \$5.42M. This amount reflects the total uses of funds projected for 2017 as follows:

Fund	Project	Amount
Permanent Parks and Recreation Fund (3300)	Athletic Field Improvements	\$500,000
	Boulder Reservoir South Improvements	\$500,000
	Yards Master Plan Coordination and Maintenance Facility Site Plans	\$100,000
Permanent Parks and Recreation Fund Total		\$1,150,000
		
.25 Cent Sales Tax Fund (2180)	Aquatic Facility Enhancements	\$1,000,000
	Neighborhood & Community Park Improvements	\$1,139,700
	Emerald Ash Borer Response Measures	\$220,000
	Boulder Reservoir South Improvements	\$1,000,000
	Lighting Ordinance Compliance	\$250,000
.25 Cent Sales Tax Total		\$3,609,700
		
Boulder Junction Improvement Fund (3500)	Boulder Junction Pocket Park	\$350,000
	Boulder Junction Improvement Fund Total	\$350,000
		
Lottery Fund (2110)	Playground and Irrigation System Replacement	\$360,300
	Lottery Fund Total	\$360,300
2017 P&R Capital Improvement Program Total		\$ 5,420,000

PUBLIC FEEDBACK:

At the public hearing, members of the public will have the opportunity to comment on the proposed 2017-2022 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.

BACKGROUND:

Capital Projects

CIP projects are 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.

Capital Funding

The department’s capital funding comes from various sources where the department either manages the fund or a portion of an appropriation in the fund. The funds include the Permanent Parks and Recreation Fund, .25 Cent Sales Tax Fund, Lottery Fund, Capital Development Fund, and Boulder Junction Improvement Fund. These funding sources all have limitations on what can be spent from the specific fund.

In November 2012, voters approved the extension of the .25 Cent Sales Tax Fund through 2035. Beginning in 2016, there was approximately \$2M that had been allocated for debt service in the fund that is now available for other park and recreation purposes, including capital projects. The master plan recommended that proposed development of any new park and facility assets should be evaluated through a feasibility study that included 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. This approach frames agency asset management decisions in a framework of ‘cradle to grave’ consideration of how an asset is conceived, designed, built, managed and maintained, recapitalized and eventually disposed of as shown in the image below.



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 2016 budget development. Staff will provide updates on any impacts of these projections as part of the Budget Update item planned at the May business meeting.

CIP Process

The budget is the means by which the city manages its assets and implements projects and programs that are chosen by its citizens through their elected representatives, City Council. The department's budget is formulated within the context of the Parks and Recreation Master Plan that was adopted by the PRAB and accepted by City Council in early 2014. The CIP is developed in support of achieving the department's Master Plan goals.

Once again this year, staff has provided the PRAB with a "three touch" approach that included 1) discussion item presented at the January meeting communicating process, policies and procedures and definitions/criteria that guide the CIP development; 2) a discussion item presented at the February study session and business meeting to review draft projects and prioritization as it relates to the 2017 – 2022 CIP; and 3) a PRAB Public Hearing to be held on March 28th to consider motions approving and recommending the 2017 – 2022 department CIP.

CIP Guiding Principles

In order to plan and prioritize capital investments, staff apply 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. Project 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 of Boulder's '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 City 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. aquatics facility repairs).

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. aquatics facility enhancements and athletic field improvements) and/or possible collaboration/partnerships leveraging outside funding sources.

ANALYSIS:

Proposed 2017 Capital Improvement Program Projects

Based on budget considerations, the Capital Investment Strategy (Attachment B Summary), the CIP guiding principles and the PRAB study session in February, the PRAB and the department will discuss the following CIP projects for 2017. The 2017-2022 CIP Project Summary Sheet is provided as additional information (Attachment A).

2017 CIP Projects

Project Category	Project	Description	Fund Source *	Proposed 2017 Funding
Capital Enhancement	Aquatic Facility Enhancements	Based on recommendations of the Aquatics Study, this project would provide implementation of redevelopment of the Scott Carpenter Pool with new bathhouse, restrooms, 50-meter 10-lane pool with design and preliminary site work in 2017 and construction in 2018.	2180	\$1,000,000
	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	3300	\$500,000
	Lighting Ordinance Compliance	Coordinate w/McKinstry/FAM to optimize efficiencies in priority improvements	2180	\$250,000
	Neighborhood & Community Park Improvements	Ongoing park system renovations/repairs based on priority needs and asset management	2110	\$360,300
2180			\$1,139,700	

Capital Maintenance	Emerald Ash Borer Response Measures	Implementation of response measures outlined within the EAB Management Plan to include removal of lost trees and strategic replacement	2180	\$220,000
	Boulder Reservoir South Improvements	Based on master plan action items provide replacement or enhancements to existing facilities including replacement of Bathhouse and Administration building in 2017 and upgrades to south beach area and repairs and upgrades to boat house and maintenance building in 2018	2180	\$1,000,000
			3300	\$500,000
Capital Planning Studies	Yards Master Plan Coordination and Maintenance Facility Site Plans	Development of site plans and development estimates for capital repairs to existing maintenance facilities per GMMP recommendations	3300	\$100,000
Boulder Junction	Boulder Junction Pocket Park	Pocket Park design/development from Boulder Junction Fund	3500	\$350,000

***Fund 2110 = Lottery Fund**

Fund 2180 = .25 Cent Sales Tax Fund

Fund 3300 = Permanent Parks and Recreation Fund

Fund 3500 = Boulder Junction Improvement Fund

Key Recommendations for 2017-2022 CIP

Based on findings from the Asset Management Study and the PRAB and staff study sessions, the recommended 2017-22 CIP includes the following key projects that were the priority of both the department staff as well as the PRAB:

1. Scott Carpenter Aquatics Center Replacement \$8 million in 2017-2018 - The project calls for demolition of the existing pool and bathhouse facilities that are over 60 years old and beyond their life cycle. It is recommended that the project be funded for \$8 million to replace the facility with a new 10-lane outdoor pool, bathhouse and deepwater area. Funding is targeted for 2017 and 2018 with construction taking place in 2018 and opening in 2019. Some PRAB members indicated concern about the addition of water park features due to the potential waste of water and lack of meeting city sustainability goals. It is recommended that these elements be further explored during conceptual design to take place in 2016 to determine potential of low water facilities. In addition the department is working with the Boulder Valley School District on the potential expansion of

this facility for year round competition. Funding is not identified for these additional design elements.

2. Boulder Reservoir \$3 million - The Boulder Reservoir Master Plan adopted in 2012 identified over \$6.2 million in deficiencies to existing facilities and buildings including a failing sewer and water system and inadequate entrance facilities. Through capital bond funding, the Reservoir received \$3.7 million to replace aging infrastructure including the sewer system, water system and entrance facilities. The Reservoir is a critical facility that has served Boulder for over 50 years and is anticipated to continue with a high level of support and use over the next 50 years. Partnerships within the area are limited, but one area of interest is with the rowing community with interest in investment in a new boathouse facility. Planning for the South Shore facilities will begin this spring with a full facility condition assessment as part of the overall Recreation Facility Study. This will be followed by the development of the Site Improvement Plans in 2016 and initial improvements to the Bathhouse/Administration Building and South Shore facilities in 2017 and 2018.
3. Valmont City Park \$4 million - This is new park development anticipated in the park master plan and the Valmont Park Master Plan that would include development of a nature play space, community picnic facilities and pavilions, disk golf and pathway enhancements. The estimated cost for this phase is \$4 million with O&M costs estimated at \$120,000 per year. While a high priority for the PRAB and staff, this project is dependent on final fund evaluation and the potential to use DET funding for related new growth in the area.
4. Neighborhood and Community Parks \$8 million over 6 years - The focus will be on the outdoor facilities including playgrounds, picnic shelters, hard surface courts, plazas, pathways and parking areas that are most associated with urban neighborhood and community parks. This approach provides one full playground upgrade each year as well as funding to maintain all assets at a high industry standard with an FCI of .07 or less.
5. Urban Forest \$2.4 million over 6 years - The Parks and Recreation Forestry workgroup directly maintains approximately 50,000 trees in city parks and in street rights-of-way with a total appraised value of over \$110 million. Urban forests are a critical component of the urban green fabric and contribute to climate cooling as well as a variety of environmental benefits. These funds will enhance the EAB response plan and assist in implementation of the urban forest management plan.

Updates to 2017-22 CIP

Based on these recommendations by the PRAB the following changes from the 2016-2021 CIP are recommended:

- **Aquatics Facilities Deferred Maintenance** – Improvements and repairs to East and South are moved one year out to 2019 and 2021 respectively. These projects are coordinated with FAM and the department will work closely with FAM to make critical repairs as needed.
- **Recreation Facilities Deferred Maintenance** – Based on the results of the Recreation Facility Assessment the department will work with FAM to fund required repairs to maintain facilities at the desired high standards.
- **Neighborhood Park Improvements** – This includes individual categories for playgrounds, irrigation, turf, hard surface courts, shelters and parking lots based on findings from the Asset Management Plan.
- **ADA** – Specific funding for ADA will be included in all facility upgrades and will not be a stand alone item.
- **Athletic Field Upgrades** – Based on the condition assessments by staff, field conditions were determined to be in an excellent condition for most facilities. Funding remains to make major upgrades as required and to develop potential partnerships with the BVSD and others as they become available.
- **Boulder Reservoir Trail** – Pending funding and additional planning, the CIP includes the addition of the recommended trail around the Boulder Reservoir along 51st Street.

NEXT STEPS:

Important milestones for the CIP process are included below.

Milestone	Date
PRAB CIP Discussion Item (1st Touch)	January 25
PRAB Study Session	February 8
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-November

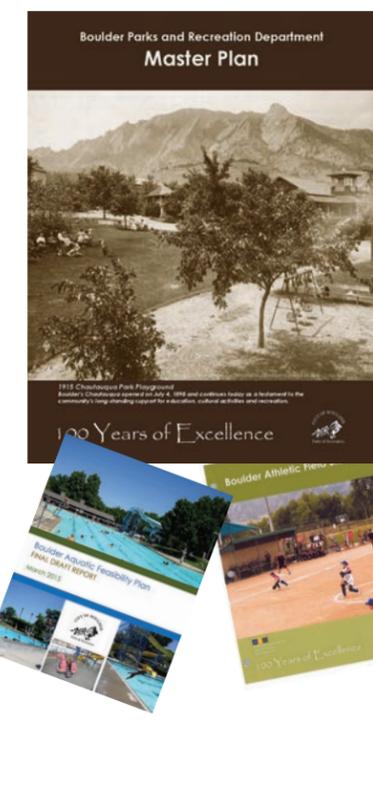
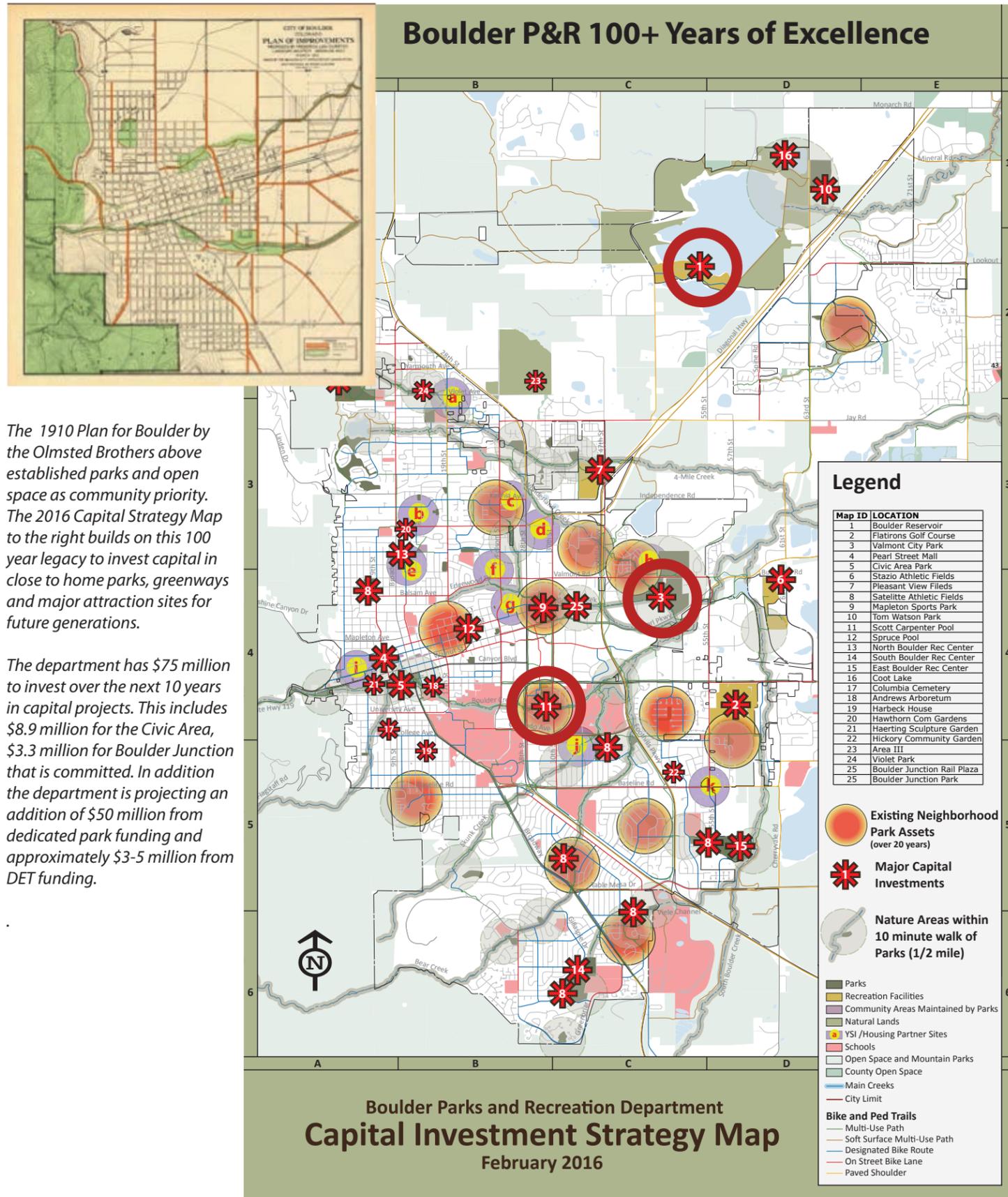
Attachments:

- A. CIP Project Summary Sheet 2017 – 2022
- B. Capital Investment Strategy Summary Handout

2017 - 2022 Recommended CIP 6-Year Plan - Attachment A

Projects	Description/Comments	2017 Recommended	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 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 for East pool including expansion of warm water and waternainment in partnership with FAM funding basic repairs.			\$ 2,000,000				\$ 2,000,000
Aquatic Facility Enhancements	Scott Carpenter Pool Replacement with new bathhouse, restrooms, 50-meter 10 lane pool (explanded from 6 lanes due to growth in population and interest in swimming for health) with design in 2017 and construction in 2018 to open in 2019	\$ 1,000,000	\$ 7,000,000					\$ 8,000,000
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 South Pool in partnership with FAM					\$ 500,000		\$ 500,000
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	\$ 200,000	\$ 250,000	\$ 250,000	\$ 750,000	\$ 1,000,000	\$ 2,950,000
Lighting Ordinance Compliance	Coordinate w/McKinstry/FAM to optimize efficiencies in priority improvements	\$ 250,000						\$ 250,000
Neighborhood & Community Park Improvements	Ongoing park system renovations/repairs based on priority needs and asset management for all outdoor facilities. This combines individual funding for playgrounds, parking lots, shelters, courts and ADA from 2016 CIP	\$ 1,500,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	\$ 8,000,000
Capital Enhancements Totals	Subtotal	\$ 3,250,000	\$ 7,700,000	\$ 3,250,000	\$ 1,250,000	\$ 3,250,000	\$ 3,000,000	\$ 21,700,000
Capital Maintenance								
Emerald Ash Borer and Urban Forest Plantings	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 as well as expanded urban forest management practices	\$ 220,000	\$ 220,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,440,000
Boulder Reservoir South Improvements	Based on master plan action items provide replacement or enhancements to existing facilities including replacement of Bathhouse and Administration building in 2017 and upgrades to south beach area and repairs and upgrades to boat house and maintenance building in 2018	\$ 1,500,000	\$ 1,500,000					\$ 3,000,000
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			\$ 500,000			\$ 1,500,000	\$ 2,000,000

Projects	Description/Comments	2017 Recommended	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected	6 Year Total (2015-2020)
Flatirons Golf Course	Upgrades to the parking lot and pro shop					\$ 500,000		\$ 500,000
Tom Watson Park	Potential upgrades to park facilities pending partnership and IBM master planning effort				\$ 1,500,000			\$ 1,500,000
Capital Maintenance Totals	Subtotal	\$ 1,720,000	\$ 1,720,000	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000	\$ 2,000,000	\$ 9,440,000
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								
Boulder Reservoir Trail	Construct trail along 51st street connecting the South Shore with North Shore facilities in partnership with OSMP, Transportation and County			\$ 1,000,000				\$ 1,000,000
Valmont City Park - South	Development of nature playground, picnic area, shelters and disk golf as part of Phase I of the South Valmont Master Site Plan (50% DET funds if this is to be constructed)			\$ 2,000,000	\$ 2,000,000			\$ 4,000,000
Violet Neighborhood Park	Neighborhood park design/construction improvements related to new urban growth in North Boulder			\$ 500,000				\$ 500,000
Boulder Junction Pocket Park	Pocket Park design/development from Boulder Junction Fund	\$ 350,000	\$ 350,000					\$ 700,000
New Capital Projects Totals	Subtotal	\$ 350,000	\$ 350,000	\$ 3,500,000	\$ 2,000,000	\$ -	\$ -	\$ 6,200,000
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						\$ 100,000
P&R Master Plan	5-Year Update of 2014 Master Plan				\$ 250,000			\$ 250,000
Capital Planning Studies Total	Subtotal	\$ 100,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 350,000
Total Capital Funding Recommended	Total	\$ 5,420,000	\$ 10,144,000	\$ 9,250,000	\$ 5,500,000	\$ 4,250,000	\$ 5,000,000	\$ 39,564,000



BPR Planning Process & Results

In 2014 the City Council adopted the Boulder Parks and Recreation Master Plan and guiding principles. This plan reflected over two years of public input as to the future of the urban park system. The master plan identified a clear vision, mission and six core themes to implement the community vision. In addition to the BPRD Master Plan the department has undertaken a number of site plan studies that were identified in the master planning process required to meet future park and recreation needs or address current deficiencies. These plans have been summarized in the Capital Investment Strategic Plan.



Capital Investment Strategy

The Capital Investment Strategy provides a development framework plan with specific, implementable urban park design and development recommendations for the enhancement of Boulder's urban park system. The strategy addresses the need to invest up to \$40 million in existing assets as well as \$24 million in backlog or enhancements and the desire to invest an additional \$60 million in new facilities as identified in the department's Master Plan over the next ten years.

This strategy includes three areas of focus that builds on the vision and values set by the master plan desired to be achieved over the next 10 years through strategic investments in the CIP process. The plan includes a long-term investment strategy as well as an action-oriented implementation strategy that includes both public and private sector investment and partnership opportunities.

CIS Three Top Projects



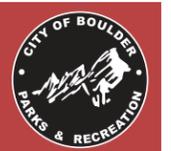
Scott Carpenter Pool \$8M
The project calls for a new 50-meter 10-lane pool would be built for \$8 million and an outdoor water park to the site for \$5.3 million.



Boulder Reservoir \$3M
The project calls for a new bathhouse and administration building, upgrades to south shore amenities and repairs to boat house and maintenance building.

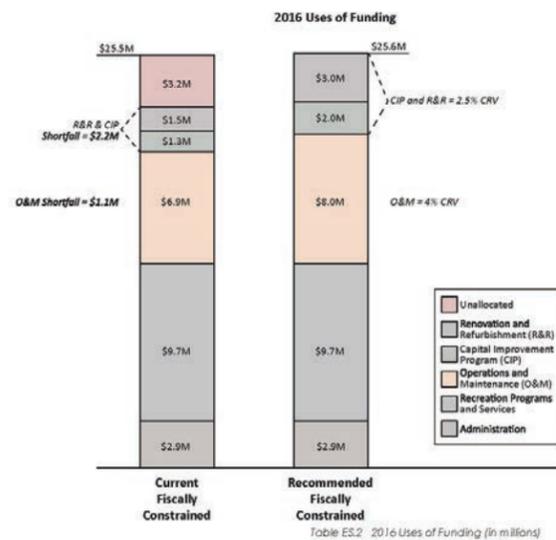


Valmont City Park South \$4M
Phase one includes completion of disc golf course, nature playground, picnic area and shelters.



Financial Background

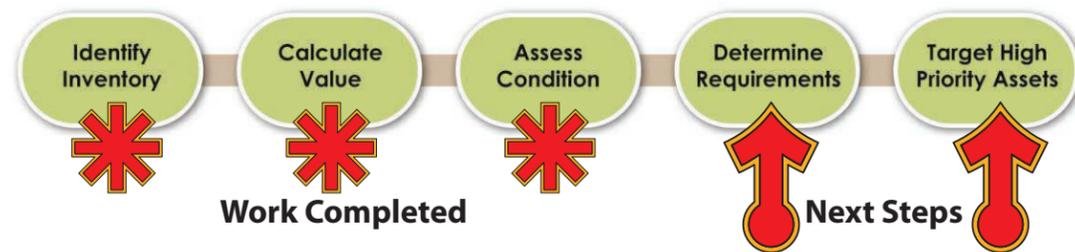
In 2011 the community voted to extend the .25 Sales Tax that funded urban park and recreation facilities and programs. This extension provides an additional \$2.2 million in funding available in 2016. In 2011 the community also passed a 3-year bond that provided approximately \$9 million in urban park upgrades to existing facilities. In 2014 citizens approved ballot proposition 2-A that included \$8.7 million for the Civic Area improvements, \$5 million for Boulder Creek Path improvements and \$1 for Chautauqua Park improvements. The department's 6-year Capital Investment Plan (2017-2022 CIP) proposes a total of \$40 million in investment in assets. In addition Facility and Asset Management (FAM) proposes to invest \$2.7 million in major recreation facilities repairs during the same time period. This represents an annual investment in assets of approximately \$7.1 million or \$2 million more than outlined in the fiscally constrained budget of the master plan. This level of investment will maintain existing facilities as well as begin to make the level of investments in key aging facilities required to maintain public service levels. It does not address the full action or vision strategies desired by the community.



Asset Management Systems (AMS)

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 asset management practices uses the simple process below, combined with long range capital investment planning.



The department has already begun to address the first three questions above. It has inventoried all major assets department wide, calculated a portfolio and established a baseline Facility Condition Index (FCI) from which to measure the condition of our portfolio:

Current Replacement Value = \$215 Million
 Facility Condition Index = .11
 Operation & Maintenance - 4% annually of CRV estimated at \$8.9 Million
 Preventative Maintenance (PM) plus Regular & Recurring Maintenance (RR) - 2% per year of CRV estimated at \$4.4 Million
 Deferred Maintenance (DM) - items that have not been repaired or replaced based on industry standards estimated at \$24 Million.

Mission Statement

BPRD will promote the health and well-being of the entire Boulder community by collaboratively providing high-quality parks, facilities and programs.

Farnsworth 10-Year Investment Strategy

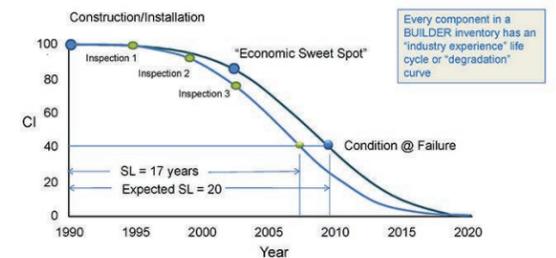
Major Facility	CRV	FCI	90% Standard	80% Standard	Savings	Backlog
EBRC	\$18,907,343	0.10	\$3,079,892	\$3,146,599	\$66,707	\$1,962,118
NBRC	\$21,337,047	0.06	\$5,166,970	\$5,428,246	\$261,276	\$1,377,900
SBRC	\$9,376,617	0.13	\$1,642,329	\$1,876,919	\$234,590	\$1,181,104
Res-Admin	\$1,500,000	0.31	\$837,779	\$1,062,297	\$224,518	\$471,729
Res-Boat House	\$800,000	0.14	\$129,476	\$135,551	\$6,075	\$109,738
Res-Maint	\$750,000	0.19	\$258,080	\$305,886	\$47,806	\$144,623
Totals	\$52,671,007	0.10	\$11,114,526	\$11,955,498	\$840,972	\$5,247,212

Difference between maintaining facility at 90% over 80% condition saves \$840,972 and provides higher quality facilities with higher customer satisfaction.

Why Have High Standards?

One of the principles of asset management is establishing benchmark standards for each asset to achieve community desired conditions. The city has hired Farnsworth Ltd. to evaluate current condition of major buildings including the three recreation centers and to develop a 10-year preventative maintenance work plan for each building. The chart at the right illustrates the life cycle curve on building maintenance to extend the overall life of a facility. The table above illustrates the investment required over 10-years to maintain facilities at 80 percent versus 90 percent condition. By maintaining facilities at a higher standard the city can increase customer satisfaction while spending less over time.

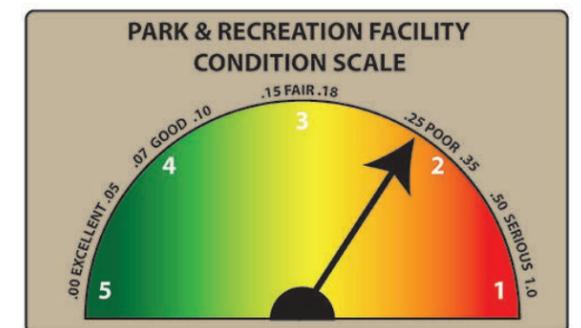
BUILDER key concepts – life cycle curve



Farnsworth GROUP

Taking Care of Aging Assets

While the majority of Boulder Park and Recreation assets are in good to excellent condition approximately 10 percent of existing assets have a poor or worse rating greater with an FCI of .30 or greater. Many of these assets have not been upgraded for a number of years with some aging infrastructure over 60 years old. Investments in these aging assets is a high priority of the department and includes renovations of the Civic Area with 2-A funding that will be constructed in 2016-2018. In addition the department has prioritized Scott Carpenter Pool and the Boulder Reservoir for complete renovations in the next few years. While these improvements and enhancements will dramatically lower our overall FCI there still remains a number of historic assets in need of ongoing repair or replacement.



Major Deficiencies	CRV	Backlog	FCI
Scott Carpenter Pool	\$4,000,000	\$2,000,000	0.50
Spruce Pool	\$1,634,766	\$1,000,000	0.61
Boulder Reservoir	\$6,893,967	\$2,034,643	0.30
Civic Area	\$4,000,000	\$3,000,000	0.75
Tom Watson Park	\$3,500,000	\$1,600,000	0.46
Harbeck House	\$1,000,000	\$500,000	0.50
Columbia Cemetery	\$1,000,000	\$300,000	0.30
Andrews Arboretum	\$300,000	\$100,000	0.33
Area III House	\$95,000	\$95,000	1.00
Critical Assets FCI > .30	\$22,423,733	\$10,629,643	0.47

Goals

Community Health & Wellness
 Taking Care of What We Have
 Financial Sustainability

Building Community
 Youth Engagement
 Organizational Readiness

